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Ph.D. Dissertation

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Management and Organization

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Doktora süreci çok karmaşık ve kimilerine göre oldukça yorucu ve stresli olarak adlandırılsa da tüm zorluklarına rağmen benim çok keyif aldığım bir süreç oldu. Keyif almamın en büyük sebeplerinden biri ise ASBÜ-SİM. Tam olarak ne yaptığımı anlayabilmem zaman alsa da insanın iş yerine seve seve gitmesi herkesin sahip olduğu bir şey değil. Bu durumun en büyük sebeplerinden olan ve ASBÜ'ye ilk geldiğimde oldukça zorlanmama rağmen bana her zaman inanarak kendimi geliştirmeme olanak sağlayan danışman hocam Prof. Dr. Erdal Akdeve'ye çok teşekkür ederim.

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inandığın ve tüm dertlerimi paylaştığın için iyi ki varsın. Her sıkıştığımda koştuğum babam İbrahim Türüdü, ismin yeter. Beşiktaş maçlarındaki totemler, o güzel sesinden şarkılar, atılan parendeler, bizi korkuttuğunu sanan insanlar, yapılan tatiller, içilen ve içilemeyen sıvılar derken ayrı şehirlerde hatta ayrı ülkelerdeyken yapılan telefon görüşmeleri. Hepsinde varsın Doç. Dr. Özge Cengiz. Sırada yaptığımız yeni planları hayata geçirmek var. Tarantino, Burton, Ritchie, Scorsese, Nolan, Kubrick ve Scott sizleri de unutmadım.

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En büyük teşekkürü hayatımdaki bir şeye ve bir kişiye edeceğim. Hayatımdaki önemli şey tabi ki BEŞİKTAŞ. Yalnızca bir spor kulübü değil, bir hayat duruşu benim için. Sadece başarılara ve sonuca odaklanmayan, toplumsal ve kültürel olaylara duyarlı, tarafını belli eden ve her şeye karşı durabilen bir kültür demek Beşiktaşlılık. Teşekkür ederim sana güzel kulüp, iyi ki varsın. Son olarak net bir şekilde anlatmak pek mümkün olmasa da her anımda yanımda olan, her açığımı kapatan ama en önemlisi birlikte en çok keyif aldığım Dr. Mansur Konuralp Aktaş. Ben bu doktorayı bitireyim diye arkadaşlarından, ailenden uzak kaldın, işinden uzun süre izin aldın, aç kaldın, çocuklarla baş başa kaldın! en önemlisi İnönü Stadyumuna hasret kaldın, yine de yanımda durmaya devam ettin. Aralıksız saatlerce yürüdük, bir lezzet tatmak için 3 saat kuyruk bekledik, bir günden fazla havada yolculuk ettik, fikirlerimiz ayrı düştü anlaşamadık, birlikte sokaklara bile çıktık. Hayalimizdeki her şeyi başardık. Ama liste bitmedi ben yenilerini ekledim.

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ÖZET

Bu araştırma damgalama teorisi ve sosyal girişimcilik literatüründen yararlanarak, damgalamanın dinamik süreçlerini incelemiştir. Araştırmanın amacı, damgalamanın dönüşümünün nasıl ve neden gerçekleştiğini incelemektir. Dönüşüm süreçlerinin ana etkilerini araştırmak amacıyla araştırma çoklu vaka çalışması olarak tasarlanmış ve Türkiye ve Birleşik Krallık'taki sosyal girişimlere odaklanmıştır. Çünkü sosyal girişimler, etkileşimde bulundukları çevreler açısından benzersiz bir konuma sahip, birçok sektörel baskının bir arada bulunduğu bir alanı temsil etmekte ve damgaların değişimini araştırmak için verimli bir alan sunduğu düşünülmektedir. Bu nedenle, dönüşüm süreçlerinin ana etkilerini araştırmak amacıyla bu araştırma çoklu vaka çalışması olarak tasarlanmış ve Türkiye ve Birleşik Krallık'taki sosyal girişimlere odaklanmıştır. Araştırma sonuçları neticesinde sosyal girişimlerin yapısal değişikliklerini anlamak için dört ana karar verme boyutu tanımlanmıştır: sezgisel, değerler, analitik ve kazançlar. Sosyal girişimcilerin kuruluş aşamasında ve sonraki dönemlerde hangi boyutlar üzerinden karar verdiklerini ve bu kararların arkasındaki nedenlere dair çıkarımlarda bulunulmuştur. Araştırmanın sonuçları, dinamik damgalama sürecini daha detaylı incelemeyi mümkün kılmıştır. Damgalardaki değişimlerin nedenleri ve mekanizmaları detaylı bir şekilde açıklanmış ve figürlerle gösterilmiştir. Ayrıca, araştırmanın sunduğu birçok teorik ve pratik katkı detaylı bir şekilde açıklanmıştır.

Anahtar Kelimeler: Örgüt Kuramları, Girişimcilik, Damgalama, Sosyal Girişimcilik

ABSTRACT

This research draws on the literature on imprinting theory and social entrepreneurship to examine the dynamic processes of imprinting. The aim of the study is to investigate how and why the transformation of imprinting occurs. To explore the main influences of transformation processes, the research was designed as a multi-case study, focusing on social enterprises in Turkey and the United Kingdom. Social enterprises were considered to provide a fertile ground for examining changes in imprints due to their unique position, interacting with various sectoral pressures simultaneously. The research identified four main decision-making dimensions to understand the structural changes of social enterprises: heuristics, values, analytics, and gains. It analyzed which dimensions social entrepreneurs base their decisions on during the founding phase and subsequent periods, and inferred the reasons behind these decisions. The findings allowed for a more detailed examination of the dynamic imprinting process, explaining and illustrating the reasons and mechanisms behind changes in imprints through figures. Additionally, the research presents several theoretical and practical contributions in detail, emphasizing the importance of the four dimensions in understanding the evolution and structural changes of social enterprises.

Keywords: Organizational Theories, Entrepreneurship, Imprinting, Social Entrepreneurship

ABBREVIATIONS

ACEVO	:Association of Chief Executives of Voluntary Organizations
BİT	:Municipal Economic Enterprise
CEO	:Chief Executive Officer
CI	:Confidence Interval
CIC	:Community Interest Company
CICOPA	:International Organization of Industrial and Service Cooperatives
CIO	:Charitable Incorporated Organization
CLG	:Companies Limited by Guarantee
CSR	:Corporate Social Responsibility
DfES	:The Department for Education and Skills
DTI	:Department of Trade and Industry
EMES	:Research Network for Social Enterprise
EMNC	:Emerging Market Multinational Corporations
FCA	:Financial Conduct Authority
FDI	:Foreign Direct Investment
IT	:Imprinting Theory
I&PSs	:Industrial and Provident Societies
K-Alpha	:Krippendorff's Alpha Coefficient
L3C	:Low-profit Limited Liability Company
LLP	:Limited Liability Partnership
NGO	:Non-governmental Organizations
OCS	:The Office for Civil Society
OI	:Organizational Institutionalism
OTS	:The Office of the Third Sector
SARS	:Severe Acute Respiratory Syndrome
SEC	:Social Enterprise Coalition
SEL	:Social Enterprise London
SME	:Small and Medium Enterprise
SOGEP	:Social Development Support Program
TCC	:Turkish Commercial Code
TCO	:Turkish Code of Obligations
TÜBİTAK	:The Scientific and Technological Research Council of Türkiye
UK	:United Kingdom
US	:United States
VC	:Venture Capitalist

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1. INTRODUCTION

The nature of organisms tends to carry imprints from their environments. These imprints have an influence on the character, behaviours, and purpose of an organization. The Imprinting Theory (IT) suggests that organizations are influenced by their environments from the moment they are born, and this interaction shapes their long-term character (Stinchcombe, 1965). This theory particularly emphasizes the founding period of a new organization. During this period, the organization interacts with the economic, cultural, and political factors in its environment. These interactions shape the initial imprints and character of the organization and also have a long-term impact on the organization's strategies, culture, and behaviours. The theory highlights that organizations are constantly in interaction not only with their internal dynamics but also with their external environments. Therefore, the history and the interactions at its founding play a critical role in determining organizations future decisions and behaviours. Hence, the Imprinting Theory proposes that the interactions of organizations with their environments at the moment of founding determine their long-term development and evolution.

Imprinting refers to the traces an organism acquires from its environment at the moment of birth. However, in today's complex and developing world, questions about how permanent these imprints are and how they can evolve over time have gained significance. An entity trying to adapt to a dynamic environment may need to change the imprints it acquired during the founding period. Based on this assumption, this research focuses on understanding why and how imprints change. What kind of factors in a dynamic environment lead to changes in imprints? What are the consequences of changes in initial imprints? These fundamental questions become more apparent when examined in conjunction with the concept of social entrepreneurship because of its multiple environment. Social entrepreneurship is not only a form of effort that seeks solutions to social problems but also it has economic goals. In this context, social entrepreneurs determine and change their imprints not only during the founding period but also during the interaction with social dynamics. Moreover, the relatively short history of social entrepreneurship and the novelty of the concept make this ecosystem more dynamic and open to changes. The dynamic structure of social enterprises is considered suitable for this research as it can suggest that imprints can emerge not only in founding period but also, they have continuous transformation, indicating imprints that are not permanent but rather changing and evolving. Therefore, examining social entrepreneurship within the framework of the imprinting theory is believed to contribute to the development of this theory. Although there has been an expansion in the definition of imprinting theory in recent years, there has been insufficient research on the decay, amplification, and disappearance of imprints. This research defines the change of imprints as a dynamic process called "Multiple Imprinting" providing a contribution in the expansion of the theory.

1.1. Main Aim and The Research Gap

Imprinting is a process that a focal entity develops persistent characteristics reflecting the features of the environment despite significant environmental changes. The differences between entities are derived from both the specific technological, economic, political and cultural elements of the founding period and the process of reproduction of these characteristics (Hannan et al. 1996; Sastry & Coen, 2000). Although the imprinting at the founding period has been emphasized in the main research, there has been recent studies that mention about short sensitive periods. Some scholars have suggested that “persistence does not imply permanence” (Marquis & Tilcsik, 2013). According to this argument imprints do not last forever and there are short sensitive periods that result in a long-lasting impact on entities. These periods include launching a new business (Kwon & Ruef, 2017), survival threats (Yin, et al., 2014), previous experiences of ideologies, regional ideological legacy and economic development level (Wang, Du & Marquis, 2019). As a result of these recent studies about short sensitive periods, it has been come out that the founding period is not necessarily the only one phase for imprints. Other than the founding period, the old imprints decay or new imprints emerge during the non-founding sensitive periods. Therefore, the main aim of this study is to explore the dynamic process of imprinting which focus on evaluation of multiple imprints after transition periods.

Although in some research the transformation and decay of imprints have been emphasized, the literature is mostly related with "what is imprinted". There are not sufficient theoretical mechanisms that include why and when imprinting and its transformation occurs and effect the structure at industrial, organizational or individual level. Therefore, rather than what is imprinted, the main emphasize of this study is related with the evaluation and transformation of imprinting, exploring the dynamic process through which the initial imprinting of the organization's formation may be transformed in subsequent. It is argued that there are sensitive periods other than founding, but we know little about the boundaries of these periods. Thus, with the aim of revealing how and why does transformation of imprinting take place, what are the main influences of such processes, what are the features of secondary periods of imprinting, the research focused on social enterprises.

In order to explore the short sensitive periods and their subsequent effects, social enterprises are determined for the investigation. Contrary to the thesis advocated in institutional theory that well-defined organizational forms provide legitimacy, social enterprises combine incompatible demands and they face with conflicting pressures (Heimer, 1999; Zilber, 2002). Different environments result in clashing demands which create challenges for the social enterprises to find a balance between multiple goals (Pache & Santos, 2013). Therefore, it is assumed that they are more familiar with the changing demands from the environment. Hence, exploring the dynamic imprinting process on social enterprises is found as appropriate.

1.2. Importance of The Imprinting Theory

In today's context, Imprinting Theory (IT) plays a significant role in understanding the evolution and long-term development of organizations. Firstly, it is particularly important in examining the processes through which organizations adapt to environmental changes. Organizations interact with their environments during their founding periods, and these interactions shape the fundamental characteristics of the organization. In this context, the theory helps explaining how organizations respond to environmental changes. Secondly, it highlights the significance of institutional diversity and change. Unlike the universal implications of classic theories, IT offers a broader perspective on how organizations respond to various institutional pressures. Thus, IT contributes to a better understanding of institutional change and agency-based perspective. Thirdly, the theory is important due to its contribution to the understanding of innovation and entrepreneurship. Imprinting theory not only helps to understand the past imprints of organizations but also explains how organizations embrace and implement new ideas, innovations, and entrepreneurship. It explains how the imprints in the organizational founding processes will affect future innovation and entrepreneurship strategies. Finally, imprinting theory emphasizes not only symbolic behaviours but also the role of social interactions. By reflecting the fact that organizations are involved in social interactions, it increases the relevance of the theory. In conclusion, IT provides a crucial theoretical framework to understand how organizations are shaped by complex environmental interactions and how they evolve over time.

1.3. Importance of Social Entrepreneurship

Imprinting theory focuses on organizations interacting with their environments during the founding periods and acquiring institutional imprints through these interactions. In terms of the environments they interact with, social enterprises occupy a unique position. While, profit-oriented organizations create a commercial sector and non-profit organizations form the social sector, social enterprises, on the other hand, exist within both of these environments. This situation leads them to receive different pressures from their environments and acquiring imprints from different environments simultaneously. Social enterprises create a complex structure where conflicting demands coexist. Besides being within two conflicting environments, they are constantly engaged in social interactions.

Social enterprises need to balance between two different environments and develop their activities to address social problems. In this context, the legal frameworks, social pressures, and international growth in the field of social entrepreneurship, where multiple environmental pressures coexist, shape the imprints of social enterprises. As a result, social enterprises acquire various imprints by focusing on social problems, and these imprints shape the organization's past, present, and future. Although Imprinting Theory is generally explained as a mechanism for reproduction and stability, this research examines its role in change suggesting that organizational imprints can evolve and transform over time. IT provides a robust framework for understanding the institutional formations and evolutionary processes of social enterprises over time.

1.4. Theoretical Approach

This research is based on the foundational theoretical framework of organizational institutionalism (OI) (Ocasio & Gai, 2020). Within the scope of OI, the main focus is on change and individual agency. The role of organizations is explained through resistance, variation, and innovation. The level of analysis includes not only organizations but also society, field, and individuals. The fundamental questions of OI theory are why and how institutions change and what is the role of individual and collective agency in institutional entrepreneurship, maintenance, and change. Similar to these assumptions, the focus is specifically on "change" in this research. The research questions align with the foundations of OI theory.

Primarily, the research is based on OI, particularly emphasizing local orders and historical contingencies. In the OI framework, history plays a crucial role, and instead of universal theories like isomorphism, historical contingencies are deemed significant (Thornton & Ocasio, 1999). When examining the imprinting literature, there is a tendency towards more local studies focusing on historical contingencies rather than universal imprints. Recent studies often highlight historical contingencies (Wang, Du, & Marquis, 2019; Marquis & Qiao, 2020; Albu et al., 2021; Liu & Luo, 2022) or draw implications specific to a single organization by examining its unique imprints (Ercek & Guncavdi, 2016; De Cuyper, Clarysse, & Phillips,2020). Consequently, institutional diversity gains importance over institutional homogeneity (Reay & Hinings, 2009). In this research, the OI theory's perspective is accepted providing a case study related with the historical development of social enterprises. Throughout the case studies social enterprises will be deeply investigated to reveal unique imprinting processes.

According to another assumption of OI, institutional continuity is no longer the defining characteristic of institutions. Intra-organizational dynamics and environmental developments create opportunities for institutional intervention and change (Smith & Gai, 2017). Although IT initially discussed the permanence of imprints acquired during the founding period, over time, the scope of the theory has expanded, leading to discussions on the decay, amplification, and disappearance of changing imprints. This research also emphasizes change, assuming that organizations may have changes to adapt to their environments, and consequently, imprints may transform during certain periods.

Additionally, in the OI approach, individual agency is not seen as limited but rather acknowledged to have an active role. Individual agencies are considered as the leading actors in institutional continuity and transformation (Greenwood et al., 2008). Similar to this assumption, the importance of individual agencies is emphasized in this research as well particularly given that the focus is on social enterprises, where the role of entrepreneurs in organizational change is highly significant.

Furthermore, the OI theory provides a perspective that includes reflexivity and pre-existing thought rather than cognitive foundations and routines. Unlike the idea that institutions impose constraints on organizations and human behaviour, OI views them as tools for action, innovation, and entrepreneurship (Garud, Hardy & Maguire, 2007). In parallel with this perspective, instead of the understanding that acquired imprints persist and become routines, it is believed in this research that imprints may change during certain periods due to environmental changes and historical processes.

Based on these assumptions in line with the OI theory, the imprinting theory is expanded with this research through three different perspectives. Firstly, according to this research IT is no longer only related with the organizations. Rather individuals, organizations and other entities like networks can be the unit of analyses. Secondly entities are not only influenced by the environment in the founding period but also other periods called as “short sensitive periods” may create a change in the imprints of the entities. Thirdly, imprints are not permanent but they may transform in subsequent periods leading to a decay, amplification and disappearance of imprints.

1.5. The General Framework of Imprinting Theory Defined by the Research

After a detailed examination, it was observed that the meaning of the imprinting theory and its boundary conditions have expanded. The original meaning of the imprinting theory, as used by Stinchcombe, was understood to only include organizations. However, recent studies indicate that imprinting theory is not solely applicable to organizations. Additionally, assumptions about the formation of imprints during the establishment phase have changed, and new short sensitive periods distinct from the founding period are being discussed. Some studies suggest that these new periods lead to decay and amplification in imprints. Taking all of this into account, it becomes evident that the boundary conditions of IT have been broadened, and therefore, new definition of key concepts become necessary.

Imprinting: The main literature on the IT assumes that organizations incorporated elements from their environment during the founding process that create diversity between organizations. As a result of the literature review this research suggests that imprinting refers not only to the founding period and organizations as a focal unit but assumes short sensitive periods that result in a long-lasting impact on various levels. Therefore “imprinting is a dynamic process in which focal units internalized the features that exist in the environment at short sensitive periods and the characterized features are observed persistently in the following periods. Focal units can be individuals, organizations, teams, networks, and even the environment. Main elements of imprinting:

1) It’s a dynamic process: Imprinting is a process that exists not only in the founding period but also in later periods. Throughout the life of the imprinters there are multiple imprinting periods that is called short sensitive periods. These sensitive periods may involve unique historical events, changes in geographical regions, new survival threats, leadership change and new career starts for individuals. During the short sensitive period imprints may emerge and it is considered to evolve until new sensitive period. This phase is identified as the evolution in which the imprints may persist, amplify or decay indicating a transformation of imprints. This transformation may also result in the disappearance of the imprints.

2) Short sensitive periods: Not every environmental change has a major impact on the level of imprint. However, when it has a significant impact, it is referred as a short sensitive period. Imprinting incorporates various sensitive periods, indicating that it does not only refer to the founding period. During these different sensitive periods, the level of imprints subsequently influenced by their environment which may result in an amplification or decay in imprints. While some of the imprints may persist, some of them may become extinct generating new imprints.

3) Persistence: Despite the changes in the environment, imprints exhibit persistence. However, this persistency doesn’t indicate to the permanency (Marquis & Tilcsik, 2013) since the imprints may transform during the next sensitive period.

The level of imprint: Originally the concept of imprinting has been attributed to organizations in the prominent research. However, as a result of the comprehensive review of literature, it has been recognized that various studies investigate imprinting at different levels. Therefore, it becomes crucial for future studies to include individuals, teams, networks and the environment as the level of imprint.

Evolution of imprint: Imprints demonstrate persistent nature yet their trajectory is not always linear. When imprints emerge, they may not necessarily remain the same as in their initial state. Sometimes their impact may amplify and become more pronounced, while other times, their impact may decay.

Transformation of Imprint: Throughout the life of the focal units multiple short sensitive periods may occur. Consequently, in each sensitive period, imprints may involve in a transformation. This transformation may lead to the extinction of the existing imprints or emerging of new imprints.

1.6. Research Design

The research is designed in the form of a case study. Two suitable and accessible contexts -Türkiye and the United Kingdom (UK)- and multiple cases have been extensively examined. In order to investigate why and how imprints change and to understand their subsequent effects, multiple cases consist of social enterprises. Since social enterprises occupy a unique position in terms of the environments they interact with, where multiple sectoral pressures coexist, they provide a fruitful place to investigate the change in imprints.

Türkiye is the first context because of its historical roots in social entrepreneurship. These roots extend back to the Ottoman Empire period. During this time, social aid and solidarity held significant importance and this culture was institutionalized through the foundation system. These foundations were considered initiatives aimed at addressing social problems and meeting the needs of society in a wide range of areas, from education to health. Although relevantly legal developments have progressed late, it is acknowledged that cultural interaction is rooted in a deeper history. The other context is selected as the UK because it is one of the leading countries in Europe and even in the world in terms of social entrepreneurship activities. Furthermore, UK is considered an attractive context to examine various aspects of imprinting and social entrepreneurship to gain a broad perspective.

Therefore, multiple case studies were conducted within the two different contexts. Each context encompasses multiple cases therefore they were presented within two sections. Since the aim of the first section is to understand the relevant context, first section examined the historical development of social entrepreneurship in each context to comprehend the relevant developments and establish connections. The aim of the second section is to answer the research questions which focus on the change in imprints and their subsequent affects. Therefore, in the second section, the analysis centred on semi-structured interviews conducted with the founders of the social enterprises.

Primarily, for the first context, due to the absence of a legal definition for social enterprises in Türkiye, the first section starts with providing details regarding the legal forms available for social enterprises. According to these legal frameworks which are suitable for social enterprises, the research continues with identifying the historical development of social entrepreneurship in Türkiye. However, there is no specific research on the development of social entrepreneurship in Türkiye. Therefore, it was decided to conduct a legal analysis in order to provide political developments within the timeframe. Lastly, for the second section multiple case studies were conducted. Semi-structured interviews were completed with the founders of social enterprises in Türkiye. In addition to the interviews, activity reports, impact reports, and relevant documents of social enterprises, along with websites and media news, were examined.

Similar steps were followed for the second context, the UK. Initially, the first section starts with providing details regarding the legal forms available for social enterprises in the UK. Subsequently, the definitions of social enterprises in the UK were examined, followed by an exploration of the historical development of social entrepreneurship. Since many details can be tracked from the literature, a legal review for the UK wasn’t conducted. Therefore, this section continues with investigation of the historical and political development of social entrepreneurship. Finally, for the second section multiple case studies were conducted. Semi-structured interviews were completed with the founders of social enterprises in the UK. In addition to the interviews, activity reports, impact reports, and similar documents of social enterprises, as well as websites and media coverage, were examined. Furthermore, access to all company and charity documents of social enterprises was obtained from UK databases.

1.7. Results and Discussion

In recent years, although the definition of IT has expanded, there is still a gap in research on decay, amplification, and disappearance of imprints. This research proposes the concept of "Multiple Imprinting", defining the change of imprints as a dynamic process and contributing to the development of this theory.

This research has defined four main decision-making dimensions to understand the structural changes of social enterprises: heuristics, values, analytics and gains. The heuristics dimension focuses on the decisions made by social entrepreneurs through their values and intuitive thinking. The values dimension reflects the founding philosophy and societal benefit-oriented missions of social enterprises. Especially during the founding period, it was observed that entrepreneurs establish decision-making mechanisms in line with their personal beliefs and desires to contribute to society through values and intuitive thinking. On these dimensions, social entrepreneurs typically adopt an intuitive approach and make decisions focused on societal benefit and values.

In the analytics dimension, it was observed that social entrepreneurs focus on objective data rather than personal experiences. The analytical approach allows social entrepreneurs to obtain concrete results by analysing the data in hand. The social entrepreneurs make decisions using information obtained from the field. Decisions are made in the gains dimension to expand the impact area of social benefit. In this dimension, focus is on tools that provide benefit and advantage to the social enterprise. Especially financial strategies and revenue generation methods are included in the social entrepreneurship model. Thus, the aim is to create a sustainable model and increase the positive social impact. It was observed that more rational and objective decision-making mechanisms are developed on these two dimensions.

In social enterprises examined over these four dimensions, the reasons for the change in the organizational structure were primarily investigated. Accordingly, the reasons for the change in organizational structure in social enterprises emerge as two sub-categories: financial process management and credibility management. Financial process management was explained as financial strategies and revenue generating. The results revealed that social entrepreneurs develop new financial strategies when the need arises to manage their financial processes. These needs can arise in the form of managing sponsor relationships, invoicing for services or products, or developing partnerships. Social entrepreneurs, change the decisions they make over the dimensions of heuristics and values at the founding period. They develop new decision-making mechanisms over the dimensions of analytics and gains. The mechanism indicates that the financial strategies is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the organizational structure of the social enterprise.

Similarly, the need for revenue generation also emerges as another reason driving this change. Social entrepreneurs who make decisions based on heuristics and values dimensions during the founding period are positioned according to their personal values and priorities. However, over time, the social entrepreneurs decide to change the organizational structure along with the need to generate revenue which demonstrates the shift of decision making to analytics and gains dimensions. Consequently, new financial strategies and the aim of revenue generation explain why imprints change. The change over the dimensions from heuristics-values to analytics-gains implicates how this change occurs. The mechanism shows that the revenue generation is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the organizational structure of the social enterprise.

Another reason for the change in the organizational structures of social enterprises is prestige, which falls under the subcategory of credibility management. Social entrepreneurs have stated the need to be a trusted structure in society as the reason for the change in the organizational structure. According to the results, the prestige causes an amplification in imprints because there has been no shift on the dimensions. This repositioning on the heuristics and values dimensions is an example for amplification of imprint. The mechanism demonstrates that the prestige is the reason for the repositioning in social entrepreneurs' decision making and this in the end have an effect on the organizational structure of the social enterprise.

When questioning the reasons for changes in goals and activities, field experience and innovation have been identified as sub-categories. Field experience was examined through three codes: recognizing needs, financial constraints, and expansion of the target audience. Social entrepreneurs who make decisions based on the dimensions of heuristics and values during the founding period change their goals and activities along with the identification of needs. At this point, social entrepreneurs, who started to make rational decisions based on the data and information obtained from the field, is positioned over new dimensions. Recognizing the needs shows why imprints change. The moves between the dimensions demonstrate how a change is experienced. The mechanism reveals that recognizing the needs is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the goals and activities of the social enterprise.

Financial challenges emerged as another factor contributing to the change in goals and activities. Social entrepreneurs, who generally act with a mindset focused on social impact during the founding period, make the decisions over the heuristics and values dimensions. Within time they shift their focus towards changing goals and activities due to challenges in financial processes. At this stage, they started to be positioned over the analytics and gains dimensions. Financial challenges indicate why changes occur in imprints. The movement on the dimensions reflects how this change occurs. The mechanism indicates that the financial challenges is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the goals and activities of the social enterprise.

The change in the target audience determined by social entrepreneurs based on their personal experience and insights can also lead to changes in their goals and activities. Social entrepreneurs, who make decisions based on the heuristics and values dimensions during the founding period, may decide to expand their target audience in the later periods due to field experience and innovative thinking. In this case, it was observed that social entrepreneurs started to be positioned over the analytics and gains dimensions. The increase in the target audience explains the change in the imprint. The change on the dimensions show how this change occurs. The mechanism demonstrates that the change in target audience is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the goals and activities of the social enterprise.

The second sub-category defined as innovation includes "openness to new ideas". Similarly, social entrepreneurs who initially determine goals and activities based on heuristics and values dimensions in the founding period, was observed to benefit from technological advancements as a result of being open to new ideas. This openness to new ideas brings about new goals and activities. At this stage, social entrepreneurs started to be positioned over the analytics and gains dimensions. Openness to new ideas indicates why changes occur in imprints, the movement on the dimensions reflects how this change occurs. The mechanism shows that openness to new ideas is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the goals and activities of the social enterprise.

Based on the analyses conducted on human resources, it was observed that social entrepreneurs rely on close friends and volunteers during the founding period. Social entrepreneurs, who start off focusing more on social capital than financial capital, conduct their operations by making decisions based on heuristics and values dimensions. Utilizing their close circle and volunteers in a way that benefits the social enterprise. However, I was seen that entrepreneurs switch to a professional employee system in the later stages. Social entrepreneurs attribute this transition to the increase in workload. Thus, as a result of the increase in workload, social entrepreneurs started to make decisions based on the analytics and gains dimensions and expand their options for human resources. The mechanism reveals that increase in the workload is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the human resources.

The results of the research enable a more detailed examination of the dynamic imprinting process. The reasons and mechanisms of change in imprints have been illustrated with figures. Furthermore, these findings highlight the importance of the four dimensions in understanding the evolution and structural changes of social enterprises.

1.8. Contributions

This research makes various contributions to the fields of Organizational Institutionalism, Imprinting Theory, and Social Entrepreneurship. First, it contributes to the subject of institutional change highlighted by OI theory. According to OI, institutional continuity and universal laws are no longer the main elements for institutions. In this context, by examining social enterprises, this research reveals the changes between the founding and subsequent periods. This sheds light on how the dimensions that are important for decision mechanisms in the founding period of social entrepreneurs can change in later periods. Another contribution focuses on the role of individual agency. According to OI theory, individuals are important actors playing a role as pioneers of change. The results of this research provide evidence that social entrepreneurs are the pioneers of the change of their organizations. The decisions they make in the founding period lead to change in organizational structures, goals and activities, human resources, and collaboration as they make decisions over different dimensions in the later periods. Therefore, the results of this research support the pioneering role of the individual agency. Thirdly, this research reveals that imprints do not become routines and can completely change in some cases, in line with the reflexivity perspective in IO theory. This situation emphasizes the ability of social entrepreneurs to adapt to environmental changes and the importance of reflexivity.

This research provides significant contributions to the redefinition of the boundary conditions of the imprinting theory. Contrary to the original roots of the imprinting theory, this research does not only focus on organizations, but also considers other entities such as individuals, organizations, and networks as units of analysis. This research emphasizes the significant role of individual actors. Another contribution to the boundary conditions of IT is that this research focuses not only on the founding period but also on subsequent periods. It examines how imprints that exist during the founding period change over time. As such, it highlights the importance of not only the founding period but also subsequent periods within the framework of imprinting theory. Additionally, this research contributes to the understanding of the changes in imprints over different periods. Imprints may transform in subsequent periods, leading to a decay, amplification, and disappearance of imprints.

Another contribution is on the question of why and how the transformation of imprinting occurs. Although recent studies address different periods outside of the founding and demonstrate the amplification and decay of imprints, there is no detailed research on why and how this transformation occurs. This research shows, through the four dimensions it presents, that social entrepreneurs make decisions based on heuristic-values dimensions during the founding period and how changes occur with new imprints in the analytics-gains dimensions. In addition, the research focuses on the reasons for the changes in organizational structure, organizational goals and activities, and human resources, which are considered challenges in social entrepreneurship.

Thirdly, the findings of this research highlight the importance of individual experiences after the establishment of the organization. Since imprinting theory has mainly focused on imprints formed during the founding period, early experience only refers to the period before the organization's establishment. However, it is believed and demonstrated by the research that the impact of experiences acquired after the organization is established cannot be ignored. Therefore, this research has made a significant contribution by addressing the impact of individuals and groups on organizational structure organizational goals and activities and human resources, examining the experiences acquired after the organization is established. As such, it has enriched and emphasized agency-based perspective and change in the field of organization theory and practice.

This research also has some contributions to the field of social entrepreneurship. Initially, it brings attention to the transformation of organizational structure in social entrepreneurship. It was observed that social entrepreneurs mostly change their preferred organizational structure over time from the founding period. Generally, there are three reasons for this change. The first reason is related to financial strategies. Although social enterprises are established with the aim of prioritizing social benefits, it was seen that they inevitably encounter financial processes. Even if they include income generation in their model, it was observed that they change their organizational structure due to the need to benefit from donations and support. During this process, social entrepreneurs that define new strategies tend to prefer an organizational form which is suitable for their areas of activity. The second reason is the decision to generate revenue. Some social entrepreneurs who did not have a goal or activity for generating revenue during the founding period were observed to switch to an appropriate organizational structure after this new goal emerges. The third reason is defined as prestige. Social entrepreneurs, operating their social enterprise differently from traditional entrepreneurship, change the organizational structure in order to strengthen their perceptions in society and become a trusted enterprise. Following all these reasons, it has been revealed that a new model of social entrepreneurship is preferred.

Additionally, this research shows that the heuristics-values and analytics-gains dimensions provide a conceptual framework to understand and analyse the decision-making mechanisms of social entrepreneurship. The heuristics-values dimensions emphasize that social entrepreneurs often act in accordance with their personal values, experiences, and priorities when making decisions during the founding period. On these dimensions, the subjective assessments and intuitions of entrepreneurs play a decisive role in the decision-making process. During this period, the entrepreneurs' goal is usually to solve a social problem or address a societal requirement. On the other hand, the analytics-gains dimensions represent more analytical and information-based approaches in the decision-making processes of social entrepreneurs. On these dimensions, it is seen that entrepreneurs support their decisions using methods such as needs analysis, financial strategy development, innovative research and impact assessment. This approach usually becomes more apparent in the stages of expanding the growth and impact of social enterprises. The presentation of these dimensions helps us understand how decision-making mechanisms change and evolve at different stages of social entrepreneurship. While the heuristics-values dimensions are dominant in the founding period, the analytics-gains dimensions begin to gain importance in later stages. This transformation reflects the adoption of a more conscious and analytical approach in the decision-making processes of social entrepreneurs as they gain experience and grow.

This research also provides practical contributions. According to the findings, the goals and activities of social enterprises change over time. The reasons for this change include recognizing needs, financial difficulties, expanding target audiences, and openness to new ideas. Financial difficulties, in particular, are related to the integration of social and commercial activities. Social entrepreneurs, who start their activities focused on a social mission, feel the need to establish a more balanced organizational model over time. In this process, social entrepreneurs, who initially aim to benefit from incentives, support, and donations, develop revenue-generating activities over time. It is important for social entrepreneurs to be aware of the challenges created by the dual mission on targets and activities. This highlights the need for social entrepreneurs to develop longer-term strategies from the founding period. Because changing goals and activities may not be easy for social entrepreneurs and may cause opportunities in the current period to be missed.

Another challenge for social entrepreneurship arises in the area of workforce composition. It is suggested that individuals trained to work either in the commercial sector or the social sector have difficulty adapting to social enterprise models. The data from this research reveals that social entrepreneurs benefit from their close environment and volunteers during the founding period, and as the workload increases over time, they seek employees. This situation emphasizes the need to manage two different human resources effectively in social enterprises, not a hybrid human resource, but those that will be compatible with the dual mission. Social entrepreneurs need to have plans about integrating two different human resources from the founding period.

Another challenge in social entrepreneurship arises in the field of organizational design. The coexistence of social and commercial goals can lead to tensions regarding the structure of the organization. According to the data in this research, social entrepreneurs frequently tend to change their organizational structure or establish different new organizations. Especially due to financial management and credibility management, it was observed that social entrepreneurs start their activities without adequate planning. Even though they try to choose the legal structure that best suits their objectives initially, it has been identified that social entrepreneurs experience inconsistencies in their organizational models over time. Therefore, it is anticipated that contacting similar social entrepreneurs in the region, sharing experiences, and having longer term strategic plans would be beneficial.

The challenges encountered in interorganizational relationships are again arising from the dual mission of social entrepreneurship. According to the results of the research, social entrepreneurs face difficulties in collaborating with both social and commercial sector actors. However, it has been observed that with the experience they gained, they develop unique collaboration models for each institution. While the balanced social entrepreneurship model is acknowledged as important, it can be thought that being closer to one mission provides advantages during the collaboration process.

