

WHAT IS THE POTENTIAL FOR HAPPY TOSTI TO ENTER A NEW MARKET IN GERMANY AND THE UNITED KINGDOM?

Final project for Happy Tosti



By

Paulien Verburg

15076075- ES4

Supervisor: T. van der Spek

8 January 2019

Word count: 18.789

The Hague University of Applied Sciences

Academy of European Studies, faculty Management and Organization

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom? *Paulien Verburg*

Executive Summary

Social enterprises have become an important component in the economies of many countries. The purpose of this research is to provide crucial information that can help Happy Tosti expand to a new potential market environment. The research is conducted in two specific markets: Germany and the United Kingdom. Data is obtained from semi-structured interviews and desk research. The interviews consist of conversations with professionals who all work in the social enterprise field in Germany and the United Kingdom. Desk research is conducted by existing literature reviews and country reports. For the present research, the ecosystem theory of Bloom and Dees is adopted. In order to answer the main research question: "What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?" research on the theory of change, an investigation of the environmental conditions and players in Germany and the United Kingdom is carried out.

After the main findings are presented to the owners of Happy Tosti, ranking sheets are used to supplement the written advisory report. It appears that both countries can be considered potential markets for the Happy Tosti approach. However, the research on the United Kingdom yielded more in-depth knowledge about all factors related to the ecosystem theory. In addition, the public and private support in the United Kingdom was determined to be more relevant for Happy Tosti. Financial support was a crucial factor in the determination. Analysis of the results indicates that Happy Tosti should enter the market of the United Kingdom. Considering the approach that was adopted by Happy Tosti, the United Kingdom proves to be the country most experienced in the approach of social enterprises such as Happy Tosti.

Table of Contents

1. FIGURES AND TABLES	VI
2. INTRODUCTION	1
2.1. SETTING THE SCENE	1
2.2. THE RESEARCH PROBLEM	1
2.3. THE RESEARCH APPROACH.....	2
2.4. SCOPE AND LIMITATIONS	3
2.4.1. <i>Research Report</i>	3
2.5. REPORT STRUCTURE.....	3
3. THEORETICAL FRAMEWORK.....	4
3.1. DEFINITION OF SOCIAL ENTERPRISE.....	4
3.1.1. <i>The Case of Happy Tosti</i>	5
3.1.2. <i>Employment Model</i>	6
3.2. LITERATURE ON ECOSYSTEMS	7
3.2.1. <i>Porter's Five Forces Model</i>	7
3.2.2. <i>Moore's Business Ecosystem Model</i>	9
3.2.3. <i>Ecosystem Theory of Bloom and Dees</i>	9
3.2.4. <i>PESTEL Analysis</i>	10
3.2.5. <i>Selection of Ecosystem Analysis</i>	11
3.3. IN-DEPTH UNDERSTANDING OF THE BLOOM AND DEES ECOSYSTEM ANALYSIS	13
4. METHODOLOGY.....	14
4.1. RESEARCH APPROACH.....	14
4.2. RESEARCH STRUCTURE.....	15
4.3. RESEARCH METHODS	19
4.3.1. <i>Secondary Data</i>	20
4.3.2. <i>Primary Data</i>	20
5. EMPIRICAL FINDINGS.....	22
5.1. THEORY OF CHANGE.....	22
5.1.1. <i>What does Happy Tosti want to accomplish?</i>	22
5.1.2. <i>How does Happy Tosti want to accomplish international impact?</i>	23
5.1.3. <i>How will an increase in Happy Tosti locations make society a better place?</i>	23
5.1.4. <i>Why will Happy Tosti locations lead to change?</i>	23
5.1.5. <i>What is the future perspective of Happy Tosti over the next five years?</i>	24

5.1.6.	<i>Limitations</i>	24
5.2.	ECOSYSTEM ANALYSIS ON GERMANY	24
5.2.1.	<i>Environmental Conditions</i>	24
5.2.2.	<i>Players</i>	30
5.3.	ECOSYSTEM ANALYSIS OF THE UNITED KINGDOM	37
5.3.1.	<i>Environmental Conditions</i>	37
5.3.2.	<i>Players</i>	44
6.	ANALYSIS	52
6.1.	STRUCTURE OF THE ANALYSIS	52
7.	CONCLUSION	62
7.1.	ANSWERING THE SUB-QUESTIONS	62
7.2.	ANSWERING THE MAIN QUESTION	64
7.3.	LIMITATIONS	65
8.	RECOMMENDATION	66
8.1.	IMPLEMENTATION OF THE THEORY OF CHANGE	66
9.	REFERENCES	67
10.	APPENDICES	75
10.1.	APPENDIX A – INTERVIEW WITH VK	75
10.2.	APPENDIX B- INTERVIEW WITH SB	77
10.3.	APPENDIX C - INTERVIEW WITH NC	79
10.4.	APPENDIX D – INTERVIEW WITH HG	81
10.5.	APPENDIX E – INTERVIEW WITH MK	82
10.6.	APPENDIX F - PRESENTATION HAPPY TOSTI	84
10.7.	APPENDIX G - RANKING METHOD FORM	90
10.8.	APPENDIX H - STUDENT ETHNICS FORM	100
10.9.	APPENDIX I - EUROPEAN STUDIES CONFIDENTIALITY AGREEMENT	102

1. Figures and Tables

Figure 1. Impact of a social enterprise	5
Figure 2. Employment model Happy Tosti	7
Figure 3. Porter's Five Forces.....	8
Figure 4. Business ecosystem	9
Figure 5. Example ecosystem of Bloom and Dees	10
Figure 6. PESTEL.....	11
Figure 7. Indication of the most suitable model.....	12
Figure 8. Research structure in an ecosystem map	15
Figure 9. Bloom and Dees model structure and approach to this research.....	18
Figure 10. Code of social law in Germany	25
Figure 11. Work categories for people in Germany.....	26
Figure 12. Geographical scope of social enterprise in Germany	29
Figure 13 Employment rates of persons with and without disability in Germany	34
Figure 14. Age classification of Happy Tosti customers	35
Figure 15. The threshold amount as determined by the number of employees.....	40
Figure 16. Classifications and numbers of enterprises in the UK	41
Figure 17. Classification of organizations in UK market.....	42
Figure 18. Most popular regions in the UK.....	43
Figure 19. Obstacles for social enterprises in the UK.....	46
 Table 1. Answering sub questions	 15
Table 2. Research methods Germany & UK	19
Table 3. Interviewee's	21

2. Introduction

2.1. Setting the Scene

In 2015, Jasper Kool and Sam Holtus established the social enterprise Happy Tosti, initially called “Tosti van Josti” (Kool & Holtus, 2018). Social enterprises can be defined as operators in the social economy whose main objective is to deliver social impact rather than make a profit (Verloop & Hillen, 2012). The particular business model of Happy Tosti is designed to employ a specific target group with labor limitations or disabilities. The people working in a Happy Tosti restaurant may have different physical and mental disabilities. Happy Tosti provides a learning and work environment to prepare the specific target group for the actual labor market. Moreover, Happy Tosti’s desire is to emphasize the “happy feeling” among customers and employees, in particular by serving organic, healthy, and fair-trade products. The mission of Happy Tosti is described as follows: “Happy Tosti creates an environment for everyone with a labor limitation or disability. In producing the most delicious sandwiches in the world, we will focus on our commitment to quality and services in order to create customer satisfaction. By combining a commercial approach with social involvement, Happy Tosti can conquer the world” (van Houwelingen & van Baalen, 2017).

2.2. The Research Problem

Happy Tosti has recently opened seven restaurants in the Netherlands. Because of the success of Happy Tosti in the Netherlands, the goal of expanding the social enterprise to a new market environment seems realistic (Kool, 2018). This study aims to contribute to the ambitions of Happy Tosti by investigating a potential new market environment. The investigation requires understanding the market potential for establishing a new Happy Tosti location. Two countries have been selected by Happy Tosti to be examined: Germany and the United Kingdom. These two countries are significant to Happy Tosti for several reasons, such as the distance to the Netherlands, the language, the owners’ networks, and business relations (Kool, 2018). In order to examine the possible expansion of Happy Tosti, research in both market environments is important in order to draft a recommendation of which country is most suitable as a new market for Happy Tosti.

In order to best contribute to the body of knowledge required for Happy Tosti to expand into a market, the research question and sub-questions have been shaped in close consultation with Happy Tosti. The following research question had been formulated:

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?

In order to answer the central research question, the following sub-questions are examined:

1. What kind of social enterprise is Happy Tosti?

Every aspect of the Happy Tosti business model must be identified in order to assess the suitability of each market environment for Happy Tosti.

2. What are the environmental conditions in Germany and the United Kingdom as they affect Happy Tosti?

The significant impact on the organizational structures of a potential social enterprise; as well on it's the relationships with others in the social enterprise market makes it essential for Happy Tosti to investigate.

3. Which players exist in the market environments for social enterprises of Germany and the United Kingdom?

The social enterprise model of Happy Tosti must be investigated to indicate which players already exist in the German and English market. In order to answer the central research question, it is important to recognize the players already involved in Germany and the United Kingdom, as they could affect Happy Tosti's market environment.

4. Which ecosystem suits the Happy Tosti approach best: Germany or the United Kingdom?

In order to answer the central research question, the ecosystem analysis of Germany and the United Kingdom will be used to show the most suitable country for Happy Tosti to expand into.

2.3. The Research Approach

This research will provide an ecosystem analysis of the potential for Happy Tosti to enter the German or English market. Both countries will be analyzed in order to compare their market

environments. At the end, a recommendation will be made for the German or English market depending on which country suits the Happy Tosti concept best. To address the central research question, this study adopts the theoretical framework of an ecosystem analysis from Paul N. Bloom and Gregory Dees (2008). Developed by the originators of the theory, this ecosystem analysis departs from an industrial business framework and is a particular analysis on social enterprise markets. It requires dealing with complex social systems involving players in political, economic, physical, and cultural environments. The reason that this framework was chosen is because traditional frameworks did not provide enough information. This research will be conducted within an ecosystem framework, which contains a suitable mapping structure which helps to identify the German and English market environments and all of the players and environmental conditions involved in each (Bloom & Dees, 2008).

2.4. Scope and Limitations

The theoretical lens of this research will be focused on the expansion of Happy Tosti through an ecosystem mapping exercise in Germany and The United Kingdom. The research is geographically limited. The potential markets were selected by Happy Tosti, these countries were preferred because of accessible languages and established networks and business relationships (Kool, 2018).

2.4.1. Research Report

This research report is a market analysis, which can be considered as a first step in realizing market expansion for Happy Tosti. It does not incorporate marketing strategies for Happy Tosti. Also, operational actions are not included in the market analysis of this research report. However, these could be included in later phases of research for Happy Tosti.

2.5. Report Structure

The report is divided into five sections. First, the theoretical framework of an ecosystem model will be presented. Second, the methodology used for this research will be elaborated upon. After that, ecosystem-mapping structures for Germany and the United Kingdom will be described. Fourth, the results of the ecosystem mapping research will be presented to the owners of Happy Tosti. Fifth, an analysis on the findings of the Happy Tosti owners and the ecosystem mapping theory will be

presented. Finally, the research conclusions and the recommendations for Happy Tosti will be presented.

3. Theoretical Framework

This section will discuss the theoretical framework that will be used to answer the sub-questions and the central research question. The central question of this research is as follows:

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?

In answering the central research question, the following sub-questions were investigated:

- *What kind of social enterprise is Happy Tosti?*
- *What are the environmental conditions in Germany and the United Kingdom as they affect Happy Tosti?*
- *Which players exist in the market environments for social enterprises of Germany and the United Kingdom?*
- *Which ecosystem suits the Happy Tosti approach best, Germany or the United Kingdom?*

To answer these questions, it is important to define the term “social enterprise” as it is understood in this research. Furthermore, theoretical models should be examined in order to understand the relationship of a social enterprise to the market environment. The following structure has been adopted. First, Section 3.1 explores the literature with regards to definitions of social enterprise and the differences between these and traditional business enterprises. Second, Section 3.2 will explore suitable theoretical models that can be used by Happy Tosti when entering a new market environment. Finally, Section 3.3 will explain the model chosen to answer the central research question.

3.1. Definition of Social Enterprise

This section will explain the definition of social enterprise, which is important to clarify in order to understand the central research question of this research. In addition, understanding the content of a social enterprise is crucial for this research. The phenomenon of social enterprise can be described in multiple forms. Social enterprises exist in different organizational forms, for example, profit or non-profit. The most common form of social enterprise operates as a non-profit organization (Austin, Stevenson, & Wei-Skilern, 2006). According to McKinsey (2011), a social

enterprise can be defined as an organization with the primary goal of delivering social value in a financially sustainable and independent way (McKinsey, 2011). Collaboration between McKinsey and Social Enterprises NL resulted in an annual monitor of social enterprises in the Netherlands. The approaches of social enterprises can be divided into three categories: charities, social enterprises, and traditional businesses (Fig. 1). According to Figure 1, the social value of a charity can be considered as its most important aspect. Charities concentrate on impact only, which means that the effects of activities should be centered on social value. Social enterprises primarily concentrate on impact, that is, the social value impact comes first in the business approach. The financial value of a social enterprise is also considered important. The balance between the social value and the financial value of a social enterprise is crucial. Finally, traditional businesses focus on the financial value. The financial value comes first, but social value can be found in a company allocating a percentage of proceeds to charity (Verloop & McKinsey, 2016).

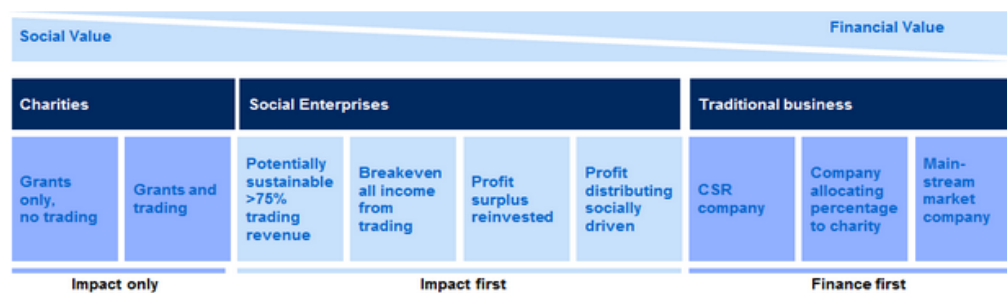


Figure 1. Impact of a social enterprise

3.1.1. The Case of Happy Tosti

In creating a complete definition of the concept of a social enterprise, this research should consider the definition as it relates to Happy Tosti. Kool (2018) says, "A social enterprise does not exist." Every business model of all business models is a traditional business enterprise model. A traditional business enterprise can be considered to be a commercial organization in which the basic elements concern profits. A traditional business enterprise can also have a social commitment or goal towards society. Happy Tosti is a 100% commercial organization in which participation in social activities can be realized for those with labor limitations or disabilities through employment. Happy

Tosti delegates more than 60% of all its working hours to employees with a labor limitation or disability. It could be argued that the definition of social enterprises today is anything but clear. Questions can be raised such as: "How many employees should have a labor limitation or disability?" "How many products should be recyclable in a social enterprise?" "How many plastics need to be diverted from the ocean in order to commit to be a social enterprise?". Social enterprises have become so inclusive that the term is now an immense tent into which all manners of socially beneficial activities fit. Most organizations set some socially orientated goals, but does that make every traditional business enterprise a social enterprise? In the eyes of Happy Tosti owner Jasper Kool, it does not (Kool, 2018).



3.1.2. Employment Model

The literature on the design of a social enterprise describes many models. The mission statement, the level of integration between non-profit and for-profit organizations, and the potential target markets should designate the social enterprise model used. It is important to identify those aspects to realize what the social enterprise will provide in a new market environment (Nicholls & Huybrechts, 2002). According to Alter (2006), the following nine fundamental types of business models for social enterprises can be incorporated: the entrepreneur support model, the market intermediary model, the employment model, the free-for-service model, the low-income client as market model, the cooperative model, the market linkage model, the service subsidization model, and the organizational support model. The employment model is selected for the Happy Tosti business model since the employment model is concentrated on providing job training, living wages, and skill development to the beneficiaries (Alter, 2006). The impact activities of social enterprises working under this model can be identified as acting on the beneficiaries who are in this case the employees working in the social enterprise. The actual customer is not considered to be the beneficiary, although they will be the user of the commercial activities of the employees (Alter, 2006). Other fundamental business models for social enterprises can be excluded since they are not directly connected to the Happy Tosti approach. The particular intention of Happy Tosti to

employ people with labor limitations or disabilities overlaps with the purpose of the employment model. Similarities can be found in providing jobs, training, and skill development to the beneficiaries, namely the employees.

Figure 2 shows an example of an employment model in which the employees are the beneficiaries in the market environment and the customer supports the social enterprise in entering a new market environment.

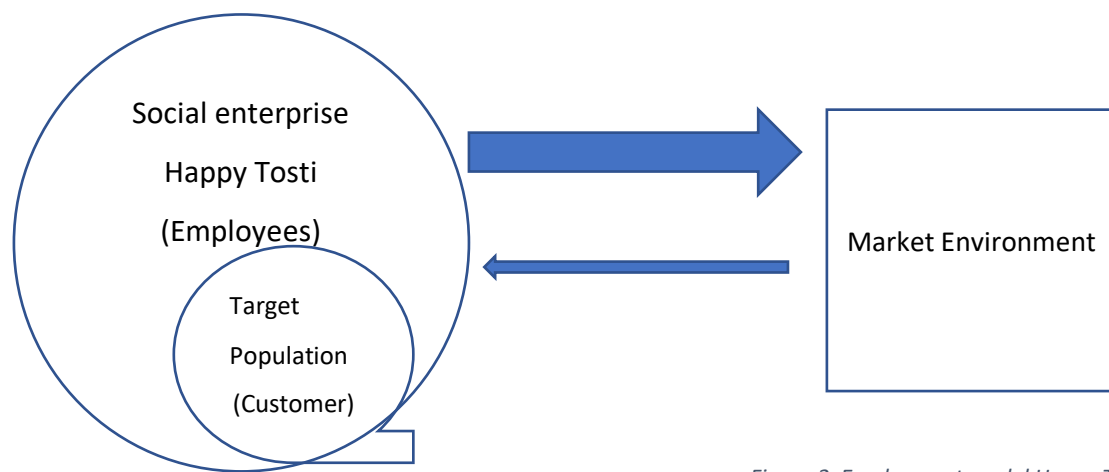


Figure 2. Employment model Happy Tosti

3.2. Literature on Ecosystems

This section will present a literature review on potential ecosystems to analyze a new market environment for social enterprises such as Happy Tosti. Traditional business enterprises have multiple methods for approaching a new market environment. Therefore, it is important to determine the models that correctly fit the central research question. This research concentrates on four theoretical models based on social enterprises, which will be described in the following paragraph.

3.2.1. Porter's Five Forces Model

Michael E. Porter describes "how competitive forces shape strategy" in the Porter's Five Forces model (1940). Porter's Five Forces model is shaped for different industries. It indicates the strongest competitive force and determines the profits of an industry through a standard formulation. The five competitive forces include competition, the threat of new entry, the threat of substitutes, the power of the suppliers, and the power of the buyers, as is shown in Figure 3. The threat of new entrants is dependent on the entry barriers. The entry barriers describe the reaction

of the new market to potential entries and indicate in which the product has affected the industry. Known barriers include, for example, supply economies of scale, demand economies of scale, cost switching, access to distribution channels, and government policies. Besides that, the threat of substitutes, products or services is important to bring up since it is hard to identify, as substitutes are everywhere in an industry. Substitutes limit the profit of an organization if the organization does not comply with ceiling prices, marketing tools, or other means. Furthermore, the power of suppliers captures the value of the organization. The suppliers play a major role in offering an assortment of different products from which the organization can profit. Finally, the power of buyers is indicated by the price sensitivity. Customers are concerned with value, quality, and service, and in the end set the standard price. The aforementioned five forces determine the industry's long-term profit orientation. The insights of a competition analysis for a new market environment could be useful for this research, especially insights on possible entry barriers. However, there is a lack of attention to other actors and environment industries such as governmental institutions, laws and regulations per region, and government and infrastructure (de Swaan Arons & Walewijn, 1999).

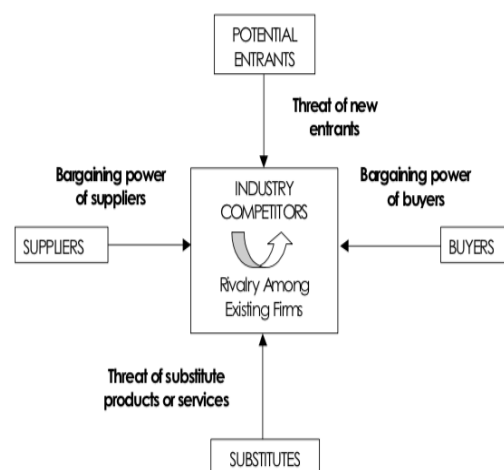


Figure 3. Porter's Five Forces

3.2.2. Moore's Business Ecosystem Model

The second model explains Moore's business ecosystem model. According to Moore (1996), the business ecosystem addresses issues such as the relationship between the community governance systems and industries and markets. The aim of Moore's research (1996) is to replace the concept of "industry" with the term "business ecosystem." The business ecosystem represented by Moore consists of different networks, owners, stakeholders, and powerful influencers such as governmental parties. The ecosystem business model is divided into three stages, which can be seen in Figure 4. The beginning phase is essential to satisfy the customer. Hereafter, the focus will be on the scale-up of the business concept, followed by the leadership stage, which provides balance and security in the business ecosystem. The final phase is a renewed ecosystem approach, in order to cover the evolution of the ecosystem cycle (Moore, 1996). The ecosystem business model is useful for this research because of the focus on building relationships, interactions, and performing on academic business level. The ecosystem business model describes different networks and market environments in which social enterprises can establish themselves.

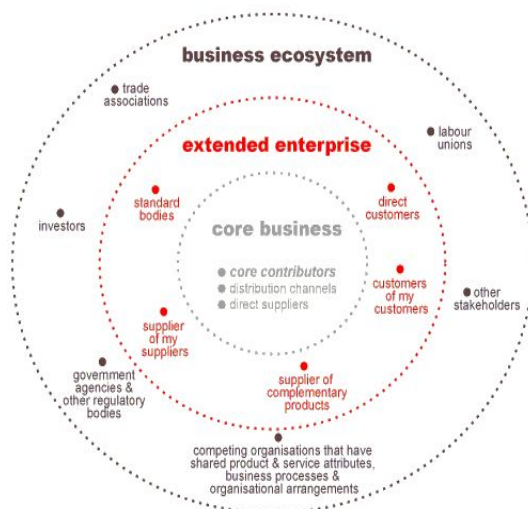


Figure 4. Business ecosystem

3.2.3. Ecosystem Theory of Bloom and Dees

The third model explains the ecosystem theory of Bloom and Dees (2008). The ecosystem theory likens the environment among the organization and the potential competitors, players, and non-market forces that influence the organizations' structure to an ecosystem. The ecosystem model

consists of a mapping structure showing all of the players and environmental conditions involved to analyze the current social enterprise market. Moreover, the ecosystem model of Bloom and Dees is founded on the industrial organization of economic frameworks, associated with Michael Porter of Harvard Business School. In addition, this ecosystem model uses Porter's Five Forces model, which includes the broader environment in which an organization. This ecosystem model is split into two indicators: the environmental conditions and the players involved. By implementing

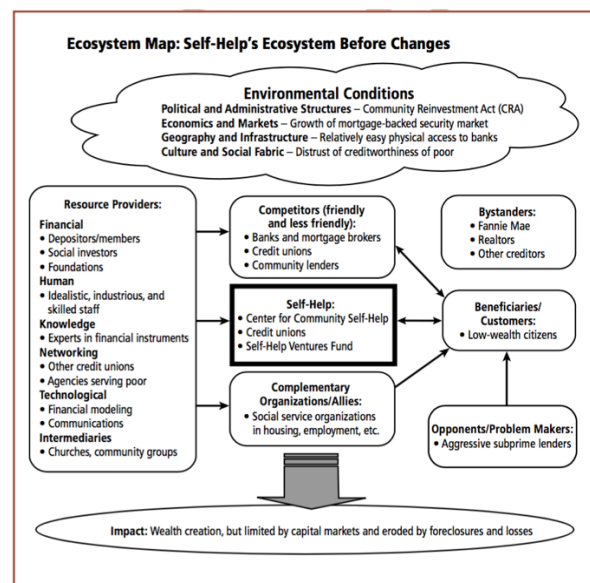


Figure 5. Example ecosystem of Bloom and Dees

the broad perspectives of the environmental conditions and the players, social enterprises can manage complex systems. Social enterprises create long-lasting change in environments. Therefore, the ecosystem model will be useful to manage a complex social enterprise given the broad approach of the model and its use of Porter's Five Forces (Bloom & Dees, 2008). The diagram in Figure 5 is an example of how the ecosystem theory of Bloom and Dees could be executed.