2. THEORETICAL FRAMEWORK

2.1. Imprinting Theory

In this part firstly, a comprehensive literature review was conducted within the scope of imprinting theory. The development of the theory from its emergence to the present was investigated, explaining the current state of the theory. Web of Science database was used to review articles related to imprinting, and approximately 100 articles were thoroughly examined. Based on these reviews, relevant studies were categorized according the source of imprint and level of imprint.

The first category was identified as "source of imprint" because each study points to different sources for imprints. Source of imprints was classified under the headings of individuals, organizations, teams and networks, environment and culture. In studies where individuals are seen as the source of imprint, founders, founders' careers, and early experiences were evaluated as individual sources. In studies where organizations are considered as the source, the structure of the organization, previous experiences, and organizational history were evaluated as organizational sources. In the category of teams and networks, founding teams, teams prior experience, social network ties, the size and centrality of a network team were evaluated as team and network sources. In the category of environment and culture, political, economic, and institutional environment, culture effect on gender, intergenerational influence and cultural dimensions were evaluated as sources.

The second category was defined as "level of imprint" and included an evaluation of at which level the imprints acquired through different sources exist. This category consists of five different sections to determine the level of imprints: individual, organization, organizational building blocks, networks, and environment. Consistent with the initial scope and definition of imprinting theory, most studies examined organizational-level imprints.

As a result of this research, the "process of imprinting" was identified with providing details. In this definition, the scope in which imprinting theory evolved was indicated, and the development of the theory from its initial use to its current assumptions was illustrated through models. Additionally, both direct and indirect processes were addressed. Following these examinations, definitions related to imprinting theory were established, and boundary conditions were demonstrated through the key concepts.

2.1.1. The Source of Imprint

The source of imprint raises a significant question: who are the key actors responsible for sending imprints? The relevant literature offers various perspectives on what constitutes the source of imprint. This section will delve into the different sources through general categorization including individuals, teams and networks, organizations, environment and culture.

2.1.1.1.Individuals as a Source of Imprint

Individuals are recognized as a significant source of imprint in many research contributing the establishment and development of organizations. Johnson (2007) refers to this phenomenon as the agency-based approach, which posits that the actions and decisions of entrepreneurial individuals during an organization's founding phase play a central role in imprinting processes. According to some studies imprinting is assumed to be a process that necessarily involves the interaction of entrepreneurs and cultural phenomena. These studies can be broadly categorized into two main areas based on their focus on the source of imprint: founders and the early experiences of individuals.

Within the first category, researchers explore disparate aspects related to founders' identities, values, behaviours, and the impact of their decisions on organizational outcomes that is shown in table 2-1. For instance, Fauchart and Gruber (2011) emphasize the founder's identity on a new firm suggesting that founder's pre-entry knowledge have a significant impact on the emerging organization. They investigate how the imprint of the founder can shape the practices of the organization. Similarly, Tripathi, Popli, and Gaur (2022) focus on founders' scientific and spiritual values, highlighting how these values create imprints and form organizational practices. The imprints imposed by founders during the early stages can be challenging to change and may persist for many generations (Johnson, 2007; Pieper et al., 2015). These imprints may leave a lasting legacy even after the original founders have passed away. Ercek and Guncavdi (2016) evaluate this lasting impact left by entrepreneurs on family businesses that contributes to the arguments related with preservation of unique features across generations. The results of these studies demonstrate that even if the individual is no longer present as the source of imprint, the imprinting effect may still persist for next generations.

It is believed that just as founders have a lasting impact, founder exits and the subsequent entry of new team members are considered as a source of imprint (Guenter, Oertel, & Walgenbach, 2016). Snihur and Zott (2020) widened this research perspective through investigating the connection between structural imprinting which is the direct effect of founders to organization and cognitive imprinting which is the founder's influence on other venture members. In their research the legacy of the founder has a significant effect on both the organization and the organizational members. Consequently, the founder exits whether it is voluntarily or involuntary, may have a long-lasting effect on various organizational aspects as well as on other members of the organization.

On the other side, Colombo and Piva (2012) highlight the genetic characteristics of founders and examine the direct and indirect impact of academic and non-academic founders' genetic characteristics on organizational performance. The imprint of founders' transactive autobiographical memory is investigated by Bryant (2014) and the study concludes that it may have an influence on organizational learning and adaptability. In addition to the specific characteristics, the decision of the founders is highlighted by some major research. For instance, Hsu and Lim (2014) examine the founders' venture ideation process and how founders' ideas for business opportunities have long-term impacts on organizational innovation. Similarly, Tornikoski and Renko (2014) delve into the imprinting effects of agents and illustrate how the founders' decisions of an initial opportunity have lasting impact on organizational performance. The founder imprints not only affect organizational performance but also shape the hiring patterns, organizational systems, and processes (Battilana et al., 2015).

None of the research examined in the literature specifically addresses gender-related issues in relation to founder imprinting. But only Baron, Hannan, and Burton (1999) have the different focus which is on the social makeup of the founders. According to them especially organization's gender composition is substantial in organizational formation. After examining these various studies, it can be concluded that all the aspects related with the founders may be a crucial factor affecting the organizational outcomes. The importance of the founders is emphasized by a new concept identified by De Cuyper, Clarysse, and Phillips (2020) through examining the founders as a source of imprint. They defined the term reimprinting and indicate that imprinting is not a linear process involving changes in its function and manifestation over time. The reimprinting process is constrained by the initial imprint of the founders. Consequently, the founder imprint emerges as a prominent subject of investigation in the field examining the relationship between the various outcomes and founders such as self-conceptions, values and behaviours, genetic characteristics, autobiographical memory, exits, the initial decisions, career and actions of founders.

Table 2 1: Founders as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Founders	Organization	Clarysse et al., 2023; Tripathi et al., 2022; De Cuyper et al., 2020; Snihur & Zott, 2020; Akroyd & Kober, 2020; Mathias & Williams, 2018; Guenter, Oertel, & Walgenbach, 2016; Erçek & Günçavdı, 2016; Battilana et al., 2015; Pieper et al., 2015; Breugst, Patzelt, & Rathgeber, 2015; Bryant, 2014; Hsu & Lim, 2014; Tornikoski & Renko, 2014; Colombo & Piva, 2012; Johnson, 2007; Baron, Hannan, & Burton, 1999
Founders	Individual	Fauchart & Gruber, 2011

Furthermore, previous careers of the founders are contemplated by various studies which is shown in the table 2-2. Hahn, Minola, and Eddleston (2019) propound that mindsets and norms corresponded with previous careers have an imprinting affect providing either an advantage in a new environment or a disadvantage on account of cognitive and normative rigidities. Similarly, Roche, Conti, and Rothaermel (2020) assert that occupational imprinting delivered by various institutional environments may have considerable effects on organizational performance. Previous experiences related with careers not only have an imprinting effect on organizational performance but also on the growth aspirations of entrepreneurs (Clarysse et al., 2023). In addition to the occupational backgrounds, emotional experiences may also have an imprinting effect.

Table 2 2: Founders' Career as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Founder's Career	Organization	Clarysse et al., 2023; Roche et al., 2020; Hahn, Minola, & Eddleston, 2019
Founders Career	Individual	Wesley et al., 2022; Bourmault & Anteby, 2020; Dobrev & Merluzzi, 2018; Bianchi & Mohliver, 2016

In addition to founders, as the second category early experiences of individuals also emerge as a noteworthy stream in imprinting research, highlighting the lasting impact of these experiences. As it can be seen in the table 2-3, several articles delve into various aspects of early experiences and their imprinting effects. For instance, Bianchi (2013) observes the impact of earning a college or graduate degree and entering workforce in a recession or an economic boom on job attitudes. Findings suggest that individuals who entered the job market during challenging economic times, when job opportunities were limited, tend to display greater job satisfaction compared to those who started their careers during periods of economic prosperity. Correspondingly, the effects of formative experiences on entrepreneurial decision-making are emphasized by Mathias, Williams, and Smith (2015). Additionally, Terbeck and colleagues (2022) extend this line of research to the board level, investigating the influence of formative experiences on decision-making processes within corporate boards.

While the early experiences of individuals may have an impact on occupational aspects, it is also true that the reverse can occur, where the previous career experiences may affect organizational outcomes. For example, how the founder teams' prior work experiences affect the start-up growth is examined by Hashai and Zahra (2022). Their findings demonstrate that founders' experiences in different firms and industries have distinct effects on the early and later stages of a start-up's development. On the other hand, previous experiences may have an individual level affect as in the study of Bourmault and Anteby (2020). According to them the expectations shaped in previous jobs have an impact on managerial responsibility. They explain that individuals' perceptions of managerial responsibility are not solely determined by current job characteristics but are also influenced by expectations imprinted through past job experiences. While they investigate how expectations influence the individual level factors, Dobrev and Merluzzi (2018) highlight how the duration of early employment experiences assert influence on individuals' career expectations and dynamics. Thus, the early experiences whether they take place prior to an individual's career or not, exert a long-lasting impact on both organizational and individual level factors.

Unique historical events may influence the individuals for a long period resulting an imprinting effect on other levels. For instance, early-life traumatic experiences are detected by Hu et al. (2020) as a factor that shapes CEOs' risk perceptions and organizations' financial reporting policies. Similarly, Ru, Yang and Zou (2021) investigate the influence of the SARS virus as past experiences, on actions of individuals, investors and government suggesting that prior experiences remarkably affect individual and collective behaviours in response to economic and social events.

The influence of earlier experiences including childhood on CEOs' behaviour and decision-making is further highlighted in various studies. Several factors such as the early-life experiences and the historical context in which CEOs grew up (Yeoh & Hooy, 2022), the famine experience during childhood (Han, Chi, & Zhou, 2022), being sent down to rural areas (Li et al., 2022) and pre-career exposure to religion (Chen et al., 2023) are investigated for their imprinting effects on individual and organizational level aspects. Findings of these studies exhibit that early experiences of CEOs may have a long-lasting impact on strategic decision making including risk-taking behaviour and organizational actions such as CSR activities.

Table 2 3: Early Experiences as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Early Experiences	Organization	Chen et al., 2023; Cheng, Zhang, & Liu, 2023; Han, Chi, & Zhou, 2022; Wyrwich et al., 2022; Hashai & Zahra, 2022; Hu et al., 2020; Boeker, 1989
Early Experiences	Individual	Li et al., 2022; Terbeck et al., 2022; Yeoh & Hooy, 2022; Ru, Yang, & Zou, 2021; Bourmault & Anteby, 2020; Hu et al., 2020; Dobrev & Merluzzi, 2018; Mathias, Williams, & Smith, 2015; Bianchi, 2013

2.1.1.2. Organizations as a Source of Imprint

The concept of imprinting in organizational studies has received significant attention and organizations play a considerable role as a source of imprint, highlighted in various studies. Through investigating organizational level factor and their influences, the studies that can be seen in the table 2-4 shed light on how organizations and their characteristics have an impact on the trajectory of individuals and organizational aspects. The structure of the organization is one of the substantial factors that have an imprinting effect. For instance, the dominant logic of organizing is emphasized by Wei (2017). They explore how the dominant logic of organizing leads to a lasting imprint which shapes its practices and structures during an organization's founding period. This dominant logic becomes institutionalized over time and is reflected in the organization's structures and practices. Similarly, Han, Zheng, and Xu (2014) examine the impact of initial ownership structures and how institutional changes moderate the effects of imprinting.

Similar to how individuals' prior experiences are recognized as a source of imprinting in the field, prior experiences of organizations are considered as the same. Previous organizational experiences are often connected with organizational structure, and these experiences configure the future course of the organization. For instance, Sarma (2020) indicates that imprinting involves the transfer of knowledge, schemas, and cognitive patterns obtained from past experiences to new organizational forms. The organizational capital acts as a carrier of imprints and capital plays a respectable role in shaping an organization's path from its past to its current state. According to this research, the imprints are not transferred by the individual actors but rather through organizational level factors but the reverse is possible as shown by Alakent, Goktan, and Khoury (2020). They underline the importance of early experiences and the influence of key actors, such as venture capitalists (VCs), in shaping a company's future impact. So, in these studies organizational structure is recognized as an experience transferred through either individual or organizational level actors.

Table 2 4: Organizations as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Structure of the Organization	Organization	Wei, 2017; Han, Zheng & Xu, 2014
Previous	Individual	Sarma, 2020; Alakent, Goktan & Khoury, 2020

organizational experiences		

The history of organizations constitutes another main category within the studies that explore organizations as a source of imprint. Table 2-5 shows the studies with their details. Popli, Raithatha, and Fuad (2021) examine the implications of firm history in emerging markets for firm performance. They highlight the contextual factors that may weaken the relationship between imprinting and the persistence of firm performance. On the other hand, Burton and Beckman (2007) investigate the influence of local firm histories on individual turnover rates, particularly they explore the relationship between the creator of a position and its successors. They emphasize the role of initial agents in creating organizational positions through considering roles and positions as fundamental building blocks of organizations. They investigate the impact on individual level. Similar to their study, Tilcsik (2014) explores the long-term impact of organizational circumstances on individual performance. The research indicates how the economic conditions of an organization leave a lasting impact on new employees, thereafter influencing their job performance. How past organizational conditions can have lasting effects on individual performance is identified as resource imprinting.

Table 2 5: History of The Organizations as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
History of the Organization	Organization	Popli, Raithatha, & Fuad, 2021; Burton & Beckman, 2007
History of	Individual	Tilcsik, 2014

the Organization		

Similar to studies that examine the founders' impact across generations, there are also studies shown in the table 2-6 that consider the impact of organizational level actors on next generations. For instance, Jaskiewicz, Combs, and Rau (2015) discuss the notion of an "entrepreneurial legacy" and its impact on future generations. They argue that families with a history of entrepreneurship transmit a set of values and stories that inspire and motivate future generations to engage in entrepreneurial pursuits. This imprinting process fosters an entrepreneurial spirit in the next generation. Similarly, Erdogan, Rondi, and Massis (2020) suggest that the current generation in a family business, as the imprinted entity, can be influenced by the previous generation, the imprinter which implies that the founder's beliefs and practices become procedures structuring decision making process for future family generations.

Lastly, it is worth noting a study that offers a new perspective for the literature. Different than the studies investigate the environmental effects at the organizational level, Greve and Rao (2012) highlight the imprinting effect of organizations on the environment. They suggest that while communities are the targets of imprinting, formal organizations serve as the sources. The organizations can leave institutional legacies that stimulate the formation of new organizations in different domains and at different times. Based on their findings, organizations have an impact on the environment. Particularly, the formation of a specific type of organization may leave an imprinting effect on the environment, resulting in an increase in the prevalence of that specific organization.

Thus, to differentiate the studies based on the source of imprint may help us with a clearer understanding. While these studies explore various aspects, such as founding structure, venture capital (VC) funding and exits, socialist logics, prosocial organizing, a social motive for microfinance and scaling through headquarters, there remain disparate organizational factors that are yet to be explored.

Table 2 6: Organizational Structure as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Entrepreneurial Generation	Individual	Jaskiewicz, Combs & Rau, 2015; Erdogan, Rondi & Massis, 2020
Organizational Structure	Environment	Greve & Rao, 2012

2.1.1.3. Teams and Networks as a Source of Imprint

Several studies have examined the concept of imprinting through exploring various factors that contribute to the formation of organizational legacies. The studies which use teams and networks as a source of imprints are illustrated in the table 2-7. Some studies have focused on the role of founding teams as a source of imprint. These studies have highlighted the significance of the capabilities and networks of founding teams (Huynh et al., 2017) and their emphasis on achieving the organization's social mission and economic productivity (Battilana et al., 2015). Additionally, there are studies that have investigated the notion of shared imprinting among teams (Boari & Riboldazzi, 2014) and the influence of shared prior organizational and functional experience (Leung, Foo & Chaturvedi, 2013; Beckman & Burton, 2008).

Building upon this existing body of literature, it is important to note that while most research on imprinting portrays it as "an ecological force devoid of agency," organizational actors can play an active role in shaping their imprinting legacy (Battilana et al., 2015). This perspective emphasizes the agency and intentional actions of individuals and teams within organizations. Organizational actors have the capacity to influence and shape their organizational imprinting processes. Although they are limited by their position, actors as a team can do more than simply handle or utilize the network; they can mold their network through their own actions (Boari & Riboldazzi, 2014). The founding team is directly influencing the organization along with shaping the fundamental nature of the organization (Beckman & Burton, 2008). Breugst, Patzelt and Rathgeber (2015) accentuate entrepreneurial team members and different than past studies in which a direct influence of the founders' backgrounds or experiences is suggested, they propose that contextual factors and decisions of the team can affect the development of the organization.

On the other hand, some research has focused on networks as a source of imprint. Halgin et al. (2020) propound the impact of social network ties on individual achievement in market settings as perceived by third-party observers. Their research provides a new perspective on how imprinting process may take place in the minds of the audience. Findings demonstrate that effects of network ties may persist particularly if they were shaped through the founding period which is considered as a sensitive stage in the individual’s career. McEvily, Jaffee & Tortoriello (2012) state another important point related with networks mentioning the distinction of bridging ties. According to the research network ties supported by a learning environment may have valuable knowledge indicating significance of the historical founding conditions.

Milanov and Fernhaber (2009) contributed the literature by focusing on the size and centrality of a network. Their research displays the size of a new business's network is influenced by two factors: the size of the initial partner's network and their centrality in the industry network as a whole. The initial alliance partner can have a lasting impact on the development of a new business's network of alliances, and the characteristics of the partner's network are crucial in helping the new business become part of the larger industry network. Consequently, these studies contribute the field through widening the perspective on the team and network level. Studies shed light on the role of the teams and networks investigating the imprinting effects of the shared imprinting and experience, high-status and professional ties, and the network size and centrality. It is important to note that contrary to the notion of imprinting as an ecological force, organizational actors can have a major influence on their environment.

Table 2 7: Teams and Networks as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Teams / Networks	Organization	Huynh et al., 2017; Battilana et al., 2015; Breugst et al., 2015; Leung et al., 2013; Beckman & Burton, 2008; McEvily et al., 2012
Teams / Networks	Individual	Boari & Riboldazzi, 2014; Beckman & Burton, 2008; Halgin et al., 2020
Networks	Networks	Milanov & Fernhaber, 2009

2.1.1.4. Environment and Culture as a Source of Imprint

The environment is recognized as another significant source of imprint. Research on this topic consider the environment in various contexts and can be categorized into three subcategories: political, economic, and institutional environment.

In the realm of political environment, several research explore political factors as sources of imprint. These studies with their details about the source and level of imprints are demonstrated in the table 2-8. For instance, socialist and communist ideologies have received substantial attention in the management and organizational literature as well as imprinting theory. Political ideologies of corporate leaders (Marquis & Qiao, 2020), particularly the communist ideology (Wang, Du, & Marquis, 2019; Albu et al., 2021) is emphasized by various studies. The results based on these research show that communist imprint create an extreme environment that shapes the individual decisions and organizational outcomes. Although the organizational outcomes generally refer to economic factors, Liu and Luo (2022) expand the theory of imprinting beyond economic decision-making to encompass non-economic decisions through analysing the impact of CEOs' political ideologies on E-CSR.

The impact of political culture and founding branching policy (Marquis & Huang, 2010), the fall of the iron curtain (Oertel, Thommes, & Walgenbach, 2016), the Indian independence movement as an experience of a unique event in history (Banerjee, Karna, & Sharma, 2022) are other subjects that receive attention in the field.

The economic environment constitutes the second main category that influences organizational imprinting. Diversified factors within the economic context contribute to the imprinting process, including market entry, economic conditions at the start of a career, labour market conditions, competitive experience, competitive environment, and periods of recession. In some research economic conditions are considered as an organizational environment. For instance, Dobrev and Gotsopoulos (2010) commit that new firms facing unfavourable conditions during their founding phase are more likely to experience lower chances of survival in the long run. This effect is identified as the population-level legitimacy vacuum effect which shapes the new entrants in emerging environments along with persisting and placing in organizational structure in mature industries. Similarly, Kwon and Ruef (2017) illustrate the initial labour market conditions have an extended effect on a business's profits, which can last for up to ten years. Kasbekar (2020) spots the significance of the density of divergent organizational cohorts during the early post-shock period for new organizations. Initially, a higher density provides advantages and reduces the likelihood of mortality. However, over time, as maladaptive imprints dominate, the density becomes a factor that increases the risk of mortality.

Some other studies focus on economic environment as a part of the individual level. A research conducted by Bianchi and Mohliver (2016) focus on economic conditions but contrary to organizational level imprints they explore individual level impacts. According to their research economic conditions at the beginning of the career may influence the ethical behaviours in late career periods. The results provide that individuals who begin their careers in a strong environment are more likely to break ethical lines, even after the conditions have changed in the environment. Similarly, Law and Zuo's (2021) comparative analysis focus on the effects of the economic environment on individuals, exclusively financial advisors. Their research reveals that even financial advisors with similar characteristics, starting their careers in the same firm and location, exhibit different misconduct rates based on the timing of their entry into the profession. Individuals who start during recessions are less likely to engage in misconduct compared to their peers who start during other economic periods. Furthermore, Ellis and colleagues (2017) widened the perspective and present that entrepreneurs who start their businesses in different time periods have varying levels of entrepreneurial proclivity. Those who enter the market during competitive eras are more inclined to start multiple start-ups compared to those who begin their business during cooperative eras. They suggest that the values and behaviours associated with a particular era leave an imprint on the first-generation founders. This imprint then gets transmitted through mediating agents, such as employees-turned-founders, from one generation and organization to the next.

Table 2 8: Environment as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Political Environment	Organization	Marquis & Qiao, 2020; Wang, Du & Marquis, 2019; Albu et al., 2021; Liu & Luo, 2022; Oertel, Thommes & Walgenbach, 2016; Banerjee, Karna & Sharma, 2022
Economic Environment	Organization	Dobrev & Gotsopoulos, 2010; Kasbekar, 2020; Ellis et al. (2017)
Economic Environment	Individual	Kwon & Ruef, 2017; Bianchi & Mohliver, 2016; Law & Zuo, 2021

The institutional environment constitutes another crucial source of imprint that influences organizational behaviour and decision-making. Within the institutional context, various factors play a role in shaping the imprinting process, including founding branching policy, the institutional environment and local community, prestigious domestic and foreign education, and the role of home institutions. These studies are exampled in the table 2-9. For instance, Marquis and Huang (2010) investigate the influence of founding branching policy on the skill development of banks, specifically focusing on the practice of establishing diverse units during their inception. Education is considered as an institutional environment by Bai, Tsang, and Xia (2020). Their research highlights that the type of education, whether it is a prestigious domestic education or a foreign education, serves as a crucial source of imprinting that influences the decision-making of CEOs, despite changes in their environment. The study about the governance structure (Munjal, Varma, & Bhatnagar, 2022) and its impact on the flow of foreign direct investment (FDI) in host countries indicates that imprinting can occur not only within an organization over time but also from one location to another, emphasizing the role of institutional context in shaping firm behaviour. Institutional context is so influential that firms within the same country and industry may respond differently to institutional changes based on the institutional regime under which they were established (Thakur-Wernz & Wernz, 2022). This suggests that the institutional context plays a significant role in shaping firm behaviour and responses to external changes.

Culture is considered as another significant stream that serves for a source of imprint since the research which examine the culture as imprinting emphasized different perspectives. Culture encompasses a wide range of values, beliefs, norms, and orientations, and its influence on organizational behaviour and decision-making is explored through various lenses. The culture in the sports industry, particularly in relation to gender plays a significant role through shaping strategies (Micelotta, Washington, & Docekalova, 2018). Because of the cultural impacts, the masculine imprint of the industry challenges the women sports leads to the industry-specific challenges and cultural barriers faced by new ventures operating within established industries characterized by gender imprinting. Other than gender related impacts, culture have the intergenerational influence. Kleinhempel, Klasing, and Beugelsdijk (2023) suggest that if second-generation immigrants have parents from a culture that values entrepreneurship, there is a higher likelihood that the children will also pursue self-employment opportunities. This demonstrates the imprinting effect of cultural values on entrepreneurial aspirations and behaviours across generations. Culture not only have an impact across generations but also affect the multinational corporations and their organizational aspects. Liou, Lamb, and Lee (2021) focus on culture dimensions; power distance, individualism-collectivism, masculinity-femininity, and uncertainty avoidance, exploring the imprinting effects of home country cultures on emerging market multinational corporations (EMNCs) and corporate social responsibility (CSR) activities. The study points out how cultural dimensions such as power distance, individualism, and uncertainty avoidance play a significant role in shaping EMNCs' approach to CSR practices.

Table 2 9: Institutional Environment and Culture as a Source of Imprint

Source of Imprint	Level of Imprint	Authors
Institutional Environment	Organization	Marquis & Huang, 2010; Munjal, Varma & Bhatnagar, 2022; Thakur-Wernz & Wernz, 2022
Institutional Environment	Individual	Bai, Tsang & Xia, 2020
Culture	Organization	Micelotta, Washington & Docekalova, 2018; Liou, Lamb & Lee, 2021
Culture	Individual	Kleinhempel, Klasing, & Beugelsdijk, 2022

2.1.2. The Level of Imprint

There are actors as senders and receivers in the imprinting process. The identification of "who receives legacy?" is expected to emerge through an analysis of the level of imprint. Consequently, the literature pertaining to this subject presents overarching categories that encompass the factors considered as level of imprint. In the examined studies, imprinting has been found to affect different levels.

The sources of imprinting discussed in the previous section have been investigated with regard to their respective impacts across distinct levels of analysis. As a result of this, five different categories emerge: individual, organization, organizational building blocks, networks, and environment. However, the majority of research has predominantly centred on the consequences of imprinting at the organizational level. Similarly, a significant portion of studies has focused on the effects at the individual level. Specifically, investigations on the organizational level have mainly addressed; growth (Clarysse et al., 2023; Hashai & Zahra, 2022), organizational strategy (Chen et al., 2023; Munjal, Varma & Bhatnagar, 2022; Banerjee, Karna & Sharma, 2022; Zhang, Zhang & Jia, 2022), CSR activities (Liu & Luo, 2022; Han, Chi, & Zhou, 2022), innovation (Wyrwich et al., 2022; Thakur-Wernz & Wernz, 2022; Ambos & Tatarinov, 2022), performance (Tripathi, Popli & Gaur, 2022; Roche, Conti & Rothaermel, 2020), and survival (Guenter, Oertel & Walgenbach, 2016; Pieper et al., 2015).

In contrast, examinations of the individual level have primarily focused on decision making (Li et al., 2023; Terbeck et al., 2022; Wesley et al., 2022), risk taking (Yeoh & Hooy, 2022; Hu et al., 2020), and career-related aspects (Dobrev & Merluzzi, 2018; Kwon & Ruef, 2017; Bianchi & Mohliver, 2016). Furthermore, the influences on organizational building blocks/organizational collectives have been studied within the context of executive education and economic geography and regional policy (Amdam & Elias, 2021; Nykänen, 2021). Notably, two studies have delved into the size and network structures of new ventures (Milanov & Fernhaber, 2009; Marquis, 2003). Lastly, the impact of imprinting on the environment has been examined in a solitary study (Greve & Rao, 2012).

In contrast to the classical view of imprinting, where the environment is seen as the source and organizations as the objects, Greve and Rao (2012) present a different perspective. They suggest that while formal organizations serve as the sources, communities are the targets of imprinting. These organizations can leave institutional legacies that stimulate the formation of new organizations in different domains and at different times, leading to a self-reinforcing cycle of organization creation.

2.1.3. The Process of Imprint

Understanding the definition and consequences of imprinting in the literature is essential for comprehending the imprinting process, as it gives rise to certain ambiguities. The reviewed articles demonstrate variations in the imprinting process due to different assumptions made by the researchers. The details of these research are provided in the table 2-10. The lack of awareness regarding the underlying assumptions may result in gaps within the theory and literature, particularly when it comes to understand the process between the source of imprint and the level of imprint. Marquis and Tilcsik (2013) define the imprinting as "…a process whereby the focal entity comes to reflect elements of its environment during a sensitive period…". However, the focal entity sometimes directly and sometimes indirectly reflects elements of the source of imprint. Therefore, since the process may take different forms, it is helpful to categorize the process as direct and indirect imprinting.

Table 2.10: A Summary of the Comprehensive Review of Examined Articles

Authors	Year	Source of imprint	Level of imprint	Imprinting Process	Method	Dependent variable	Context Sample
Kleinhempel, J; Klasing, MJ; Beugelsdijk, S	2022	culture	individual	-culture on parents -parents on individual	empirical quantitative	being self-employed or family worker	second-generation immigrants in the United States and Europe
Banerjee, S; Karna, A; Sharma, S	2022	political environment	organization	the prior exposure to the Indian independence movement on the export intensity of firms	empirical quantitative	Export Intensity	Indian firms

Liu, H; Luo, JH	2022	political environment	organization	CEOs socialist ideological imprints on firms' employee-related CSR	empirical quantitative	firm's employee-related CSR	private Chinese firms
Tripathi, VR; Popli, M; Gaur, A	2022	founders	Organization and team	founders' scientific and spiritual values on the practices of healthcare functionaries of organizations/ teams	empirical qualitative		a voluntary nonprofit organization
Marquis, C; Qiao, KY	2020	political environment	organization	founder's communist ideological imprint on organization's internationalization strategies	empirical quantitative	Two specific internationalization processes	Entrepreneurs of the Chinese Academy of Social Sciences
Snihur, Y; Zott, C	2020	founders	organization	founder's thinking patterns and behaviors on business model innovation	empirical qualitative		six new ventures
Ellis, S; Aharonson, BS; Drori, I; Shapira, Z	2017	Economic environment	organization	competitive environment/ cooperative environment on entrepreneurial proclivity of next generation	empirical quantitative	Entrepreneurial proclivity:	firms in the Israeli ITC industry

Pieper, TM; Smith, AD; Kudlats, J; Astrachan, JH	2015	founders	organization	founders' value on firm simple rules with mutual monitoring on long term survival	empirical qualitative		Multifamily firms
Mathias, BD; Williams, DW; Smith, AR	2015	early experience	individual	entrepreneurs' formative experiences on entrepreneurial decision	empirical qualitative		Entrepreneurs in US

The direct imprinting can be defined as a process in which there is no other element between the source of imprint and the level of imprint. It assumes a direct relationship between the factors that create a lasting impact and those that are influenced. For example, studies have explored the impact of founders' self-conceptions, values, and behaviours (Fauchart & Gruber, 2011; Pieper et al., 2015; Tripathi, Popli & Gaur, 2022; Snihur & Zott, 2020), as well as the genetic characteristics of founders (Colombo & Piva, 2012) and the initial decisions made by founders (Tornikoski & Renko, 2014). These studies highlight the direct influence of individuals on other levels.

In order to explain indirect imprinting, it becomes essential to first identify "transfer of imprint". Although the gap between the source and level of imprint has been emphasized by some studies (Ellis et al., 2017) they mention this gap by referring the agency approach highlighting individuals are the ones who pass the imprints to their organizations. Even in some research individuals are considered as carriers of imprints to the organizational level and they are the receivers of elements experiencing through interaction with their environment (Johnson, 2007; McEvily, Jaffee, & Tortoriello, 2012). However, after the examination of the studies in the field, it turns out that the neglected process which identified as “the transfer of imprint” in this study includes not only the individuals but other focal units. Consequently, the transfer of imprint implies the existence of a focal unit acting as a transmitter between the source and level of imprint.

In the case of indirect imprinting process, there exists a focal unit as a transmitter between the source of imprint and the level of imprint. Rather than directly exerting influence, the source of imprint operates through various units. For instance, socialist and communist ideology (Liu & Luo, 2022; Marquis & Qiao, 2020) as the political environment is considered as a source of imprint. However, the political environment has an indirect influence since its imprinting effect is transmitted at the organizational level through individuals. Ideological imprints initially impact founders or CEOs and subsequently manifest in organizational strategies through individuals. These two examples highlight the significance of distinguishing between direct and indirect imprinting processes, as it is important to understand the perspective adopted and the specific process being examined. Some studies focus on the direct impact, while others argue for the transfer of a pre-accepted influence from focal unit to other levels.

In certain studies, although the recognized sources of imprints are different, it is the individuals who transmit the imprints to organizational levels. For instance, Mathias, Williams and Smith (2015) identified family and friends, technology and the environment associated with hobbies, and prior work experience as a source of imprint and reveal how different sources of imprint affect the entrepreneurial process and action. However, these imprints have a lasting effect on entrepreneurial decision making through individuals.

Generally, the process of imprint has explained through individuals as receivers and carriers. However, as in the definition of “the transfer of imprint”, not only the individuals but other focal units may act as a transmitter. For instance, culture can be a transmitter unit as shown in Kleinhempel, Klasing and Beugelsdijk (2022) research. They illustrate the effect of culture on the parents and its subsequent effects on individuals. The study examines the impact of culture on the parents of second-generation immigrants and how this influence subsequently affects the employment outcomes of their children, resulting in imprint effects. Similarly, Banerjee, Karna and Sharma (2022) observe the organization as a transmitter. The experience of a unique event by an organization may have a lasting impact on the strategy of the company through organizational learning. The results of the study reveal that the Indian Independence Movement have an effect on the organization and organization as a focal unit reflect this environmental condition to the export intensity of the company.

Consequently, the literature on imprinting theory should continue to grow with including the process of imprint. It is significant to recognize the direct and indirect imprinting.

2.1.4. The Short Sensitive Periods

For future research it becomes significant to focus on short sensitive periods since they refer more than just a founding period because the focal unit refers not only the organizations but also individuals, institutions and environment. According to the first part of Marquis and Tilcsik's (2013) imprinting definition "..brief sensitive periods of transition during which the focal entity exhibits high susceptibility to external influences..". Different than the original imprinting theory which focus on the founding period, the perspective has changed widening short sensitive periods. In recent literature, there has been a growing emphasis on the dynamics of imprinting, which suggests that organizations can go through multiple sensitive periods. According to Yin et al. (2014), not all transition periods will result in new sensitive periods. During these transition periods, organizations may continue to follow established and traditional patterns. However, they argue that in order to adapt to the changing environment, organizations become open to imprintability which may result in a decay or amplification of imprints.

In their seminal work, Marquis and Tilcsik (2013) emphasize that some imprints may disappear, while others may persist or even become more influential over time. Although imprints tend to persist, their effects and external manifestations change over time, influenced by both past and present factors. New short sensitive periods are mainly associated with decay or amplification of imprints. For instance, moving to other geographical regions and launching a new business are considered as short sensitive periods by Kwon and Ruef (2017). They examine whether these sensitive periods result in an amplification or a decay of imprints. Furthermore, short sensitive periods specific to a company can be identified. By adopting multi-level theory of imprinting Erçek and Günçavdı (2016) investigate a Turkish Business Group through identifying sensitive periods. As a result of deep analysis, they could delve into these sensitive periods and explore the imprinting process which they contribute with showing retained, amplified and decayed imprints. Moreover, Yin, et al. (2014) evaluate the conflict between persistence and decay of imprints. At the time of the transition the traditional elements are sustained by executives to gain integrity which refer to the persistence of imprint. On the other side survival threats which create a high uncertainty make organizations more sensitive to environment that results in accepting changes for new elements which is associated with the decay of imprints. Although, as a result of their analysis they couldn't find totally disappearing of an old imprint, they tracked the factors that cause decreasing in intensity which presents a decay in imprint.

Wang, Du and Marquis (2019) assert that there are moderated affects which result in an amplification or decay in imprints. They argue that the timing of the initial ideological imprint, previous experiences of ideologies, regional ideological legacy and economic development level may strengthen the subsequent ideological imprint. Although they only mention about political experiences, a military experience (Zhang, Zhang, & Jia, 2022), early life traumatic experiences (Han et al., 2022), formative experience (Terberck et al., 2022), previous historical experiences (Yeoh & Hooy, 2022) and prior work experience (Hashai & Zahra, 2022) are other factors that result in either decay or amplification of imprints.

Although Marquis and Tilcsik mentioned short sensitive periods and a change in manifestations of imprint a decade ago, there needs to be a more research exploring new sensitive periods and the transformation of imprints for the organizations. It can be contended that, particularly in today's world marked by various unprecedented historical events, organizations face challenges in determining when to embrace new environmental changes or adhere to established routines.