3.2.4. PESTEL Analysis

The last model that will be explained is the PESTEL analysis. The PESTEL analysis has been selected due to its broad coverage of external forces that concern a social enterprise. The PESTEL analysis looks at political, economic, social, technological, environmental, and legal matters, as is shown in Figure 6 (Johnson, Scholes, & Whittington, 2005). The PESTEL analysis is able to identify changes in

the macro environment, successfully monitors the responses of social enterprises to changes in society and has the ability to differentiate organizational competitors. The political factors can be found in the extent to which government and policy have an impact on the organization or industry. The economic factors include aspects such as employment, interest rates, and foreign exchange rates and their impact on an organization's performance and profits. Social factors are examined by identifying trends. Understanding the wants and needs of a customer is crucial. For the technical factors, innovation and development of an organization are investigated. Currently, digital changes can present challenges for an organization in the form of technologies and automation. Finally, the environmental and legal factors describe influences in the surrounding environment. Environmental factors include the impact of ecological matters and legal factors include legal understanding in societies. Overall, the PESTEL analysis offers a broad perspective on an organization's external environment (Oxford College of Marketing, 2016).

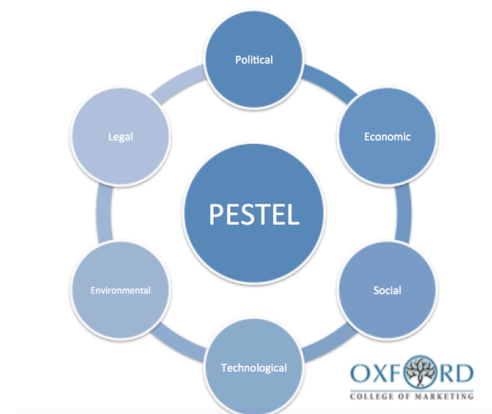


Figure 6. PESTEL

3.2.5. Selection of Ecosystem Analysis

The models mentioned must be evaluated in order to select the one that will answer the central research question properly. The four theories were analyzed in order to select the best model to apply to this research. After analyzing the models of Porter (1940), Moore (1996), Bloom and Dees (2008), and PESTEL (2005), it became clear that all four models could be used in this research. However, Porter's Five Forces does not provide enough attention to other actors, such as resource providers or beneficiaries, and the industry environment. A social enterprise can encounter many environmental issues and challenges. In addition, Porter's Five Forces does not include all the indicators that apply to a successful social enterprise such as Happy Tosti. The business ecosystem model created by Moore includes many value-based indicators such as networks, relationships, and governmental institutions. In addition, Moore's business ecosystem model focuses less on the combination of commercial and for-profit requirements. Generally speaking, the ecosystem model

of Bloom and Dees (2008) is a combined model of economic, competitive, and environmental frameworks. Along with the involved players, the complex system of a social enterprise can be described using this model. The ecosystem model of Bloom and Dees can provide a broad perspective on a social enterprise and can have a last-longing process. Lastly, the PESTEL analysis incorporates the political, economic, social, technological, environmental, and legal factors that can be applied to a social enterprise. Despite the broad perspective of the PESTEL model, it is missing the competitive analysis of the social enterprise market. Figure 7 indicates the most suitable model to use in this research.

	Environmental Circumstances	Involved Players	Competition Analysis	Future Impact	
Porter's Five Forces Model	✗	✗	✓	✓	
Moore's Business Ecosystem	✓	✓	✓	✗	
Ecosystem Theory of Bloom and Dees	✓	✓	✓	✓	WINNER
PESTEL Analysis	✓	✓	✗	✗	

Figure 7. Indication of the most suitable model

To answer the research questions and the sub-questions in this research, the Bloom and Dees ecosystem theory is the best suitable model because it incorporates the complex system affecting a social enterprise such as Happy Tosti. Moreover, Happy Tosti requires a broad perspective on the market environment, a clear overview of the players involved in the market, a competitive analysis, and future perspectives. The other three models do incorporate some of these requirements for answering the research question but are not enough to completely explore the entry of social enterprises into a new market (Bloom & Dees, 2008).

3.3. In-depth Understanding of the Bloom and Dees Ecosystem Analysis

The ecosystem approach is based on the industrial organization economics framework that was created by Michael Porter. The players in ecosystem theory describe the competitive analysis from Porter's Five Forces. Resource providers, complementary organizations and allies, beneficiaries and customers, opponents and problem makers, affected or influential bystanders, and competitors identify the players in the ecosystem model. These players are dynamic in the market. They can take more roles over time, and new players can enter the market. These players need to be identified because they provide help to individuals, organizations, and social enterprises. Furthermore, the ecosystem is analyzed by determining the environmental conditions. These environmental conditions are divided into four categories: politics and administrative structure, economics and markets, geography and infrastructure, and culture and social fabric. The environmental conditions reflect the dynamic nature of a social enterprise and allow potential changes to be anticipated. Thus, the ecosystem model includes every condition of the environment within which a social enterprise operates. It incorporates the Five Forces of Porter on economic analysis with potential actors and non-market forces. This model is particularly made for social enterprises because it includes the complicated system of a social enterprise, comprised of political, economic, cultural, and physical matters. In the end, the ecosystem theory covers long-term outlook and offers the ability for social enterprises to create a self-sustaining approach (Bloom & Dees, 2008).

4. Methodology

This chapter will elaborate on the methodology adopted in order to conduct this research. First, the research approach will be described. After that, the research structure will be explained in order to demonstrate the different factors involved. Finally, the research methods used will be presented.

4.1. Research Approach

The ambition of Happy Tosti is to expand its businesses abroad. This report presents research into the possibilities of two new market environments, Germany and the United Kingdom. As described earlier, these market environments are preferred because of their location, language, the owners' network, and relationships with Happy Tosti. By investigating the commitments to social enterprises of both countries, the current research aims to provide a well-argued recommendation for Happy Tosti. In line with this, the following research question was formulated:

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?

Along with the main research question, several sub-questions were examined. Each sub-question is shown in Table 1 to clarify the research methods and chapters.

- 1. What kind of social enterprise is Happy Tosti?*
- 2. What are the environmental conditions in Germany and the United Kingdom as they affect Happy Tosti?*
- 3. Which players exist in the market environments for social enterprises of Germany and the United Kingdom?*
- 4. Which ecosystem suits best in the Happy Tosti approach, Germany or the United Kingdom?*

Table 1. Answering sub questions

	Method	Chapter & Section
SQ 1	Literature review/ Happy Tosti data	2.1. & 3.1.
SQ 2	Literature review/ Desk research/ Interviews	5.2.1. & 5.3.1.
SQ 3	Literature review/ Desk research/ Interviews	5.2.2 & 5.3.2.
SQ 4	Analysis and the presentation of focus groups for Happy Tosti	6. & 10.6.

4.2. Research Structure

The ecosystem theory of Bloom and Dees was chosen for this research because it best suits the social enterprise market. According to Bloom and Dees (2008), social enterprises should be able to create a mapping system for their own ecosystems. In a mapping system, all of the players and environmental conditions will be included in order to observe which relationships affect the social enterprise (see Figure 8). The first step in creating an ecosystem is explaining Happy Tosti using the theory of change. The theory of change lists a social enterprise's ultimate expected impact along with the path towards that impact (Bloom & Dees, 2008). In order to describe Happy Tosti using the theory of change, the following questions were examined:

1. What does Happy Tosti want to accomplish?
2. How does Happy Tosti want to accomplish international impact?
3. How will an increase of Happy Tosti locations make society a better place?
4. Why will Happy Tosti locations lead to change?
5. What is the future perspective for Happy Tosti in five years?

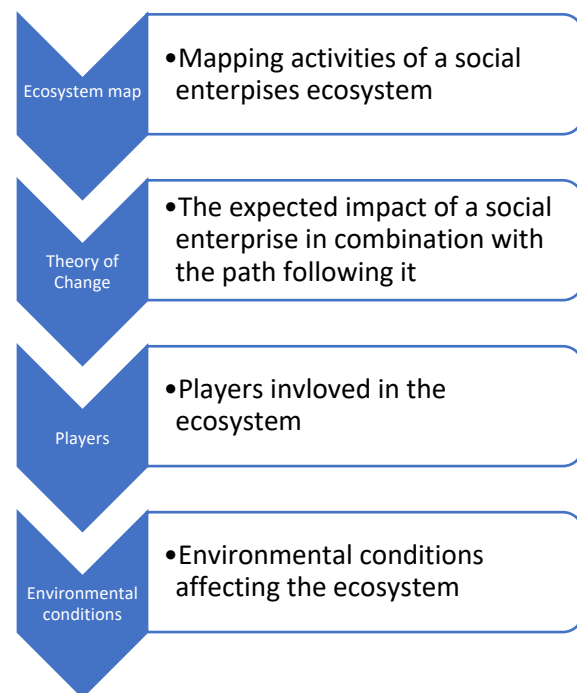


Figure 8. Research structure in an ecosystem map

After describing Happy Tosti using the theory of change, the two most important parts of the ecosystem theory will be explained in terms of their influences on the organization's impact. To begin with, the environmental conditions will be explored. According to Meyerson (2004), exploring the environmental conditions helps in understanding business in international markets and how modifications on the environmental conditions would operate (Meyerson, 2004). Social entrepreneurs are affected by four environmental conditions. The first is the process that involves the rules and regulations under which a social enterprise operates, namely politics and administrative structures. Social enterprises should identify the processes of politics, including aspects such as corruption and political enforcement. Second, economics and markets play an important role in the environment of a social enterprise. The economic development of a country or region affects the social enterprises within it. The third condition is the geography and infrastructure of the location of the social enterprise and the infrastructure of the country in question, such as transportation and communication infrastructure. The last condition is the cultural and social fabric conditions, which cover the norms and values, subgroups, social networks, and demographic trends in a country. The cultural environmental conditions are important factors in the rest of the environmental conditions and indicate a country's culture (Meyerson, 2004).

Ecosystem theory overlaps with environmental conditions – namely, the players. The players in regard to Happy Tosti are divided in six roles (Bloom & Dees, 2008). First, the resource providers include those offering financial resources, human resources, knowledge, networking, and technological resources. Other intermediaries that influence social entrepreneurship could be involved in this process. Second, competition includes social enterprises. This is not necessarily negative – competition can be seen as a way to channel resources to the most effective programs. Third, complementary organizations and allies are organizations that promote the ability of a social enterprise to have an impact on society. These individuals or organizations contribute from the start of the theory of change to the end product and play a central role in the process of developing a social enterprise. Fourth, the customer and beneficiaries include patients, clients, customers, or any other person who benefits from social enterprise activities. It is not always the paying customer that benefits from a social enterprise. Beneficiaries could also be the employees or governments.

Social entrepreneurs may face many problems concerning the ability of the organization to make achievements and have an impact on society. Opponents and problem-makers affect social enterprises in a negative way and may be hard to identify because of their neutral positions in society. Last, the players who have no direct influence on social enterprises are distinguished, like affected or influential bystanders. In particular, these are players that are affected by the successes of a social enterprise (Bloom & Dees, 2008).

All of the main findings on the theory of change, players, and environmental conditions will be presented to the owners of Happy Tosti. The analysis chapter compares the data results to identify the potential of both markets for Happy Tosti. The main findings and analysis will end in a conclusion and a recommendation for Happy Tosti. Figure 9 shows how this research is structured and the overall approach to the ecosystem analysis of Bloom and Dees (2008), which will be used to answer the central research question.