2.1.5. The Recent Concepts in Literature

While the relevant literature generally relies on commonly used concepts, there are specific new concepts that are considered as important. It is believed that clarifying the definitions of these concepts is crucial for gaining a clearer perspective and a more comprehensive understanding of the related field.

Firstly, the new concepts clarified by Simsek, Fox and Heavey (2015) become significant since they provide many new concepts and their definitions. They refer imprinting as an evolutionary process and identify three processes: **genesis** explained through "imprinters", "imprinted", "imprinting process"; **metamorphosis** through "imprint dynamics"; and **manifestations** through "impact of imprints". "Genesis" refers to a process of imprint formation and includes the interaction between the imprinters and the imprinted. "Metamorphosis" implies a dynamic process of imprinting that lead to the persistence, amplification, decay, and transformation of imprints. "Manifestations" involves the effects of imprint on the entity with its direct and indirect impact on the survival.

Another new concept "**exaptation**" which is a term coined by evolutionary biologists is introduced as a new concept in organizational studies by Marquis and Huang (2010). It describes a process in which features that have evolved for one purpose in one environment are used for a different purpose in a subsequent environment. They identified the term in organizational theory as a process that the historical origin differs from its initial form. Organizations may show contemporary behaviours and results may be different from when they were founded.

"The imprint-environment fit" is identified by Tilcsik (2014) as a process that imprint doesn't have one certain direction. While the imprints may have a positive effect in one period, it may have a negative impact in another which demonstrate a change over time. Tilcsik also coined the term **"secondhand imprinting"** to describe the social transmission process where individuals are influenced not only by their own personal history but also by the organizational context that existed prior to the beginning of their career. He suggests that the secondhand imprinting may change the level of relationship between imprint-environment fit and performance. He claims that first hand imprinting has a long-term effect but because of the second hand imprinting the shadows of the past are even longer.

Following the introduction of the term, recent research has revealed the manifestation of secondhand imprinting. Ferriani, Lazerson, and Lorenzoni (2020) develop a simplified model of anchor-entrepreneurship and industry catalysis based on three creative processes: bricolage, second-hand imprinting, and beaconing. According to them the literature on organizational imprinting suggests that founders have the ability to pass on their entrepreneurial tendencies by shaping organizations and influencing the actions of other members. The process known as second-hand imprinting, highlights the active involvement of founders and other economic actors in the imprinting process.

Erdogan, Rondi and De Massis (2020) also mention about secondhand imprinting and how imprinted values and beliefs are transferred across generations even long after the imprinters have passed away. They suggest that stories about how heroic grandfathers hold the family tradition during unstable may contribute to secondhand imprinting. Pieper et al. (2015) contribute to the topic and investigate the founders and how they have a lasting impact on subsequent generations along with mentioning negative outcomes of imprinting. According to them the second-hand imprinting not only affects individuals, but also shapes the structures and processes of the organization as a whole even after the founders left the organization.

"Sedimented imprint" is attributed by De Cuyper, Clarysse, and Phillips (2020) that although the initial imprint sticks, the changes in its function and manifestation can be observed through some stages such as (1) initial organizational imprint, (2) bottom-up imprint reinforcement, (3) topdown reimprinting, (4) sources of friction, and (5) sedimented imprint. They contributed some major insights to the theory through exploring **"the reimprinting"** and not just the founders but how organizational members shape the initial imprint. The new leader may have some attempts towards change but bottom-up forces constrain the total affect. Additionally, their research suggest that imprinting is not a linear process and it evolves throughout an organizational life cycle. Furthermore, they explain that imprinting is not a cumulative total of the history nor it is just related with the founding context rather it is comprised of various layers that create sedimented imprint.

2.2. Social Entrepreneurship

In this part, the focus is on the fundamental characteristics of social entrepreneurship. Although it is a relatively new concept, there are various definitions of social entrepreneurship in the literature. Therefore, primarily various definitions of social entrepreneurship are examined. Then, the emphasis is on the distinctive features that differentiate social entrepreneurship from other types of entrepreneurship. Different features of social entrepreneurship as a type of entrepreneurship are mentioned. The section on the "Hybrid Structure of Social Enterprises" discusses how social enterprises have a hybrid structure in terms of motivation, method, purpose, and income generation, which sets them apart from other organizational structures. Finally, it is emphasized that social enterprises have a dual purpose and focus on creating both social and economic value. According to this dual purpose there are different social entrepreneurship organizational models in the world. This section addresses the various structures of social entrepreneurship and establish general categorizations with providing examples.

2.2.1. Definitions of Social Entrepreneurship

Entrepreneurship has a deep-rooted history. It first emerged in the 20th century from an economic perspective, but in the 21st century, it has become both an economic and social phenomenon. Large-scale global changes have led to the emergence of new challenges that cannot be easily addressed with traditional methods. Recently, social entrepreneurship has emerged as a new approach and tool in the search for alternative solutions to complex problems. Despite being a relatively new concept, social entrepreneurship is claimed to have a deep-rooted history dating back centuries (Dess, 2018; Johnson, 2000). The concept of social entrepreneurship refers to creating economic and social value through innovative ideas and practices to meet social needs and bring about social change (Mair & Marti, 2006). Sustainability is considered to be the most important component of social entrepreneurship (Bornstein & Davis, 2010; Dacin, Dacin & Tracey, 2011).

Social entrepreneurship is seen as a way to address social problems in a sustainable manner while also creating economic value. Due to its multidimensional and wide nature, social entrepreneurship has various definitions in both academic literature and policy documents (Defourney, 2010; Johnson, 2000; Park & Wilding, 2013). It is a general term that encompasses not only entrepreneurial activities but also entrepreneurial behaviours that create social value by public or civil society organizations. It combines finding innovative solutions to social problems with commercializing these innovative ideas. The concept of "social enterprise," emphasized by the European Commission, is defined as an entity that uses the generated profits primarily for achieving social goals with the participation of stakeholders. Its main objective is to create social impact rather than just generating profits for owners and shareholders.

Although, the presence of social entrepreneurs in both the public and private sectors is recognized, the concept of social entrepreneurship was initially attributed to non-profit organizations (Chahine, 2016; De Bruin & Teasdale, 2019). Considering that most non-profit organizations are sensitive to the problems faced by socially disadvantaged groups such as economically disadvantaged individuals, women and children in need, immigrants, people with disabilities, and minority members, it is natural for non-profit organizations to play a significant role in the context of social entrepreneurship.

Social entrepreneurship definitions generally focus on three main elements. First, the emphasis is on social purpose. The focus here is not on making profit, but on finding solutions to social problems. Second, it involves engaging in commercial activities, but the generated income is used to enhance the related social purposes. The third element is the emphasis on the capacity to transform systems and create social impact. The aim is to achieve social transformation by developing long-term solutions.

Table 2 11: Definitions of Social Entrepreneurship

Authors	Definition/Approach
Thompson, Alvy, & Lees, 2000	Social entrepreneurship is a form of business entrepreneurship as the traits and behaviors of successful social entrepreneurs closely mirror characteristics of successful business entrepreneurs, but require an extra dose of visionary ideas, leadership skills, and a commitment to helping others.
Drayton, 2002	Social entrepreneurs have the same core temperament as their industry-creating, business entrepreneur peers but instead use their talents to solve social problems on a society-wide scale. In addition, there are also five essential ingredients for a social entrepreneur: a powerful, new, system change idea, creativity, potential for widespread impact; entrepreneurial quality and strong ethical fiber.
Alvord, Brown, & Letts, 2004	Social entrepreneurship creates innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources, and social arrangements required for sustainable social transformations.
Mair & Marti, 2006	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
Tracey and Jarvis, 2007	The notion of trading for a social purpose is at the core of social entrepreneurship, requiring that social entrepreneurs identify and exploit market opportunities, and assemble the necessary resources, in order to develop products and/or services that allow them to generate “entrepreneurial profit” for a given social project

Nicholls, 2008	A set of innovative and effective activities that focus strategically on resolving social market failures and creating new opportunities to add social value systemically using a range of resources and organization formats to maximize social impact and bring about change. ... a prime strategic focus on social impact and an innovative approach to achieving its mission
Zahra et al., 2009	Social entrepreneurship is a process whereby the creation of a new business enterprise leads to social wealth enhancement so that both society and the entrepreneur benefit.
Sengupta & Sahay, 2017	Social entrepreneurship is a process of using entrepreneurial and business skills to create innovative approaches to social problems. These non-profit and for-profit ventures pursue the double bottom line of social impact and financial self-sustainability or profitability.
Iyigun, 2018	Social entrepreneurship is a professional, innovative and sustainable approach to systematic change that resolves social market failures and grasps opportunities.
Akdeve & Aktaş, 2023	Social entrepreneurship focuses on turning innovative ideas into new values through opportunities and commercialization, while also incorporating a social vision that helps non-profit organizations utilize entrepreneurial characteristics and tools to address the problems faced by society. Social entrepreneurship is recognized as a means of creating economic value while offering sustainable solutions to social issues.

Source: Aktaş & Akdeve, 2024. Türkiye'de Sosyal Girişimcilik ve Gelişim Süreci

While there may not be a consensus in the definition of social entrepreneurship, there are some elements that define the nature of social entrepreneurship. Firstly, social entrepreneurship encompasses a social mission and focuses on creating social value. Its primary motivation is to utilize opportunities for promoting social change. In social entrepreneurship, new business models emerge with the aim of creating both social and economic value. Success is measured not only by financial performance but also by non-financial outcomes and indicators of social impact. At the core of entrepreneurship lies a social mission that is perceived as an alternative solution to societal problems. Another point where it differs from traditional entrepreneurship is its collaborative nature. In contrast to traditional entrepreneurship, it is a type of entrepreneurship where public sector actors and/or non-governmental organizations play a more prominent role in the process of developing and implementing business ideas. Social entrepreneurship, motivated not by profit but by entrepreneurship features such as identifying and solving societal problems, is implemented through collaboration with actors such as government institutions and/or non-governmental organizations (Akdeve & Aktaş, 2023).

2.2.2. Distinctive Features of Social Entrepreneurship

Social entrepreneurship, although it shares the fundamental elements of entrepreneurship, differs from other types of entrepreneurship in that its main focus is on solving a societal problem. When considering the differences in motivations, while traditional entrepreneurship aims to create economic wealth and gain a competitive advantage in the related market, social entrepreneurship focuses on the underlying causes that give rise to social issues and strives to create positive social impact. Social entrepreneurship aims to maximize social impact by addressing urgent needs that are often overlooked or inadequately addressed by other sectors.

The most general characteristic of social enterprises is their simultaneous focus on social mission and profit. Although the motivation is to create social change, there is a necessity to apply commercial discipline. This situation, referred as the "double bottom line" (Ridley & Bull, 2011), emphasizes the commercial sustainability and social objectives of social enterprises. Despite having an aim for profit, the motivation of social enterprises is not profit maximization but the reinvestment of earned profit for social purposes. Social enterprises are defined as organizational forms that use business tools and approaches to achieve social goals, create social and economic value, aim to generate income from commercial activities to finance social programs, and measure both financial performance and social impact (Alter, 2007).

Additionally, traditional entrepreneurship aims to achieve market leadership or dominate the market by creating new markets through innovation. Social entrepreneurship, on the other hand, aims to eliminate the causes of societal problems, create social change, and ensure the sustainability of a new system through social innovation. At this point, it is crucial not only to create social value but also to increase positive social impact. Traditional entrepreneurship often responds to market opportunity and addresses to that gap, whereas social entrepreneurship often seeks to overcome a market failure. In this context business principles are combined with mission driven approach to address social challenges.

Moreover, in traditional entrepreneurship, underserved communities are often used as a source of innovation, but the products or services produced tend to widen the gap between communities. Social entrepreneurship, on the other hand, involves initiatives that target underserved communities and aim to reduce the gap between those with access to social services and those without. Social entrepreneurs strive to diminish disparities among communities. In traditional entrepreneurship, collaboration and networks are often viewed as a profit-driven strategy due to reasons such as monitoring competitors and facilitating knowledge transfer. In social entrepreneurship, however, collaboration is deemed necessary not for gaining a competitive advantage but for achieving societal development and generating a high level of social impact.

Table 2 12: Differences Between Social and Traditional Entrepreneurship

	Traditional Entrepreneurship	Social Entrepreneurship
Main Motivation	Creating economic value	Creating social value
Objectives for Innovation Process	Attaining a leadership position in the market	Enhancing positive social impact
Objectives for Collaboration	Gaining a competitive advantage	Involving more actors in the process of solving social issues
Financial Surplus	Increasing shareholder profitability	Reinvesting to fulfill the social mission
Growth	Growing by introducing new products and services or exploring new markets	Providing services to larger audience, developing ideas and involving different actors
Expected Change	Addressing market needs in line with consumer and customer expectations	Creating change and transformation in the social system

Source: Akdeve & Aktaş, 2023. Social Innovation and Entrepreneurship.

2.2.3. Hybrid Structure of Social Enterprises

In the literature of organization and management, the concept of hybrid is used to describe organizations that exceed institutional boundaries and have dual or multiple objectives (Brandsen & Karré, 2011; Jay, 2013; Pache & Santos, 2013; Billis, 2010; Battilana & Lee, 2014). It is suggested that each sector has a dominant institutional logic (Thornton, Ocasio, & Lounsbury, 2012) but hybrid organizations draw from at least two different sectoral logics and value systems outside traditional forms, creating new forms (Wilson & Post, 2013).

To examine the concept of hybridity in social entrepreneurship, it is essential to focus on the distinctions between different economic sectors -public, private, and non-profit (Doherty, Haugh & Lyon, 2014). Private sector organizations primarily aim to make a profit, focusing on increasing the revenue they earn from their activities to provide returns to shareholders. They operate in a competitive environment and typically focus on customer satisfaction. Public sector organizations on the other hand, typically aim to provide public services, meet the needs of society, and improve welfare. They are financed by tax revenues or other public funding sources, and carry the objective of providing services fairly and equally to all sections of society. Non-profit sector organizations are oriented toward achieving a specific social mission or purpose. They are usually funded through public support, donations, grants, and sponsorships, and employees and supporters usually participate voluntarily. Structures that do not align with these idealized forms are defined as hybrid organizations. At this point, social enterprises are the example of a hybrid organization due to its characteristics associated with private, public, and non-profit organizations.

In hybrid organizations that involve multiple organizational structures and processes, there are naturally some conflicts. Social entrepreneurs in hybrids generally aim to balance market/commercial logic with social welfare/community logic to successfully achieve their goals and create social value (Pache & Santos, 2010; Mullins, Czischke, & van Bortel, 2012; Gillett et al., 2016). Tensions arise due to the coexistence of different sectoral logics and value systems. A successful organization needs to manage these tensions effectively. To manage the tensions created by being hybrid, Battilana and Lee (2014) suggest five recommendations: (1) organizational activities, (2) workforce composition, (3) organizational design, (4) culture, and (5) inter-organizational relationships. They argue that these factors influence both the conflicting and creative aspects of bringing different logics together.

Operating in multiple environments poses challenges and threatens the sustainability of hybrid organizations (Kraatz & Block, 2008). The first challenge arises within the scope of legitimacy. It is crucial for hybrid organizations to gain legitimacy in each logic. However, this requires adapting to different sectoral structures, developing different institutional identities, distinguishing them from each other, and simultaneously being committed to each logic. The second challenge occurs during the alignment with different institutional demands. At this point, managing and reconciling different and sometimes conflicting goals becomes necessary. Implementing a compromising strategy to manage competing institutional logics is a challenging process.

2.3. Key Concepts Defined by The Research

In this part, the definitions of key concepts accepted within the scope of the research are presented based on the literature reviews conducted on the imprinting theory and social entrepreneurship. The literature review conducted within the research has revealed that the boundary conditions of the imprinting theory have expanded. Therefore, the definitions regarding the expanded scope of the imprinting theory are provided in the first section. Similarly, it has been demonstrated in the previous part that there are various definitions in the literature on social entrepreneurship. Therefore, this section includes the accepted definition of social entrepreneurship and social enterprise models.

2.3.1. Dynamic Perspective of Imprinting Theory

After a detailed examination, it is observed that the meaning of the imprinting theory and its boundary conditions have expanded. The original meaning of the imprinting theory, as used by Stinchcombe, was understood to only include organizations. However, recent studies indicate that imprinting theory is not solely applicable to organizations. Additionally, assumptions about the formation of imprints during the establishment phase have changed, and new short sensitive periods distinct from the establishment phase are being discussed. Some studies suggest that these new periods lead to decay and amplification in imprints. Taking all of this into account, it becomes evident that the boundary conditions of imprinting theory have been broadened, and therefore, new definition of key concepts become necessary.

Imprinting: The main literature on the imprinting hypothesis assumes that organizations incorporated elements from their environment during the founding process that create diversity between organizations. As a result of the literature review this study suggests that imprinting refers not only to the founding period and organizations as a focal unit but assumes short sensitive periods that result in a long-lasting impact on various levels. Therefore "imprinting is a dynamic process in which focal units internalized the features that exist in the environment at short sensitive periods and the characterized features are observed persistently in the following periods. Focal units can be individuals, organizations, teams, networks, and even the environment. Main elements of imprinting:

1) **It is a dynamic process**: Imprinting is a process that exists not only in the founding period but also in later periods. Throughout the life of the imprinters there are multiple imprinting periods that is called short sensitive periods. These sensitive periods may involve unique historical events, changes in geographical regions, new survival threats, leadership change and new career starts for individuals. During the short sensitive period imprints may emerge and it is considered to evolve until new sensitive period. This phase is identified as the evolution in which the imprints may persist, amplify or decay indicating a transformation of imprints. This transformation may also result in the extinction

of the imprints.

2) Short sensitive periods: Not every environmental change has a major impact on the level of imprint. However, when it has a significant impact, it is referred as a short sensitive period. Imprinting incorporates various sensitive periods, indicating that it does not only refer to the founding period. During these different sensitive periods, the level of imprints subsequently influenced by their environment which may result in an amplification or decay in imprints. While some of the imprints may persist, some of them may become extinct generating new imprints.

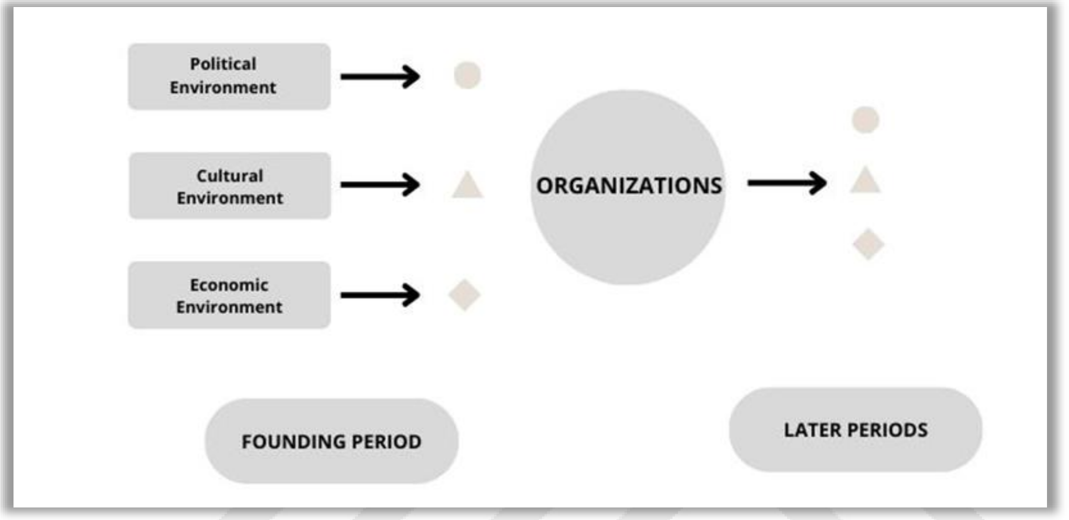
3) Persistence: Despite the changes in the environment, imprints exhibit persistence. However, this persistency doesn't indicate to the permanency (Marquis & Tilcsik, 2014) since the imprints may transform during the next sensitive period.

The level of imprint: Originally the concept of imprinting has been attributed to organizations in the prominent research. However, as a result of the comprehensive review of literature, it has been recognized that various studies investigate imprinting at different levels. Therefore, it becomes crucial for future studies to include individuals, teams, networks and the environment as the level of imprint.

Evolution of imprint: Imprints demonstrate persistent nature yet their trajectory is not always linear. When imprints emerge, they may not necessarily remain the same as in their initial state. Sometimes their impact may amplify and become more pronounced, while other times, their impact may decay.

Transformation of Imprint: Throughout the life of the focal units' multiple short sensitive periods may occur. Consequently, in each sensitive period, imprints may involve in a transformation. This transformation may lead to the extinction of the existing imprints or emerging of new imprints.

Figure 2 1: Original Roots of Imprinting Theory



The imprinting theory primarily focuses on the founding period and the impact of environmental influences during this period on organizations. Accordingly, the political, economic, and cultural environment has an effect on the organization during the founding period, and this effect is long-lasting. Original roots of imprinting theory do not focus on any other period other than the founding period or examine other levels outside the organization. Additionally, it overlooks changes and emphasizes the lasting effects of the organization's founding and environmental influences.

2.3.2. Expanded Imprinting Theory

The expanded imprinting theory does not solely focus on the founding period of an organization. According to this assumption, the imprinting effect can also be observed after the founding period. Essentially, there are short sensitive periods during which entities are influenced by their environments. The founding period is one of the most significant short sensitive periods. Additionally, in the expanded imprinting theory, the unit of analysis is not limited to the organization alone. It also examines other actors outside the organization to uncover organizational effects. For instance, it aims to understand how individual actors are affected by their environment.

According to the literature, individuals, organizations, organizational building blocks, networks, and the environment constitute the general categories examined as units of analysis in expanded IT. The definition of the environment has also widened. The environment is not merely defined as political, economic, or cultural. According to recent studies, individuals, organizations, teams, networks, and the environment are entities that create an imprinting effect.

Finally, different assumptions are proposed in expanded IT regarding the persistence of imprints. According to the recent literature, imprints are persistent but not permanent. In this context, four different processes have been identified: amplification, decay, emergence, and disappearance of imprints.

Evolution of Imprinting

This research defines the evolution of imprinting as amplification and decay. According to this suggestion, there is an increase (amplification) or decrease (decay) in the effect of imprints. Expanded imprinting theory does not only focus on the founding period but also emphasizes change. In this context, a significant event that occurs after the organization's establishment - such as a change in CEO, a shift in the organization's location, a change in organizational strategy, or local/international political and economic changes - can lead to either a decrease or an increase in imprints.

Figure 2 2: Amplification of Imprints

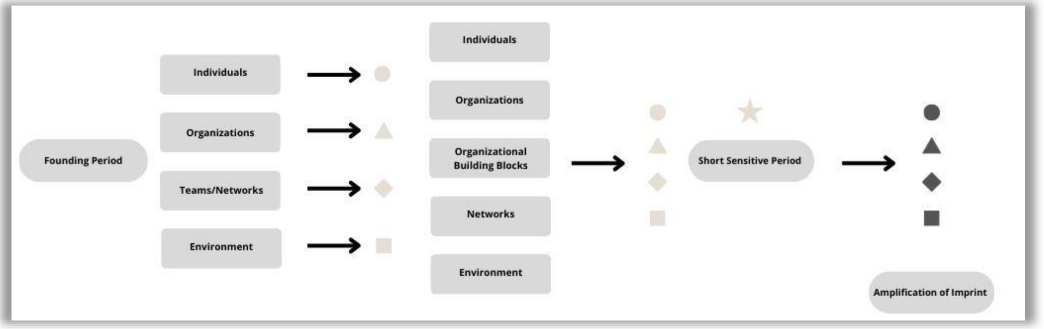
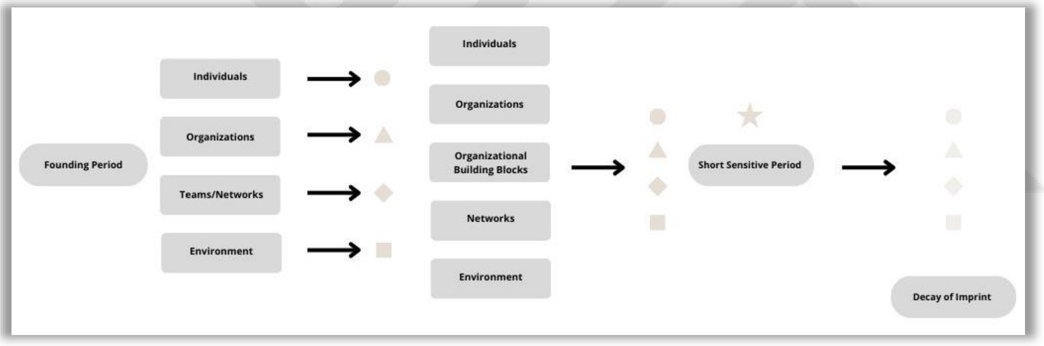


Figure 2 3: Decay of Imprints



Transformation of Imprinting

This research defines the emergence and disappearance of imprinting as a transformation. Because existing imprints are not mentioned in this case. While in amplification and decay of imprinting, existing imprints continue, in the transformation of imprint, new or old imprints are the focus. The transformation includes that new imprints may emerge as a result of an event in the environment. The purpose is to establish a fit with the environment by creating new imprints. In some cases, it is also suggested that existing imprints may disappear for the same reason.

Figure 2 4: Emergence of Imprints

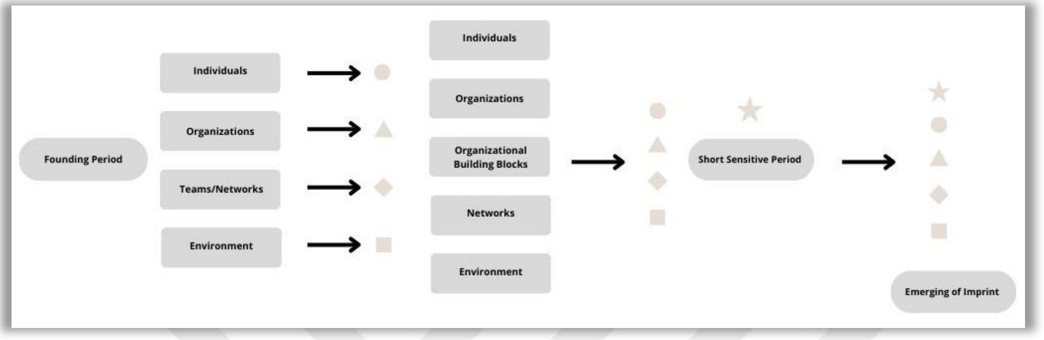
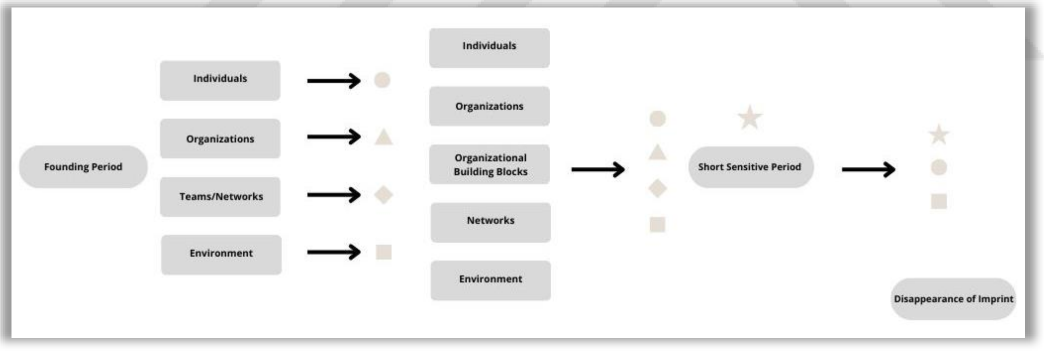


Figure 2 5: Disappearance of Imprints



2.3.3. Social Entrepreneurship: To Profit or Not to Profit?

Social entrepreneurship is the generation of sustainable solutions to societal problems, while also creating both social and economic value (Campbell, 1998; Mair & Martí, 2006; Dees, 2007). However, there are different understandings in the literature and different practices in the field depending on the profit-making characteristics of social entrepreneurship. In this part, details about the organizational models of social entrepreneurship are presented.

Social Entrepreneurship Organizational Models

The literature focuses on the intersections and commonalities of the for-profit or non-profit characteristics of social enterprises as hybrid organizations (Billis, 2010; Ebrahim, Battilana & Mair, 2014). In this regard, various suggestions such as limited profit distribution or cost covering models are put forward. Although there are different social entrepreneurship structures in different countries, this research categorizes them into two main groups and five different subcategories within a general framework.

The primary distinction is related with the aim of profit generation. Social entrepreneurs may adopt profit generation as a secondary goal depending on their organizational structures. However, there are also differences among social entrepreneurship actors that aim for profit. In some social entrepreneurship structures, although there is an aim for profit generation, it's not allowed for the profit distribution. This can be specified by laws, as well as in organizational structures where there are no legal restrictions. An example of legally restricted profit distribution is the Municipal Economic Enterprises (BİT) in Türkiye. BİTs are special companies created for the public interest, with at least 50% ownership by municipalities, and are subject to the Turkish Commercial Law. The profits of these companies are transferred to the municipality as their partner. The profits are reused for public interest by the municipality.

As another distinction, despite the absence of legal limitations regarding profit distribution about that specific organizational structure, decisions regarding profit distribution can also be made through internal operational regulations. For instance, Patagonia is an American retailer of outdoor recreation clothing. Patagonia operates as a private company and a certified Benefit corporation in the United States (US). As of 2022, after reinvesting in the company, paying employees, etc., it was decided that all of Patagonia's profits would be dedicated to the fight against climate change. Another example is Uçan Süpürge from Türkiye. Uçan Süpürge's vision is to create change for a fair world for everyone where women are empowered and gender equality is achieved for everyone. Uçan Süpürge was established as a private company and is subject to the Turkish Commercial Law. Therefore, the company's articles of association include a provision regarding profit distribution. However, it was later added to the company contract that no profit distribution would be made. Uçan Süpürge, which later established a foundation, continues to exist as a private company today and does not distribute profits.

In some social enterprises, there is a limited distribution of profit. This limit can be determined by laws, as well as within the structure of the social enterprise itself. An example of this can be seen in the United Kingdom with Community Interest Companies (CICs). CICs are required to use the majority of the company assets for the benefit of the community. Assets that are not directly used for the benefit of the community can be transferred to the asset lock institution. Limited distribution can be made to the members of the company in a limited manner only to return paid-in capital or for the payment of dividends and interest. Another significant example is the social enterprises in Italy.

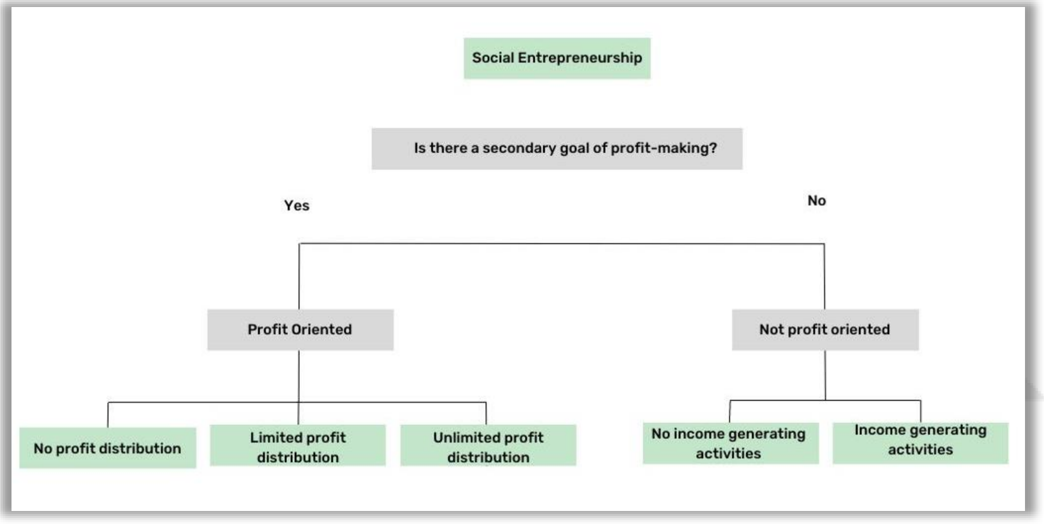
While a specific social enterprise structure like the CICs in the UK has not been identified, the legal status of social enterprises in Italy has been recognized to allow various types of organizations (associations, foundations, religious institutions, cooperatives, limited liability and shareholder companies) through Law 118/2005 and Legislative Decree 155/2006. With a new regulation implemented in 2017, limited profit distribution has been enabled, with net profit and surplus being distributed to a maximum of less than 50%. Limited profit distribution may not always originate from laws. It can also be determined within the structure of a company. TOMS can be given as an example of this situation. TOMS was established as a private company in the US and has adopted the "one for one" business model. According to this model, for each pair of shoes sold, a pair of shoes is donated to someone in need. In this way, profit distribution is limited in a different manner.

In some social entrepreneurship structures, there are no restrictions on profit distribution. An example of this can be the Low-profit limited liability companies (L3C) in the US. L3C is a legal business form in the United States. Generally referred to as a hybrid structure, this type of company combines the characteristics of for-profit and non-profit entities. Although its primary purpose is to provide social benefit, the organization aims to make a profit. There is no restriction on the distribution of profits, but different arrangements regarding how the profit will be distributed can also be made within the business agreement.

It is possible to establish a social entrepreneurship structure that does not aim to make a profit. However, these structures can be divided into two categories depending on their income-generating activities. Some of the social enterprises do not aim to make a profit but can carry out income-generating activities. Associations with economic enterprises in Türkiye can be given as examples of these social enterprises. In Turkey, when associations establish an economic enterprise, they are considered merchants and can engage in income-generating activities. The profit earned by the economic enterprise is transferred to the association as a share of profit. However, this share cannot be distributed to the members of the association and is only used for the activities of the association. Another example can be given as Charitable Companies in the UK. Charitable Companies cannot distribute profits to the members and can only use their assets for charitable purposes.

Social enterprises, which do not seek profit in their organizational structure and also do not engage in income-generating activities, benefit from donations and supports. The most common examples are foundations and associations. These organizations, which do not aim to make a profit in their founding purposes, can only generate income from short-term or one-time activities in the form of donations. These donations and revenues can only be used for the purpose of the organization.

Figure 2 6: Social Entrepreneurship Organizational Models



Social Entrepreneurship Perspective of The Research

This research accepted the definition of Akdeve and Aktaş (2023) “Social entrepreneurship focuses on turning innovative ideas into new values through opportunities and commercialization, while also incorporating a social vision that helps non-profit organizations utilize entrepreneurial characteristics and tools to address the problems faced by society. Social entrepreneurship is recognized as a means of creating economic value while offering sustainable solutions to social issues”. While this definition emphasizes the core characteristics of entrepreneurship, it also indicates that civil society organizations can be included in the definition of social entrepreneurship under certain conditions. The social entrepreneurship organizational models shown in Figure 2-6 supports this definition. As there is no universally accepted definition of social entrepreneurship, it does not emerge in the same way in every context. There are different models of social entrepreneurship that are organized in various ways. This research, therefore, adopts a definition of social entrepreneurship that includes civil society organizations as well as elements of entrepreneurship.

Within the scope of this research, social entrepreneurship models defined by special laws as well as civil society sector organizations are included. The models of social entrepreneurship that fit the definition determined in the research form the scope of the study. As shown in Figure 2-6, both profit-oriented and non-profit-oriented models are included in the sample because being profit-oriented does not prevent an organization from being defined as a social enterprise. There are three different ways of profit distribution: some do not distribute any profit despite being profit-oriented, while others distribute limited profit. Although there may not be significant disagreements about defining these enterprises as social enterprises, some criticisms may arise when it comes to those that distribute unlimited profit. The crucial point here is that profit generation should not be the main objective. In social enterprises where the primary motivation is to provide social benefit, it is possible to generate profit and even distribute it unlimitedly. However, unlike traditional enterprises, the success indicator is shaped by social value rather than economic value.

In non-profit organizational forms, significant differences arise based on whether they engage in income-generating activities. Within this scope, there are organizational forms that create both economic and social value. Since they are not profit-oriented, there is a consensus on defining them as social enterprises. Organizational forms that do not engage in any income-generating activities are considered social enterprises due to the social benefits they provide. The most crucial factor in this understanding is that despite not generating profit or engaging in income-generating activities, they have a financial model. These models, which rely on donations or in-kind support, go through similar financial processes.

This research focuses on the structural challenges faced by different models of social entrepreneurship and aims to reveal the areas where they have undergone changes.

3. METHODOLOGY

The research is designed in the form of an exploratory case study. Two different contexts -Türkiye and the United Kingdom (UK)- and multiple cases have been extensively examined. A case study is preferred because of its relevance to the essence of the research. The main aim of this research is related with providing theoretical insights. Since case studies focus on specific unit analysis, provide contextual details and a detailed description of a specific temporal and spatial boundary with using multiple sources of data, this research focused on two different contexts and multiple cases. A case study may appear to focus on a single event, but there are studies that examine multiple cases. While there are studies that specifically involve two cases, there are also studies that examine two or more cases (Bryman, 2003) and a study examined nineteen case studies (Yin, 1979). This study examined a total of nineteen case studies, with nine cases from Türkiye and ten cases from the UK.

3.1. Multiple Case Studies from Two Different Contexts

The aim of the research is to examine the dynamics of imprinting related to founders and the environment. Therefore, it is thought as necessary to observe at least two different contexts to understand and distinguish the interaction between founder and environmental factors. Some external influences may not be directly related to the imprinting process that shapes the organization's character; they may be more associated with concepts such as adaptation and co-optation. In the management and organization literature Delbridge and Edwards (2013) combined the reflexivity (Archer, 2003) and the agentic orientation in order to respond 'situated, embedded, boundedly intentional model of human behaviour' (Thornton, Ocasio, & Lounsbury, 2012). They aimed to reveal the fundamentals of social interaction when actors engage within institutions. In the imprinting literature individuals are recognized as a significant source of imprint in many research contributing the establishment and development of organizations. This is referred as the agency-based approach (Johnson, 2007) which posits that the actions and decisions of entrepreneurial individuals during an organization's founding phase play a central role in imprinting processes. However, this research is not only concentrating on the founding period but also on the short sensitive periods in order to investigate the dynamic process of imprinting. Therefore, two suitable and accessible contexts -Türkiye and the UK- have been selected to collect and analyse data on imprinting in social enterprises.

Multiple cases consist of social enterprises. Since social enterprises occupy a unique position in terms of the environments they interact with, where multiple sectoral pressures coexist, they provide a fruitful place to investigate the change in imprints. Another reason for the preference of social enterprises is that their goals generally have a more compatible and overlapping nature compared to others. Furthermore, in order to provide similar ground for the research, social enterprises with founders who are members of Ashoka Fellows in Türkiye and the UK were included in the case studies. Since there is no legal definition of social enterprise in Türkiye, it was deemed meaningful to focus on the founders selected as social entrepreneurs within the scope of the Ashoka Türkiye Fellowship Program. Ashoka is a global civil society organization that brings together and supports social entrepreneurs as the world's first and largest platform for social entrepreneurship. Ashoka has offices in 38 countries worldwide and operates in more than 90 countries. There are approximately 4000 Ashoka Fellows. Ashoka Fellows are selected based on specific criteria. Individuals who meet these criteria are included in the program as social entrepreneurs and support the ecosystem through their respective organizations.

Due to the presence of specific criteria and the implementation of similar practices in many countries, it is considered appropriate and meaningful to include the relevant organizations of social entrepreneurs participating in the Ashoka Fellowship Program in this research.

3.2. Secondary Data on The Development of Social Entrepreneurship in Both Contexts

In the research, due to the existence of two different contexts, the development of social entrepreneurship in these countries were included in the examination for a better understanding of each context. The primary goal here is to first understand the developments and historical processes related to social entrepreneurship in both contexts. This way, the aim is to evaluate the cases within their respective contexts. Rather than comparing the cases, the research attempted to reveal the new insights for the imprinting theory. This is also an answer to the generalizability problem of the case study because the generalization of results is made to theory not to the cases.

The design of the research is consisting of two main sections. The aim of the first section is to understand the relevant context focusing on secondary sources. Therefore, first section examined the historical development of social entrepreneurship in each context to comprehend the relevant developments and establish connections. Since social enterprises show different developments in Türkiye and the UK, relevant laws and policy documents regarding social entrepreneurship in both countries was initially explored using secondary data aiming to present the current situation. Subsequently, the second part consists of multiple case studies. The aim of the second section is to answer the research questions which focus on the change in imprints and their subsequent affects. Therefore, in the second section, the social enterprises in two countries were thoroughly examined with the documents they shared, and semi-structured interviews were conducted with their founders.

3.3. Multiple Cases from Türkiye

Primarily, for the Türkiye context, due to the absence of a legal definition for social enterprises in the country, the first section starts with providing details regarding the legal forms available for social enterprises. According to these legal frameworks which are suitable for social enterprises, the research continues with identifying the historical development of social entrepreneurship in Türkiye. However, there is no specific research on the development of social entrepreneurship in Türkiye. Therefore, it was decided to conduct a legal analysis in order to provide political developments within the timeframe. Lastly, for the second section semi-structured interviews were conducted with the founders of social enterprises selected as Ashoka fellows in Türkiye representing multi cases. To be selected as an Ashoka Fellow, there are specific criterias: a new idea, creativity, entrepreneurial quality, social impact of the idea, and ethical fiber. Social entrepreneurs who meet these criterias and demonstrate significant impact through their initiatives are chosen as Ashoka Fellows by this international organization. In addition to the interviews, activity reports, impact reports, and relevant documents of social enterprises, along with websites and media news, were examined.

3.4.Multiple Cases from the United Kingdom

Similar steps were followed for the UK context. Initially, the first section starts with providing details regarding the legal forms available for social enterprises in the UK. After that the definitions of social enterprises in the UK were examined, followed by an exploration of the historical development of social entrepreneurship. Since many details can be tracked from the literature, a legal review for the UK wasn't conducted. Therefore, this section continues with investigation of the historical and political development of social entrepreneurship. Finally, for the second section semi-structured interviews were conducted with the founders of social enterprises selected as Ashoka fellows in the UK, representing multi cases. In addition to the interviews, activity reports, impact reports, and similar documents of social enterprises, as well as websites and media coverage, were examined. Furthermore, access to all company and charity documents of social enterprises was obtained from UK databases.

3.5. Analysis

The results of the case studies were analysed by QDA Miner qualitative analysis software. The study used combination of theory driven (deductive) and data driven (inductive) coding approaches (Linneberg & Korsgaard, 2019; Gibbs, 2007) go back and forth between both in the coding process. Within case theme analysis was employed in the study.

The three-stage coding was conducted based on the grounded theory coding process: open coding, axial coding, and selective coding (Creswell, 2011; Corbin & Strauss, 1990). In the open coding phase, all interviews were coded without restriction to literature or theory. In the second stage, the codes were organized, relationships between them were determined, and they were grouped under categories. In the final stage, core categories were identified and grouped accordingly to themes.

3.6.Validity

In qualitative research, many different perspectives exist regarding the importance, definition, and processes of validity. In this type of research, unique terms are often used alongside traditional terms from quantitative research. For example, terms like credibility, authenticity, and transferability proposed by Lincoln and Guba (1985) are concepts used in qualitative research. Among the eight main strategies identified by Cresswell (2007), this study utilized four strategies. The first strategy is the researcher's past experience and expertise on the subject. In this case, the researcher's six years of experience in social entrepreneurship and participation in nine national and international scientific research projects contribute to the reliability of the study. According to Fetterman (1998), long-term studies give research its accuracy and vitality.

Another strategy involves using different sources. Throughout the research, contextual studies were conducted, legal documents related to social entrepreneurship were examined, and even political trends and changes were considered. In addition to this, all written documents, websites, and other news sources related to each social enterprise, defined as a case, were examined and included in the research.

Another strategy naturally involved in this research is peer review. Due to it being a doctoral thesis, the academic members of the thesis committee contributed to the validity of the research by asking hard questions about the purpose, methodology, and findings of the study during committee meetings held every six months and additional one-to-one private meetings.

The detailed presentation of all research processes served as a strategy for transferability. Interview forms, codebooks, and all processes related to the methodology were thoroughly described. These detailed explanations allow readers to transfer the information to other contexts and determine whether the findings are transferable (Erlandson, 1993).

Under the umbrella of authenticity, this research consists of multiple case studies, and the details of cases were presented at the end of the study. Even though general themes were formed while analysing the conducted interviews, no case was left out of these themes. Each case was evaluated in a unique way and then interpreted within common themes. Since the responses of participants in all interviews were initially coded with open coding, it is believed that different perspectives were also included in the analysis. Furthermore, the findings from multiple cases are generally considered more convincing, and in this regard, multiple case studies are deemed more robust (Herriott & Firestone, 1983).

3.7.Reliability

After creating the codebook, three independent coders were contacted separately. These coders are academics in the field. Two of them have expertise in research related to social entrepreneurship. They have worked as researchers on scientific projects in the field of social entrepreneurship. The third coder is from the Communication Faculty and has experience in qualitative research, with many published articles that include coding stages. Due to their backgrounds, each selected coder has been individually consulted, and general explanations regarding the codebook have been provided to them. Following Krippendorff's (2011) recommendation, a stratified sampling method was employed to select 10 of the interviews, which were then shared with the coders. Each coder has conducted coding at different times and in different locations. Intercoder agreement in this research meant that the coders agreed when they assigned a code to a passage that they all assigned this same code to the passage (Cresswell, 2007). Subsequently, Krippendorff's alpha coefficient was calculated to test the credibility/reliability among four coders including the main reseracher. The K-Alpha Calculator was used for computing the Krippendorff's alpha coefficient. The K-Alpha value was determined to be $\alpha=0.998$. In a bootstrap with 1000 iterations, the value obtained for the 95% confidence interval is (95% CI) [0.995, 0.999]. The K-Alpha value has higher scores because there were no significant differences between the coders; only some codes were missing among the coders.

4. SECONDARY DATA

4.1. Context I: Türkiye

The lack of legal regulations for social enterprises in Türkiye leads to a convergence of civil society and social entrepreneurship, emphasizing the increasing importance of relevant research in the country. As a result, individuals or organizations aspiring to engage in social entrepreneurship activities operate under different legal entities. In Türkiye, there are organizations defined as social enterprises that operate as foundations, associations, foundations' commercial enterprises, foundation companies, cooperatives, and private businesses (British Council, 2019).

While it is acknowledged as a necessity, there are no legal regulations regarding social entrepreneurship in Türkiye. Therefore, in this section of this study, an analysis of the legislation related to cooperatives, foundations, associations, and their economic enterprises has been conducted to enable a detailed examination of social enterprises that emerge in different legal structures. During the process of legislation analysis, policy documents related to cooperatives, foundations, and associations were sequentially examined.

In this section, firstly, definitions of legal forms in which social enterprises operate are presented for Case I. Then, the connections between existing legal forms and social entrepreneurship are revealed by examining relevant legislations. Lastly, in order to provide a more comprehensive framework for Case I Türkiye, high-level policy documents and activities of important organizations are presented by examining them in the context of social entrepreneurship.

4.1.1. Legal Forms of Organization for Social Enterprises in Türkiye

4.1.1.1.General Partnership (Collective Company)[1]

The general partnership is regulated in the Turkish Commercial Code (Article 211) with the following definition: "It is a company established among natural persons with the aim of operating a commercial enterprise under a trade name, and where the liability of the partners is not limited against the company creditors." Due to the unlimited liability of partners for the company's debts, this type of company has lost its appeal in recent times (Kayıhan, Çetiner, & Karaca, 2014). According to the data from the Ministry of Trade (as of September 30, 2023) there are 11,174 collective companies in Türkiye. In the year 2023, only 11 new collective companies were established.

4.1.1.2.Limited Partnership

According to the Turkish Commercial Code (Article 304), a limited partnership is defined as a company where "the liability of one or more partners towards the company creditors is unlimited, and the liability of other partners is limited with a specified capital." This type of company, where partners have different levels of liability, is the least preferred in Türkiye. According to the data from the Ministry of Trade, (as of September 2023) there are a total of 1,991 limited partnerships. No new limited partnerships were established in the year 2023.

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[1] [1] In Türkiye, companies are primarily regulated by the Turkish Commercial Code (TCC) and the Turkish Code of Obligations (TCO). The TCC provides detailed provisions for all types of commercial companies (collective, commandite, joint-stock, and limited liability companies) under the heading of "Commercial Companies." The ordinary partnership (adi şirket) is regulated under the TCO. Cooperatives are governed by a separate law, the Cooperative Societies Law.

4.1.1.3.Joint Stock Company

According to the Turkish Commercial Code (Article 329), a joint-stock company is defined as a company with "a specified capital divided into shares and responsible for its debts only with its assets." The same article of the law specifies that the liability of shareholders is " limited to the capital shares they have undertaken and against the company." Among the commercial companies, the joint stock company is the most preferred after the limited company. According to the data from the Ministry of Trade, (as of September 2023) there are a total of 200,462 joint-stock companies. In the year 2023, a total of 1,414 joint-stock companies were established.

4.1.1.4.Limited Company

A limited company is defined in the Turkish Commercial Code (Article 573) as being established by one or more individuals or legal entities under a trade name; its capital is specified and consists of the total of the capital shares. According to the same article, shareholders of the company are only obliged to pay their committed capital shares and are not liable for the company's debts. It is the most common type of capital company in Türkiye. According to the Ministry of Trade data, (as of September 2023) there are a total of 1,218,087 limited companies. In 2023, a total of 9,603 limited companies were established.

4.1.1.5.Cooperative Company

Cooperative companies, which are one of the types of companies listed in the Turkish Commercial Code and established and operated according to the Law on Cooperatives no 1163, are defined as capital organizations established to meet the needs of their members, considering mutual interests and progressing with solidarity and dedicated work. Cooperative companies are established to meet the needs of their members and respond to their requests. In cooperative companies, unlike standard companies, a connection must be established with the company. While it is possible to become a shareholder in a standard company by purchasing only one share, in order to become a member of a cooperative company, it is necessary to be a part of the board of directors. In cooperative companies, all partners always have the right to vote and speak. Cooperative companies are established to meet their needs at a low cost. These structures do not aim for profit compared to other standard companies. Cooperative companies contribute to both the development of countries and the improvement of the living standards of the local population.

4.1.1.6.Association Economic Enterprise

Article 16 of the Turkish Commercial Code No. 6102 states that "Associations, foundations, and other public legal entities established by the State, provincial special administration, municipality, village, and other public legal entities to operate a commercial enterprise in order to achieve their purpose, as well as foundations that work for the public benefit and spend more than half of their income on public service activities, shall also be deemed merchants." The same article specifies that associations working for the public good and foundations spending more than half of their income on activities of a public nature are not considered as merchants. According to this article, the legal entity of a personality considered a merchant is the association. Economic enterprises established by associations do not have legal personality, and they are not considered as merchants. The legal entity of the association is the primary owner and responsible party for all receivables and liabilities arising from the actions or transactions of the economic enterprise and/or its representative. Activities conducted for a commercial purpose that differ from the primary activity areas defined in the associations' bylaws are managed through economic enterprises.

According to the Corporate Tax Law No. 5520 (Art. 2), economic enterprises belonging to associations are defined as "commercial, industrial, agricultural enterprises or similar foreign enterprises that belong to or are affiliated with associations and foundations, and have continuous activities, excluding those established as capital companies and cooperatives." Affiliation, continuity, and the emergence of a commercial, industrial, or agricultural situation as a result of activities are elements of economic enterprises. Therefore, associations established to fulfil a specific social purpose are not considered economic enterprises for every activity they carry out. Sales made through one-time charity organizations are not considered commercial activities. However, if such activities turn into a continuous income-generating tool, then these activities become subject to Corporate Tax. According to the Corporate Tax Law No. 5520 (Art. 1), it is stated that the earnings of economic enterprises belonging to associations and foundations are subject to the corporate tax law.

4.1.1.7.Foundation Economic Enterprise

According to Article 26 of Law No. 5737 on Foundations, foundations are allowed to establish economic enterprises and become partners in existing companies to assist in achieving their purpose and generate income for the foundation. The fact that foundations are ideal legal entities does not prevent them from operating economic enterprises to fulfil their objectives. However, the ability of foundations to operate economic enterprises does not imply that foundations can be established for economic purposes. Although there is no explicit regulation in the law regarding this matter, the establishment of foundations for economic purposes is not compatible with the nature of foundations.

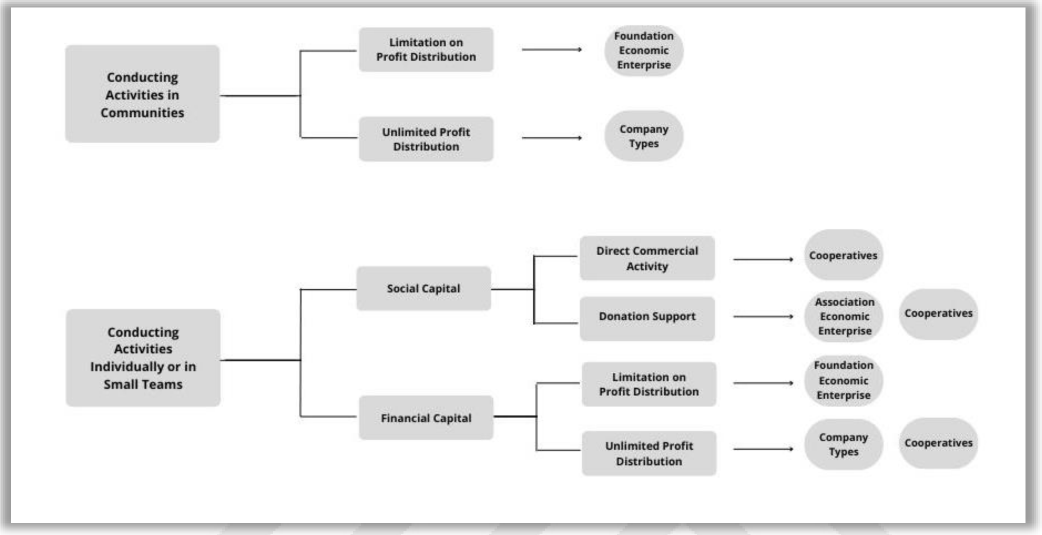
Foundations can operate an economic enterprise by establishing an economic enterprise of the foundation, as well as by allocating an economic enterprise to the foundation. The elements of income generation, continuity, and independence envisaged in Article 11 of the Turkish Commercial Code (TCC) are the requirements for the existence of an economic enterprise. According to Article 16 of the TCC, foundations operating a commercial enterprise for the purpose of achieving their goals are considered merchants. However, foundations that allocate more than half of their income to activities of public interest are not considered merchants, whether they operate a commercial enterprise directly or through a legal entity managed and operated in accordance with public law provisions. The economic enterprises of foundations are subject to corporate tax.

Table 4 1: Legal Forms of Organizations for Social Enterprises in Türkiye

	General Partnership (Collective Company)	Limited Partnership	Joint Stock Company	Limited Company	Cooperative Company	Association Economic Enterprise	Foundation Economic Enterprise
Legal Structure	It has legal personality.	It has legal personality.	It has legal personality.	It has legal personality.	It has legal personality.	The association has the legal entity not the enterprise.	The foundation has the legal entity not the enterprise.
Liability	The liability of the partners is not limited.	Partners have different levels of liability.	The liabilities of the partners are limited to their capital. It is responsible for its debts only with its assets.	The liabilities of the partners are limited to their capital.	The liability arising from the debts of cooperatives is limited to the partner's share. However, partners can assume unlimited liability by decision.	The association is the primary owner and responsible party for liabilities.	The foundation is the primary owner and responsible party for liabilities.
Capital	There is no requirement for	Capital is divided into	The capital is divided	There is a minimum	Cooperatives do not have capital	There is no need for the	There is no need for the

	a minimum capital contribution.	shares.	into shares.	amount set for the primary capital of the limited company.	restrictions Their capital can be in the form of money, movable property, real estate, or other valuable assets.	capital. General Assembly or Board of Directors decision is sufficient.	capital. General Assembly or Board of Directors decision is sufficient.
Tax	It is not subject to corporate tax. Income tax base is calculated at the partnership level and transferred to the parties.	It is not subject to corporate tax. Income tax base is calculated at the partnership level and transferred to the parties.	It is subject to the corporate tax law.	It is subject to the corporate tax law.	It is subject to the corporate tax law (except law 1163).	It is subject to the corporate tax law.	It is subject to the corporate tax law.
Other	It is particularly suitable for small and medium-sized retail, semi-wholesale trading businesses, and medium-sized enterprises.	This type of company is preferred in ventures involving both personal contributions and capital contributions.	Shares of each member can be acquired, sold, and transferred without the consent of other members.	It can be established with at least 1, maximum 50 persons.	They are established to solve common needs. Corporations, companies, associations, or foundations can be cooperative partners.	Its aim is not for generating profit but it is allocating the profit to the purpose of the association.	Its aim is not for generating profit but it is allocating the profit to the purpose of the foundation.

Figure 4 1: Organizational Structures for Social Enterprises in Türkiye



Source: Aktaş & Akdeve, 2024. Türkiye'de Sosyal Girişimcilik ve Gelişim Süreci

4.1.2. Social Entrepreneurship in Türkiye: A Historical Development

4.1.2.1.Cooperatives and Cooperative Legislation

Concrete steps have been taken towards the development of cooperatives in Türkiye since the inclusion of cooperatives in the 1961 Constitution. Initially, cooperatives focused primarily on agricultural areas in line with the needs of the period. Later, due to evolving social and economic factors, cooperative activities expanded predominantly into other areas, particularly in construction projects for residential and commercial properties (Özcan, 2007). According to Law No. 1163, cooperatives are established by individuals and legal entities with the aim of providing and protecting the specific economic interests of their members, especially their professional or livelihood-related needs, through mutual assistance, solidarity, and guarantee based on their labor and financial contributions. Cooperatives are variable partnerships with variable capital (Cooperatives Law, no. 1163). According to the latest data published by the

Ministry of Trade in 2021, there are 84,232 cooperatives in Türkiye.

In Türkiye Cooperative Strategy and Action Plan 2012-2016, the relationship between cooperatives and social entrepreneurship is discussed. This strategy document provides information about social entrepreneurship in Europe and emphasizes the support for sustainability through financial and technical assistance. The inclusion of best practice examples in this document contributes to the establishment of a legal framework for the inclusion of social cooperatives. Particularly, highlighting the importance of financial independence during the support phase for cooperatives worldwide, and the necessity for even social-purpose cooperatives to pursue profitability, provides a foundation for defining social entrepreneurship in Türkiye. When providing public support to cooperatives around the world, it is important to ensure that the financial and managerial independence of the supported cooperatives is not compromised. The sustainability of cooperative activities should be prioritized, and cooperatives should not become dependent on public support while carrying out their operations. The support provided to cooperatives should be in the form of public-sourced capital or initial assistance, and even though supported cooperatives may have social objectives, they should fundamentally operate with a profit-oriented approach.

In Türkiye, there are various definitions of cooperatives, but there is no comprehensive definition specifically addressing social cooperatives. However, there are cooperatives that operate under the concept of social cooperatives and identify themselves as social enterprises, despite the absence of an encompassing definition.

The Ministry of Trade, General Directorate of Craftsmen and Artisans, and Cooperatives conducts awareness-raising activities on social cooperatives under the focus of social economy, solidarity economy, and social entrepreneurship. In 2019, the General Directorate implemented the Social Cooperatives Promotion, Education, Development, and Implementation Project. Within the scope of the project, various challenges related to social cooperatives were identified, including the absence of legal infrastructure for social cooperatives in the country, the lack of promotion, support, and incentive programs, the non-disclosure of their distinct features and all legally mandated advantages, as well as issues concerning how social cooperatives should be monitored and audited (The Ministry of Trade). The project defines social cooperatives as a social entrepreneurship model that is in line with the definition of the International Organization of Industrial and Service Cooperatives (CICOPA). Unlike other cooperatives, social cooperatives are defined as cooperatives that prioritize public benefit, operate on a non-profit basis, and focus on meeting public needs and societal objectives. Awareness activities have been carried out to inform the public about social cooperatives. As part of the goal of developing public policies, a "Sub-Commission for the Research and Dissemination of Practices to Prevent Waste within the Scope of Social Cooperatives" has been established and meetings related to social cooperatives have been organized (TBMM, 2021).

During the session held in 2021, discussions revolved around global best practices, with a particular focus on successful examples of social cooperatives that have achieved legal status in Italy. Informational presentations were delivered, including the translation of the relevant law, shedding light on the legal framework for social cooperatives in Italy. As a result of the session, opinions were presented to draft a social cooperative law consisting of 10-15 articles that would fall under the provisions of the Cooperative Law No. 1163.

An essential contributor supporting the ministry-led project, the Needs Map played a significant role in executing the Excellence Platform for Social Cooperatives project, initiated in 2021. The aim of the project was to increase communication and collaboration between social cooperatives at local, regional, and national levels in Türkiye and the EU, and to bring together social cooperatives in Türkiye to establish a network. Many organizations identifying themselves as social cooperatives united under the project, leading to the development of a social cooperative map. The activities conducted within the project contributed to raising awareness about social cooperatives and social entrepreneurship.

The Ministry of Trade conducted a legislative analysis and provided crucial evaluations concerning cooperatives in its 2019-2023 Strategic Plan. According to the findings by the Ministry, the Cooperatives Law No. 1163 is deemed inadequate to meet present-day needs, and the negative image associated with cooperatives hinders the sector's development. Additionally, cooperatives are generally not considered as a commercial enterprise in the eyes of the financial institutions providing support, which results in insufficient incentives and assistance. In light of these observations, the Ministry of Trade identified the need for a draft proposing amendment to the Cooperatives Law. The strategic plan outlines the priority to support cooperatives in key sectors, particularly agricultural sales cooperatives, women's cooperatives, and socially-oriented cooperatives, during the plan period. Following the assessments made in the Ministry of Trade's 2019-2023 Strategic Plan, specific objectives were set for cooperatives, as outlined in the report:

Objective 3.5. Cooperatives will be transformed into active entities in the economic life.

Objective 3.6. The Cooperatives Promotion and Development Project will enhance awareness of cooperatives, and dissemination efforts will be carried out by explaining the benefits of cooperatives.

Among the anticipated risks in achieving these goals, it is stated that the legislation is scattered and this sector falls under the jurisdiction of multiple ministries. The preparation of the New Cooperative Strategy document covering the years 2019-2023 is aimed at addressing these challenges.

Top-level policy documents regarding cooperatives have similarly focused on identifying needs. According to the measures outlined in the 2019

Presidential Annual Program, there is an indication of the necessity for legislative changes to address the current needs and developments in the Cooperative sector. Similarly, the New Economic Program 2020-2022 document includes a measure to remove regulatory barriers hindering the development of cooperatives.

The 11th Development Plan aims to implement the Cooperative Support System and enhance financial support mechanisms. Priority is given to sectors such as agricultural sales cooperatives, women's cooperatives, and cooperatives with a social focus. In this regard, the mention of "cooperatives with a social nature" in the 11th Development Plan is crucial. The acknowledgment and prioritization of social cooperatives in the Development Plan indicate that relevant efforts and initiatives are underway in Türkiye. However, the term "socially oriented cooperatives" is used in a general sense without providing a specific definition.

4.1.2.2.Foundation and Foundation Legislation

Foundations are legal entities created by individuals or legal entities for specific and continuous purposes such as health, social assistance, and education (Turkish Civil Code, Art. 101, para. 1). Foundations that intend to engage in commercial activities must establish commercial enterprises to generate income. The income obtained from these organizations cannot be distributed to the founders. Foundations that own and operate commercial enterprises bear liability in case of bankruptcy, but they can be exempted from liability if they can prove that at least 50% of their income is directly allocated to their objectives. For foundations to be recognized as social enterprises, it is necessary for them to establish economic enterprises, ensuring that the generated income cannot be distributed to the founders and is reinvested for the stated purposes.

According to the Turkish Civil Code, foundations established after its enactment are defined as "new foundations." Foundations established before the Turkish Civil Code are categorized into four groups based on their administration (Law No. 5737). The first category is "mazbut foundations," which existed during the Ottoman Empire. These foundations which belonged to the dynasty members and were managed by Evkaf-ı Hümayun, were confiscated due to the absence of an administrator. Mazbut foundations which were previously under the supervision of the Ottoman Empire's Ministry of Foundations and established by public officials or members of the Ottoman imperial family, are currently governed by the legal personality of the Foundations General Directorate (Çınar, 2016). Mazbut foundations have the ability to obtain assets and also establish businesses. However, even though they can establish businesses, they are not considered as social entrepreneurship due to their unique legal status which combines elements of both public and private entities, operating similar to public institutions (Arslan, 2022).

The second type is "mülhak" foundations, which were established before the Republic and are required to be managed by descendants of the founder (according to law). These foundations are governed and represented by administrators appointed by the Parliament. Similar to "mazbut" foundations, "mülhak" foundations, despite operating commercial enterprises, cannot be considered as merchants due to their nature of performing public duties (Turkish Commercial Code, Article 16/2). There are total of 248 "mülhak" foundations in Türkiye (Directorate General of Foundations, 2022).

The third type is "cemaat" foundations, and according to Article 3 of Law No. 5737 on Foundations, a "cemaat" foundation is defined as "foundations of non-Muslim communities in Türkiye, regardless of whether they have deeds, that have acquired legal personality in accordance with Law No. 2762 on Foundations and whose members are Turkish Republic citizens." According to data published by the General Directorate of Foundations in 2020, there are a total of 167 "cemaat" foundations in Türkiye (Directorate General of

Foundations, 2022). "Cemaat" foundations can establish and operate commercial enterprises. The income generated by these commercial enterprises cannot be distributed to the founders; it can only be used to advance their purposes (Directorate General of Foundations, 2022). Therefore, commercial enterprises established by "cemaat" foundations can be considered as social enterprises.

The fourth type is "esnaf" foundations, which were established before the implementation of Law No. 2762 on Foundations and are managed by a board of directors elected by tradesmen. In Türkiye, there is only one "esnaf" foundation (Directorate General of Foundations, 2022).

The new foundations are those established after the establishment of the Republic, upon the request of individuals, and are established by independent courts in accordance with the provisions of the repealed Turkish Civil Code No. 743 and Turkish Civil Code No. 4721. New foundations are allowed to establish commercial enterprises, but they are not permitted to distribute their income to the founders (Directorate General of Foundations, 2022). Therefore, they align with the definition of social enterprise.

When the legislation and documents related to foundations are examined, no expression related to social entrepreneurship is found. However, in the literature of social entrepreneurship, there has been a recent concept as “new generation foundations”. Although foundations as social enterprises are discussed under the theme of new-generation foundations, these are not yet visible enough. It is only claimed that foundations carry out social entrepreneurship activities through economic enterprises (British Council, 2019). According to the report on the situation of social enterprises in Türkiye, it is claimed that 3.1% of social enterprises operating in Türkiye prefer a foundation structure. Within the scope of the conducted research, foundations that generate the majority of their income by selling products or services are defined as social enterprises.

4.1.2.3.Associations and Association Legislation

The definition of an association is provided in the Turkish Civil Code as follows: "Associations are legal entities formed by at least seven individuals, whether natural or legal, who unite their knowledge and efforts on a continuous basis to achieve a specific and common goal excluding profit-sharing." (Article 56/1 of the TCC). According to Law No. 5253 on associations, it refers to legal entities formed by at least seven real or legal persons who continuously combine their knowledge and efforts to achieve a specific and common goal, other than profit-sharing and not prohibited by laws. There are currently 101,274 active associations in Türkiye (Ministry of Trade, 2021).

The Directorate General for Civil Society Relations is established with the aim of determining and developing strategies for civil society relations, ensuring coordination and collaboration between the public and civil society organizations, strengthening the effectiveness of civil society organizations, enhancing service quality, and providing services to civil society in an effective and efficient manner.

In the draft Civil Society Strategy Document and Action Plan 2023-2027 prepared by The Directorate General for Civil Society Relations, the development of social entrepreneurship has been identified as one of the nine strategic objectives. The inclusion of social entrepreneurship in such an important report by the General Directorate is crucial for the development of social entrepreneurship in Türkiye. In line with the relevant strategic objective, two main targets have been identified:

Target 7.1. Establishment of a legal infrastructure regarding social entrepreneurship

Target 7.2. Increasing awareness about social entrepreneurship.

The activities identified within the scope of goal 7.1 include conducting a needs analysis for the establishment of legal infrastructure, researching best practices, preparing legislative proposals for social entrepreneurship, and creating incentive mechanisms including implementing legislative changes, particularly providing priority to NGOs engaged in social entrepreneurship in tenders. Activities aim to involve assessing the current level of awareness in the field of social entrepreneurship, identifying best practices, and sharing them with the public. Initiatives will include organizing entrepreneurship competitions by institutions in the field of "social entrepreneurship" to increase awareness. Additionally, for the purpose of enhancing the recognition and dissemination of social entrepreneurship among the younger generation, informative and encouraging conferences and training sessions on social entrepreneurship will be organized for university students. Within the scope of goal 7.2 activities will be implemented to facilitate the realization of national and international funding, grants, or support for these organizations, along with crowdfunding or special support programs to promote social entrepreneurship.

As well as the Strategy Document, the Directorate General for Civil Society Relations also engages in activities in the field of social entrepreneurship by adding it to the project topics in the project application guide starting from 2020. It contributes to the development of the relevant field by supporting social entrepreneurship projects submitted by associations.

4.1.3. Other Policy Documents

Research on social entrepreneurship in Türkiye should go beyond a mere legislative review limited to cooperatives, foundations, and associations. Therefore, in order to meet the necessity of detailed examination of other important policy documents and the activities of relevant public institutions, some important policy documents and the activities related to social entrepreneurship of these institutions have been examined. This section includes various policy documents and activities that contain content related to social entrepreneurship.

4.1.3.1.Development Plans

Development plans play an important role in policy development in Türkiye due to their content. In this context, the 10th Development Plan, which includes social entrepreneurship for the first time, has been examined. Within this plan, under the section titled "Innovative Production, Stable High Growth," in the chapter on Entrepreneurship and SMEs, it is stated that “In supporting entrepreneurship and SMEs, priority will be given not only to criteria such as innovation, productivity, employment increase, growth, and collaboration but also to women, young entrepreneurship, and social entrepreneurship. Monitoring and evaluation processes will be improved in practice, and the contribution of support to the economy will be measured by utilizing impact analyses.” Thus, the 10th Development Plan emphasizes the support for the concept of social entrepreneurship.

The concept of social entrepreneurship, which is included in the development plan for the first time, is given more emphasis in the 11th Development Plan. Under the chapter of "Entrepreneurship and SMEs" in the 11th Development Plan, policies such as "regulations related to social entrepreneurship will be made, capacity for measuring social impact will be increased, and support amounts will be gradually increased in proportion to the contributions of good practices to society according to the analysis results". Additionally, under the chapter of "Regional Development," the policy and measure of "Social Support Program will be restructured in a way that encourages social entrepreneurship and corporate social responsibility activities in order to ensure more active participation of disadvantaged segments of society in economic and social life, support productivity and talent development, and increase employability" are included. The inclusion of social entrepreneurship in development plans indicates that awareness has been raised in this field and necessary efforts have been made. However, unexpectedly, there are no details regarding social entrepreneurship in the 12th Development Plan (2024-2028).