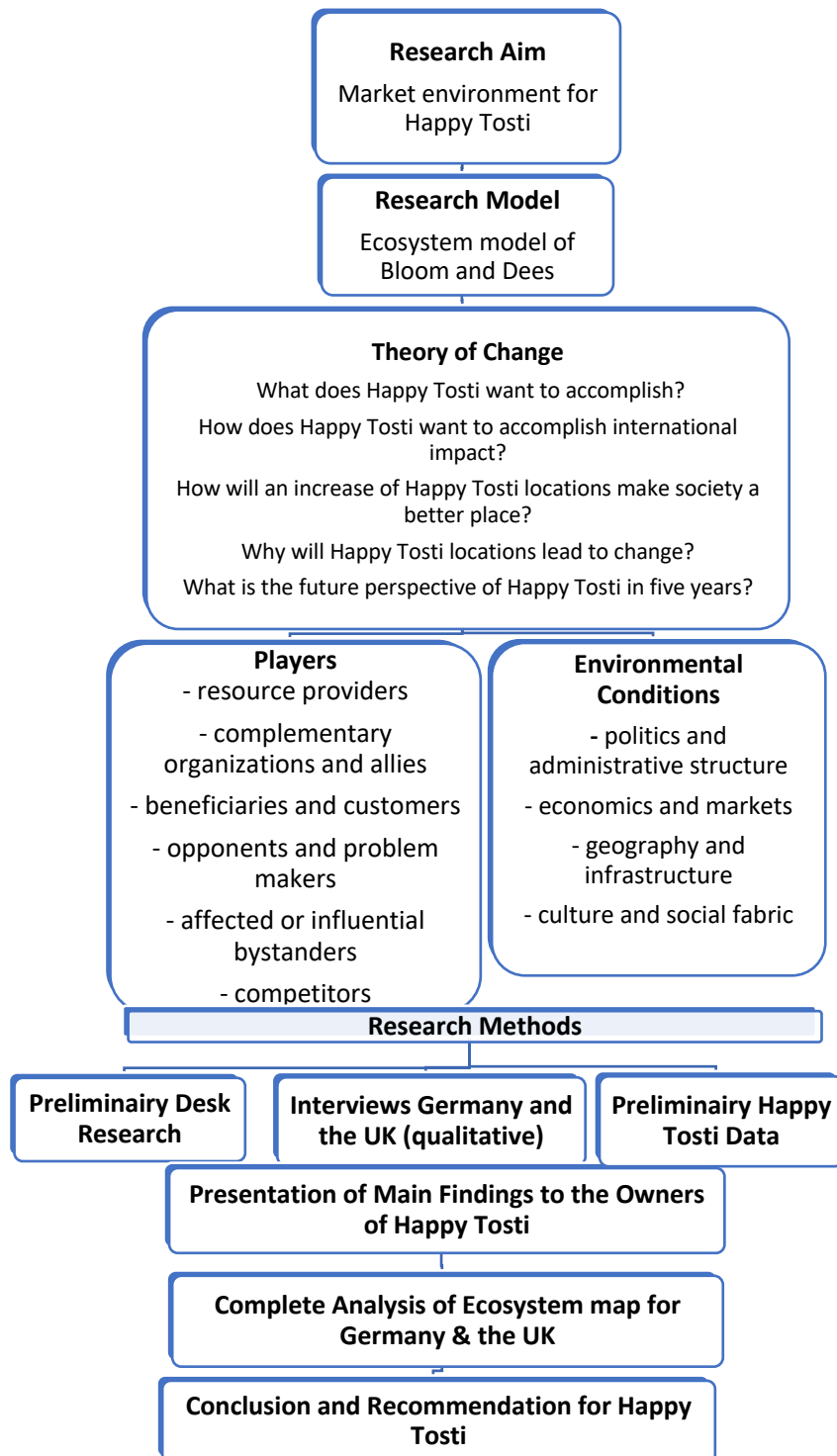


Figure 9. Bloom and Dees model structure and approach to this research

4.3. Research Methods

In order to be able to answer the main research question, data was collected by qualitative desk research. Research was done in two countries, namely Germany and the United Kingdom. Both countries were analyzed by the ecosystem model of Bloom and Dees (2008) and distinguished by all involving players and environmental conditions. The following structure explains how primary information was provided for this research. See Table 2.

Table 2. Research methods Germany & UK

ENVIRONMENTAL CONDITIONS			
	Description	Research Methods	
		GERMANY	UK
#1	Politics and Administrative Structures	Desk Research Interview Nicole Cvilak	Desk Research
#2	Economics and Markets	Desk Research Interview Sebastian Grothaus	Desk Research
#3	Geography an Infrastructure	Desk Research Interview Nicole Cvilak Interview Sebastian Grothaus	Desk Research Interview Veerle Klijn
#4	Culture and Social Fabric	Desk Research Interview Veerle Klijn	Desk Research Interview Veerle Klijn

PLAYERS			
	Description	Research Methods	
		GERMANY	UK
#1	Resource Providers	Desk research Interview Magdalena Keus Interview Veerle Klijn	Desk Research
#2	Competitors	Desk Research	Desk Research
#3	Complementary Organizations and Allies	Desk Research Interview Helen Groeneveld	Desk Research Interview Helen Groeneveld
#4	Beneficiaries and Customers	Desk Research	Desk research

#5	Opponents and Problem Makers	Desk Research	Desk Research
#6	Affected or Influential Bystanders	Desk Research	Desk Research

4.3.1. Secondary Data

Desk research was used to collect and analyze data with which to explain the market environments in Germany and the United Kingdom. Also, desk research was used to determine the definition of a social enterprise and a position within a new market. The literature was selected through the use of Google Scholar, the library database of The Hague University of Applied Sciences, and references from previous study years. More specifically, country reports, articles about social enterprises, and social enterprise strategies reports in Germany and the United Kingdom were used.

4.3.2. Primary Data

Happy Tosti data and interviews contributed primary data to this research. The existing Happy Tosti data was received by Kool (2018) to conduct the research so that the market could be analyzed in a relevant way. The Happy Tosti data and the interviews provided a great depth of perspective and understanding of the social enterprise market.

Interviews were used to gather valid and reliable data relevant to the central research question. Also, the interviews helped to refine ideas that were not formulated yet (Saunders, 1997). Semi-structured interviews were held in order to obtain as much information as possible about the conditions that could possibly encourage or hamper the board members' activities. Whereas structured interviews include fixed and closed questions, semi-structured interviews give the interviewer freedom to draft only a few questions or topics in advance (Bryman, 2012). The interviews were captured by audio recordings and note taking. The audio recordings were summarized and have been collected in the appendix of this report. For this research, five interviews were carried out (Table 3). If the interviewee agreed to it, the interviews were recorded so that they could be written out in full afterwards. Therefore, the interviewer was able to focus fully on the interview instead of note taking (Bernard, 2006).

Table 3. Interviewee's

Interviewee's	Date	Gender	Profession
Veerle Klijn	05-10-2018	F	Euclid
Sebastian Grothause	09-10-2018	M	Social Enterprise GER
Nicole Cvilak	08-11-2018	F	AfB
Helen Groenveld	16-11-2018	F	Actor Consultancy
Magdalena Keus	21-11-2018	F	FASE

5. Empirical Findings

This chapter will present the findings of this research. The findings are divided into three main categories. First, the ecosystem theory of Bloom and Dees describes the theory of change. This section will elaborate on Happy Tosti's organizational purpose and its impact on society. After that, the findings of the ecosystem analysis of Germany will be presented. Finally, the findings of the ecosystem analysis of the United Kingdom will be presented. Here, the sub-questions of "How the environmental conditions would affect Happy Tosti in Germany and the United Kingdom?" and "Which players exist in the market environments of Germany and the United Kingdom for social enterprises?" will be answered.

5.1. Theory of Change

This first section focuses on the organizational purpose of Happy Tosti by exploring the theory of change. The ecosystem theory of Bloom and Dees (2008) introduces the theory of change. The theory of change describes the organizational aim of the social enterprise as well as the organization's impact on society (Bloom & Dees, 2008). In this research, the theory of change is based on the perspective of Happy Tosti and the international impact of expanding Happy Tosti through Germany and the United Kingdom. In order to explore Happy Tosti through the theory of change, the following questions are examined:

5.1.1. What does Happy Tosti want to accomplish?

The business model of Happy Tosti is intended to be a for-profit enterprise where participation in social activities is adopted. This business model can be further described as offering people with or without labor limitations a professional workplace. According to van Houwelingen & van Baalen (2017) Happy Tosti desires to emphasize, "the happy feeling" among customers and employees, in particular by serving organic healthy, and fair-trade products (van Houwelingen & van Baalen, 2017). Happy Tosti dedicates more than 50% of its work hours to employees with a labor limitation or disability. By expanding Happy Tosti to other locations, the impact of a commercial business that aims to give back to society can be increased immensely (Kool, 2018).

5.1.2. How does Happy Tosti want to accomplish international impact?

Creating Happy Tosti locations throughout Europe means more opportunities for people with labor limitations to work. To improve the quality of the analysis, associations concerned with social entrepreneurs and with international networks were contacted. Investing time in international or national networking is key to understanding a market (Kool, 2018). This will allow one to obtain more knowledge about the particular country or region. With this knowledge, an organization can better gain customers' attention (van Houwelingen & van Baalen, 2017).

5.1.3. How will an increase in Happy Tosti locations make society a better place?

Increasing Happy Tosti locations will create more opportunities to work for people with a distance to the labor market. Happy Tosti designed a business model that provides people with a disability or other obstacles opportunities for joining the labor market with an actual job or place to obtain work experience and helps to reduce costs for the government. Happy Tosti reduces the need for welfare payments. It provides people receiving welfare payments with an actual paid job, helping people who work at Happy Tosti build up their own pensions. Happy Tosti also provides structure in the lives of its employees. This structure is created through working hours, task-related activities, and professional job coaching. The employees gain more self-esteem and responsibility, which is associated with less reporting of illness or health problems (Kool, 2018).

5.1.4. Why will Happy Tosti locations lead to change?

The social enterprise market is developing constantly. However, Happy Tosti is a pioneer in the social enterprise market, resulting from the combination of providing a socially orientated work environment with a commercial business drive. Moreover, Happy Tosti covers sustainable change. Sustainability is incorporated into the business model through both the product range and its suppliers. Happy Tosti provides a product range that consists of several organic and recycled products, like organic cheese, paper take-away cups, and napkins made of recycled paper (Kool, 2018).

5.1.5. What is the future perspective of Happy Tosti over the next five years?

The future perspective for Happy Tosti over the next five years is to move towards a world where people with disabilities or people facing obstacles to joining the labor market can be seen and treated in a normal manner (Kool, 2018). As a result, the social concept will be applicable to every market. In addition, Happy Tosti wants to further develop its operational activities. Operational activities can be assessed by the quality of the products, services, and presentation (van Houwelingen & van Baalen, 2017).

5.1.6. Limitations

This research stops short of investigating Happy Tosti at the operational level. Furthermore, this research is focused on the introduction of a potential Happy Tosti location to Germany and the United Kingdom. While operational procedures improve the quality of the products, this will not be investigated in this research. In the end, future perspectives for Happy Tosti to enter a new market will not be based on the product arrangement. This research will pay attention to the actual market and its possibilities.

5.2. Ecosystem Analysis on Germany

Having described the theory of change, this section elaborates further on the ecosystem analysis of Germany. First, the environmental conditions will be described. Then, the players in the German market involved in the process of expanding Happy Tosti will be investigated.

5.2.1. Environmental Conditions

The environmental conditions have a significant impact on the organizational structures of a potential social enterprise; as well on the relationships with others in the social enterprise market. The ecosystem model of Bloom and Dees (2008) incorporates the four most important environment conditions with a significant impact on the overall ecosystem.