4.1.3.2.Presidential Annual Programs

The concept of social entrepreneurship was first included in the Presidential Annual Program in 2014. It was included in the Program as part of the policies and measures under the title of entrepreneurship and SMEs, featuring policies and measures similar to those found in the 10th Development Plan. In the programs of 2014-2018, it is stated, "In supporting entrepreneurship and SMEs, priority will be given not only to criteria such as innovation, productivity, employment increase, growth, and collaborative business but also to women, young entrepreneurship, and social entrepreneurship. Monitoring and evaluation processes will be improved in practice, and the contribution of supports to the economy will be measured using impact analyses."

In the programs published in 2018-2019, under the title of Civil Society Organizations, social entrepreneurship has been included and it has been stated that the non-inclusion of social enterprises in the definition of NGOs is a problem. Throughout the Program social entrepreneurship has been mentioned a total of three times.

In the report published in 2020, the term "social entrepreneurship" is mentioned four times, and reference is made to the Social Development Support Program (SOGEP). Under the Regional Development chapter, one of the measures indicates that SOGEP will be restructured to promote social entrepreneurship. Under the chapter of Rule of Law, Democratization, and Good Governance, the report highlights the legal and administrative problems arising from the unclear legal status of social enterprises. It underscores that the legal uncertainty surrounding the status of social enterprises poses various issues from both legal and administrative perspectives.

In the 2021 program, a new measure has been added under the chapter of Entrepreneurship and SMEs, stating, "Regulations related to social entrepreneurship will be made, capacity for measuring social impact will be increased, and based on analysis results, support amounts will be gradually increased in proportion to the contributions of good practices to society." It is emphasized that capacity-building and awareness activities will be organized in the fields of social entrepreneurship and social innovation, and support programs will be implemented. Together with the details mentioned in other programs, the term "social entrepreneurship" is referenced a total of 10 times, underlining the continued commitment to fostering social entrepreneurship and innovation.

In 2022, the previously added measure from the preceding year was removed, leaving only the measure related to SOGEP. The term "social entrepreneurship" is mentioned a total of 5 times. In 2023, only one measure related to social entrepreneurship continued. It is noted that progress has been made in the dissemination of social entrepreneurship. The term "social entrepreneurship" is mentioned a total of 4 times.

4.1.3.3.Activities of Public Institutions

Ministry of Foreign Affairs of the Republic of Türkiye: It is observed that there is an increased visibility of social entrepreneurship activities at the level of public institutions, in addition to development plans. At the central level, within the framework of the Employment and Social Innovation Program implemented during the 2014-2020 period under the coordination of the Ministry of Foreign Affairs of the Republic of Türkiye, 21% of the budget is allocated for microfinance and social entrepreneurship. (Ministry of Foreign

Affairs of the Republic of Türkiye, 2018).

Ministry of Industry and Technology of the Republic of Türkiye: The Social Development Support Program (SOGEP) is a support program implemented in the field of social issues through the guided project method, conducted by the General Directorate of Development Agencies. Among the priorities of the Social Development Support Program is the topic of social entrepreneurship and innovation. The content of this topic includes the establishment of social enterprises and increasing their capacities, developing innovative models related to employability and social inclusion, and implementing projects for centres, social laboratories, incubation, and acceleration programs operated by intermediary institutions serving or planning to serve in the field of social entrepreneurship and social innovation, aiming to strengthen the ecosystem. Development Agencies contribute to the social entrepreneurship ecosystem not only through SOGEP but also through projects supported at the local level.

The Scientific and Technological Research Council of Türkiye (TÜBİTAK): As part of increasing awareness in the field of entrepreneurship and innovation, TÜBİTAK has been organizing the TÜBİTAK 2238 Entrepreneurship and Innovation Competition since 2014. This competition is designed to encourage university students to bring their innovative ideas to life. Starting from the year 2014, a category specifically dedicated to social entrepreneurship has been added to the competition, reflecting TÜBİTAK's commitment to fostering social innovation and entrepreneurship among university students.

Ministry of Economy of the Republic of Türkiye: According to the results of the external stakeholder analysis conducted within the scope of the Strategic Plan of the Ministry of Economy (2018-2022), emphasis has been placed on the importance of increasing social entrepreneurship.

Small and Medium Enterprises Development Organization (KOSGEB): In the KOSGEB Türkiye Entrepreneurship Strategy and Action Plan (2015-2018), "the development and implementation of a sustainable support system in priority thematic areas such as Women Entrepreneurship, Youth Entrepreneurship, Eco-Entrepreneurship, Social Entrepreneurship, and Global Entrepreneurship, as well as in general areas" has been determined as a strategic objective. Activities have been identified for the realization of this strategic goal, including conducting studies to define the concept and scope of social entrepreneurship and organizing project competitions at universities to enhance social entrepreneurship activities.

4.2. Context II: The United Kingdom

Social enterprises are highly developed in the UK and contribute to 3% of the GDP, which is approximately equal to the number of people employed in the creative industries (The Social Enterprise UK). The size and scale of the social enterprise sector indicate its significance for the UK. There are special structures for social enterprises in the UK, and there is also a legal definition of social entrepreneurship.

In this section, firstly, definitions of legal forms in which social enterprises operate are presented for Case II. Then, the historical development of social entrepreneurship is revealed by examining relevant political legislations. Lastly, in order to demonstrate how developed the sector is, social enterprises in the UK are presented.

4.2.1. Legal Forms of Organization for Social Enterprises in the UK

4.2.1.1.Company Limited by Share

Company limited by shares is a legal structure that is considered a separate corporate entity from shareholders and directors. Shareholders in this type of company have limited liability, meaning their personal assets are not at risk, and their responsibility is confined to the initial capital invested. The company is subject to corporation tax, not income tax. These companies cannot be publicly traded, and dividends may be distributed to shareholders based on their ownership percentage. It is typically not eligible for registration as a charity.

4.2.1.2.Company Limited by Guarantee

A company limited by guarantee is a type of company where the company's capital is not divided into shares, and members act as guarantors for the company's obligations. In this structure, each member commits to contributing a specified amount in the event of bankruptcy or the company's liquidation, similar to what is seen in a company limited by shares. However, there are no shareholders in a company limited by guarantee. Instead, a guarantee statement is provided during the company's formation. Profits are not distributed; instead, they are reinvested for the benefit of the business. Therefore, a company limited by guarantee is commonly used by non-profit organizations, social enterprises, and charities.

4.2.1.3.Community Interest Company

Community Interest Companies (CICs) were introduced by the United

Kingdom government under Part 2 of the Companies Act 2004. CICs are a type of social enterprise designed for individuals who wish to conduct business for the benefit of the community or engage in other activities for the community's benefit. They are established as a limited company and can take the form of limited by share or limited by guarantee, meaning they can have shares or guarantees. CICs are specifically designed for social enterprises that want to use their profits for the public good. To ensure that the company operates for the community's benefit, there are certain legal regulations in place. The statutory asset lock ensures that assets are used only for the community's benefit. The distributable profit ratio is limited to a maximum divided cap of 35%, indicating that a portion of the profit is always reinvested for the community's benefit.

4.2.1.4.Charitable Incorporated Organization

Charitable Incorporated Organization (CIO) is a legal structure for non-profit organizations. It is not a limited company and is not subject to company regulations. CIO is a relatively new legal structure that provides advantages for the incorporation of charities. The basic framework is provided by the Charities Act 2011. CIO can be preferred instead of being registered as a corporate company or as a company, reducing administrative burdens. CIO has its own legal personality, can own property like companies, employ staff, and enter into contracts on its own behalf. However, unlike companies, it is not penalized for administrative errors. CIOs are designed for charitable groups and only need to register with the Charity Commission.

4.2.1.5.Cooperative and Community Benefit Societies

The Co-operative and Community Benefit Societies Act 2014 establishes a fundamental distinction between two types of registered societies. Cooperatives are primarily established for the common benefit of their members, and their registration is evaluated based on cooperative principles. The control of the society is equally distributed among all members, independent of the amount of money each member contributes.

On the other hand, community benefit societies generally engage in trade for the benefit of the community. The distribution of assets or profits to members is prohibited by the Financial Conduct Authority (FCA). In this regard their contribution to "community benefit" is assessed based on whether they engage in charitable activities. A society must be registered as one of these two types.

If some of the business capital is considered the common property of the cooperative, members should receive limited compensation on interest on share and loan capital according to their respective shares. If the society allows profit distribution, it should be distributed among the members in accordance with the rules.

Community benefit societies are primarily established for the benefit of the general community, excluding the members of the association. These societies exhibit characteristics of charitable work and philanthropy, and they are not allowed to distribute profits and assets to their members. Instead, the profits should be reinvested to enhance the development of the organizations. In the case of dissolution, the assets should not be distributed to the members, but rather transferred to other similar organizations with aligned objectives.

4.2.1.6.Limited Liability Partnership

A Limited Liability Partnership (LLP) is a partnership where some or all partners have limited liability. In an LLP, partners are not personally responsible for the independent and unauthorized actions of other partners. Partners have limited liability similar to shareholders in a company. Therefore, LLPs assist partners in benefiting from economies of scale while reducing their liability arising from the actions of other partners. The structure of a Limited Liability Partnership allows for the distribution of risk and the utilization of individual skills and expertise in a flexible manner. LLPs can own property and enter into contracts on their own behalf. It is a separate legal entity that combines elements of both a company structure and a partnership. LLPs serve as a vehicle aimed at generating profit and distributing it to the partners.

4.2.1.7.Partnership

Partnership refers to the relationship between individuals or organizations that collaborate to conduct a joint business for profit. A partnership can arise informally and without the need for formalities, and it can occur even if the purpose of forming a partnership is not present. Partnership does not have a separate legal personality. Therefore, partners do not have limited liability. However, the partnership itself can initiate legal actions on behalf of the partnership. The purpose of the partnership is to generate profits and distribute them to the partners.

4.2.1.8.Unincorporated Association

Unincorporated Association, is not subject to company laws and typically has unlimited liabilities. It does not have legal personality, and members are personally responsible for any debts and obligations based on contracts. If it is not formed with a profit motive, it is distinct from a partnership. It is defined as an association established for non-commercial purposes and for social and charitable activities. It is an organization formed by a group of people who come together for a specific purpose without pursuing profit.

4.2.1.9.Sole Trader

A sole trader is a structure where an individual operates business activities personally and does not have a separate legal entity. The term "sole trader" emphasizes the legal structure rather than the number of employees. In a sole trader setup, there is no limited liability; the individual is personally responsible for the business's debts. While having the authority to take all profits generated by the business, they are also accountable for all losses.

Table 4 2: Legal Forms of Organizations for Social Enterprises in the UK

	Legal Structure	**Liability**	**Tax**	**Other**
Company Limited by Shares	A separate corporate entity from shareholders and directors.	Shareholders have limited liability.	A Company is subject to corporation tax on its taxable Profits.	a CLS is a vehicle which can have capacity to distribute its Profits to Members, which may make it unsuitable as a vehicle for Social Enterprise.
Company Limited by Guarantee	A distinct legal entity from its owners.	The liability of its Members is limited to the amount of guarantee undertaken by the Member.	A Company is subject to corporation tax on its taxable Profits.	This structure doesn't involve shares.
Community Interest Company (CIC)	A separate legal personality.	The structure is limited by share or limited by guarantee.	A Company is subject to corporation tax on its taxable Profits.	
Charitable Incorporated Organization (CIO)	A separate legal personality from that of its members	The liability of its Charity Trustees and Members is limited. The Members are either liable to	CIOs are generally exempt from corporation tax.	

		contribute up to a specified amount or not liable to make any contribution at all.		
Cooperative Society	A separate legal personality.	The liabilities of its Members is limited to the Share Capital they hold and the amount of any unpaid Share Capital.	A Company is subject to corporation tax on its taxable Profits.	a CLS is a vehicle which can have capacity to distribute its Profits to Members, which may make it unsuitable as a vehicle for Social Enterprise.
Community Benefit Societies	A separate legal personality.	The liabilities of its Members is limited to the Share Capital they hold and the amount of any unpaid Share Capital.	A Company is subject to corporation tax on its taxable Profits.	This structure doesn't involve shares.
Limited Liability Partnership	A corporate legal form.	An LLP owns the assets of the business and is liable for its own debts; and the members act as its agents and only have liability up to the amount they have contributed to the LLP.	Pay Income tax and National Insurance, Partnership self-assessment tax.	
Partnership	No separate corporate identity.	Partners are jointly liable for the contractual debts and obligations of the Partnership.	Pay Income tax and National Insurance, Partnership self-assessment tax.	
Unincorporated Association	No separate corporate identity.	Members are personally responsible for any debts and obligations based on contracts.	Register for selfassessment and as self-employed for business taxes, pay Income Tax and National Insurance.	a CLS is a vehicle which can have capacity to distribute its Profits to Members, which may make it unsuitable as a vehicle for Social Enterprise.

Sole Trader	A corporate legal form.	A Sole Trader is personally liable, without limit.	Register for self-assessment and as self-employed for business taxes, pay Income Tax and National Insurance.	This structure doesn't involve shares.

4.2.2. Social Entrepreneurship in the UK: A Historical Development

To understand the development of social entrepreneurship in the UK, it is necessary to touch on some historical and political issues. Therefore, the first important period can be examined as the Conservative Party government between 1979-1997. With the Conservative Party coming to power in 1979, there was a transition from Keynesian social democracy to neoliberal model. With the rise of the new right and the discourse of new public management, market mechanisms began to be emphasized in service delivery (Ridley & Bull, 2011). The government started to take a regulatory and market-making role, moving away from social welfare policies. A competitive environment emerged in service delivery among the public sector, the third sector, and the private sector. In addition, the government's approach of devolving its responsibility in service delivery led to the generation of new solutions by third sector organizations to meet societal needs. Although the government did not prioritize the third sector, during this period, a large part of the third sector's funding was provided through government contracts (Ridley & Bull, 2011).

Social entrepreneurship, which started to be covered in the UK media in 1985, was not a consistent concept in this early period and did not yet create a policy agenda. However, discussions about its relevance to UK social policy started to emerge from 1994 onwards (Atkinson & Savage, 1994).

In the second period, with the rise of the New Labor Party to power, there was a focus on social democratic principles. During these years, the government turned its attention to the third sector, viewing it as a partner in governance.

However, the steps taken were still interpreted as a form of concealed liberalism, and criticisms were raised that the government did not significantly depart from the economic and service delivery ideas of the previous administration (Ridley & Bull, 2011; Somers, 2013).

With the election of the New Labour Party government in 1997, 'social entrepreneurship' emerged as a prominent concept (Leadbeater, 1997). Social entrepreneurship, embraced by the Labour Party and left-leaning organizations, started to attract increasing attention (White, 1999).

In 1997, the term "social enterprise" was recorded in Parliament for the first time through a question asked by a Member of Parliament (Brown, 2003). During this period, the term "social enterprise" was specifically used for the first time in the Strategy Report for Neighbourhood Renewal published by the Social Exclusion Unit in 1999 (HM Treasury, 1999). With the establishment of Social Enterprise Europe in 1994, Social Enterprise London (SEL) in 1998, and the Social Enterprise Coalition (SEC) in 2002, social enterprises gained institutional support. SEL was the first organization to use the term "social enterprise," and it continues to play a pioneering role in the development of social enterprises in the UK today. SEL is a strategic agency established by cooperative practitioners to support social enterprises (Teasdale, 2012). The term "social enterprise" was used in their Neighbourhood Renewal Unit report published in 1999 (HM Treasury, 1999).

In 2001, the Social Enterprise Unit was established as part of the Department of Trade and Industry (DTI), further expanding the definition of social enterprises. The Social Enterprise Unit operated in the areas of policy development, promotion, identification of best practices, and dissemination to foster the development of social enterprises. It played a key role in formulating the "Social Enterprise Strategy." In the same year, the Department of Trade and Industry prioritized the development of social enterprises and formulated a broader definition for social enterprises. According to the DTI's definition, a social enterprise is a business with primarily social objectives, and its surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximize profit for shareholders and owners (DTI, 2002). While the DTI's definition was expanded to include worker cooperatives as social enterprises, it also provided the possibility for profit-driven businesses with social objectives to be recognized as social enterprises.

In 2005, the Community Interest Company (CIC) was introduced to address existing shortcomings in social enterprises. CIC represents a hybrid organizational form that connects the public sector, private sector, and the third sector. What sets it apart from existing forms is its inclusion of external equity investor participation and limited profit distribution (Smith & Teasdale, 2012). The Department for Education and Skills (DfES) initiated the Social Enterprise Education Project between 2003 and 2005. This project aimed to spread awareness of social enterprises to the wider public by focusing on themes such as "developing creativity," "innovation," "risk-taking," and "a can-do attitude" (Cabinet Office, 2006).

In 2006, the responsibility of social enterprises was transferred to the Office of the Third Sector (OTS). During these years, social enterprises started to gain significant importance on the government agenda. The policy emphasized that social enterprises were part of the third sector. The government began allocating resources for the development of these organizations in the context of providing public services (Haugh & Kitson 2007; Di Domenico et al. 2009). The Association of Chief Executives of Voluntary Organizations (ACEVO) adopted the terminology of social enterprise, encouraging voluntary organizations to play a role in delivering public services (Davies 2008; Ainsworth, 2010). The shift towards a non-profit income narrative was seen as a policy change that moved away from profit-oriented income and included voluntary organizations as providers of public services (Kingdon, 2003).

In 2009, the Office of the Third Sector (OTS) highlighted the significant role of social enterprises as a policy tool by defining social enterprises as innovative entities that adhere to the principles of social justice, provide access to public services, and improve outcomes for the most disadvantaged.

In 2010, a new coalition government came to power with the goal of economic crisis management and reducing public spending. The previous government's "Big State" policies were combined with the Big Society program, aiming for social justice to be achieved with a smaller state and a larger role for the community in solving problems.

The Office for Civil Society (OCS), formerly known as the Office of the Third Sector (OTS), increased financial support for social enterprises. Prime Minister David Cameron emphasized the importance of voluntary communities providing public services and social enterprises (Davies, 2011). During this period, the Coalition government introduced social investment tax incentives to encourage external investment in CICs, promoting social enterprises that do not necessarily require direct grants but operate based on market principles.

Despite being considered a period when the UK had one of the most advanced institutional support structures for social enterprise (Nicholls, 2010), there were still significant gaps in the definition of social enterprise, the number of social enterprises in the country, and the legal structures they adopted. Between 2016 and 2018, the new government reduced support for social enterprises in line with austerity policies, and with the relocation of the Office for Civil Society to a ministry, social enterprises were distanced from the center of government attention. As public policies focused on plans to leave the European Union, social enterprises took a back seat.

In summary, these developments in the UK have focused on improving social enterprise policy through legal and regulatory mechanisms. The aim is to strengthen social enterprises through financing and funding, with the goal of creating a supportive ecosystem.

4.2.3. The UK Definition of a Social Enterprise

The definition of a Social Enterprise in the United Kingdom is provided in the document titled "Progress Report on the Definition, Success, Strategy of Social Enterprise" by the UK Government (DTI, 2002). The report defines a social enterprise “is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximize profit for shareholders and owners (DTI, 2002).

This definition has been developed by DTI in collaboration with industry leaders. UK government reports and most researchers use this definition in their studies and it is widely accepted as the most common definition in the United Kingdom (Doherty, Haugh, & Lyon, 2009). Jones and Keogh (2006) point out that this definition is different from others in emphasizing social enterprise as a business.

A report prepared by the Social Enterprise Unit of the UK government in 2003 synthesized research conducted using the 2002 definition of the Department of Trade and Industry, identifying several challenges in terms of consistency and comparability. According to the report, this definition has deliberately been defined in a "broad" manner, leading to difficulties in implementing this widely accepted definition (Lyon, Teasdale, & Baldock, 2010).

DTI's 2002 definition continues to be the subject of ongoing debate regarding its operational challenges (Lyon, Teasdale, & Baldock, 2010; Defourny et al., 2014). Lyon and colleagues (2010) examined four government studies and identified the challenges in the use of definitions. Lyon and colleagues (2010) found numerous examples of uncertainty in defining social enterprises using the 2002 DTI definition, stating that this situation creates problems in mapping social enterprises and providing evidence-based information.

Lyon's main criticism is that the definition may be useful for policy purposes, but sampling and methodological questioning regarding the definition and data sources are insufficient (Lyon, Teasdale, & Baldock, 2010). Another indication of confusion related to the definition is that some businesses define themselves as social enterprises, but are not recognized as such in government-supported research, and vice versa.

Another commonly used definition is provided by EMES. EMES is an international research network that emerged from a large EU-funded European research project on social entrepreneurship in the early 1990s. The EMES International Research Network coordinates comprehensive collaboration in international social entrepreneurship research. EMES is a research network consisting of institutional university research centers and individual researchers, and its goal has been to gradually build up a corpus of theoretical and empirical knowledge, diverse in disciplines and methodologies, on "SE" concepts: social enterprise, social entrepreneurship, social economy, solidarity economy, and social innovation, at an international level.

EMES is defined as a result of a four-year project and presented in the form of indicators rather than a precise definition. The dimensions of EMES aim to encompass "the ability to cover national differences". The conceptual framework of EMES is based on the following economic, institutional, and entrepreneurial dimensions (Defourny, 2014).

1. The economic and entrepreneurial dimensions of SEs;

a) Engaging in continuous production and/or service provision

b) Involving a significant level of economic risk

c) Employing a minimum amount of paid work

2. The social dimensions of SEs;

d) Clearly aiming to benefit society

e) Initiated by a group of citizens or a civil society organization

f) Involving limited profit distribution

3. The participatory management of social enterprises;

g) Having a high degree of autonomy

h) Making decisions based on non-ownership of capital

i) Involving a participatory structure of various stakeholders affected by the activities

EMES approach has been argued to fail in providing an original definition while reflecting the diversity of social enterprises. Instead, it constructs the power through a comprehensive and systematic process of a set of indicators in many research projects. EMES indicators are proposed to help identify and explain SEs but are not deterministic. These indicators aim to represent an ideal SE. Additionally, the EMES approach emphasizes the importance of democratic governance in SEs more than the UK definition. Businesses do not need to possess all the indicators to be identified as a SE, and therefore, it is problematic to what extent they will be useful for SEs to be scanned for tax deductions or as an example for a research project. EMES indicators may have more potential use as a tool, as stated by Defourny; researchers can position individual businesses within a wider universe using the indicators.

Generally, social enterprise statements in UK policy documents appeared to be more business-oriented than the EMES ideal type. This can be clearly seen in the government's definition of social enterprise: "A social enterprise is primarily a business with social objectives whose surpluses are principally reinvested for that purpose in the business or in the community." (DTI, 2002). This definition emphasizes governance or stakeholder participation. The UK conceptualization, unlike the EMES model, focuses only on the social and economic dimensions. However, many UK organizations, while utilizing structures such as non-profit or cooperative for third sector social enterprises, often carry out stakeholder involvement mainly at an operational level. The UK definition also creates challenges for organizations such as charities that do not identify themselves as social enterprises due to the business-oriented definition.

At this point, it is important to highlight how the definition of social entrepreneurship in the UK is specifically applied in surveys. In order for an organization to be considered a social enterprise in the conducted surveys, it is first required to engage in a certain percentage of trade. The percentage of revenue generated from such trade varies between 25% and 50% depending on the type of social enterprise and the criteria used by an institution. In addition to engaging in trade in the public or private sector, the presence of one or more paid employees is also a requirement. The second criterion focuses on the organization's primary purpose, emphasizing the need for social goals rather than profit-oriented objectives. This criterion depends on the evaluation of the person who answers the survey. The third criterion includes the necessity of reusing the profits generated by the organization in line with its goals. The fourth criterion is related to how the organization defines itself. At this stage, the organization is asked whether it sees itself as a business with social purposes. This situation also involves personal evaluation and poses a problem as it covers organizations in different sectors. Therefore, it creates confusion in defining social enterprises and determining their numbers. It causes complexity in evaluating organizations as part of the social economy or as representatives of the third sector, or as social enterprises.

Recently conducted surveys have adopted different approaches regarding what can be considered as a social enterprise and how many social enterprises exist. These surveys have either used a sampling framework of the third sector or of businesses. This situation has led to two separate estimates about the population of social enterprises, generally based on two different types: those focusing on the third sector and those focusing on the private sector. In the UK, there have been five different estimate-based surveys on the social enterprise population since 2005 (Teasdale et al., 2013; Salamon & Sokolowski, 2018).

4.2.4. Social Enterprises in the UK

In the United Kingdom social enterprises operate within a broad legal framework. This framework includes charitable organizations, registered charities, community interest companies (CICs), industrial and provident societies (I&PSs), companies limited by shares, sole traders, and partnerships. CIC is the only legal form specifically dedicated to social enterprises and has two different types. Charities make up the most significant part of the SE sector, and their legal structures have been developed based on a new legal form called Charitable Incorporated Organisation (CIO) to facilitate entrepreneurial activities. However, due to the business-focused definition of social enterprise in the United Kingdom, many charitable organizations may not identify themselves as social enterprises.

Before the legal changes in 2014, cooperatives were formed under two different legal structures: companies limited by guarantee (CLGs) or as industrial and provident societies (I&PSs). The Cooperative and Community Benefit Societies Act, largely consolidating existing laws, came into effect in August 2014. Since that date, new cooperative organizations registered either as "cooperative" or as a "community benefit society," but existing I&PSs retained the right to maintain that legal title if they wished. Cooperatives represent a small but significant portion of the population, and they can be multi-stakeholder structures that emerge from the public sector.

The legal structure of Community Interest Company (CIC) has been specifically developed by the government to support the development of social enterprises and enhance their visibility and legitimacy. This legal regulation has only been in existence for decades and is currently used by only a small fraction of British social enterprises.

Non-profit social enterprises, such as companies limited by shares, sole traders, freelancers, and partnerships constitute a relatively under-researched group and are not included in all definitions.

For the past 20 years, political narratives have played a strong role in shaping or influencing the nature and discourse of the stage, along with cultural and historical factors (Teasdale, 2012). Additionally, Spear et al. (2014) indicate path dependency among social ventures, where hybrid fo, Cornforth and Aikenrms emerge from four main sources: reciprocity and cooperatives; commercial aid organizations; public sector spin-offs; and nascent social enterprises. These sources still play a role in shaping the practices (Spear, 2011) and developmental trajectories of ventures when combined with dominant political narratives, rhetorically or otherwise.

5. PRIMARY DATA FROM MULTIPLE CASE STUDIES

5.1. Sampling

With using purposeful maximal sampling (Creswell & Creswell, 2005), the sample of this research consists of the social enterprises whose founders are members of Ashoka Fellows in Türkiye and the UK. Since there is no legal definition of social enterprise in Türkiye, it was deemed meaningful to focus on the founders selected as social entrepreneurs within the scope of the Ashoka Türkiye Fellowship Program. Ashoka is a global civil society organization that brings together and supports social entrepreneurs as the world's first and largest platform for social entrepreneurship. Ashoka has offices in 38 countries worldwide and operates in more than 90 countries. There are approximately 4000 Ashoka Fellows. Ashoka Fellows are selected based on specific criteria. Individuals who meet these criteria are included in the program as social entrepreneurs and support the ecosystem through their respective organizations. Due to the presence of specific criteria and the implementation of similar practices in many countries, it is considered appropriate and meaningful to include the relevant organizations of social entrepreneurs participating in the Ashoka Fellowship Program in this research. In total there are 26 Ashoka Fellows in Türkiye and 55 Ashoka Fellows from the UK. 9 social enterprises from Türkiye and 10 social enterprises in the UK were analysed as a case in this research.

The interview form consists of five main sections. The first section includes demographic information about the participant. These questions were not asked directly to the interviewee; they were filled out through platforms like LinkedIn. In the second section, participants were asked questions about their past experiences and expertise covering both professional and voluntary contributions to social responsibility and volunteer work. The third section contains questions about social enterprise inquiring about its current stage, legal structure, and a brief history. The information provided in this section was supported by various documents such as activity reports and information available on their website. In the fourth section, participants were asked to compare the founding period of the social enterprise with its current period addressing changes in organizational structure, objectives and goals, and any changes that occurred in activities and events. The final section explores issues related to being a social enterprise, including challenges faced, types of collaborations, efforts to balance social and financial goals, and potential financial difficulties.

The semi-structured interviews aimed to understand whether existing imprints changed over time, and if there are any changes, the goal was to understand how and why these changes happened.

5.2. Data

Before conducting semi-structured interviews, a form containing information about the research was sent to the participants. This form stated the overall purpose of the research. In addition, a question and answer section regarding the possible topics that the interviewees might inquire about was included. The informative document emphasized that personal information would not be shared, and detailed information about the social enterprise would not be provided. It was also noted that the participant could terminate the interview at any time and was not obliged to answer any questions they did not wish to answer. After obtaining the participant's voluntary consent form, an online meeting link was shared. With the participant's permission, only audio recordings were taken during the interview to allow the researcher to take more detailed notes. The recorded audio files were transcribed by the researcher.

In the data collection section, semi-structured interviews were conducted with social entrepreneurs included in the sample. These interviews were conducted online and lasted an average of 60 minutes. Due to the limited number of the sample, a pilot study was conducted with an association that defines itself as a social enterprise but is not part of the Ashoka Fellow program. Following the interview with the founder of the association, instead of asking about education and past work experiences as mentioned in the first section, it's noted that they can be learned from various platforms. An email including a general information and invitation was sent to Ashoka fellows. In addition to these semi structured interviews, relevant documents such as activity reports and impact reports were investigated. In this way, together with approximately 15 hours of interview recordings, documents comprising 2785 pages were examined.

Due to the semi-structured nature of the interview form, different questions were posed in some interviews, and in some cases, questions were skipped based on the structure of the social enterprise. In a few instances, certain questions were answered superficially due to the participant's unwillingness to provide specific details.

5.3. Findings and Discussion

5.3.1. Decision Making Dimensions for Social Entrepreneurs

Social entrepreneurship has unique organizing challenges due to dual or multiple objectives. Because of the multiple organizational structures, social entrepreneurs strive to balance market/commercial logic with social welfare/community logic (Pache & Santos, 2010; Mullins, Czischke, & van Bortel, 2012). However, during this balancing process, some tensions arise (Battilana & Lee, 2014). In order to observe the dynamic process of imprinting four key areas have been identified in this research: organizational structure, organizational goals and activities, human resources and collaboration. Organizational structure refers to the legal framework of social enterprises. Organizational goals and activities describe how activities are integrated to achieve social and commercial goals. Human resources indicate the type of individuals in the workforce. Collaboration points out how social entrepreneurs develop collaborations with different sectors. With the light of these perspectives, the founding and subsequent periods of social enterprises were investigated.

In addition to these four key areas, the data in the research has led to the identification of four different drivers of imprinting in social entrepreneurship. These drivers are defined as heuristics-analytics and values-gains dimensions.

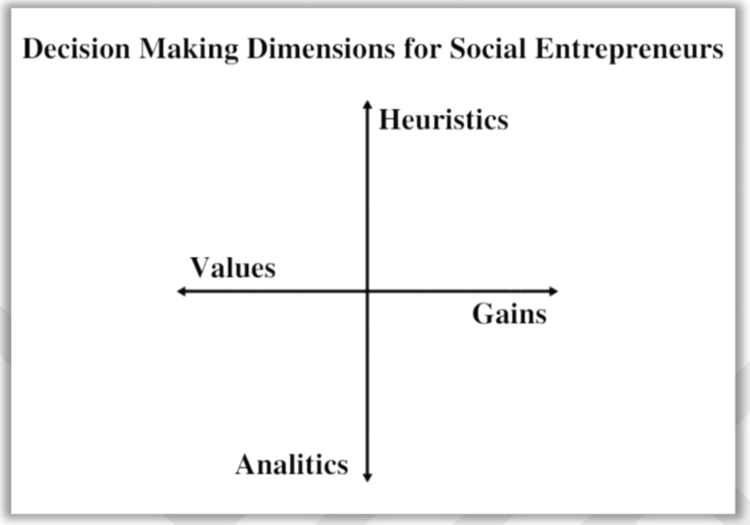
Heuristics are cognitive shortcuts or methods based on experience that allow individuals to make quick decisions.

Values are personal or institutional beliefs, priorities, and moral principles.

Analytics is the process of obtaining information through data and in-depth analysis.

Gains are the benefits or advantages obtained, usually in terms of economic or social gains.

Figure 5 1: Imprinting Drivers



The "heuristics" dimension refers to the learning and trial and error processes used by social entrepreneurs during the founding period of the organization. That is, social entrepreneurs benefit from practical experiences in determining which strategies they will initially employ. Through these experiences, they try to find the most appropriate ways and methods. On this axis, entrepreneurs generally adopt an intuitive approach and make their decisions focusing on social benefits and social values. During this process, flexibility and adaptability are prioritized instead of sticking to a specific plan. Therefore, the "heuristics" dimension represents the adaptation and learning processes of social entrepreneurs.

The "values" dimension indicates the fundamental values and purposes around which social enterprises are shaped. These values typically include a focus on social benefit, environmental sustainability, social equality, or similar values related to disadvantaged groups. The Values dimension reflects the founding philosophy and social benefit-oriented missions of social enterprises. Values are generally shaped by social entrepreneurs' personal beliefs and desires to contribute to society. Social enterprises are established through taking their first steps based on these values.

The "analytics" dimension represents a dimension where social entrepreneurs direct their activities based on data and develop their strategies in information-oriented manner. On this axis, social entrepreneurs engage in information-based decision-making processes where they evaluate sectoral trends, target audience feedback, and impact measurement data. The analytical approach is important for entrepreneurs to assess new opportunities and determine their long-term strategies for enterprises. In this dimension, it is evident that social entrepreneurs adopt a more data-driven and analytical approach in decision-making, especially during periods of increased complexity and growth.

The 'gains' dimension represents the advantages that social entrepreneurs achieve in order to offer their social and environmental benefits to a more sustainable and broader audience. On this dimension, social entrepreneurs generally focus on expanding their positive impacts on society and the environment by developing strategies related to financial processes management. The 'Gains' dimension is a process where social entrepreneurs develop advantageous tools and gain new perspectives on the social entrepreneurship model. These gains include strategic steps aimed at increasing the sustainability of the enterprises and their capacity to provide social benefits.

Within these definitions, how the four dimensions identified as imprinting drivers create a mechanism for decision-making for social entrepreneurs is presented. Changes around the four dimensions were examined with the perspective of imprinting theory by presenting findings on how and why current processes have changed.

The details of this research are presented below in a manner similar to the table prepared as part of the literature review.

Table 5 1: Details of The Research

Source of imprint	Level of imprint	Imprinting Process	Method	Context Sample
Founders decision making	Organization	Founder's decision-making dimensions' effect on organizational structure, organizational goals and activities, human resources, collaboration, and organizational model	Qualitative	Türkiye and the UK Social Enterprises (Ashoka Fellows)

5.3.2. Organizational Structure at Founding

The legal structures preferred by social entrepreneurs at the founding period and the reasons for their preferences were investigated. Table 5.2 presents whether there is a difference between the organizational structures of social enterprises at founding and their current structures.

Table 5 2: Changes in Organizational Structure[2]

Case	Legal Structure
1	Established as an initiative. Now it has a legal personality.
2	The same as in the beginning.
3	The same as in the beginning.
4	The organizational structure has undergone several changes. The legal structure

[2] 1-9 numbered cases represent Türkiye, while cases labelled A-J represent the UK context. The cases will be referred to using these abbreviations in the study.

	in the founding is different than now.
5	Established as an initiative. Now it has a legal personality.
6	The same as in the beginning. However, there is a possibility to change the structure in the near future.
7	The organizational structure has changed in several different ways since the founding period.
8	The same as in the beginning.
9	Established as an initiative. Now it has a legal personality and has more than one structure.
A	The legal structure in the founding is different than now. Also, organization name has changed.
B	New legal entities were established. Also, organization name has changed.
C	The legal structure and also the name have changed.
D	Established as an initiative. Now it has a legal personality.
E	New legal entities were established. Also, organization name has changed.
F	The same as in the beginning.
G	The legal structure and also the name have changed.
H	The legal structure and also the name have changed.
I	The organization name has changed. New legal entities were established.
J	The legal structure and also the name have changed. New legal entities were established.

When the founding and current periods of social enterprises are examined in terms of their organizational structures, it was observed that all except five social enterprises have undergone structural changes and/or diversified their existing structures with an additional organizational form.

In the interviews, questions were asked about the organizational structure. In addition, the legal documents and websites of organizations were examined to detail their historical processes. Secondary sources were used to access information about the history and form of changes. Subsequently, the reason for this change in the organizational structure was questioned. The responses were categorized around two subcategories and three main codes.

The names and definitions of the codes in the codebook are as follows:

1.Sub-category: Financial Process Management

1.1. Financial Strategies: Planning and implementation of organizational financial processes.

1.2. Revenue Generating: The organization's ability to generate income autonomously, not solely relying on donations and grants.

2. Sub-category: Credibility Management

2.1. Prestige: The aspiration to be perceived as a beneficial and trustworthy organization in the eyes of the community.

5.3.3. Reasons for Change in Organizational Structure

5.3.3.1.Financial Process Management

Financial Strategies

The process of determining financial strategies emerges as one of the most significant reasons for these organizations to make structural changes. Many of them were initially established on an initiative basis and started their activities in this way. However, social entrepreneurs decide to change their existing forms when financial processes emerged. Seven out of fourteen social entrepreneurs that experienced legal changes stated that they made these changes in order to determine financial strategies and manage them more effectively.

For example, in one of the interviews, it was clarified by saying, "We decided to establish a charity in order to benefit from government supports." Especially social entrepreneurs who want to benefit from grants and supports have sought to choose a suitable model for this purpose. Some have changed their legal form in the founding period to manage financial situations, while others have made legal changes in later periods. For instance, one of the cases continued to organize solely on an initiative basis for approximately 11 years without any legal form, but decided to have a legal structure in order to receive cash assistance/donations beyond receiving in-kind aid and to collaborate with the private sector.

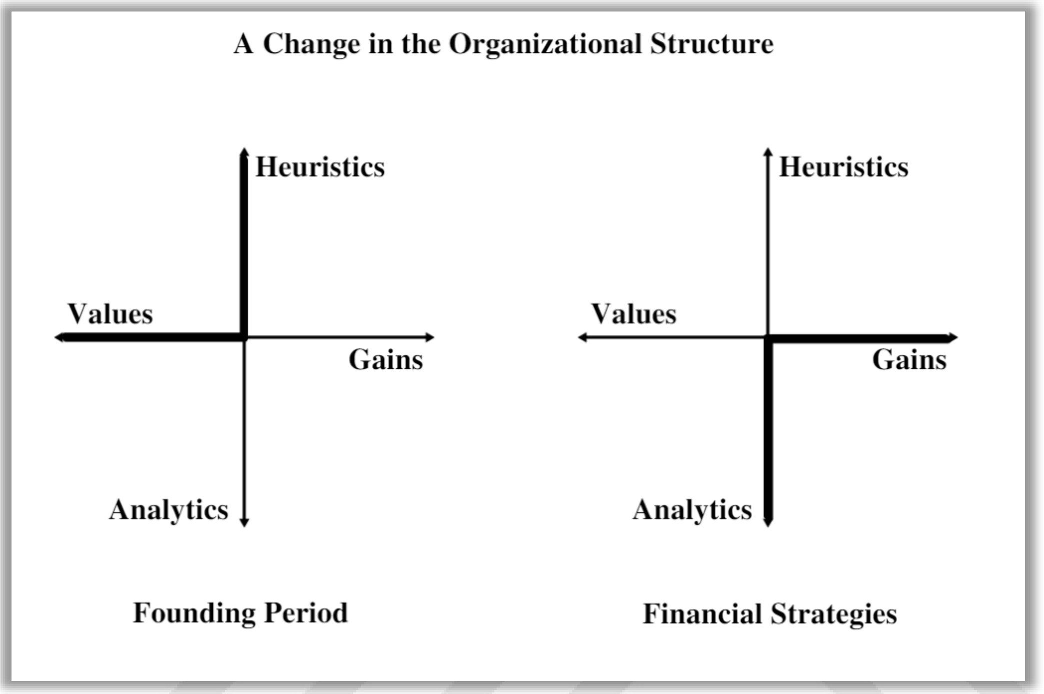
It is interpreted from the Figure 5.2. that financial strategies are initially based on the heuristics and values dimensions at the founding period. However, over time, there is a shift towards the analytics and gains dimensions. Based on this interpretation, it is considered that social entrepreneurs primarily focus on providing social benefits and conducting activities in this direction during the founding period, positioning themselves on the heuristics and values dimensions. The establishment period emerges as a time when social entrepreneurs shape their financial processes according to their personal beliefs and priorities. However, as the need arises to determine financial strategies, it was observed that the social entrepreneurs tries to select the most suitable model for managing the financial process. This situation refers to a transition between the dimensions from heuristics and the values to analytics and gains dimensions. Because the social entrepreneurs have obtained an information from the field. Through analysing the data, they try to make decisions that will benefit the social enterprise. In order to become a sustainable organization, social entrepreneurs also incorporate the idea of gaining benefits into the entrepreneurial model.

In these dimensions the focus is on the decisions determined through data-driven analysis by social entrepreneurs. An analytical approach allows entrepreneurs to analyse data and obtain concrete results such as financial strategies and revenue generation methods. Social entrepreneurs evaluate business opportunities and profitability potentials using analytical data, shaping their decisions accordingly. Therefore, in these dimensions, entrepreneurs adopt a more rational and data-focused approach, considering financial gains while forming their strategies.

The Analytics and Gains dimensions emphasize the adoption of an analytical and data-driven approach by social entrepreneurs in managing the financial processes. This approach allows entrepreneurs to make decisions based on concrete data, to analyse business opportunities, and to develop strategies to increase financial gains. Therefore, focusing on the analytics and gains dimensions is crucial in managing financial processes and determining revenue generation strategies.

The findings at this point indicate that imprints existing at the founding period can change over time. The need for managing financial processes for social enterprises shows why imprints change, while Figure 5.2 illustrates how the imprints change. The mechanism revealed that managing financial strategies is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the legal/organizational structure of social enterprises.

Figure 5 2: The Effect of Financial Strategies on the Change in the Organizational Structure



Revenue Generating

According to the findings another reason for structural changes was revenue generation. Among the 14 social enterprises undergoing structural changes, 5[3] of them have made changes in their structure to focus on revenue generation. These enterprises did not initially include revenue generation as a goal in their founding period. However, as a result of financial processes that appeared over time, the idea of generating revenue emerged. Especially social enterprises facing difficulties in financial sustainability aimed to strengthen their independence and made structural changes to generate revenue in order to manage their activities in a sustainable way.

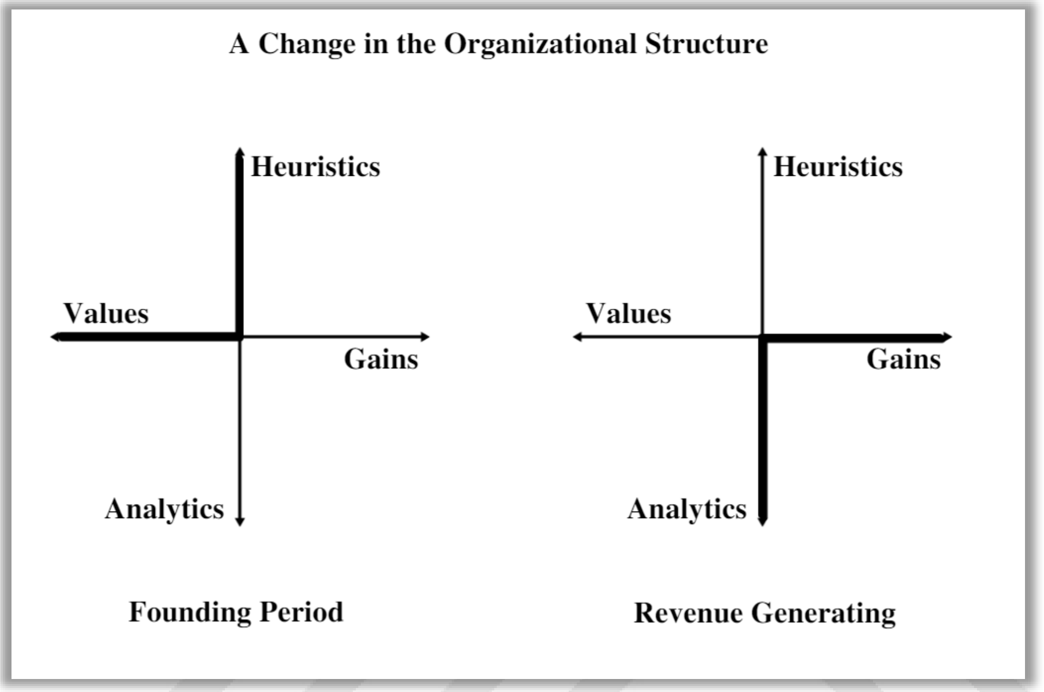
This situation has been visualized through Figure 5.3. Only 3 out of all cases identified revenue-generating activities during the founding period. This indicates that social entrepreneurs, who established their social enterprises with

[3] Some of the 14 social enterprises' structural changes have overlapping reasons, specifically related to financial strategies and revenue generation, resulting in differences in the numbers.

a focus on societal benefit, generally fall under the heuristics and values dimensions axes during the founding period. In the relevant literature, social enterprises, defined as hybrid organizations, are positioned between traditional companies and non-governmental organizations. However, as observed in the cases, revenue-generating activities are typically not part of social entrepreneurship models during the founding period. This suggests that decisions about organizational structures are made based on personal values and priorities during the founding period. However, the decision to generate revenue that that arises in the later periods is considered to be on the analytics and gains dimensions. Because in order to have sustainable activities, social entrepreneurs include new tools to their entrepreneurship models that will provide advantages and benefits.

The findings indicate that imprints existing at the founding period can change over time. The new goal of revenue generation shows why imprints change, while Figure 5.3 illustrates how the imprints change. The mechanism revealed that including revenue generation as a goal is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the legal/organizational structure of social enterprises.

Figure 5 3: The Effect of Revenue Generating on the Change in the Organizational Structure



5.3.3.2.Credibility Management

Prestige

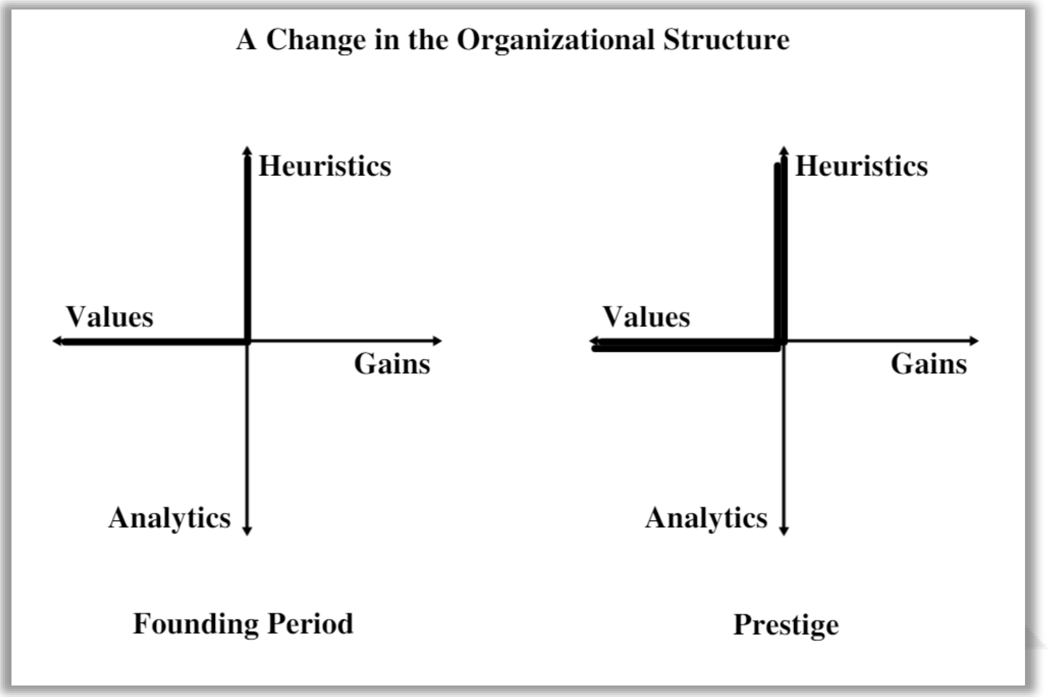
Based on the interviews and related documents, another reason for the structural change emerged as prestige. Since legal processes and definitions are different in both contexts (Türkiye and the UK), each carries various meanings within its own context. For instance, a social entrepreneur who established her organization as a sole proprietorship decided to continue as a limited company due to its negative perception in society. In other example a social entrepreneur said, " We were initially established as a company to promote women's employment. However, over time we expanded and grew a lot. Therefore, we didn't want to be seen like other private companies. To emphasize that we are a company beneficial to society, we changed our structure to a community interest company on year 20XX." In another example, it was stated that a structural change was made due to its perception in the society saying, "In this initiative, we started as an initiative, we preferred to be a Community Interest Company rather than having a traditional structure. Because we didn't want to look like any company. Community benefit was the main focus for us."

This situation is presented in Figure 5.4. When examining social enterprises that prioritize prestige in the change of organizational structure, it was observed that there is no change around the dimensions. Social entrepreneurs, who act based on their values and priorities during the founding period, continue to make similar decisions in the future. The mechanism located on the same dimensions shows that prestige affects the organizational structure as an example of amplification of imprints.

The findings indicate that imprints existing at the founding period can amplify over time. The prestige shows why imprints amplify. The mechanism revealed that the prestige which is identified as perception by the society, is the reason for the amplification in social entrepreneurs' decision making and this in the end have an effect on the legal/organizational structure of social enterprises.

Figure 5 4: The Effect of Prestige on the Change in the Organizational

Structure



5.3.4. The Goals and Activities

According to the responses given during interviews regarding the changes in the goals and activities of social enterprises, there is only one social entrepreneur that did not make any changes in its activities. The founder stated that they have been carrying out the same activity for years due to having a very specific purpose. However, all other entrepreneurs have made changes and especially expansions in their field of activity. When the reason for this change was questioned, four main topics emerged.

The names and definitions of the codes determined in the codebook are as follows:

1.Sub-Categori: Field Experience

1.1. Recognizing the Needs: Identifying and understanding specific needs based on activities and experiences in the field.

1.2. Financial Constraints: Adjustments or modifications made in response to financial challenges or limitations.

1.3. Expansion of Target Audience: Adjustments made to accommodate the growth and diversification of the target audience or customer base.

2.Sub-Category Innovation

2.1. Being open to new ideas: It reflects the degree to which an individual accepts and embraces new and innovative ideas.

5.3.5. The Reasons for Change in The Goals and Activities

5.3.5.1.Field Experience

Recognizing the Needs

Social entrepreneurs, who usually establish their organizations with their own ideas and some personal assumptions at the founding period, often mention that over time they become better at understanding the needs of their target audience as a result of the experiences and knowledge they have gained. They especially note that they are able to access direct information during their activities. They can see the needs more clearly with the information acquired from the field and for this reason, they change their goals and activities to address these needs.

A social entrepreneur emphasizing the importance of field-acquired information stated, "… and again, there is a significant gap in that field, with teachers expressing a lot of demand based on all the research and observations we have conducted in the field. So, field knowledge is valuable, precious, you know, and we are just starting to realize its importance anew. So, when it comes to giving advice based on this, we're just beginning to tap into it."

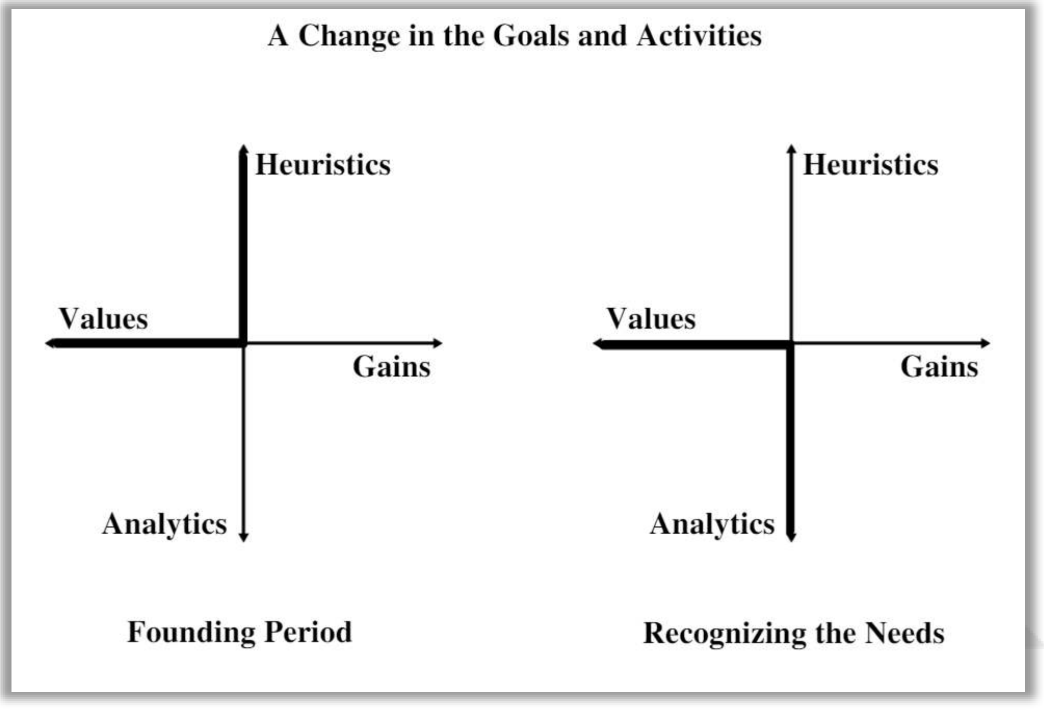
Considering other interviews as well, it was observed that these social entrepreneurs, who set out to solve societal needs, make changes to address the needs as a result of the information they acquire from the field.

This situation is illustrated in Figure 5.5. At this stage, it is believed that there is only a change in the hermeneutics and analytics dimensions. Based on the interviews and other related documents, it was revealed that data-based information is used in identifying needs and decisions are made accordingly. Therefore, social entrepreneurs who apply hermeneutics-based decision-making during the founding period shift to analytics-based decision-making as they gain access to more detailed information in the later periods.

The findings indicate that imprints existing at the founding period can change over time. Recognizing the needs indicates why imprints change and Figure 5.5. illustrates how the imprints change. The mechanism shows that recognizing the needs is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the goals and activities of social enterprises.

Figure 5 5: The Effect of Recognizing Needs in the Organizational Goals and

Activities



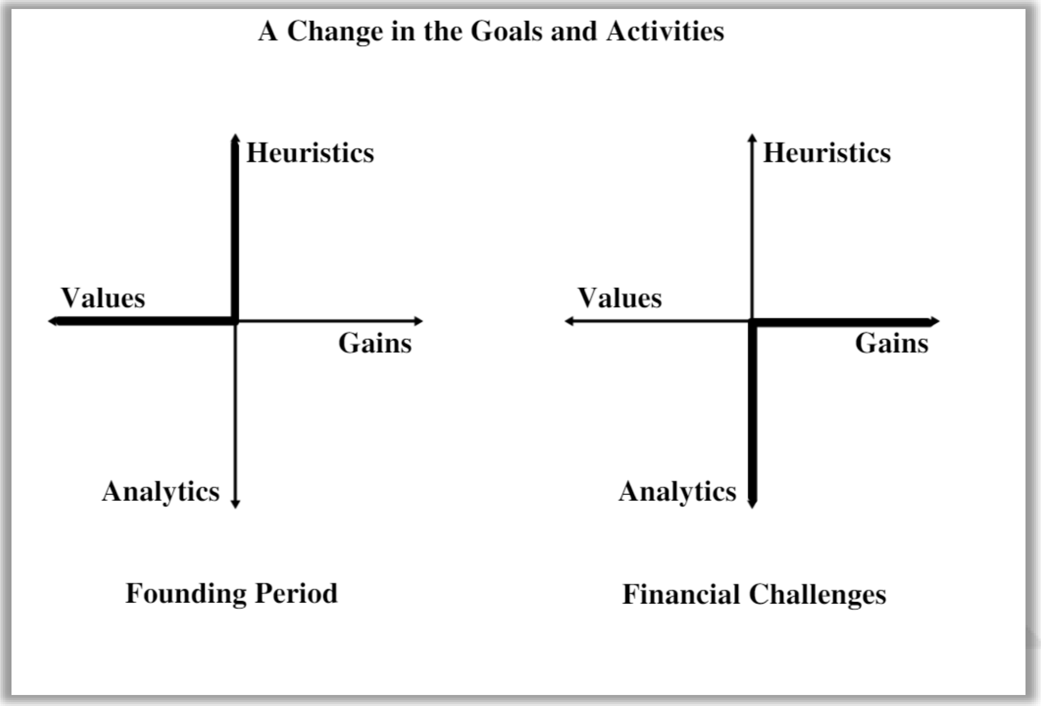
Financial Challenges

The management of financial processes has always been a challenging phase for social enterprises. The interviewed social entrepreneurs similarly referred to the difficulties experienced with financial processes, talking about initiatives taken to resolve this situation. In most of the cases in the sample, financial processes were designed to be managed through grants and supports leading to a realization over time that this approach is not sustainable (only 3 social entrepreneurs developed a model aimed at generating income at the founding period). Social entrepreneurs, therefore, decided to make changes in their goals and activities due to financial difficulties. Since financial challenges prevented effective and efficient activities, they attempted to develop sustainable methods. One social entrepreneur stated, "We aim to prioritize financial sustainability in our new activities. So, in order for us to amplify the social impact we've created, we need to do this in a profitable manner." indicating that they were trying to solve financial challenges through new areas of activity. Another social entrepreneur engaged in environmentally friendly production, has started selling the products in line with their goals to carry out their main activities more effectively and efficiently. In general, this refers to new activities, new collaborations, and new financial processes carried out to be a sustainable organization.

This is depicted in Figure 5.6. During the founding period, it was observed that social entrepreneurs who typically determine their goals and activities based on personal values and priorities, make decisions through heuristics and values dimensions. However, as financial challenges arise over time, social entrepreneurs evaluate opportunities by making analytical decisions and reconsider their goals and activities.

The findings reveal that imprints existing at the founding period can change over time. Financial challenges show why imprints change and Figure 5.6. demonstrates how the imprints change. The mechanism shows that financial challenges is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the goals and activities of social enterprises.

Figure 5 6: The Effect of Financial Challenges in the Organizational Goals *and Activities*



Target Audience Expansion

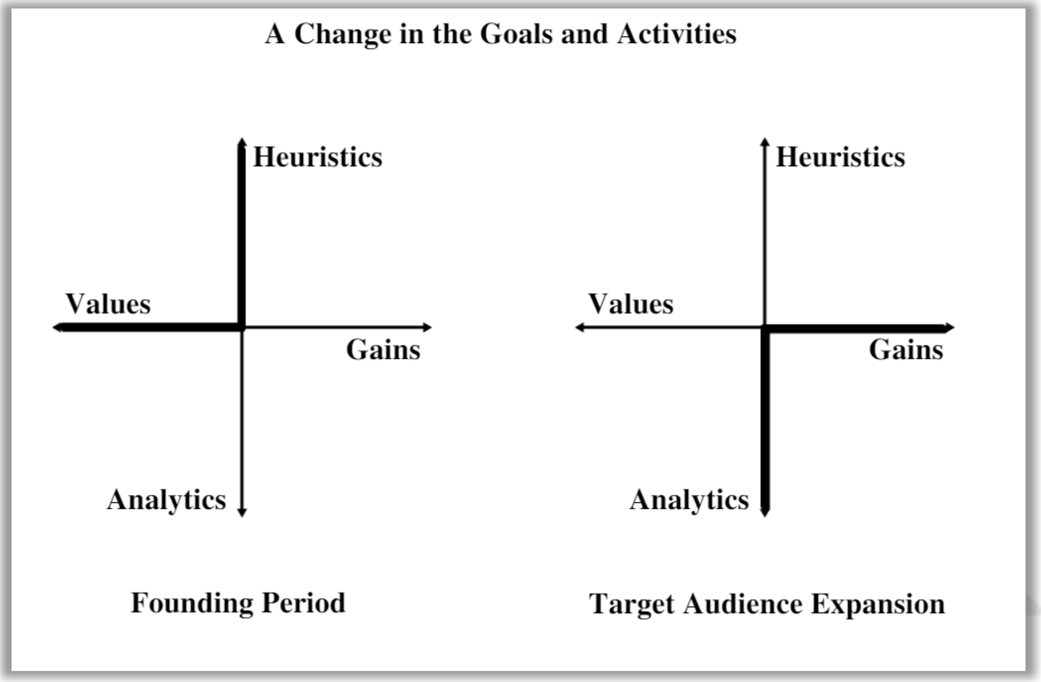
The expansion of the target audience naturally leads to changes in goals and activities. For example, a social enterprise established solely for students and with activities determined in that direction finds itself in the position of determining goals and activities related to including families and teachers when expanding its target audience over time. In another example, a social enterprise developing activities to support needy students has also developed new goals in the areas of education and career as it progresses. In this regard, one of the social entrepreneurs explained in an interview, "Especially after the expansion of our target audience, we found that our existing structure was no longer capable of providing these services. Therefore, we opted to expand our services by establishing an entirely new entity and adding two additional main goals to our existing ones."

Figure 5.7. visually represents the change in decision-making processes of social entrepreneurs regarding the target audience. Social entrepreneurs operate on the heuristics and values dimensions to understand and meet the needs of the initially determined target audience. In this process, it was observed that social entrepreneurs define the target audience based on their personal values, priorities, and experiences. However, it was revealed that the target audience changes over time based on the data and information obtained from the field. The expanding target audience, sometimes due to the identification of needs and sometimes due to innovative ideas, leads to changes in goals and activities. At this point, this research suggests that there is a shift in the decision making of social entrepreneurs from heuristics-values dimensions to analytics-gains dimensions.

According to the findings imprints existing at the founding period can change over time. The expansion of the target audience demonstrates why imprints change. The mechanism shows that the expansion of the target audience is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the goals and activities of social enterprises.

The expansion of the target audience also serves as a mediating variable because the expansion of the target audience is not random. Based on the interviews conducted, it is generally observed that the target audience expands for two main reasons. The first reason is recognizing the needs. Social entrepreneurs closely related to the target audience identify needs and generate new solutions. As a result of these solutions, a new target audience emerges, followed by the implementation of new activities. Another reason is defined as being open to innovative ideas. Being open to innovative ideas involves providing more suitable and efficient solutions for the current problems. Following these innovations, the target audience expands, leading to changes in goals and activities.

Figure 5 7: The Effect of Target Audience Expansion in the Organizational Goals and Activities



5.3.5.2.Innovation

Openness to New Ideas

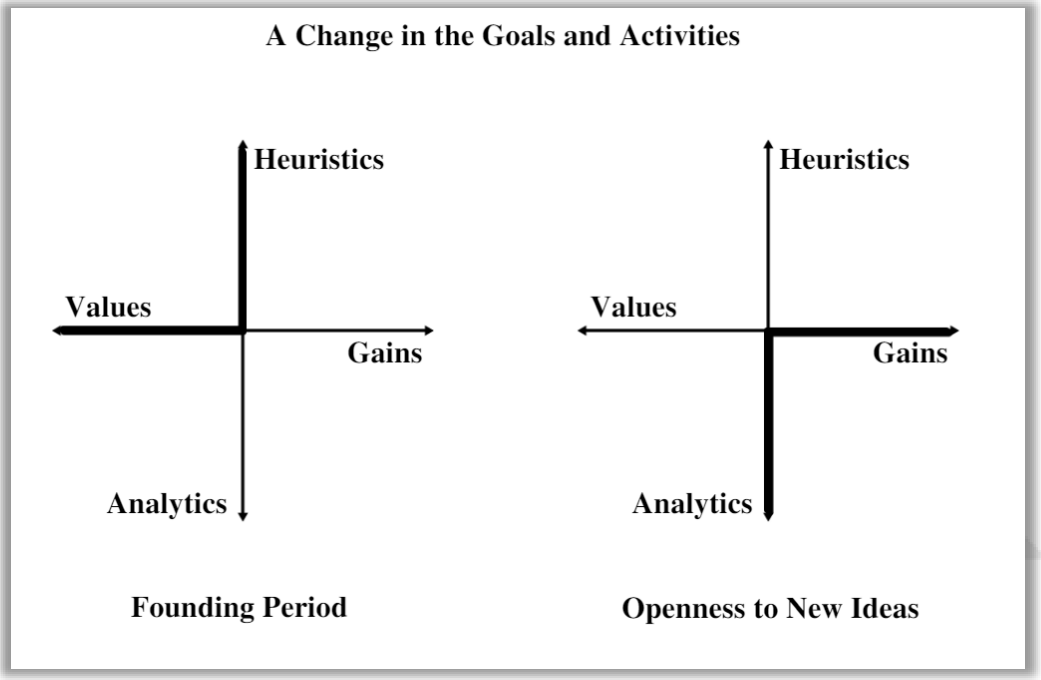
Being open to new ideas emerges as an important reason for changes in goals and activities. In this research, being open to new ideas is defined as deriving future attitudes based on experiences gained which is different from recognizing needs in the field. For example, a social enterprise established solely to improve the living conditions of isolated and dependent inmates has acquired new goals related to access to justice by addressing deficiencies observed in the field. Here, recognizing needs is the key factor. However, in being open to new ideas, rather than realizing the necessities, social entrepreneurs follow technological advances. In this research, one of the social enterprises, established specifically to increase women's participation in the workforce, started to benefit from technological developments with the aim of fair flexible future. They launched with the idea of solving problems related with women’s participation in the workforce but with the use of the technology social entrepreneurs decided to expand their target audience. The change in goals and activities due to this expansion is interpreted as a result of being open to new ideas.

In another example, a social enterprise that traditionally provides services to students in a more standardized manner has integrated a crowdfunding system into its existing platform by benefiting from technological developments. This results in expanding the social entrepreneurship model with different tools, rather than defining a need for its target audience. The social entrepreneur explained this situation as follows: "We are in the growth stage now, we are changing our technological infrastructure. Based on our experiences of the last year, we will completely change this infrastructure and establish new one where we also focus on crowdfunding." In conclusion, it was observed that being open to new ideas, especially leveraging technological developments, leads to changes in goals and activities.

Figure 5.8. visually represents the change in goals and activities of social entrepreneurs through their openness to new ideas. Initially, social entrepreneurs typically base their goals and activities on their own personal values and priorities. However, over time, with the adoption of innovative ideas and the influence of sectoral developments, these goals and activities change. This shows that when social entrepreneurs are open to new ideas, as this enables them to provide analytical and advantage-creating solutions, they start to make decisions over the analytics and gains dimensions.

The findings demonstrate that imprints existing at the founding period can change over time. Being open to new ideas manifests why imprints change. The mechanism exhibits that being open to new ideas is the reason for the change in social entrepreneurs’ decision making and this in the end have an effect on the goals and activities of social enterprises.

Figure 5 8: The Effect of Openness to New Ideas in the Organizational Goals and Activities



5.3.6. Human Resources

The answers to the questions related to human resources represent the topics focused on during the founding period and also reflect developments and changes in the subsequent periods. In this way, a total of three topics emerge.

The names and definitions of the codes in the codebook are determined as follows:

Volunteers: Individuals who work without pay for an organization or event.

Close Circle of Friends: The close circle of friends involved and worked in the establishment phase.

The increase in workload: The increase in workload due to the diversification and expansion of activities.

Reason for the change in Human Resources

The majority of social enterprises established with the aim of providing social benefit were seen to use two types of human resources during their founding period. The first one is volunteers. Volunteers have been involved in carrying out activities during the founding period. Volunteers not only participate in activities during the founding but also continue to be involved in activities in subsequent periods. In a statement regarding this situation, the following statements were made in an interview: "We always had volunteers. One of our friends XXX, is responsible for volunteers because she handled volunteer requests from schools. There was an incredible demand. Within the first two years, we had 55 student clubs. The friend who founded that group has been working with us since graduating."

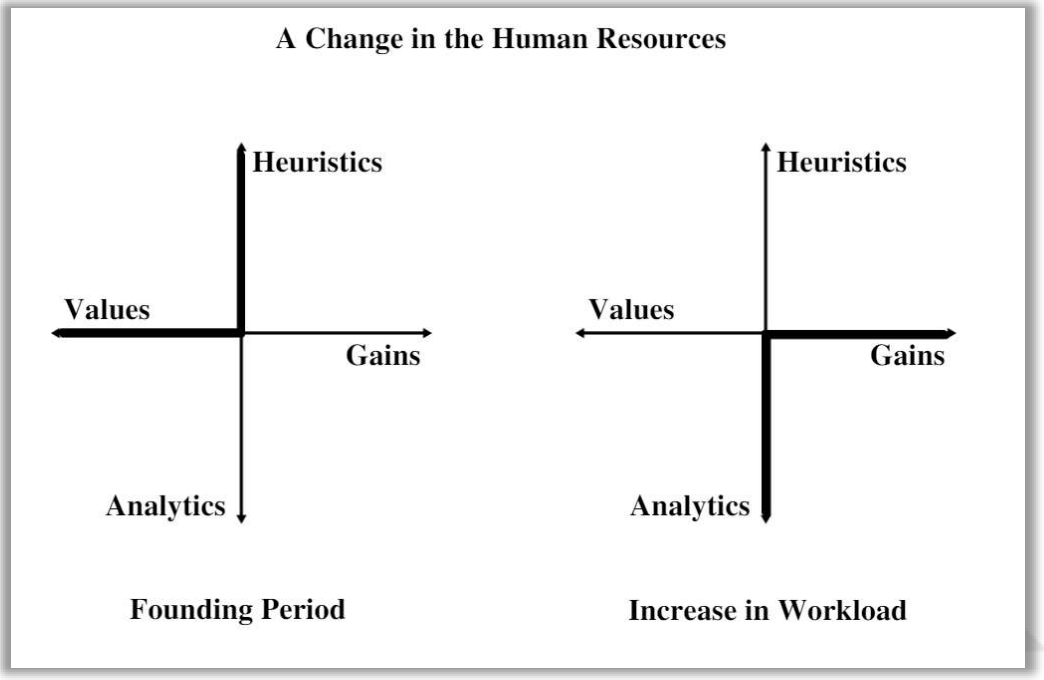
Another significant human resource for social enterprises is formed by close friend groups. It was observed that social entrepreneurs who want to operate towards a determined purpose receive support from people in their close circle at the founding period. The biggest common feature of these initiatives, which set off with social capital rather than financial capital, is the close friend circle involved in their initial activities. It was seen that various activities necessary for establishment are carried out voluntarily by close friends. In one of the interviews, this situation was stated as "We also assembled our own network. For instance, a friend who we knew offered to design the logo. Another friend said they would make the T-shirts. With such in-kind support, another friend became a volunteer lawyer."

However, after completing the start-up phase, social entrepreneurs make some changes in their human resources as they continue their activities. It was observed that social entrepreneurs try to create a more corporate appearance through human resources in a more professional manner. When questioned about the reason for this, the common answer was the increase in workload. This change in the direction of institutionalization was explained in one of the interviews as follows: "For certain tasks, we needed a general coordinator, someone for verification, and someone for volunteer coordination. We managed these based on increasing demand and needs coordination over time. Now, communication is one leg, projects are another important leg. Volunteerism is still an important leg, like expanding internationally. The structure evolved into something like a 6 or 7-departmental setup."

The change in human resources processes is depicted in Figure 5.9. During the founding period, social entrepreneurs positioned themselves in the heuristics and values dimensions and managed the human resources process with their close circle and/or volunteers. However, as workload and activities increase, social entrepreneurs shift towards the analytics and gains dimensions to make objective and data-based decisions, leading to departmentalization in human resources management. While human resources are renewed, it was observed that old processes also continue.