5.2.1.1. Politics and administrative structures

One of the environmental conditions is the political and administrative structure of a market. This involves all the political rules and regulations, processes and procedures, and political dynamics

among social enterprises (Bloom & Dees, 2008). According to the European Commission's country report for Germany (2014), there is no specific policy legislation, no definition of social enterprises, and no plans to introduce social entrepreneurship in Germany (Künast & Trittin, 2012). This attitude towards developing social enterprises can be partly explained by German history, which still plays an important role in Germany. In the 19th century, the German history created the so-called "third sector," or a third way of managing an economy. After the Nazi period, the third sector was destroyed and had to recover from scratch. This history explains the slow development of rebuilding a social enterprise market, which is still linked to the term "third sector" (Das Dritte System). Economically Germany has not changed much since the pre-war period. Its welfare system from the pre-war has been further institutionalized. However, other European countries have nationalized the social enterprise sector as part of the public sector (Scheer, 2013).

5.2.1.1.1. Legal Framework

In 1975, Germany created the code of social laws (SGB). The SGB gives people with handicaps basic rights to participate and work in society. Since then, Germany signed the UN Convention on the Rights of Persons with Disabilities in 2009 (United Nations, 2006). Figure 10 shows the laws that have become the legal framework for people with a disability to enter the labor market. The SGB is divided into three divisions, which encompass laws on caretaking, insurance, and provision. These laws provide an opportunity for people with a disability to work in German society (Scheer, 2013).

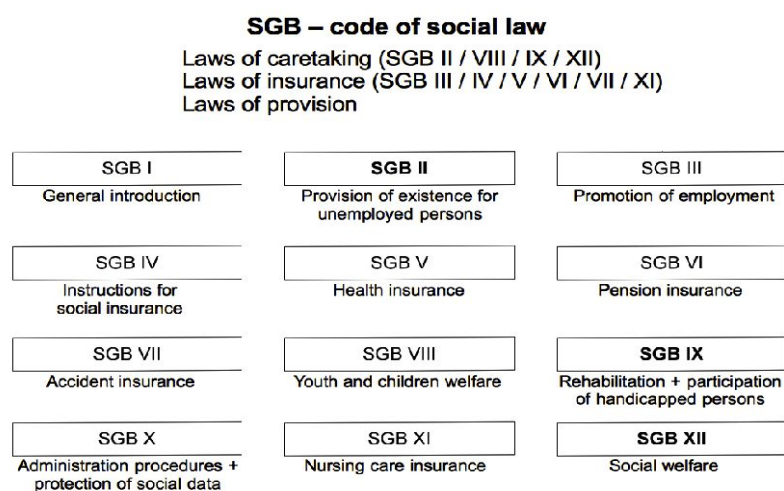


Figure 10. Code of social law in Germany

In order to understand the code of social law, some additional information is essential. In Germany, when an employee is able to work at least three hours a day under the conditions of the competitive labor market, the person will be seen as an employable person and categorized in the first labor market division. Those who are not able to work three or more hours a day will be considered to be (temporary) non-employable. These individuals will be categorized in the second labor market. Those categorized as belonging to the second labor market receive an unemployment compensation to pay for their basic living costs. The people who are categorized in the second labor market work in places such as shelters where workshops are offered (Bundesarbeitsgemeinschaft, 2012). Figure 11 shows a characterization of levels of demand for people with and without a disability. The categories of second labor market, first labor market, alternative labor market, and occupation are presented.

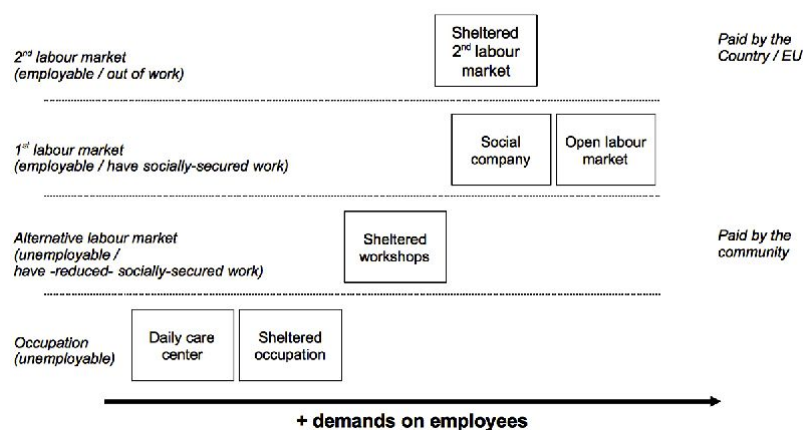


Figure 11. Work categories for people in Germany

The SGB is one of the actors that create forms of financial support and welfare services. Since 2005, the SGB has been regulated by the Federal Social Assistance Act and financed by social security funds (Bundesarbeitsgemeinschaft, 2012). German citizens can apply for welfare services if the regulations apply to their situation. German citizens have the right to claim unemployment benefits, habitation, and integration of disabled healthcare services and pensions. The people who are eligible for any of these social services can choose between several institutions that deliver social services ("Wunsch- und Wahlrecht") (Bundesarbeitsgemeinschaft, 2012).

5.2.1.1.2. Public Support

Nowadays, organizations have limited access to subsidies. However, some organizations claim to get subsidies for social commitments within their organizations. Höfermann (2018) – the operator of Sign It, a social enterprise in Germany – explains that to make a workplace accessible for people with a disability, the state contributes 2,500 euro. In addition, a significant percentage of employee salaries can be paid through the state. In order to get support from the government, an organization should offer jobs consisting of more than 18 hours of work per week (Höfermann, 2018).

Another adaptation to the SGB comes from the North Rhine-Westphalia district federal state. For the 16 federal states, the laws on hiring disabled people are the responsibility of the respective federal state. Integration offices use the services of third parties that specialize in integration services for this purpose. In the federal state of North Rhine-Westphalia, there is the integration office: LWL (Landschaftsverband Westfalen-Lippe) (Bundesarbeitsgemeinschaft, 2012). Through these, social enterprises can receive financial support in the form of a significant percentage employee salary from the state. Social enterprises have to fulfill a quota of 40%-50% disabled employees, which is a guideline from financial offices, and the social enterprise should offer jobs requiring more than 18 hours per week (Cvilak, 2018). The integration offices define an employee as disabled person using their own definitions (Bundesarbeitsgemeinschaft, 2012). Thus, social enterprises have to proof the reduced output compared to people from the primary labor market. Only then can social enterprise receive their subsidies by following the quota (Cvilak, 2018).

5.2.1.1. Economics and markets

Generally, all markets have traditional financial services but often not fit for a social enterprise. In Germany, social enterprises are usually not profitable enough to complete the lifecycle of the business modes (Grothaus, 2018). By completing the lifecycle of a social enterprise, the organization should be able to complete the for-profit status on long term orientation. Thus, a social enterprise cannot meet the expectations of investors. This problem can be explained by the lack of social enterprise business knowledge of public authorities. The lack of knowledge of social enterprises can be seen in the start-up of a social enterprise (Birkhölzer , 2015).

According to Grothaus (2018), “You see people that are entrepreneurs and want to be a bit social and you see social people that want to be a bit entrepreneur, people that fit both are very rare.” Some people try to start up a social enterprise but eventually fail to make a profit. Businesses must be profitable in order to grow and maximize their impact (Grothaus, 2018). Moreover, social enterprises can be very diverse in their approaches. The German approach towards social enterprise could be improved to go beyond welfare systems. Therefore, the social enterprise market in Germany can be described as incomplete (Scheuerle, 2015).

Currently, more welfare service providers than for-profit social enterprises are located on the German market. Organizations that provide social welfare services can be recognized as public benefits. Public benefits can be explained as organizations that have a social mission and an exact limit on profit distribution. The German market also offers many healthcare institutions supported by the government or churches, for profit social enterprises in the restaurant sector do not exist (Wilkinson, 2014). According to Grothaus (2018), two examples of German organizations can be compared with Happy Tosti: Arbeit für Menschen mit Behinderung (AfB) and Sign It. AfB is a private organization where 80% of the employees have a disability. AfB collects IT products from companies that do not use them anymore. It restores the IT products and sells them again. The organization has succeeded in adapting people with disabilities to the labor market (Cvilak, 2018). Another organization known in Germany as a social enterprise is Sign It. Sign It is a popular restaurant that is staffed by people who cannot hear (Grothaus, 2018).

5.2.1.2. Geography and infrastructure

The geographical scope of social enterprises in Germany needs to be explored in order to establish the right location for a potential Happy Tosti location. The funds that Happy Tosti would gain from local authorities can be different in each region (Zahra, Gedajlovic, Neubaum, & Schulman, 2009). Germany is divided into 16 federal states, and each federal state has its own regulations. For this reason, Germany has 16 different regulators, especially for subsidies. In addition, laws relating to the hiring of disabled people are the responsibility of the respective federal state (Cvilak, 2018). According to Scheuerle (2015), the majority of social enterprise organizations are situated in local

market environments. The reason to establish social enterprises in local market environments is the easy access to funds and knowledge of social needs (Scheuerle, 2015). The western part of Germany is easy to start a social enterprise in because it has large, highly populated cities and a good infrastructure without being too expensive, in particular cities such as Aachen and Duisburg (Grothaus, 2018). Other large cities focused on left-wing politics, like Hamburg, Leipzig and Berlin, are recommended by the Euclid Network (Klijn, 2018). Such cities often have specific policies on promoting social enterprises, networking events, and initiatives for giving social enterprises financial support (Wilkinson, 2014). As shown in Figure 12, more than the half of German social enterprises is located at a local or regional level. The next highest level is the state level (Bundesland), with 8.6% of social enterprises. The second most popular level is the national level, with 20.5% of social enterprises.

<i>Geographical scope</i>	<i>Percentage</i>	<i>Cumulated percentages</i>
Local/regional	53.3%	53.3%
State (Bundesland)	8.6%	61.9%
National	20.5%	82.4%
European	6.1%	88.5%
Worldwide	9.0%	97.5%
Unknown	2.5%	100.0%

Figure 12. Geographical scope of social enterprise in Germany

5.2.1.3. Culture and social fabric

Culture and social fabric include the norms and values of Germany, as well as potential trends. The market concentration and the acceptance of social enterprises was examined in Germany (Bloom & Dees, 2008). Germany can be considered a different player in the social enterprise market in the European Union. This can be traced back to the slow process of implementing social enterprises in Germany. The process was slowed by history, strong country agreements, immigration, and civil society, and less space was created for social enterprises. The immigration crisis has played an important role in the development of social enterprises. The immigration crisis can be considered the first step towards social enterprises through opportunities in the labor market (Klijn, 2018). According to Grothaus (2018), “the German population wants more social responsibility; more

companies want to do good for the society. Happy Tosti could have perfect timing for German society and create a big impact.”

In Germany, there is a lot of room for improvement concerning people with a disability to the labor market. However, the strong German welfare state regime, with its corporate traditions, still has some influences on the German market environment. The majority of German social enterprises are small organizations with low turnover, few employees and are located at a local or regional level (Grothaus, 2018).

5.2.2. Players

The players involved in the ecosystem theory of Bloom and Dees (2008) present an overview of organizations and individuals that provide help to a social enterprise. Social enterprises must identify the most relevant players in order to be viable in the market (Bloom & Dees, 2008).

5.2.2.1. Resource providers

Players in the German market include financial, human, knowledge, networking, and technological resource providers. Also, any kind of brokers or intermediaries that channel resources should be considered (Bloom & Dees, 2008). Important resource providers for Happy Tosti are the government, investors, suppliers, and local external parties (Kool, 2018). The German government is the most valuable player in regard to the subsidies of Happy Tosti. Information on government is considered to be important information for Happy Tosti because of the different regulations in the regions (Wilkinson, 2014). Happy Tosti created a business model in which many people with a disability have the opportunity to work because of a percentage value-based salary. This means that the government or regions pay the other percentage of employees' salaries in order to cover the daily expenses of the employee (Kool, 2018).

Furthermore, the growing economy of Germany has had an extensive impact on the social enterprise market. Because of that, more organizations lend money to social enterprises. The rise of visibility and understanding of civil society and social enterprises in Europe has been led by an organization called the Euclid Network. Its network and influence on European Union countries is

enormous (Euclid Network, 2018). Therefore, according to Klijn (2018), a potential investor could be the Financing Agency for Social Entrepreneurship (FASE). FASE contributed the first funds to banks that are focused on social enterprise and could be willing to cooperate with Happy Tosti. "In Germany, Happy Tosti can be pioneer and practice the same steps as they did in the Netherlands" (Klijn, 2018). FASE helps social enterprises to find investors and financiers from across the country. FASE is an independent organization that cares deeply about social initiatives and impacts on the environment. Besides that, FASE offers support and develops business models, identifies potential investors, and consults and coordinates of the investment process for social enterprises (Keus, 2018).