The findings reveal that imprints existing at the founding period can change over time. Increase in the workload shows why imprints change. The mechanism exhibits that the increase in the workload is the reason for the change in social entrepreneurs' decision making and this in the end have an effect on the human resources.

Figure 5 9: The Change in Human Resources



5.3.7. Collaboration

In this research, when the collaboration in social enterprises was examined, generally two types of collaborations were observed. One of them stands out as collaborations developed by social entrepreneurs with the aim of generating revenue. These collaborations, especially developed for the purpose of benefiting from the private sector's areas of expertise, are particularly seen as necessary in terms of reaching supporters. In addition, the provision of sponsorship support by the private sector also increases the desire of social entrepreneurs to collaborate. One of the social entrepreneurs interviewed explained the private sector support as follows: "XXX once again provided support and created a social marketplace. Similarly, YYY, representing technology companies, financial institutions, and many other companies from various sectors, took part in collaborations at varying scales."

In social entrepreneurship, the important aspect of activities conducted through commercial logic is revenue generation. Therefore, the private sector plays a significant role as a stakeholder. This is because social enterprises with multiple goals can achieve revenue generation opportunities through collaboration with the private sector. For example, one of the interviewed social entrepreneurs mentioned collaborations with different brands, sponsorship agreements, and conducting various product sales through these sponsorships. Although the ultimate goal of private sector is to make a profit, social entrepreneurs aim to reach a wider audience and increase their impact with the revenue generated.

Another reason for collaboration stands out as partnerships developed with public institutions aimed at obtaining necessary permits for the activities of the social enterprises. Since social enterprises do not always engage in revenue-generating activities, they are subject to certain permissions while carrying out their entirely socially-oriented activities. Collaborating with public institutions is particularly important for social enterprises that choose non-profit organizational model. The support of public institutions is deemed necessary as it not only increases credibility and reliability but also enhances access to incentives and support mechanisms. One of the social entrepreneurs mentioned the following about the collaboration developed for obtaining permissions: "….Because we also have cooperation with the public sector. Some of the entities regulating these conditions are public, especially municipalities. We need permission to raise funds." Activities conducted by social enterprises with multiple objectives through social logic generally involve fundraising and delivering aid to the target audience. Therefore, collaboration with public institutions plays a key role. In one of the interviews, it was mentioned about the importance of local public institutions during the provision of a service for students in disadvantaged regions and that it increased effectiveness. Additionally, it was pointed out that it is not possible to provide some specific services without obtaining the necessary permissions.

Although partnerships of different types and structures are being developed, a common point has been observed among these collaborations. Many social entrepreneurs have expressed that different languages and attitudes are exhibited in partnerships for different sectors. This situation was articulated in one of the interviews as follows: "When we approach the public sector, we use a different language; when we go to foundations or associations, we use a different language; and when we engage with the private sector, we use yet another language. We may be conveying the same message, but our methods of communication differ. Because, truly, when we used to approach the private sector with a strong focus on social impact, they saw us as foundations or associations and tried to solicit donations from us as NGOs. We are a company, so how can we receive donations, and so on." Social entrepreneurs tend to use a language that leans towards commercial logic when developing collaborations with the private sector; whereas, they steer their relationships with the public and civil society sectors more towards social logic.

5.3.8. Analysing Institutional Change in Social Entrepreneurship

This study examined the dynamic processes of imprinting theory in the context of social entrepreneurship and provided detailed insights into the decision-making processes of social entrepreneurs as individual agents. The main findings of the research have been deeply analysed through four dimensions and four main categories. In concluding this section, the general findings will be summarized, and both expected and unexpected results will be discussed.

1. Change and Imprinting Theory: The research revealed how the imprinting theory evolves in the context of social entrepreneurship and that change is a dynamic process. It was observed that social entrepreneurs generally act based on values and intuitive thinking in the initial decision-making stage. However, when faced with challenges such as financial process management, credibility management, field experience, and innovation, they shift to more analytical and data-driven decision-making processes. This change reflects the adaptability of social entrepreneurs and its impact on the organization.

2. Role of Individual Agency: This study highlights the role of individual agency in driving institutional change. Social entrepreneurs play a significant role in shaping the course of their organizations by making strategic decisions in line with evolving goals and social impact objectives. The findings detail how previous experiences and the experience gained after the start-up phase influence decision-making processes and organizational outcomes.

3. Challenges and Opportunities of Dual Mission: The research emphasizes the challenges and opportunities encountered in the dual mission of social entrepreneurship. Balancing social impact with financial sustainability is always of critical importance for social entrepreneurs. From workforce composition to organizational design and inter-organizational relationships, social entrepreneurs face multifaceted challenges that require strategic planning and continuous adaptation.

Social entrepreneurs are expected to make intuitive and value-driven decisions in the early stages. This approach aligns with the nature of social entrepreneurship. However, the finding that financial processes have such a strong impact on changing the organizational structure is unexpected. This situation is thought to stem from the fact that social entrepreneurs focus more on social benefits during the establishment phase. Therefore, social entrepreneurs who do not have a plan for financial processes and models in the founding period have to include these financial processes in their organizational forms in the subsequent periods. This requires more than strategic planning, but rather institutional changes. Because the changes made in the organizational structure or financial model of social enterprises go beyond strategic decisions. For example, the orientation of a social enterprise towards revenue-generating activities leads to a change in its organizational structure. Social entrepreneurs as shown in the research findings must ensure financial sustainability in order to maintain their social benefit mission, which brings significant changes in the organizational structure. This change can be interpreted as a result of the search for legitimacy and environmental adaptation as predicted by institutional theory, because institutional theory explains how organizations are structured and change in order to adapt to their environment and gain legitimacy.

Whether any initiative opens up to international markets or chooses to be a first mover in a market is generally defined as the strategic decisions of the organization. However, radically changing the structure and functioning of the organization is accepted as an institutional change since this change redefines the core logic and functioning of the organization. Within the framework of institutional theory, such changes are considered part of organizations' processes of adapting to environmental expectations and legitimacy needs. The orientation of social entrepreneurs towards revenue-generating activities in subsequent periods indicates a reshaping of their institutional logics. This affects the perspective related to the definition and mission of social entrepreneurship. For instance, a social enterprise that initially had no revenue-generating activity shifting towards to such activities in the subsequent periods is interpreted as an institutional change made by the organization in order to maintain its legitimacy and adapt to environmental expectations. These changes are seen as efforts to gain and maintain legitimacy.

In conclusion, this study contributes to a more comprehensive understanding of the factors influencing institutional change and evolution, advancing theoretical perspectives in the field of organizational institutionalism and imprinting theory. By combining theory and practice, it provides applicable insights to practitioners working in the field of social entrepreneurship.

6. CONCLUSION

6.1. Summary of The Research

Imprinting Theory (IT) posits that organizations are influenced by their environments from their establishment, and this interaction shapes their long-term development. Imprints play a critical role in shaping organizations' strategies, culture, and behaviours over time. While the theory emphasizes the ongoing interaction between organizations and their external environment, it points out that historical interactions at the founding period play a key role in future decisions and behaviours.

IT refers to the imprints an organism acquires from its environment during its founding stage. However, in today's rapidly evolving world, significant questions about the permanence of these imprints have emerged. In a dynamic environment, it can be observed that the imprints present during the founding period change over time. This research focuses on understanding the reasons and mechanisms behind such imprint changes. How do factors in a dynamic environment contribute to these changes in imprints? What are the consequences of altering initial imprints? These fundamental questions become even more crucial when examined within a multi-layered environment. Therefore, social entrepreneurship has been identified as the research field. This is because social entrepreneurship seeks solutions to social problems while also having a revenue-generating structure. It is therefore assumed that there is a constant need to reassess and adapt imprints during interactions with social dynamics, in addition to establishment. Additionally, the relatively short history of social entrepreneurship and its more flexible and dynamic ecosystem make it a suitable context for examining imprints within the realm of social entrepreneurship.

This research begins with a comprehensive literature review focusing on imprinting theory. In the first chapter, approximately 100 articles were reviewed using the Web of Science database. These articles were categorized. The first category was identified as the source of imprint because in the articles, the sources of imprints are defined in different ways. Based on these research, individuals, organizations, teams and networks, environment, and culture were defined as the source of imprinting. In studies where individuals are considered the source, investigations were made into how individuals' past experiences or careers have a long-term effect. Similarly, it is suggested that organizations' historical development, strategic structures, or legal frameworks; teams' and networks' prior experiences; and social networks' ties may lead to imprinting. Furthermore, the political, economic, and institutional structures of the environment and culture, along with cultural dimensions, are proposed as sources of imprinting. The second category is defined as the level of imprints, aiming to indicate at which level imprints exist. Under this category, the level of imprints includes individuals, organizations, organizational building blocks, networks, and the environment. Studies that consider individuals as the source investigate how individuals' past experiences and expertise affect the strategy of the organization, while other studies explore how individuals affect decision-making mechanisms. This differentiation in the source of imprints also reflects the diversity in the levels of imprints.

As a result of the reviewed research, it has been observed that the boundary conditions of the imprinting theory have changed. These changes are are detailed in the “Key Concepts Defined by the Research” section. The first change to the boundary conditions is related with the level of imprint. The organizations were the only level that was investigated in the imprinting theory. However, in the expanded imprinting theory, individuals, organizational building blocks, networks, and the environment are also examined. The second change is related with the assumption on the founding period of imprinting theory. According to the recent studies, imprints can occur not only during the founding period but also at different times, referred as short sensitive periods. The third change is related with the evolution and transformation of imprints. According to recent assumption, short sensitive periods may cause decay, amplification, disappearance, and emergence of imprints. In light of all these developments the definition of imprinting in this research is formulated as follows: “Imprinting is a dynamic process in which focal units internalize the features that exist in the environment at short sensitive periods and the characterized features are observed persistently in the following periods. Focal units can be individuals, organizations, teams, networks, and even the environment.”. In this chapter, the characteristics of the expanded imprinting theory are generally explained and illustrated with figures. A distinction is made between the evolution and transformation of imprint. According to this, the evolution of imprint includes the amplification and decay of imprint. The change observed in imprints over time, either as decay or amplification, is emphasized. The transformation of imprint encompasses the disappearance and emergence of new imprints. The transformation of completely disappearing or newly emerging imprints is highlighted.

The second chapter discusses social entrepreneurship. This relatively new concept is defined in quite different ways in the literature. Therefore, the definitions of social entrepreneurship are presented first. Social entrepreneurship refers to creating economic and social value through innovative ideas and practices to meet social needs and bring about social change. It combines providing innovative solutions with the aim of making a social contribution. This chapter also discusses the aspects of social entrepreneurship that are distinct from other types of entrepreneurship. Generally, social entrepreneurship stands out from other entrepreneurship types in terms of motivations, as they aim to create a positive social impact instead of a competitive advantage. Additionally, the dual mission of creating both social and economic value distinguishes it from other types. Social entrepreneurship aims to eliminate the causes of societal problems, bring about social change, and ensure the sustainability of a new system through social innovation. Another significant difference is how the services or products offered reflect in society. While other types of entrepreneurship may widen gaps between different segments of society, social entrepreneurship helps reduce these gaps by offering solution-oriented proposals.

This chapter includes the section which provides information about the hybrid structure of social entrepreneurship. It discusses the similarities and differences with the public, private, and civil society sector. The public sector aims to provide public services, meet the needs of society, and is financed through tax revenues and other public funding sources. The private sector focuses on profit-making, aims to increase income, and strives to provide returns to shareholders in a competitive environment. The nonprofit sector, on the other hand, is mission-driven, financed through public support and donations. Then, this section highlights the dual purpose of creating both social and economic value. At this point, social entrepreneurship forms a hybrid structure due to various features associated with all these sectors.

In the following section of this chapter, a detailed explanation is provided regarding the organizational models of social entrepreneurship. Based on the diagram prepared specifically for this research, the initial differentiation in choosing organizational models in social entrepreneurship is based on profit-making. While some social entrepreneurship structures aim to make a profit, there are cases where no profit distribution is made at all. This could be stipulated by laws or may exist in organizational structures without legal restrictions. Even if there is no legal restriction on profit distribution in the organizational structure, decisions related to profit distribution can be made through internal operation regulations. In some social enterprises, there may be a limited distribution of profit. This limit can be determined by laws or can be determined within the structure of the social enterprise itself. While in some social entrepreneurship structures, there are no restrictions on profit distribution, it is also possible to set up a social entrepreneurship structure that does not aim to make a profit in its organizational structure. However, these structures can be divided into two categories depending on their income-generating activities. There are organizations that do not aim to make a profit in their structure, but can carry out income-generating activities. On the other hand, there are social enterprises that do not aim to make a profit in their organizational structure and also do not engage in income-generating activities. In summary, this section covers definitions related to social entrepreneurship, points where it diverges from other types of entrepreneurship, and its hybrid structures. In the final section, a new diagram regarding social entrepreneurship models is presented.

Following the literature studies, a detailed account of the research design is provided in the methodology chapter. The research was designed as a case study, with Türkiye and the UK identified as two different contexts. In these two contexts, a total of 19 social entrepreneurship cases with their founders being Ashoka Fellows have been examined. During the multiple case study phase, secondary data was initially examined. Documents and policies related to the development of social entrepreneurship in Türkiye and the UK were searched to understand the relevant context. This involved a detailed examination of relevant laws and policy documents. In the second stage, primary data was collected. Semi-structured interviews were conducted with the founders of social enterprises. Alongside semi-structured interviews, activity reports, impact reports, and other documents were reviewed, including website content and media coverage. The interviews were analysed using QDA Miner qualitative analysis software. The transcripts of the interviews were initially coded by the researcher using open coding, axial coding, and selective coding. Subsequently, three independent researchers were consulted separately. Some of the interviews along with the codebook were shared with the other researchers. Each coder conducted their own coding at different times and in different places. The coding was compared, resulting in a K-Alpha value of 0.998.

In the Findings and Discussion chapter, detailed insights into the results of the research are presented. In light of the data obtained during the research, four dimensions have been identified. These dimensions are defined as heuristics, analytics, values and gains. The values dimension indicates the fundamental values and purposes around which social enterprises are primarily shaped. It usually refers to decisions made in line with the personal values and priorities of social entrepreneurs. The heuristics dimension represents to the learning and trial and error processes used by social enterprises during the founding period. On this dimension, entrepreneurs typically adopt an intuitive approach, prioritizing flexibility and adaptability rather than relying on a specific plan. The analytics dimension refers to the data-driven direction of social enterprises' activities and the development of their strategies in a knowledge-focused manner. On this dimension, entrepreneurs adopt an analytical approach making decisions that are more data-oriented. The gains dimension signifies the gains provided by social enterprises with the aim of presenting their social and environmental benefits in a more sustainable way and to a wider audience. It generally pertains to decisions made regarding managing financial processes and developing strategies to achieve gains during the management phase.

This research examines social enterprises through four main categories; organizational structure, goals and activities, human resource and collaboration. Firstly, the reasons for the change in organizational structure were emphasized. According to the findings, the reasons for the change in organizational structure in social enterprises were divided into two subcategories: financial process management and credibility management. The subcategory of financial process management was further examined under the headings of financial strategies and revenue generating. Based on the findings, it was observed that social enterprises develop new financial strategies when the need to manage financial processes emerges. These needs may arise in areas such as managing sponsor relationships, issuing invoices for services or products, or developing partnerships. It was noted that during the founding period, social entrepreneurs prioritize creating social benefits, and therefore, financial planning is often not prioritized. At this point, it was observed that the decisions made by social entrepreneurs are based on heuristics and values dimensions. However, over time, there is a need to make strategic decisions sometimes due to legal obligations and sometimes due to needs. Therefore, social entrepreneurs develop new decision-making mechanisms based on analytics and gains dimensions. Similarly, the need for revenue generation emerged as another factor triggering this change. Social entrepreneurs, who initially make decisions based on personal values and priorities through heuristics and values dimensions during the founding period, find themselves changing the organizational structure over time as they make decisions based on analytics and gains dimensions. Financial strategies and the need for revenue generation explain the reasons for these changing effects, and this change on the dimensions shows how the transformation takes place. Another factor leading the change in organizational structure is the desire for prestige, which falls under the category of credibility management. Here, prestige signifies the desire to be a trusted organization by society. Social entrepreneurs have preferred to switch to the most reliable organizational structure according to their own ideas and views. The decisions given over the heuristics and values dimensions in both founding and subsequent periods have been exemplified as an amplification of imprint.

Secondly, an analysis was conducted regarding the changes in the goals and activities of social enterprises. Under the subcategory of field experience, aspects such as recognizing the needs, financial constraints, and expansion of target audience were examined; under the subcategory of innovation, openness to new ideas was analysed. It was observed that social entrepreneurs, who determined their goals and activities according to personal experiences and priorities at the establishment period, noticed the needs and gaps in line with their field experience. Consequently, decision-making mechanisms developed based on field knowledge and data, transitioning towards the analytics-gains dimensions, shaping goals and activities accordingly. Similarly, financial difficulties lead social entrepreneurs to make more analytical decisions. It was observed that social entrepreneurs who experienced financial difficulties changed their aims and activities in line with decisions that would benefit their organizations. The expansion of the target audience also triggers changes in goals and activities. A change in the goals and activities is observed naturally when a social enterprise, conducting activities for children who have to stay with their families in prison, expanded its target audience by adding children dragged into crime. Since the change in the target audience is either expanded in line with field experience or innovative ideas, it is suggested that this decision is also made over the analytics-gains dimensions. The second subcategory, innovation, includes being open to new ideas. It was observed that social entrepreneurs, who make decisions based on heuristics and values dimensions during the founding period, start to make decisions on analytics and gain dimensions as a result of being open to innovative ideas. Consequently, changes are observed in goals and activities as a result of this.

Thirdly, human resources were examined and it was observed that generally two types of human resources are utilized during the founding period. The first of these is close network of friends. Social enterprises, which are set up focusing on social capital instead of financial capital, benefit from close social relationships at the founding period. Volunteers constitute another human resource during this period. It was observed that social enterprises, which operate in this way for a while, switch to a professional employee system over time. Social entrepreneurs, who define this situation as an increase in workload, hire salaried employees in the later periods in addition to close friends and volunteers. It was observed that decisions are made on a heuristics-gains axis. Benefiting volunteers and close friends in a way that benefits the social enterprise and creates advantages. The decision to have employees with defined responsibilities is considered to be made based on the analytics dimension.

Finally, collaboration was investigated throughout the findings. Although social enterprises collaborate with various sectors, the data from the research helps us focus on the reasons behind the collaboration with the private and public sectors. One of the main reasons for developing collaboration with the private sector emerges as generating revenue. Collaborations developed with the private sector can be in the form of sponsorships, as well as agreements to product manufacturing. In this regard, the main goal of social entrepreneurs is to increase revenue-generating activities, reach a wider audience, and enhance positive social impact.

The general reason for collaborations developed with public institutions is to be more comfortable in obtaining the necessary permissions to carry out activities. Some permissions need to be obtained in the implementation phase of socially-focused activities, and it is important to establish good relationships during this process. Moreover, it is believed that maintaining good relationships with public institutions contributes to the credibility and reliability of social enterprises.

Another significant point that arises in terms of different collaborations is that social entrepreneurs adopt specific behaviours and attitudes tailored to different sectors during the development of collaborations. It was observed that a different language is used when communicating with the private sector and another language is used when communicating with the public and civil society sector.

6.2. Theoretical Contributions

6.2.1. Organizational Institutionalism Theory Perspective

The Organization Institutionalism (OI) primarily focuses on change and individual agency (Ocasio and Gai, 2020). Therefore, while organizations are explained with their differences and innovation, they do not constitute a single level of analysis. The core of the OI theory is to examine why and how organizations change. It also investigates the role of individual agency on institutional entrepreneurship, maintenance, and change. The main point questioned in this research is also about change and examines the role of individual agency. Firstly, by examining the founding and subsequent periods of social enterprises, it was questioned whether there is a change, and then the reasons for this change were examined. In the changes experienced in social enterprises, the focus is on the role of the social entrepreneur, i.e., the individual agency. Thus, the results of this research provide many contributions to the OI theory.

Firstly, this study contributes to the OI theory in terms of institutional change. According to the OI theory, institutional continuity is no longer a defining characteristic for institutions. Intra-organizational dynamics and environmental developments lead to institutional changes (Smith & Gai, 2017). The results of this research support this proposition of the OI theory. Because the results of this research show that imprints in social enterprises at the founding period may change during the subsequent periods. Accordingly, social entrepreneurs tend to make decisions based on the heuristics-values dimensions during the founding period, but it was observed that they start making decisions based on the analytics and gains dimensions in the later periods. This situation results in changes in the organizational structure, goals and activities, human resources, and collaboration of social enterprises. Thus, the importance of institutional change over institutional continuity for organizations and agencies is emphasized.

Another contribution is presented on the subject of individual agency. According to OI, individual agencies have an active role rather than a limited role. Especially in the context of institutional change and transformation, individual agencies are considered as leading actors (Greenwood et al., 2008). The results of this research also support this proposition. Social entrepreneurs emerge as the most important actors in the social entrepreneurship models. The dominance of social entrepreneurs over decision-making mechanisms has significant implications for the organization. The decision-making of social entrepreneurs in the founding period and subsequent period over different dimensions has led to changes in organizational structure, goals and activities, human resources, and collaboration. Thus, the results of this research contribute to the argument that individual agencies are the leading actors.

Another contribution made to the OI theory is in terms of reflexivity. Rather than focusing on routines and cognitive foundations, the IO theory shifts its perspective to reflexivity. It is argued that institutions are innovative and entrepreneurial tools rather than being restrictive (Garud, Hardy & Maguire, 2007). Similarly, this research was designed differently from the assumption that imprints turn into routines. The results of the research support this perspective. It was observed that the imprints existing in the founding period did not become a routine for social entrepreneurs. In some cases, these imprints completely transformed, while in others, they continued but their impact decreased. This situation arises from the impact of environmental changes on social entrepreneurs. Due to their dual objectives, social entrepreneurs try to position their organizations in different frames at the same time.

6.2.2. Imprinting Theory Perspective

Based on the understanding in line with the OI theory, the imprinting theory is expanded with this research through three main theoretical contributions. Firstly, this research makes significant contributions to redefining the boundary conditions of imprinting theory. According to this research IT is no longer only related with the organizations. Rather individuals, organizations and other entities like networks can be the unit of analyses. The original meaning of the imprinting theory, as used by Stinchcombe, was included only the organizations. However, this research along with the few recent studies (Wesley et al., 2022; Bourmault & Anteby, 2020; Li et al., 2022; Terbeck et al., 2022) indicate that imprinting theory is not solely applicable to organizations. Individual agencies and especially entrepreneurs can be the important actors to investigate the imprinting theory. Another contribution related to the boundary conditions includes new periods other than founding. Although in the original roots of the IT only the founding period was emphasized, recently it has been come out that there are other periods which lead to the formation of imprints (Marquis & Tilcsik, 2013; Yin et al., 2014; Kwon & Ruef, 2017; Wang, Du, & Marquis, 2019; Zhang et al., 2022; Hashai & Zahra, 2022). This research contributes to the development of imprinting theory by focusing on the changes between the founding and subsequent periods. The study's findings suggest that not only during the founding period but also in later stages, new imprints can emerge, old imprints can disappear, or be amplified. In this regard, imprints are not permanent but they may transform in subsequent periods leading to decay, amplification, and disappearance of imprints (Wang, Du, & Marquis, 2019; Terberck et al., 2022; Yeoh & Hooy, 2022; Han et al., 2022). Taking all of this into account, it becomes evident that the boundary conditions of imprinting theory have been broadened, and this research has made crucial contributions. Secondly, it highlights why and how the transformation of imprinting occurs. Entities are not only influenced by the environment in the founding period but also other periods called as “short sensitive periods” may create a change in the imprints of the entities. In recent years, although there have been studies related with short sensitive periods, there hasn't been much research on why imprints change during these sensitive periods (Marquis & Tilcsik, 2013). This research, however, not only observed changes in imprints but also focused on why and how these changes occur.

As a second contribution, the research identified four decision-making dimensions for social entrepreneurs: heuristics-values and analytics-gains. According to the findings, the dominant dimensions affecting the decision-making of social entrepreneurs in the founding period are heuristics and values, while the effect of analytics and gains dimensions was observed in the later periods. This explains how changes in imprints occur. Additionally, the study focused on the reasons for changes in organizational structure, organizational goals and activities, and human resources, which are considered challenges in social entrepreneurship. Changes in organizational structure were examined under the categories of financial process management and credibility management. Under the first category, financial strategies and revenue generating have emerged as the reasons for the changes in the organizational structure. In the second category, prestige has been defined as the reason for the change in imprints. The reasons for the changes in goals and activities were examined under the categories of field experience and innovation. The first category includes recognizing the needs, financial constraints, and expansion of target audience. In the second category, being open to new ideas was identified as the reason for changes in imprints. Regarding human resources, the reason for changes was identified as the increase in workload. These results shed light on changes in imprints in social entrepreneurship and contribute to the field by identifying mechanisms for why these changes occur.

Thirdly, the findings of this research highlight the importance of individual experiences after the establishment of the organization. Since imprinting theory has mainly focused on imprints formed during the founding period, early experience only refers to the period before the organization's establishment. Recent research have investigated the founder teams' prior work experiences (Hashai & Zahra, 2022), expectations shaped in previous jobs (Bourmault and Anteby, 2020), early-life traumatic experiences (Hu et al., 2020), the early-life experiences and the historical context in which CEOs grew up (Yeoh & Hooy, 2022), the famine experience during childhood (Han, Chi, & Zhou, 2022), being sent down to rural areas (Li et al., 2022) and pre-career exposure to religion (Chen et al., 2023). All these studies can be categorized under the early experiences of the individuals. However, it is believed and demonstrated by the research that the impact of experiences acquired after the organization is established cannot be ignored. For instance, social entrepreneurs who make decisions based on heuristics and values dimensions during the founding period tend to make changes in their goals and activities as a result of field experience. It was observed that instead of relying on early experiences, social entrepreneurs start making decisions based on analytics-gains dimensions due to their current experiences. Therefore, this research has made a significant contribution by addressing the impact of individuals and groups on organizational structure, organizational goals and activities and human resources, examining the experiences acquired after the organization is established. As such, it has enriched and emphasized agency-based perspective and change in the field of organization theory and practice.

6.2.3. Social Entrepreneurship Perspective

This research also contributes to the field of social entrepreneurship. Initially, it brings attention to the transformation of organizational structure in social entrepreneurship. It was observed that social entrepreneurs mostly change their preferred organizational structure over time from the founding period. Generally, there are three reasons for this change. The first reason is related to financial strategies. Although social enterprises are established with the aim of prioritizing social benefits, it was seen that they inevitably encounter financial processes. Even if they include income generation in their model, it was observed that they change their organizational structure due to the need to benefit from donations and support. During this process, social entrepreneurs that define new strategies tend to prefer an organizational form which is suitable for their areas of activity. The second reason is the decision to generate revenue. Some social entrepreneurs who did not have a goal or activity for generating revenue during the founding period were observed to switch to an appropriate organizational structure after this new goal emerges. These are all related with the double bottom line (Ridley & Bull, 2011; Pache & Santos, 2012; Smith, 2010). The third reason is defined as prestige. Social entrepreneurs, operating their social enterprise differently from traditional entrepreneurship, change the organizational structure in order to strengthen their perceptions in society and become a trusted enterprise. Following all these reasons, it has been revealed that a new model of social entrepreneurship is preferred.

Additionally, this research shows that the heuristics-values and analytics-gains dimensions provide a conceptual framework to understand and analyse the decision-making mechanisms of social entrepreneurship. In the literature, while there is a lot of discussion about challenges and tensions related to social entrepreneurship, there are relatively few studies on how social entrepreneurs make decisions in these situations (Rossignoli, Ricciardi, & Bonomi, 2018). These studies have often attempted to explain decision-making processes using concepts like bricolage, social bricolage (Gundry et al., 2011; Dorado & Ventresca, 2013), or effectuation (Yusuf & Sloan, 2015). This research sheds light on how and why questions related to the decision-making mechanisms of social entrepreneurs.

The heuristics-values dimensions emphasize that social entrepreneurs often act in accordance with their personal values, experiences, and priorities when making decisions during the founding period. On these dimensions, the subjective assessments and intuitions of entrepreneurs play a decisive role in the decision-making process. During this period, the entrepreneurs' goal is usually to solve a social problem or address a societal requirement. On the other hand, the analytics-gains dimensions represent more analytical and information-based approaches in the decision-making processes of social entrepreneurs. On these dimensions, it is seen that entrepreneurs support their decisions using methods such as needs analysis, financial strategy development, innovative research and impact assessment. This approach usually becomes more apparent in the stages of expanding the growth and impact of social enterprises. The presentation of these dimensions helps us understand how decision-making mechanisms change and evolve at different stages of social entrepreneurship. While the heuristics-values dimensions are dominant in the founding period, the analytics-gains dimensions begin to gain importance in later stages. This transformation reflects the adoption of a more conscious and analytical approach in the decision-making processes of social entrepreneurs as they gain experience and grow.

6.3. Practical Contributions

This article focuses on the tensions that a dual mission brings to social entrepreneurship (Battilana & Lee, 2014). The results of this research contribute to the challenges faced by social entrepreneurs under four main headings. Firstly, there is a focus on the integration between social and commercial activities in core organizational activities. The levels at which social enterprises integrate social and commercial activities are reflected in organizational outcomes and social entrepreneurship models. According to the findings of this research, the goals and activities of social enterprises change over time. The reasons for this change include recognizing the needs, financial challenges, expansion of the target audience, and being open to new ideas. Among these reasons, financial challenges are argued to be related to integration between social and commercial activities. This is because social entrepreneurs, who initially focus on a social mission, find themselves in need of designing a balanced organization model over time. In this case, it was observed that social enterprises initially established by prioritizing incentives, supports, and donations shift their focus on revenue-generating activities over time. Conversely, in social enterprises initially established with revenue-generating activities, it was observed that they start to include goals and activities aimed at benefiting from donations and supports. Awareness of the challenges posed by the dual mission on goals and activities is crucial for social entrepreneurs. This shows the importance of social entrepreneurs developing longer-term strategies from the establishment period. Because changing goals and activities is not as easy as it may seem for social entrepreneurs and may lead to missing out on current opportunities.

One of the tensions experienced in social entrepreneurship arises within the workforce composition. According to this notion, individuals are educated and socialized in a way that they are suitable to work either in the commercial sector or in the social sector. This creates a mismatch between labor resources and the form of social enterprise because finding individuals suitable for the hybrid form is quite challenging. Having employees with multiple identities can also lead to various difficulties. As a result, it has been suggested that future research should explore social enterprises' hiring and socialization policies more extensively (Battilana & Lee, 2014). The findings from this research respond to the mechanisms developed by social enterprises regarding human resources. Accordingly, social enterprises often utilize their close circles and volunteers as human resources in the early stages. Social entrepreneurs with a stronger focus on social mission in the early stages were observed to target competent individuals working in the social sector during this process. However, as the workload increases over time, social entrepreneurs start seeking human resources for positions with defined roles. At this point, social entrepreneurs tend to target human resources more inclined towards operating in the private sector, managing two different logics in their unique way. Here, two different human resources are used for two separate missions. Therefore, instead of hybrid individuals, each type of human resources is evaluated in their respective fields of expertise. This highlights the importance of having a well-planned establishment period. The social entrepreneur should manage the process by recognizing the need for two different human resources for multiple goals and activities. Human resource planning similar to the civil society sector in the early stages can make it difficult to establish balance in a hybrid structure in the future. Therefore, integrated planning of two different human resources, rather than seeking hybrid human resources, is important for social entrepreneurs.

The third tension in social entrepreneurship is experienced in the realm of organizational design. Balancing social and commercial purposes leads to tensions within the organizational structure of social enterprises. When activities are fully integrated, social enterprises operate in a single form, but when full integration is not achieved, different organizational structures emerge. Some studies suggested that future research should examine organizational structures more closely during the balancing of social and commercial objectives in social enterprises. The findings of this research shed light on changes in organizational structure. Because in many social enterprises, it has been observed that the organizational structure changes or new different organizations are established. When the reasons for the changes in organizational structure were examined, two main categories emerge: financial process management and credibility management. Social entrepreneurs, who are more socially mission-oriented in the founding period, generally do not plan for financial processes. However, as the need for financial strategy development arises over time, they encounter the incompatibility of the existing organizational structure. Therefore, social entrepreneurs either change the organizational structure or establish a new form as a second organization. Another reason is engaging in revenue-generating activities. Social entrepreneurs who do not target revenue-generating activities in the founding peirod, may make new decisions to ensure sustainability in the later periods. In this context, new missions added to the social enterprise cause changes in the organizational structure. Finally, in this research, the desire to be a reliable organization, defined as prestige, also causes changes in the organizational structure. The tension created by both social and commercial purposes affects how it is perceived by beneficiaries and customers. Social entrepreneurs, who have difficulty explaining the hybrid organizational structure tend to choose the legal form they believe will be perceived more positively. Especially due to financial management and credibility management, social entrepreneurs change their decision-making mechanisms without sufficient planning. Although they try to select the legal structure that is most suitable for their purposes in the establishment phase, it was seen that social entrepreneurs experience incompatibilities in their organizational models over time. Therefore, it is anticipated that it would be beneficial to communicate with similar social enterprises in the region, share experiences, and have a planned establishment period.

Another tension is experienced under interorganizational relationships. Due to their hybrid structures, social enterprises face some challenges in collaborations. In this regard, Battilana and Lee (2014) have argued that the outcomes of collaborating with actors exclusively from the private or social sectors need to be well understood. They have advocated for future research to examine the evolution of social enterprises in terms of collaboration. This research contributes to the topic by examining collaboration. Throughout the research, two types of collaborations have been observed in social enterprises. The first type is collaborations established for revenue generation. These collaborations, developed to benefit from the competence of the private sector, are particularly seen as necessary for reaching supporters and funders. Another collaboration is developed with the public sector. The primary reason for this collaboration is to consider the permissions required for the activities to be carried out. Additionally, establishing close relationships with the public sector is aimed at achieving legitimacy. Another important finding from this research is related with the collaboration developed uniquely for each institution. It has been observed that social entrepreneurs adapt and use a different language depending on the sectors. Social entrepreneurs use different language and communication styles when interacting with the private sector compared to when they interact with the social or public sector. Although a balanced social entrepreneurship model is important, it can be argued that being closer to one of the missions during the collaboration provides advantages.

6.4. Recommendations for Future Research

Based on the findings of the research, some suggestions are presented for future studies. Firstly, studies focusing on individual agency within the context of OI theory can be increased. This research has revealed that social entrepreneurs dominate different decision-making dimensions during the founding period and thereafter. In this context, studies can be conducted to understand more deeply the roles of social entrepreneurs' in the establishment and development periods. In particular, it will be important to investigate the effects of different decision-making strategies and methods of social entrepreneurs on the long-term performance of organizations.

The findings of the research indicate that the organizational structure, goals and activities, human resources and collaboration models of social enterprises can change. In this context, studies can be conducted to understand which strategies are effective in enhancing the long-term sustainability and effectiveness of social enterprises, and to understand the mechanisms behind these strategies. In addition, research on their practices to evaluate and enhance the capacity of social enterprises to create societal impact will also be valuable. These suggestions can help us gain a deeper understanding of key focus areas of OI theory such as change, individual agency, and institutional change, and better manage the dynamics of organizations in the future.

In the context of imprinting theory, this research, like some recent studies, has shown that IT is not just limited to organizations and that other entities such as individuals, organizations, and networks can also be units of analysis. Future research can further expand the boundaries of imprinting theory by examining how different elements form and influence imprints. One can seek answers to questions like: What is the effect of new units like digital platforms, industrial ecosystems in terms of the formation and change of imprints?

Additionally, this research has demonstrated that individuals' post-formation experiences, in addition to their early life experiences, have a significant impact on imprints. Future research could delve deeper into the effects of individuals' and groups' experiences during the post-formation period on organizational structure, goals and activities, human resources and collaboration. Furthermore, it's essential to investigate how experiences of individuals and groups vary across different sectors and industries. Questions could be asked about the impact of new units such as digital platforms, new media, and industrial ecosystems on the formation and change of imprints.

This research shows that the heuristics, values, analytics and gains dimensions provide a conceptual framework to understand and analyze the decision-making mechanisms of social entrepreneurship. These dimensions used in this research can be repeated with a longitudinal study to compare results. Furthermore, comprehensive research can be conducted to explore the role of the identified dimensions for social entrepreneurs in expanding the growth and impact areas of social enterprises. These research topics can guide future studies in the field of social entrepreneurship and help us gain a deeper understanding of social entrepreneurs' decision-making processes, organizational structures, and societal impact areas.

6.5. Limitations

This research has some limitations. The first one involves sampling limitations. The social enterprises that the research focuses on are limited to those located in Türkiye and the United Kingdom, and some criticisms may be made regarding generalization. However, this research was designed as a case study. it is recommended in the literature to evaluate the suitability of case studies for theoretical implications (Mitchell, 1983; Yin, 1984). The aim of this study is not to propose findings for the general population, but to establish patterns and connections of theoretical significance.

This research can also be criticized in terms of the conceptual discussions it presents for imprinting theory. Through a detailed literature review, new definitions related to imprinting theory have been provided, and it has been argued that imprinting theory has expanded. There have been observed differences between the original roots of IT and expanded IT. However, these expanded concepts may still be subject to debate and can be interpreted differently by different researchers or theories.

Another limitation of this research can be related with the context. The variations of social entrepreneurship in different cultural, legal, and political contexts may limit the general interpretation and application of the research findings. However, examining Türkiye and the UK as two different contexts is considered to enrich the research, rather than comparing similar cases. Additionally, this research for the two contexts was conducted over a certain period of time and did not focus on a time frame long enough to encompass long-term trends in social entrepreneurship. Future research conducting longitudinal studies in different contexts will contribute to making this and similar studies more valuable.

6.6. Conclusion

This research delved into the complexities of imprinting theory in the context of social entrepreneurship and shed light on the dynamic nature of individual agencies' decision-making processes, providing significant insights. Through its presentation of four dimensions- heuristic, values, analytics, gains, and its in-depth analysis of four categories- organizational structure, goals and activities, human resources, collaboration- this study revealed significant insights.

One of the significant contributions of this research is to explain the transformation of institutional structures in social entrepreneurship over time. It is clear that social entrepreneurs initially operate based on values and intuitive thinking, but as they encounter challenges such as financial process management and credibility management, field experience and innovation, and an increase in workload, they transition to more analytical and data-driven decision-making processes. This change not only reflects the adaptability of social entrepreneurs but also demonstrates its impact on the organization.

Furthermore, this study emphasizes the role of individual agency in driving institutional change. Social entrepreneurs play a significant role in shaping the trajectory of their organizations by making strategic decisions aligned with evolving goals and social impact objectives. The findings highlight in detail how experiences, both previous experiences and those gained after the startup phase, influence decision-making processes and organizational outcomes.

In practice, this research highlights the challenges and opportunities inherent in the dual mission of social entrepreneurship. Balancing social impact with financial sustainability is always crucial for social entrepreneurs. From workforce composition to organizational design and interorganizational relationships, social entrepreneurs face multifaceted challenges that necessitate strategic planning and continuous adaptation.

In conclusion, this study not only advances theoretical perspectives within organizational institutionalism and imprinting theory, but also provides applicable insights for practitioners in the field of social entrepreneurship. By bridging theory with practice, it contributes to a more comprehensive understanding of the factors influencing organizational change and evolution.

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APPENDICES

Appendix A. Comprehensive Review of Examined Articles

Authors	Year	Source of imprint	Level of imprint	Imprinting Process	Method	Dependent variable	Context Sample
Kleinhempel, J; Klasing, MJ; Beugelsdijk, S	2022	culture	individual	-culture on parents -parents on individual	empirical quantitative	being self-employed or family worker	second-generation immigrants in the United States and Europe
Clarysse, B; Andries, P; Boone, S; Roelandt, J	2023	founder career	organization	Academic nonacademic institutional logic on venture growth	empirical quantitative	Growth aspirations	a start-up competition in Switzerland in 2017
Li, DY; Jiang, JL; Zhang, L; Huang, C; Wang, D	2022	Early experience	individual	early experiences on corporate strategic decision-making.	empirical quantitative	Corporate environmental responsibility	Chinese firms
Chen, GL; Luo, SQ; Tang, Y; Tong, JY	2023	Early experience	organization	CEOs' pre-career exposure to religion on firms' risk-taking	empirical quantitative	1.Risk-Taking Behaviors 2.Firm Innovation	U.S. publicly listed companies
Munjal, S; Varma, S; Bhatnagar, A	2022	institutional environment	organization	the role of home institutions on determining location choice	empirical quantitative	FDI outflows	FDI outflows from India and China into Africa

Banerjee, S; Karna, A; Sharma, S	2022	political environment	organization	the prior exposure to the Indian independence movement on the export intensity of firms	empirical quantitative	Export Intensity	Indian firms
Liu, H; Luo, JH	2022	political environment	organization	CEOs socialist ideological imprints on firms' employee-related CSR	empirical quantitative	firm's employee-related CSR	private Chinese firms
Zhang, Z; Zhang, BK; Jia, M	2022	Early experience	organization	military experienced executives on firm environmental strategy: firm pollution and environmental innovation	empirical quantitative	1.Firm pollution 2.Environmental innovation	Chinese listed firms of heavily polluting industries
Han, Y; Chi, W; Zhou, JY	2022	Early experience	organization	experience of famine on firms' corporate social responsibility (CSR) activities	empirical quantitative	Corporate philanthropic donation	Chinese public listed firms
Terbeck, H; Rieger, V; Van Quaquebeke, N; Engelen, A	2022	Early experience	individual	formative experience on decision making at the board	empirical quantitative	1.resource allocations to the creation of future new business opportunities 2. firm value	S&P 1500 firms between 2000 and 2012
Wyrwich, M; Steinberg, PJ; Noseleit, F; de Faria, P	2022	Early experience	organization	founders personal history on open innovation	empirical quantitative	R&D cooperation activities	East and West German founders across six sample regions

Yeoh, SB; Hooy, CW	2022	Early experience	individual	previous historical experience on managerial risk taking	empirical quantitative	Managerial risk taking	publicly listed firms in Malaysia
Thakur-Wernz, P; Wernz, C	2022	institutional environment	organization	IPR regime on firm level innovation	empirical quantitative	Propensity to innovate	Indian biopharmaceutical firms
Tripathi, VR; Popli, M; Gaur, A	2022	founders	Organization and team	founders' scientific and spiritual values on the practices of healthcare functionaries of organizations/ teams	empirical qualitative		a voluntary nonprofit organization
Amdam, RP; Elias, AL	2021	political environment	organizational building blocks	roles for men and women in post-World war II on executive education	empirical qualitative		HBS, MIT, Stanford, Penn University
Ru, H; Yang, ED; Zou, KR	2021	Early experience	individual government	past experience (SARS virus) on actions of individuals, investors and Government	empirical quantitative	1.Attention to Covid 19 2.Stock market returns 3.Government actions	165 countries for individual attention 64 countries for stock market returns 155 countries worldwide to governmet actions
Wesley, CL; Martin, GW; Rice, DB; Lubojacky, CJ	2022	career manager	individual	a person's sense of duty on managerial decision making	empirical quantitative	Financial restatements	CEOs that are graduates of U.S. service academies

Hashai, N; Zahra, S	2022	Early experience	organization	founder teams' prior work experience on startup growth	empirical quantitative	growth	Israeli high technology startups
Nykanen, N	2021	political environment	organizational collectives	the impact of the Soviet legacy on contemporary Russian economic geography and regional policy	empirical qualitative		academic literature
Ambos, TC; Tatarinov, K	2022	organizational strategy	organization	scaling through headquarters on an organization's capability for responsible innovation	empirical qualitative		five of the largest UN organizations
Law, KKF; Zuo, L	2021	Economic environment	individual	recession on professional conduct of financial advisors	empirical quantitative	Misconduct	Financial advisors in US
Alexy, O; Poetz, K; Puranam, P; Reitzig, M	2021				empirical qualitative		eight young IT ventures
Liou, RS; Lamb, NH; Lee, K	2021	culture	organization	culture dimensions (power distance Individualim /collectivism Masculinity/ feminity Uncertainty avodiance) on corporate social responsibility performance	empirical quantitative	CSRP Strength, concern, and net scores	cross-border acquisitions in the United States

Popli, M; Raithatha, M; Fuad, M	2021	history of the organization	organization	history of a firm on organizational performance	empirical quantitative	persistence of superior performance	Indian manufacturing firms
Roche, MP; Conti, A; Rothaermel, FT	2020	career	organization	academic and non-academic founders on new venture performance	empirical quantitative	Outcomes for startup Patents, Funds, VC & liquidity event	US startups operating in biomedicine
Albu, N; Albu, CN; Apostol, O; Cho, CH	2021	political environment	organization	the transition from a communist ideology on the free market economy on social and environmental reporting (SER) practices	empirical qualitative		Various stakeholders in Romania
Bourmault, N; Anteby, M	2020	Career early experience	individual	expectations formed in a previous job on managerial responsibility (administrative and personal responsibility)	empirical qualitative		Paris subway, the Regie Autonome des Transports Parisiens (RATP)
De Cuyper, L; Clarysse, B; Phillips, N	2020	founders	organization	founders actions, organizational members and new leader on ventures character	empirical qualitative		a social venture in United Kingdom
Ferriani, S; Lazerson, MH; Lorenzoni, G	2020				empirical qualitative		the medical-device industry in Italy

Marquis, C; Qiao, KY	2020	political environment	organization	founder's communist ideological imprint on organization's internationalization strategies	empirical quantitative	Two specific internationalization processes	Entrepreneurs of the Chinese Academy of Social Sciences
Bu, J; Cuervo-Cazurra, A	2020	organization structure	organization	new ventures' informal creation on innovativeness of ventures	empirical quantitative	imitative new product development, innovative new product development	new ventures from 71 emerging economies
Hu, J; Long, WB; Tian, GG; Yao, DF	2020	Early experience	individual organization	Great Chinese Famine experience of CEOs on -CEOs' risk preferences and -financial reporting policies.	empirical quantitative	accounting conservatism score	Chinese companies
Alakent, E; Goktan, MS; Khoury, TA	2020	organization structure	organization	venture capital (VC) funding on corporate social responsibility	empirical quantitative	the CSR index VC backing	public companies with an IPO in the US
Snihur, Y; Zott, C	2020	founders	organization	founder's thinking patterns and behaviors on business model innovation	empirical qualitative		six new ventures

Akroyd, C; Kober, R	2020	founders	organization	founders who have a commitment blueprint on the design and use of management control systems (MCS)	empirical qualitative		an innovative early-stage technology-focused manufacturing firm
Kasbekar, C	2020	Economic environment	organization	density at founding Competitive experience on mortality for postshock organizations	empirical quantitative	mortality for post shock organizations	The histories of firms from the firearms industry in the Southern United States
Halgin, DS; Borgatti, SP; Mehra, A; Soltis, S	2020	networks	individual	high-status ties on the minds of the individuals who possess the ties and also third-party observers	empirical quantitative	Job prestige attendance	head coaches in NCAA (National Collegiate Athletic Association) basketball
Sarma, SK	2020	organizational strategy	organization	a social motive for microfinance, the intent to engage with the community on Social Enterprises' decision-making process	empirical qualitative		two microfinance organization from India
Bai, XO; Tsang, EWK; Xia, W	2020	institutional environment	individual	prestigious domestic education and foreign education on IPO location	empirical quantitative	IPO location	Chinese private issuers

Erdogan, I; Rondi, E; De Massis, A	2020	history of the organization	organization	product signs, and family values and beliefs on innovation and tradition	empirical qualitative		eight established family firms in Türkiye
Wang, DQ; Du, F; Marquis, C	2019	political environment	organization	experiencing the Cultural Revolution at a young age on local firms securing political appointments	empirical quantitative	Political appointment	760 city mayors across 242 Chinese cities publicly listed firms in China
Hahn, D; Minola, T; Eddleston, KA	2019	career	organization	founder's career on innovative startup's performance	empirical quantitative	sales	Italian innovative startups
Waeger, D; Weber, K	2019	political environment	organization	elite unity and centralization of authority on new logics then on organizational coalitions and governance systems	theoretical		
Uzunca, B	2018	social environment	organization	parent organizations' certain treats on spinoff's learning	empirical qualitative		spinoff and non-spinoff suppliers of an automotive manufacturer parent in Türkiye
Mathias, BD; Williams, DW	2018	founders	organization	entrepreneurs' role transitions on venture growth	empirical qualitative		Entrepreneurs from different industries in US

Siqueira, ACO; Guenster, N; Vanacker, T; Crucke, S	2018	organization structure	organization	prosocial organizing on capital structure	empirical quantitative	Leverage	Flemmish Social Purpose Companies and commercial enterprises
Dobrev, SD; Merluzzi, J	2018	career early experience	individual	the length of tenure with the first employer on strategy (stayers or movers)	empirical quantitative	instance of leaving a job in one organization and assuming another job in a different organization	all alumni of a major U.S. business school
Micelotta, E; Washington, M; Docekalova, I	2018	culture gender	organization	cultural values, beliefs, norms and orientations associated with gender on new ventures' endeavors	empirical qualitative		USA sports industry
Kwon, SW; Ruef, M	2017	Economic environment	individual	labor market conditions on the entrepreneur's career	empirical quantitative	entrepreneurial founding and earnings from entrepreneurship	National Longitudinal Survey of Youth
Huynh, T; Patton, D; Arias-Aranda, D; Molina-Fernandez, LM	2017	Teams	organization	capabilities and networks of founding teams on the performance of university spin-offs beyond incorporation	empirical quantitative	financial, operational and market performance	Spanish university spin-offs
Wei, YF	2017	organization structure	organization	socialist and market logic on board composition	empirical quantitative	board composition	P. R. China-registered state-owned firms

Ellis, S; Aharonson, BS; Drori, I; Shapira, Z	2017	Economic environment	organization	competitive environment/ cooperative environment on entrepreneurial proclivity of next generation	empirical quantitative	Entrepreneurial proclivity:	firms in the Israeli ITC industry
Bianchi, EC; Mohliver, A	2016	career	individual	economic conditions at the beginning of a CEO's career on corporate misconduct	empirical quantitative	backdating	CEOs who attained their highest degree from U.S. universities, served as CEOs of a publically-traded company
Lippmann, S; Aldrich, HE	2016	social environment	individual	generational units on entrepreneurial orientation	theoretical		
Han, Y; Zheng, EY	2016	organization structure	organization	SOEs' socialist founding imprints on CSR performance	empirical quantitative	firms' actual spending on labor and environmental	Manufacturing firms in China
Oertel, S; Thommes, K; Walgenbach, P	2016	political environment	organization	institutional founding environment on organizational success	empirical quantitative qualitative	organizational failure	Experts in Germany Private firms founded in the German Democratic Republic (GDR)
Guenther, C; Oertel, S; Walgenbach, P	2016	founders	organization	founder exits and entry of a new team member on firm survival	empirical quantitative	Venture closure	New ventures in Germany

Ercek, M; Guncavdi, O	2016	founders	organization	the entrepreneur's subsequent imprints on the BG's routines	empirical qualitative		Turkish business group
Battilana, J; Sengul, M; Pache, AC; Model, J	2015	founders teams	organization	a founding team's early emphasis on accomplishing the organization's social mission, and economic productivity on social performance founder's imprint on hiring patterns, organizational systems and processes	empirical quantitative qualitative	Social Performance	the work integration social enterprise (WISE) in France
Pieper, TM; Smith, AD; Kudlats, J; Astrachan, JH	2015	founders	organization	founders value on firm simple rules with mutual monitoring on long term survival	empirical qualitative		Multifamily firms
Judge, et al.	2015	Comparative study Strategic choice theory and imprinting			empirical qualitative	Organizational Capacity for Change	IPOs in 18 economies

Breugst, N; Patzelt, H; Rathgeber, P	2015	founders teams	organization	entrepreneurs' decisions at firm foundation on firm's development	empirical qualitative		Incubator startups located in a European metropolitan area
Jaskiewicz, P; Combs, JG; Rau, SB	2015	history of the organization	organization	the family's rhetorical reconstruction of past entrepreneurial achievements or resilience on transgenerational entrepreneurship	empirical qualitative		German wineries
Mathias, BD; Williams, DW; Smith, AR	2015	early experience	individual	entrepreneurs' formative experiences on entrepreneurial decision	empirical qualitative		Entrepreneurs in US
Simsek, Z; Fox, BC; Heavey, C	2015	a systematic review			theoretical		119 imprinting studies
Suddaby, R; Bruton, GD; Si, SX	2015				theoretical		
Tilcsik, A	2014	history of the organization	individual	organizational munificence on individual job performance	empirical quantitative qualitative	individual job performance	professionals in two information technology services firms
Perkmann, M; Spicer, A	2014	Organizational bricolage			empirical qualitative		Indymedia London

Bryant, PT	2014	founders	organization	founders' autobiographical memory on the organization's routines, artifacts, and memory stores	theoretical		
Hsu, DH; Lim, K	2014	founders	organization	founders' knowledge brokering on organization's innovation performance	empirical quantitative	Firm's innovative performance	Biotechnology firms in U.S.
Han, Y; Zheng, EY; Xu, MY	2014	organization structure	organization	Socialist institutional logics on social insurance policies	empirical quantitative	Social Insurance Provision	manufacturing firms in 12 Chinese cities.
Boari, C; Riboldazzi, F	2014	Teams	individual	shared imprinting between a broker's entrepreneurial team and receiving partners on the emergence of any brokerage role.	empirical qualitative		a small Italian comics publishing house
Aschhoff, B; Grimpe, C	2014	social environment	individual	localized or personal peer effect on the scientist's involvement with industry	empirical quantitative	a scientist's involvement with industry	academic scientists working in the field of biotechnology in Germany
Kipping, M; Usdiken, B	2014	A systematic overview			theoretical		

Tornikoski, E; Renko, M	2014	founders	organization	the initial decisions of the entrepreneurs regarding their opportunities on the timely emergence of an organization	empirical quantitative	Time to emergence	nascent entrepreneurs in USA
Yin, SJ; Lu, FM; Yang, Y; Jing, RT	2014	New survival threats Institutional environment	organization	new survival threats on new imprints with new short sensitive periods	empirical quantitative qualitative		A state-owned enterprise in China
Bianchi, EC	2013	Early experience	individual	earning a college or graduate degree and entering workforce in a recession or an economic boom on job satisfaction	empirical quantitative	Job satisfaction	Individuals from Surveys in US
Croce, A; Marti, J; Murtinu, S	2013	organization structure	organization	VC's exit on Firm performance	empirical quantitative	TFP growth and partial (labor and capital) productivity growth	entrepreneurial firms operating in seven European countries (Belgium, Finland, France, Germany, Italy, Spain, and the United Kingdom)
Marquis, C; Tilcsik, A	2013	critical review			critical review		

Leung, A; Foo, MD; Chaturvedi, S	2013	Teams	organization	shared prior organizational experience of core team members on HR values	empirical quantitative	HR Core values, Distinctiveness, Internal consistency	Companies in high-tech sector in Singapore
Greve, HR; Rao, H	2012	organization structure	Environment Culture	the early founding of a nonprofit on collective civic action	empirical quantitative	an indicator of founding a cooperative association in a commune in the focal year.	communes in Norway
McEvily, B; Jaffee, J; Tortoriello, M	2012	networks	organization	partners’ İmprinted Professional ties on firm’s growth rate	empirical quantitative	firm growth	the law firms and lawyers in Nashville
Colombo, MG; Piva, E	2012	founders	organization	founders’ genetic characteristics on the internal investments of scientific, commercial and technical functions.	empirical quantitative qualitative	internal investments, educated technical personnel, technological alliances	academic and nonacademic new technology-based firms (NTBFs) in Italy

Fauchart, E; Gruber, M	2011	founders	individual	founders' self-conceptions on three strategic decisions: the market segment(s) served, the customer needs addressed, and the resources and capabilities deployed to produce the firms' offering(s)	empirical qualitative		founders of young firms in sports-related equipment industry in West European Alpine region (Switzerland, Germany, and France).
Marquis, C; Huang, Z	2010	political environment institutional environment	organization	founding branching policy and political culture on banks' development of capabilities	empirical quantitative	Bank acquisition	all U.S. commercial banks that existed between 1978 and 2001
Dobrev, SD; Gotsopoulos, A	2010	Economic environment	organization	market entry in the early years of industry on Survival chances for new firms	empirical quantitative	Survival (Industry exit, Exit to another industry, firm failure)	US automobile manufacturers
Milanov, H; Fernhaber, SA	2009	networks	networks	the network size and centrality of a new venture's initial alliance partner on the subsequent size of the new venture's network.	empirical quantitative	New venture network size	new ventures in the biotechnology industry in the US

Beckman, CM; Burton, MD	2008	teams	Organization individual	founding team's prior functional experiences on subsequent top manager backgrounds	empirical quantitative	(1) functional organizational structure, (2) team member functional experience, (3) firm out comes	entrepreneurial high technology firms in California's Silicon Valley
Johnson, V	2007	The agency-based approach founder			empirical qualitative		Paris Opera
Burton, MD; Beckman, CM	2007	history of the organization	individual	the legacies left by the first incumbents of particular functional positions on the turnover rate of successors	empirical quantitative	the turnover	entrepreneurial high-technology firms in California's Silicon Valley as part of SPEC.
Marquis, C	2003	technology	networks	the social technology on contemporary network structures	empirical quantitative	local network connection	51 largest U.S. community network systems
Baron, JN; Hannan, MT; Burton, MD	1999	founders	organization	gender mix on bureaucratization/the administrative and managerial intensity	empirical quantitative	Managerial Intensity	young technology start-up companies in California's Silicon Valley
Boeker, W	1987	Early experience	organization	prior experience of entrepreneur on organizational strategy	empirical quantitative qualitative	Organizational strategy	merchant semiconductor firms in the US

Appendix B. Participant Information and Consent Form

Title of the research: Understanding change in organizations: How multiple imprints evolve in social enterprises?

Researcher: Ülkü N. Aktaş

Location of the research: Ankara Social Sciences University and Cardiff University

PARTICIPANT INFORMATION AND CONSENT FORM

Dear Participant,

The purpose of this research is to understand the development process of social enterprises, specifically in the context of hybrid organizations. A comparison will be made between Turkey and the UK& Ireland. Therefore, Ashoka Fellows have been selected as the sample for the research. Data will be collected through online interviews with the participants using semi-structured interview forms. The interview will last between 45 to 60 minutes, and will include personal questions as well as comparative questions about the period when the social enterprise was founded and its current state.

Participation in this research is entirely voluntary and participants may refuse to participate or withdraw from the study at any time during or after the interview. Data from participants who withdraw or are removed from the research by the researcher will not be used. However, once the data is anonymized, it will not be possible to withdraw from the research. All information obtained from participants will be kept confidential, and the privacy of personal information will be protected when the research is published.

Data obtained during the interview will only be kept in the researcher's archives and will not be used anywhere else other than the researcher's doctoral thesis and publications derived from it.

After the interview, there may be a request for document sharing related to the social enterprise in which the participant is involved, and in cases where the research is incomplete, further communication may be requested.

You may review the questions below or email AktasUN@cardiff.ac.uk for more information.

Thank you for your consideration.

What is the purpose of conducting this study?

The researcher is conducting this study as part of their doctoral research in the field of Management and Organization. She is studying organizational theory and focusing on the imprinting hypothesis in the context of hybrid organizations and social entrepreneurship. The researcher has been accepted to Cardiff University as a TUBITAK scholar. For her research, she will be comparing Turkey and the UK and collecting data through online interviews with Ashoka Fellows.

If I say yes to participating in this study and have the interview now, but later on, I decide to withdraw from the study, what will happen?

During or after the interview, the participant has the right to withdraw from the study if desired. However, once the analysis of the research is completed and the thesis is published, it will not be possible to withdraw.

Who will see the information about me?

The data collected from the participants in the research will be kept completely confidential, and the data and identity information will not be matched in any way. The analysis portion of the research can be shared with interested parties before it is published.

Can participating in this study be bad for me in any way?

There is no question in the study that will portray the participant or the relevant social enterprise in a negative way. Therefore, it is not considered that there is any risk expected for you in the research.

Will participating in this study help me in any way?

Participants will not directly benefit from participating in the research, but they will have the opportunity to make their own assessments while answering the questions. Ultimately, it is believed that the results obtained from this study can be used for the benefit of other people, and supporting a scientific research can be beneficial for you as well.

What should I do if I have more questions?

When you have questions, you can contact the researcher at any time.

AktasUN@cardiff.ac.uk

Appendix C. Semi Structured Interview Questions

Title of the research: Understanding change in organizations: How multiple imprints evolve in social enterprises?

Researcher: Ülkü N. Aktaş

Supporting Organizations: Social Sciences University of Ankara, SPARK (Cardiff University) and TUBITAK Türkiye

Dear participant, I will be conducting this interview as part of my PhD research. I would like to assure you that all the information you provide will be treated with strict confidentiality and anonymity. The data you provide will be used solely for the purpose of this research and will not be shared with any third parties. Your privacy is of utmost importance, and I appreciate your participation in this study.

About Organization

1. Can you provide briefly the story of your organization?
2. What is the legal structure of the organization?
3. In which stage do you think your organization is currently at?

Founding Stage	Development stage	Growth stage	Internationalization stage	(Other)

Founding Period and Current Stage

4. Please answer the following questions considering the current stage and founding period of your enterprise.

	Yes	No	Details
Are there any differences between the goals and objectives set during the founding period of your enterprise and the goals and objectives set at the current stage?			(ex: Transition from non-profit to for-profit, Expansion or diversification of activities, Transition from volunteer-based to professional workforce, Change in target audience or beneficiaries…)
Has there been any change in the organizational structure since founding period?			(ex: Transitioning from an association to a Ltd company)
Are there any differences between the activities/events conducted during the founding period and the activities/events you are currently conducting?			(ex: Transitioning from providing services for free to making them fee-based…)
Has there been any change in the recruitment process since the founding period?			(ex: Establishing HR department, changes in the methods of personnel selection…)

5. Do you have any plans for changes related to the above-mentioned topics in the next year?

Hybrid Organizations

6. Does collaborating with different sectors, having diverse expectations, and pursuing both social and financial goals create

challenges for your organization?

7. In order to maintain a balance between social and financial goals during the pursuit of both, what measures do you take?
8. Are you experiencing any challenges in generating financial resources?

Thank you for your support!

Appendix D. The Codebook

	Category	Sub-category	Codes	Definitions	Examples from Transcripts
	Change in the Goals and Activities		Change in the Goals	Changes in the goals set during the founding period.	"The idea of generating income, which was not previously included in our goals and objectives, was also added. "
			Change in the Activities	Conducting additional activities alongside those initially established during the founding period.	"We transitioned from offering services in a single area to a tripartite structure this year. Crowdfunding and education categories have also been added."
	Reasons for Change in the Goals and Activities		Recognizing the Needs	The recognition of needs as a result of activities conducted in the field.	"And again, there is a significant gap in that field, with teachers expressing a lot of demand based on all the research and observations we have conducted in the field. So, field knowledge is valuable, precious, you know, and we are just starting to realize its importance anew. So, when it comes to giving advice based on this, we're just beginning to tap into it."
			Financial Challenges	Changes made due to financial difficulties.	"We aim to prioritize financial sustainability in our new activities. So, in order for us to amplify the social impact

Goals and Activities		**Field Experience**			we've created, we need to do this in a profitable manner."
			Expansion of Target Audience	Changes resulting from the growth of the target audience.	"Especially after the expansion of our target audience, we found that our existing structure was no longer capable of providing these services. Therefore, we opted to expand our services by establishing an entirely new entity and adding two additional main objectives to our existing ones."
		Innovation	Being open to new ideas		"Later on, we decided to change this because we observed that certain things were happening, which were actually quite fair ecologically and socially. However, individuals didn't perceive themselves in that light. They didn't see themselves as very ecologically or socially fair because the practical level was not high enough. Just being sensitive wasn't enough for them. Moreover, there are also those who are willing but don't know how to be ecologically and socially fair. They want to participate but don't know how. They need to learn. Therefore, in order for us to truly become a transformative institution, we discovered that we need to be more inclusive, more encompassing,

					and transformative. As a result, we changed our system."
Organizational Structure	**Change in the Organizational Structure**		Change in Organizational Structure	Legal changes in the organizational structure.	"In this structure that we initially started as an initiative during the founding period and for long years, we are now continuing as a legal entity."
			Change in Organization's Name	Legal change of organization name.	"... remained as a name that didn't define the work we do. We preferred to use a name that better represents us."
		Financial Processes Management	Financial Strategies	Planning and implementation of organizational financial processes.	"After a while, we decided that it was necessary for there to be a legal entity to manage these major sponsorships."
			Revenue Generating	The organization generating its own income, not only through donations and grants.	"I can say this about generating income: yes, ... can develop various service products through the economic enterprise and generate income. But it will still be done as a social enterprise. We may need

	Reasons for Changes in the Organizational Structure				employees for that income. It can be transferred there after a while. Then it will try to increase its impact with profit."
		Credibility Management	Prestige	The desire to be perceived as a beneficial and trustworthy organization in the eyes of the community.	"I started as a sole proprietorship. It wasn't considered very secure in TR. The perception was negative. For prestige, it became Ltd. in 2008. When setting up the smart village, we separated it as Ltd. as well. Thinking of going public in the future, we also opened the A.S. in 2015."
	Social Entrepreneurship		Subsequent Awareness	Defining oneself as a social entrepreneur not at the founding period, but later on.	"I didn't know what a social enterprise or entrepreneurship was. I started a business that benefited everyone. They were telling me to increase the parts that bring in money and close the parts that take it away, but it didn't sit right with me."
			Challenges	Challenges about legal structure.	"For instance, when we asked for money in exchange for the services we provided, it was frowned upon because we talked more about social impact."
			Lack of Legal Definition/ Confusion about Legal	The absence of an appropriate definition for the intended structure or	"Since we don't have a legal equivalent, some call it a social enterprise association, some a foundation, some a cooperative, and some a company. Ours is this.

			Definition Confusion	the insufficient legal frameworks	Actually, none of them fully align with the logic."
Human Resources	**Human Resources**		Volunteers	Individuals who work without pay for an organization or event.	"We always had volunteers. One of our friends XXX, was responsible for volunteers because she handled volunteer requests from schools. There was an incredible demand. Within the first two years, we had 55 student clubs. The friend who founded that group has been working with us since graduating."
			Close Circle of Friends	The close circle of friends involved and worked in the establishment phase.	"We also assembled our own network. For instance, a friend who we knew offered to design the logo. Another friend said they would make the T-shirts. With such in-kind support, another friend became a volunteer lawyer."
	The reason for the change in human resources		The Increase in Workload	The increase in workload due to the diversification and expansion of activities.	"For certain tasks, we needed a general coordinator, someone for verification, and someone for volunteer coordination. We managed these based on increasing demand and needs coordination over time. Now, communication is one leg, projects

					are another important leg. Volunteerism is still an important leg, like expanding internationally. The structure evolved into something like a 6 or 7-departmental setup."
	Financial Processes		Balanced Organizational Model	Balancing Social Impact and Revenue Generation	"We allocate the income obtained in accordance with our current legal structure to our main activities. If there is a surplus, it is reinvested in our budget for these activities. Since these details are determined in our business model, we do not encounter any problems."

Curriculum Vitae

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Education

February- August 2023 **Cardiff University**
Researcher / Business Studies

2020- 2024 (June) **Social Sciences University of Ankara**
Management and Organization

2008 – 2010 (June) **Corvinus University of Budapest**
International Relations (MA)

2004 – 2010 (February) **Middle East Technical University**
Political Science and Public Administration

Professional Experience

07/2018 - …	**SOCIAL SCIENCES UNIVERSITY OF ANKARA**
	Lecturer/ Assistant Manager at Social Innovation Research Center
09/2019 - …	**TECHNOLOGY POLITICS and INNOVATION MANAGEMENT, Master Program**
	Graduate Program Coordinator
12/2013- 07/2018	**TÜRKİYE HALK BANKASI A.Ş.**
	Credit Allocation Specialist at Headquarters
07/2009-08/2011	**TURKISH METAL UNION**
	Foreign Relations and Project Department, Expert

Book Chapters

International

- Giderler, M. E., & Aktaş, Ü.N. (2021). Social Innovation in the Public Sector. In H. Kawamorita & A. Salamzadeh (Eds.), Inter-Disciplinary Entrepreneurship and Innovation Studies (pp.4783). İstanbul: Efe Academy.

Articles

Aktaş, Ü. N., & Akdeve, E. (2024). Türkiye'de Sosyal Girişimcilik Ve Gelişim Süreci. Öneri Dergisi, 19(61), 164-185.

Aktaş, Ü. N., Giderler, M. E., & Akdeve, E. (2023). Sivil Toplum Sektöründe Yeni Örgütlenme Modeli: Sosyal Girişimcilik. Öneri Dergisi, 18(60), 561-581.

Papers Presented at Conferences

International

- Aktaş, Ü.N., Giderler, M.E. and Akdeve, E. (2019), "The Perception of Social Innovation in Public Sector: A Research on Central National Authorities and Ministries in Turkey", International Conference on Education, Psychology, and Social Sciences, 22-24 August 2019, Tokyo, Japan.
- Giderler, M.E., Aktas, Ü.N. and Akdeve, E. (2019), "Social Innovation in Public Institutions – Its Drivers and Challenges: A Case Study of Social Innovation in Turkey", International Conference on Business, Big-Data, and Decision Sciences (ICBBD), 22-24 August 2019, Tokyo, Japan.
- Aktaş, Ü.N. and Çalık, D. (2018), Postmodern Advertising: New Advertising Approaches in The Postmodern Era" Eurasian Journal of Social and Economic Research.

Courses Given

- Entrepreneurship and Innovation Management, undergraduate course at ASBU, 2021-2022 spring, 2022-2023 fall and 2023-2024 fall.

Research Project Experiences

- 2023- … TÜBİTAK 3005 Civil Society Sector and Social Impact: An Innovative Model in Social Impact Assessment CSS-SIA, scholar.
- 2023- … ASBU Interdisciplinary Social Sciences Research Infrastructure, financed by the Presidency's Strategy and Budget Department, researcher.
- 2023- 2024 Support Social Cooperative BERI, Toward Sustainability through Operational Clinics and other Capacity Building Activities Project, financed by EU and supported by World Bank, researcher.
- 2020- 2022 Ankara Social Innovation Youth Center, supported by Ankara Development Agency, social innovation expert.

- 2020-2021 ASBU-SIM Impact Lab Research Project, supported by Ankara Development Agency, researcher.
- 2020-2021 Research on Strategy Document for Civil Society, supported by Ministry of Interior, researcher.
- 2019-2020 Developing a Strategic Plan for NGOs in Turkey, supported by Ministry of Interior, researcher.
- 2019-2020 Ankara Social Entrepreneurship and Social Innovation Network Research Project, supported by Ankara Development Agency, researcher.
- 2017-2019 Social Innovation at Public and Social Impact Analyses Project, Social Sciences University of Ankara Coordination Office for Scientific Research Projects, researcher.
- 2008 Eastern and Southeastern Anatolia Socio-economic Status Research Project, Hacettepe University, Adıyaman, Mardin, Şırnak, Hakkari Region, researcher.

Fellowships

- Tubitak 2214 Scholarship, researcher at Cardiff University, Social Science Research Park (SPARK) and Business Studies (2023)
- Graduate scholarship from Corvinus University of Budapest for 2 years.