5.2.2.2. Competitors

The Bloom and Dees model (2008) describes competitors in two categories. First, competitors include all of the organizations that compete in the social enterprise market. Second, they include all the organizations that compete for the same benefits (Bloom & Dees, 2008). In the first category of competitors, all social enterprise organizations within the market should be taken in consideration. However, according to Kool (2018), the competition of Happy Tosti does not include other social enterprise organizations unless the organizations are also lunch restaurants. The competition of Happy Tosti are restaurants that serve, in particular, tosti's. In the second category, the competitors include other organizations focused on an employment model in which the employees are the beneficiaries. As mentioned before, the examples AfB and Sign It cannot be considered to be competitors because the social enterprises do not serve the same products. However, in the case of Germany, social enterprises like AfB and Sign It can support each other in representing the social enterprise market (Kool, 2018). Since Germany can improve more on its recognition of the "third sector," awareness of social enterprise and the benefits of being served by people with a disability can be stimulated by the cooperation of social enterprise organizations (Scheuerle, 2015).

5.2.2.3. Complementary organizations and allies

Other organizations and individuals that can facilitate and impact Happy Tosti are complementary organizations and allies (Bloom & Dees, 2008). Partners who perform steps in the theory of change

can also be taken in consideration. Currently, one of the complementary organizations of Happy Tosti is Actor Consultancy. During interviews, it was found that Actor Consultancy is considered valuable for the employees of Happy Tosti. This is because Actor Consultancy supports those employees with a labor limitation in maintaining and performing their work adequately through individual assistance (Groeneveld, 2018). In Germany, organizations similar to Actor Consultancy do not exist. The development and implementation of work projects are provided for private or public individuals or companies (Lafeber, 2018). In the field research, organizations such as Actor Consultancy could not be found. However, they are not considered to be important as Happy Tosti can still work without such organizations.

Governmental and non-governmental bodies provide support for social enterprises in order to create more impact for society. In order to find the right complimentary organization or allies, the following organizations have been selected to provide a wide view of the possibilities within the German market environment. The most important players will be explained briefly in order to illustrate their approach towards social enterprises (Wilkinson, 2014):

Policy/public support

The Federal Social Assistance Act	Provides forms of financial support and in-kind welfare services, financed from social security funds. Citizens have the right to claim: unemployment benefits and active measures for the unemployed, work integration, child and youth care and support, care for the elderly, rehabilitation and integration of the disabled, healthcare services and pensions (Wilkinson, 2014).
Civic Engagement and Integration (Bürgerschaftliches Engagement und Integration)	Provides official integration of the Länder and municipalities around social entrepreneurs, which can lead to better integration (Wilkinson, 2014).

Support Network Services

Social Enterprise Germany (Social Entrepreneurship Netzwerk Deutschland)	Provides a national body and leading global authority for social enterprises in Germany. Also, tries to get access to public policy and searches for solutions for social problems and barriers (Social Entrepreneurship Netzwerk Deutschland, 2018).
Social Impact GmbH (Berlin, Hamburg, Frankfurt, Leipzig)	Provides programs for start-ups with a social impact and consultancy for specific target groups on regional level. The organization has partners and sponsors from private and public sectors that aim to promote social enterprise (Social Impact , 2018).
Social Entrepreneurship Akademie	Provides integration between universities and entrepreneurs on the regional and global levels. It combines theory with practice. The organization aims to effect sustainable and long-term change (Social Entrepreneurship Akademie, 2018).

Investment Services

FASE	Provides support and develops business models, identifies potential investors, and provides consulting and coordination of the investment process for social enterprises (FASE, 2018).
Social Banks	Provides money in terms of loans and gifts to support projects or in businesses. The banks invest in projects for unemployed people, health-food stores, housing projects, and sustainable businesses (GLS Bank, 2018).

5.2.2.4. Beneficiaries and customers

The beneficiaries and customers are included in the players related to a social enterprise's activities (Bloom & Dees, 2008). As mentioned before, the beneficiaries are the employees in the employment model of Happy Tosti. Because the business model of Happy Tosti is partly focused on benefits for its employees, the employees can be recognized as beneficiaries. In 2013, Germany had 82 million inhabitants, with 7.5 million people severely disabled and 2.7 million people suffering from a moderate disability (DESTATIS, 2013). Figure 13 shows the employment rate of the German population with and without disabilities. In 2013, 50% of the people with a disability were unemployed. Those without disabilities had a 20% unemployment rate. This demonstrates a gap of 30% unemployment between people with and without disabilities.

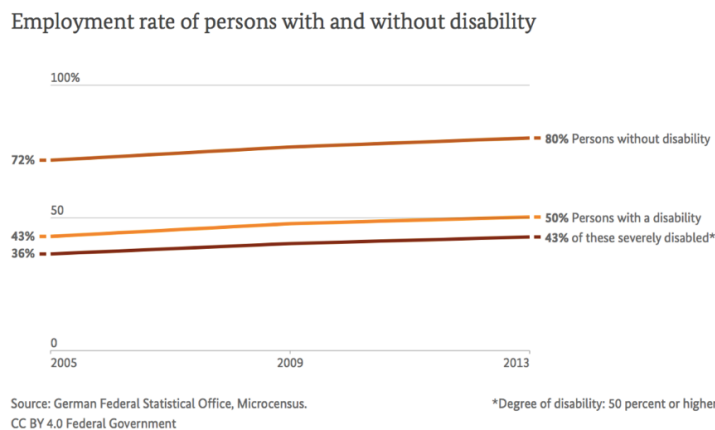


Figure 13 Employment rates of persons with and without disability in Germany

5.2.2.4.1. Customers

The customers of Happy Tosti are in a way not the main beneficiaries, because the employees are the first beneficiaries of this social enterprise concept (Kool, 2018). Potential customers are almost every person who goes out for lunch. In a country such as Germany, customers could be attracted by the definition of social enterprises. A lack of understanding of the definition of a social enterprise can be a key barrier for these organizations. In general, the understanding of social enterprise by policy makers, public support, the general public, investors, and partners has been considered to be lacking. Misunderstandings and a lack of awareness can negatively affect a social enterprise's understanding and development (Wilkinson, 2014).

As shown in the previous ecosystem environmental conditions, no policy is actually made for social enterprises. However, the social entrepreneurship market is becoming increasingly popular as a study course in German Universities such as at the University of Heidelberg, Leuphana University in Lüneburg, and the Hertie School of Governance (Wolf, 2014).

Another method to analyze the customers for Happy Tosti in Germany is by creating a customer profile. A customer profile assists one in obtaining information through a visualization of a person instead of an abstract idea of customers (Smith, 2016). Elements that should be examined in the customer profile are:

1. *Background and responsibilities:* People who go out for lunch breaks, families, children, and students are targeted for Happy Tosti. There is no certain career path that needs to be followed (Kool, 2018).
2. *Demographics:* Happy Tosti is focused on middle-class people from 18 to 54 years old. As seen in Figure 14, Happy Tosti scored best with customers between 25-34-year-old, but customers ranged in age from 18 to 54 years old. Also, regional parts of Germany will be targeted (Smulders, 2018).

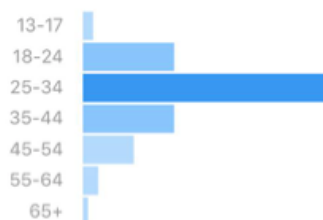


Figure 14. Age classification of Happy Tosti customers

3. *Communication:* The communication channels that are preferred are social media and word of mouth advertisement. Assistance can come from investors, social support groups, and potentially other social enterprises.
4. *Media and influencers:* Social media must lead communication because social enterprises are not well known yet. Also, state organizations should act to communicate about social enterprises.

5. *Objections:* The product of tosti's is not a frequently used product in Germany. The product has to develop on the market and make its way into the German culture.
6. *Common language:* The languages that will be used are German and English (van Houwelingen & van Baalen, 2017).

5.2.2.5. Opponents and problem-makers

Opponents and problem-makers are players that oppose the efforts of social enterprises politically or undermine the ability of to achieve (Bloom & Dees, 2008). Germany is developing in matters related to social enterprise. However, the absence of special legislation for social enterprises creates difficulties. It can be hard to pinpoint social enterprises as they manifest under several legal forms. For example, it is difficult to distinguish social enterprises from non-profit organizations (Bräuer, 2014). This will continue to be a problem in Germany.

Social innovations in Germany can be diverse. According to the Wilco project (2014), social enterprises were investigated by national research to indicate how local welfare systems favor social cohesion, with a special attention to missing links between innovations and implementation (Evers, 2013). The capacity for innovation is understood either as the innovation of a product or as the innovation of a process, but also as organizations' capacity to spread innovations or connect innovations with business considerations. Therefore, an investigation of innovation in the social enterprise market in Germany can be difficult (Heinze, 2013). It could also be difficult for Happy Tosti to implement innovation measures in Germany.

5.2.2.6. Affected or influential bystanders

The final players to be considered are internal or external players who have currently no impact but can be affected by upcoming events and influence the success of the social enterprise. This is especially applicable to the sector of social enterprise, because the sector is developing. The sector could later involve more players who may eventually become opponents or problem makers (Bloom & Dees, 2008).

According to the German Ministry for Education and Research (2014), Germany has some main challenges looking toward 2030. The main societal challenges for social enterprise are categorized in five areas: the labor market, education, income and wealth, environment, and health (Kopf & Müller, 2014). For this research, the important challenges will be investigated because they are especially applicable to Happy Tosti. The coupling of socio-demographic background and level of education can be considered to be important since social innovation in the educational area needs mentoring and support, especially in the area of creating new models of learning for special people. Only 23% of children from non-academic backgrounds will complete a university level. The next future problem could be the current demographic development, which may not be sustainable for the next decades. Potential social innovations include civil society initiatives to address problems for social enterprises (Kopf & Müller, 2014).

5.3. Ecosystem Analysis of the United Kingdom

After having described the main findings on the ecosystem analysis of Germany, this section explains the main findings of the ecosystem analysis on the United Kingdom. As before, the environmental condition will be described first. Then, the players involved within the United Kingdom will be investigated (Bloom & Dees, 2008).

5.3.1. Environmental Conditions

As mentioned before, the ecosystem of Bloom and Dees (2008) incorporates the four most important environment conditions that have a significant impact on the overall ecosystem (Bloom & Dees, 2008).

5.3.1.1. Politics and administrative structure

Since 2001, the United Kingdom has had a policy and legal framework to recognize social enterprises on the national policy agenda. This was necessary for the United Kingdom to identify differences between social enterprises and non-profits. Since then, social enterprises have grown for more than fifteen years. Moreover, the government of the United Kingdom adopted a clear definition of social enterprises that backed the legal framework (Department for Business, Innovation and Skills, 2011). The government of the United Kingdom defines a social enterprise as

“a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholders and owners” (Wilkinson, 2014).

5.3.1.1.1. Legal framework

In 2002, the legal framework created its first strategy to tackle barriers and achieve outcomes in legal and regulatory issues; improve business through training, finance, or findings; and improve awareness of social enterprises through marketing and advertisement (Department of Trade and Industry, 2002). The social enterprise market continued growing in 2006 through action plans created under the wing of the Cabinet Office, created attention to unemployed people in 2008, and grew investment markets in 2011. Finally, the attention of public services led to social impact bonds, new tax relief for social investments, and further enlargement of the sector in 2013 (Department for Business, Innovation and Skills, 2011).

There are numerous legal frameworks that can be used for a social enterprise. It can be confusing which type of legal framework is applicable to a given organization. Because of the variety of legal forms, the Financial Services Authority (FSA) has control over the registration and responsibilities of social enterprises. The domains of the FSA indicate credit unions, co-operatives, and issues in company law (Department of Trade and Industry, 2002). One of the most popular legal frameworks created by the government of the United Kingdom is the CIC, which was founded in 2004. The CIC especially supports non-charitable social enterprises with the same structure as business models. Non-charitable social enterprises are required to act in community interests, have an asset lock, and have a dividend on payments (CIC, 2018). The legal framework of a general social enterprise in the United Kingdom must have a classification (Wilkinson, 2014). Therefore, additional criteria are given in order to classify those social enterprises. The additional criteria are:

1. The social enterprise must consider itself as a social enterprise.
2. It should not pay more than 50% of profit to owners or shareholders.
3. It should not generate more than 75% of income from grants and donations.
4. It should not generate less than 25% of income from trading.

5. It should think itself “a very good fit” with the following statement: “A business with primarily social/environmental objectives, whose surpluses are principally reinvested for that purpose in the business or community rather than mainly being paid to shareholders and owners” (Department of Trade and Industry, 2002).

5.3.1.1.2. Public Support

Moreover, next to the role of ensuring businesses to create a stable macro-environment within the social enterprise market, the government makes sure that the social enterprise environment is growing. In order to grow, public support was needed, particularly for social enterprises. Public support from national, regional, and local levels has been helpful. Also, public funding, financial contributions, or the delivery of agents are well known in the sector (Department of Trade and Industry, 2002).

In addition to the national government of the United Kingdom, local governments have an important role to play in supporting social enterprise and providing an environment at the grassroots level in which social enterprises can flourish. Local government examples could be the Bristol City Council, which supports social economic activities and removes barriers to growing the social enterprise market. Also, the Cheshire County Council’s Community Enterprise Unit created a community enterprise toolkit for start-up social enterprises. The Liverpool City Council has financed one million euros to help social enterprises, and the London Borough of Ealing has supported community transportation and employment (Department of Trade and Industry, 2002).

One of the most relevant public support groups is Access to Work (Department for Work & Pension, 2018). Access to Work is a governmental body that helps people who are removed from the labor market to find a suitable job. The United Kingdom government finances this program. Also, social enterprises can enroll to recruit employees via Access to Work. This program aims to help more people with disabilities to find jobs. The organization goes directly to people or to an organization employing them and can provide practical but also financial support for employees. Moreover, to obtain support from Access to Work, the employee should have a disability or a long-term health condition that has a negative effect on their work status. Also, the employee should be over 17

years old, should be in the start of paid employment, live and work in Great Britain, and not be claiming Incapacity Benefit or Employment Support Allowance once they are working (Department for Work & Pension, 2018). The grants can go up to 100%. The percentage will depend on the type of help, whether the person is employed, and how long they have been on a job. The amount of grants depends on the number of employees the social enterprise has, as shown in Figure 15. When a company has 0 to 49 employees there is no threshold. If the social enterprise has 50 employees, the threshold will be 500 pounds, for and over 250 employees the threshold is 1,000 pounds. From 1 April 2018 to 31 March 2019, the maximum amount of cap per year will be 57,200 pounds (Department for Work & Pension, 2018).

Number of employees	Amount of threshold
0 to 49 employees	nil
50 to 249 employees	£500
Over 250 employees	£1000

Figure 15. The threshold amount as determined by the number of employees

Research into the United Kingdom ecosystem has highlighted that there are many public support schemes for social enterprises. The focus of public support groups is basically on beginning, early stage, and growing social enterprises. The national level has reached the phase of defining social enterprise, and now the government is focused on success, growth, and assistance. Some important public support groups are, for example, the Social Incubator Fund, the Investment and Contract Readiness Fund, Big Society Capital, the Social Outcomes Fund, and Social Investment tax reliefs (Wilkinson, 2014). Other important specialists are in the social enterprise field of infrastructure, which is well established in the United Kingdom. These include UnLtd, Social Enterprise UK, and Locality. These organizational bodies are offered support on national, regional, and local levels. These organizations contribute towards infrastructure through a platform for the general public to make impact investments, the Social Stock Exchange (SSE). Also, a digital platform called the Guardian Social Enterprise Network for Pioneers has an online magazine to promote and bring together social enterprises (Patey, 2011).

5.3.1.1.3. Limitations

In terms of Brexit, there will be a membership on the single market and restrictions on freedom movement, and the current economic contraction will be not useful anymore. Future deals with European countries will also have impact on businesses, regulations, and laws. The public support coming from the European level will be abolished because of the Brexit. European ERDF/ESF funding delivers support schemes and helps with the establishment of a social enterprise. Those two organizations have played an important role in the development of the social enterprise market (Wilkinson, 2014).

It has been argued that the Brexit has raised questions for community businesses in the United Kingdom. It has been recognized that there are deep tensions within the social communities voting for the Brexit. Social community organizations can help with community cohesion, where community businesses could exacerbate and deepen divisions (Grayson, 2018).

5.3.1.2. Economics and markets

In order to analyze the English market and economics, first, an explanation of the actual social enterprise market should be provided. According to a survey by Business Population Estimates (2016), the United Kingdom has approximately 471,000 social enterprises. As shown in Figure 16, 99,000 of these are employers and 371,000 have no employees (White, 2017).

	All	Employers	Non-employers
Number of all enterprises (BPE estimates)	5,490,500	1,318,300	4,172,200
Social Enterprise	471,000	99,000	371,000
Traditional non-profits	152,000	84,000	68,000
SME	4,868,000	1,135,000	3,733,000
Commercial SME	3,656,000	891,000	2,765,000
Socially oriented SME	1,212,000	244,000	968,000

Figure 16. Classifications and numbers of enterprises in the UK

Desk research has highlighted that over the last years, the United Kingdom had a lower proportion of SME employers, which generated less profit than social enterprises. The proportion of social enterprises that made a profit was 93.2%, compared to SMEs with only 76.2% (Stephan, 2017). Therefore, the market shows a great chance to continue the social enterprise lifecycle in the United

Kingdom. Furthermore, when entering the United Kingdom, several business models are recognized by the source of income. The three main sources of income for social enterprises are trade with the general public, trade with the public sector, and trade with the private sector. Other social enterprises may mainly rely on grants and donations, inter-sector trade, social impact, or use of paid workers (Wilkinson, 2014). Moreover, businesses can also be identified by orientation namely, socially orientated SME, social enterprise, or traditional non-profit enterprise. Figure 17 shows the decision tree to identify Happy Tosti in the English market. When entering a new market, Happy Tosti can first be recognized by a no charitable status, followed by the legal form “for-profit” with social and environmental goals. Finally, Happy Tosti is an organization whose surplus is focused on social and environmental goals, which makes them a social enterprise within the English market (Cabinet Office , 2016).

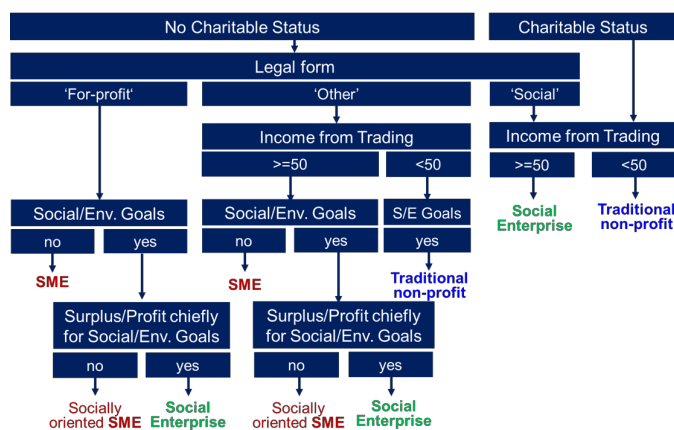


Figure 17. Classification of organizations in UK market

5.3.1.3. Geography and Infrastructure

The geography and infrastructure can be analyzed very well, since the United Kingdom has much information on geographical matters. Moreover, the United Kingdom has a variety of places where social enterprises can establish themselves, such as the East of England, East Midlands, London, North East, North West, South East, South West, West Midlands, and Lothian (Scotland) (Department of Trade and Industry, 2002). According to UK market trends of 2017, England is the most popular location for social enterprises within the UK, with 86.1%. This is followed by Scotland, Wales, and Northern Ireland (Figure 18) (Stephan, 2017).

	SME employers	Social enterprise employers
unweighted base	619	155
	%	%
England	82.1	86.1
Scotland	5.9*	8.3*
Wales	4.6*	2.8*
Northern Ireland	7.5*	2.8*
Total	100	100

Figure 18. Most popular regions in the UK

The United Kingdom has many possibilities for entering a new market, since the United Kingdom has seen many practices of social enterprises. It is recommended to focus on potential regions, districts, or cities (Klijn, 2018). Three of these locations have been chosen as having potential for social enterprise to establish: The West Midlands, London, and Lothian. First, the West Midlands could be a potential place to establish a social enterprise because of Birmingham. According to Social Enterprise UK (2018), the city of Birmingham is a “social enterprise city” (Social Enterprise UK, 2018). Awarded by iSE, CIC, and Sarah Crawley, Birmingham has proven to be the social enterprise city of the United Kingdom. By working on place-based projects and the commitments to deliver social value at local and city levels, the city is now recognized within the sector. Birmingham has provided an increase of start-ups, sustainability, investments, and funding (i-SE, 2018). Also, the social enterprise sector has obtained attention in London. The London Development Agency (LDA) describes social enterprises as having an important role in the growth of the economy. One of the ways in which the LDA supports social enterprise is through Enterprise for Communities, a 3-year schedule that is led by Social Enterprise London. This group has assisted and supported a number of regional projects, including the development of the Advantage Community Loan Fund. The fund for the West Midlands was launched in May 2002 and has received strong financial support from AWM and Unity Trust Bank (Department of Trade and Industry, 2002). Finally, the region of Lothian has been selected because of the information received from Euclid. According to Klijn (2018), “the United Kingdom should defiantly be a potential country to expand to”. In addition, Edinburgh is a rising engaging society, where sometimes charity shops call themselves social enterprise. In contrast, London which is much more expensive to start in (Klijn, 2018). Besides, the region has a Social Enterprise Partnership (Department of Trade and Industry, 2002).

5.3.1.4. Culture and social fabric

Culture and social fabric include the norms and values of the United Kingdom and the potential trends (Bloom & Dees, 2008). The United Kingdom has definitely accepted a market concentration of social enterprises. As mentioned before, the United Kingdom has proved its commitment by the number of social enterprises established (Stephan, 2017). The future of the United Kingdom can be considered to look positive, as long as government policy measures help improve the sector by providing easier access to public services, improving tools for the value of a social enterprise, and increasing opportunities for the sector to demonstrate an economic contribution towards the United Kingdom (Wilkinson, 2014).

Three surveys by the State of Social Enterprises in 2009, 2011, and 2013 showed that social enterprises had created a consistent pattern in the market environment. In 2015, the patterns are indicative of a well-established sector. The United Kingdom is a sustainable place to open a social enterprise (Social Enterprise UK, 2015). Recently, there has been no need to more strictly define the term social enterprise. The UK's legal framework and status create major opportunities for social entrepreneurs. United Kingdom stakeholders are creating a flexible approach that allows development of new business models for social enterprises (Wilkinson, 2014).

5.3.2. Players

The players are considered important to the ecosystem theory of Bloom and Dees (2008). Understanding players allows for an overview of organizations and individuals that provide help to social enterprises (Bloom & Dees, 2008).

5.3.2.1. Resource Providers

Players in the English market include financial, human, knowledge, networking, and technological resource providers. Important resource providers for Happy Tosti are investors, the government, suppliers, and local external parties (Kool, 2018). As mentioned before, the government provides many resources for social enterprises. In addition, social enterprises can make use of the government's sales of goods and services, private and public funding, and financial resources. The

United Kingdom supports a variety of financial resources that can help social enterprises be established in the market, including:

- government contracts such as the Enactment of the Public Services, Introduction of social investment tax relief and 'Big Society Capital' (Big Society Capital, 2013);
- grants and donations such as the Social Incubator Fund and the Investment and Contract Readiness Fund (Rodin, 2014, p. 68);
- government programs such as New Deal or the Single Regeneration Budget (McCarthy, 2007, pp. 32-35);
- programs related investments from foundations and trusts (Wilkinson, 2014);
- debt finance from banks or specialized community loan facilities (Wilkinson, 2014); and
- equity finance, either as shareholders with limited rights or through accessing social venture capital or in some cases, mainstream equity (CF GHK & BMG Research , 2013).

Other resource providers such as UnLtd help social enterprises to find solutions that will lead to a better society. UnLtd provides funding and support to start ups and helps them scale their social impact towards society. It also incorporates tackling barriers such as finding customers, finding access to finances, and creating a living standard (UnLtd, 2018). The Forth Sector Development Program located in Edinburgh maximized the social impact of investments, grants, and funding. It has played a prominent role in the development of social impact on society, whatever the sector is. The services of the forth sector development can vary from support for the public and private sector to support for employability programs, advice, training, and business coaching (Forth Sector Development, 2018).

In London, the government has launched funding from the Association of London Government (SEL) (London Councils, 2006). This regional body was created to elaborate on three issues concerning social enterprises: improving understanding of social enterprises, improving business support, and improving access to finance (London Councils, 2006).

5.3.2.2. Competitors

In the first category of identifying competitors, all social enterprise organizations in the market should be taken into consideration. However, according to Kool (2018), the competition of Happy Tosti does not incorporate other social enterprise organizations unless the organizations are considered to be lunch restaurants. Therefore, the competition concerning Happy Tosti is related to restaurants that serve, in particular, tosti's.

The research on market trends in the UK (2017) consists of a survey that investigates the differences between SME and social enterprises (Stephan, 2017). This could be very useful since Happy Tosti sees SMEs in the lunch/restaurant sector as competitive players in the social enterprise market (Kool, 2018). Even if not all SMEs are related to lunch or restaurant places, according to the UK Cabinet Office (2012), a high number of social enterprises reported in a survey that competition is one of the main obstacles to their success. As shown in Figure 19, half of the social enterprises in the United Kingdom reported competition as a barrier in the social enterprise market (Wilkinson, 2014).

Obstacle	% of social enterprises citing as an obstacle in 2012
The economy	81%
Regulations	56%
Taxation, VAT, PAYE, NI, rates	53%
Cash flow	52%
Competition	50%
Obtaining finance	48%
Shortage of skills generally	28%
Availability/cost of suitable premises	25%
Recruiting staff	25%
Pensions	15%
Shortage of managerial skills/expertise	15%

Figure 19. Obstacles for social enterprises in the UK

5.3.2.3. Complementary organizations and allies

Complementary organizations and allies can be explained as organizations and individuals who can facilitate and impact an organization (Bloom & Dees, 2008). The United Kingdom provides a large number of social services namely, major public services, support services, network services, and investment services (Wilkinson, 2014). In order to find the right complimentary organization or allies, the following organizations have been selected to provide a birds-eye view over the possibilities within the United Kingdom market environment. The most important players will be

explained briefly in order to understand their approach towards social enterprises (Wilkinson, 2014):

Public support

The Cabinet Office	Provides a major representative governmental body that has a large number of networks and mutual support organisms that do this regionally. The Cabinet Office also created more networks, such as LEP and GSEN (Cabinet Office, About us, 2018)
Department of Trade and Industry	Provides a variety of focus points and strategic decision-making across the government. It is divided into eight focus-working groups, which all identify major challenges and tackle barriers to growth the social enterprise environment (Department of Trade and Industry, 2002).
Department for Communities and Local Governments	Provides information about borrowing and investment opportunities and local council tax support in order to finance the social enterprise employment model (Ministry of Housing, 2018).
Community Interest Companies (CIC)	Provides investors with advice that social enterprises operate for the benefits of the society and makes sure that a legal framework and regulations protect this social purpose. The CIC has a provision in their articles that is called a “asset lock,” which restricts transfers of assets so that they can ensure that they will continue to be used for the benefit of society (CIC, 2018).
Access to Work	Provides employment support for people with a labor disability. Both the employer and the employee can obtain practical and financial support. Also, coaching and mental health support services are provided (Department for Work & Pension, 2018).

Support Network Services

Social Enterprise UK	Provides a national body and leading global authority for social enterprises. Also, Social Enterprise UK is the largest network of the United Kingdom with much access to public policy (Social Enterprise UK, 2015).
UnLtd	Provides network support through the United Kingdom but also focuses on building access to employment, resilient communities, and solutions for an ageing society. UnLtd can help with funding, investment, business skills, increasing social impact, and mentoring with experts (UnLtd, 2018).

Investment Services

Big Society Capital	Provides support and development to social enterprises within the United Kingdom. It supports the Community Investment Fund, which provides loans and equity to society to create social enterprises and charities (Big Society Capital, 2013).
Key Fund	Provides finances and flexible loans in order to help society and social enterprises start up, become sustainable, or achieve growth. The give support by connecting the right social enterprises, which creates changes and successes within the society (Key Fund, 2018).
Big Lottery Fund	Provides development in social investments in the English market. It supports social organizations, building up the market environment, and developing new products and is generally working on understanding the market (HM Government , 2014).

As mentioned before, organizations such as Actor Consultancy do exist in the United Kingdom. In particular, Disability Employment Advisers (DEA) have been recruited to assist social enterprises. The DEA employs work coaches to provide additional professional expertise and local knowledge of mental health conditions. These people can help those with a disability on the work floor or with

practical daily life issues. Recently, 470 full-time equivalent advisers were in place as of February 2018. Another social service assistance program is the Mental Health Support Service. This organization provides six months of support to start a new job as part of the Access to Work scheme (Powell, 2018, p. 15).

5.3.2.4. Beneficiaries and customers

Beneficiaries and customers are included in the players related to the social enterprises activities (Bloom & Dees, 2008). Since the employment model is part of the business model of Happy Tosti, it is important to investigate the employment rate of people with a disability. According to Powell (2018), an estimated 3.9 million people with disabilities were employed in 2018, which was more than previous years. However, 393,000 people with disabilities are still unemployed but actively searching for jobs. People with a disability have an employment rate of 51.3%, which is considerably low compared to the 81.4% employment rate of the general population (Bulletin, 2018).

5.3.2.4.1. Customers

Happy Tosti can be found in an environment such as the Bagels & Beans, Starbucks, and McDonald's (Kool, 2018). The customer could be almost any person consuming lunch. Dutch organizations such as Anne & Max and Brownies & Downies are considered to have the same customers as Happy Tosti (van Houwelingen & van Baalen, 2017).

In order to identify the customers of Happy Tosti in the United Kingdom, it is useful to develop a customer profile that can adjust to segment the customer market. A customer profile assists in obtaining information using a visualization of a person instead of an abstract idea of customers (Smith, 2016). Elements that should be examined in the customer profile include:

1. *Background and responsibilities:* People who go out for lunch breaks, families, children and students are targeted for Happy Tosti. There is no specific career path that needs to be followed.

2. *Demographics:* Happy Tosti is focused on middle-class people. The same as in Germany, the targeted age is from 18-54 years old. Also, people living in a city are targeted (Smulders, 2018).
3. *Communication:* The preferred communication channels for advertisement are social media and word of mouth advertisement. Assistance can come from investors, social support groups, and the state.
4. *Media and influencers:* Social media channels have a large influence on the Happy Tosti location in the United Kingdom. Because of the well-known definition of social enterprises, the organization is recognized on the Internet by all kinds of people. Examples of social media that will be used are Facebook, Instagram, Google, and Linked In.
5. *Objections:* The concept of toasties is recognized in the United Kingdom. However, the product needs much promotion in order to enter the English market.
6. *Common language:* The language that will be used is English, which is demonstrated already in the Happy Tosti location in the Netherlands (van Houwelingen & van Baalen, 2017).

5.3.2.5. Opponents and problem makers

Opponents and problem makers are players who undermine the ability of social enterprises to achieve or oppose their efforts politically (Bloom & Dees, 2008). In the United Kingdom, the government is trying to achieve an environment in which social enterprises are one of the main sectors in society. This long-term project is focused on representing social enterprises and avoiding market failures that make it hard to identify opponents and problem-makers in the social enterprise sector. Opponents and problems in the United Kingdom can mainly be attributed to Brexit. According to the chief executive of UnLtd (2018), the public procedures in the wake of Brexit mean that trade barriers can be high. Happy Tosti should discover new manufacturers within the United Kingdom because of the now invalid trade agreements of the European Union. In addition, the country will also lose funding streams provided by the European Union (Sheppard, 2018).

Future obstacles to the growth of Happy Tosti can be foreseen. When social enterprises become profitable, two changes appear. First, the profits can expand the social mission of Happy Tosti. The social enterprise can grow to more regions, use more organic products, and improve its sustainability. Other opponents Happy Tosti could face are trends focusing on profits to satisfy investors. By looking to obtain more profits, social enterprises sometimes lose sight of their original mission, which can lead to comparing profits with other businesses (Muhammed, 2018).

5.3.2.6. Affected or influential bystanders

The Bloom and Dees theory is designed to think about internal or external players who have currently no impact but may be affected by upcoming events and influence the success of the social enterprise (Bloom & Dees, 2008). According to Goldsmiths University (2018), trends are changes and future possibilities that will help create the future for social enterprises. Only the important aspects related to Happy Tosti will be mentioned in this report in order to specialize the research. The first challenge could be a changing environment. Because of Brexit, the United Kingdom is even more politically and economical divided. Power will be spread over the major cities, and smaller cities or towns are likely to decrease their shopping streets. Secondly, the growth of income and wealth inequalities is expected to continue. In addition, there is likely to be a growing crisis on mental health (Goldsmiths University, 2018).

6. Analysis

This analysis chapter compares the data results to identify the best market for Happy Tosti. To improve the analysis process, the raw data was presented and discussed with the owners of Happy Tosti. Using a ranking sheet (see appendix 10.7.), the owners were asked to provide their feedback on each environmental condition and player. Using this information, the following analysis was developed.

6.1. Structure of the analysis

The analysis of the data highlights that several conditions are key to Happy Tosti. These are marked in green for positive and red for negative. Furthermore, the ranking is based on numbers from zero to five. Zero is considered to indicate that something is not important and five indicates that something is very important.

<i>The political and administrative structure</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> • No specific policy legislation, no definition on social enterprises, and no plans to introduce social entrepreneurship exist. • The legal framework is based on the code of social law (1975), UN Convention on the Rights of Persons with Disabilities (2009) and the Federal Social Assistance Act (2005). • The government supports limited access to subsidies. • The North Rhine-Westphalia district offers financial support for salaries when a quota of 40%-50% of employees being disabled people is 	<ul style="list-style-type: none"> • In 2001, a policy and legal framework was created in order to recognized social enterprises on the national policy agenda. The development of social enterprises has gone on for more than fifteen years. The government adopted a clear definition that backed the legal framework. • A variety of legal forms that comply to the criteria must be completed in order to classify a social enterprise. • The government makes sure that the social enterprise environment is growing. Public support from national, regional, and local levels is considered

<p>implemented and jobs are offered with more than 18 hours per week. Also, to make the workplace accessible for people with disabilities, the state offers 2,500 euro.</p>	<p>to contribute well. Also, public funding, financial contributions, or the delivery of agents are well known in the sector.</p> <ul style="list-style-type: none"> In terms of Brexit, membership to a single market, restrictions on freedom of movement, and economic contraction will result in a different administrative structure.
<p>Happy Tosti Ranking</p>	
<p>The Happy Tosti owners considered the political and administrative structure as very important since the rating number is five. Moreover, Happy Tosti is extremely dependent on exemptions for salaries in order to have financial success. Also, Happy Tosti has many gatherings with local political parties or municipalities in order to achieve social development (Kool, 2018) Happy Tosti relies on how political structure is interpreted by its host country (Smulders, 2018).</p>	

In the analysis on the political and administrative structure of Germany, it was demonstrated that Germany has no policy legislation on the definition of social enterprise. Although Germany has a legal framework, access to financial support from the state is limited. The definition of a social enterprise in the United Kingdom is clearly stated. The legal framework of the United Kingdom has a variety of forms and special criteria. Therefore, the access to financial support is well known in the social enterprise sector. Nevertheless, the United Kingdom faces some challenges concerning Brexit. For Happy Tosti, it is important to identify potential financial support from the state in order to succeed in a new market environment.

Economics and Markets	
Germany	The United Kingdom
<ul style="list-style-type: none"> Social enterprise is not profitable enough to maintain the lifecycle of a 	<ul style="list-style-type: none"> Approximately 471,000 social enterprises exist.

<p>social enterprise. of public authorities lack social enterprise business knowledge.</p> <ul style="list-style-type: none"> Private-owned restaurants functioning as social enterprises cannot be found. Only healthcare institutions supported by government or church seem to have a similar business model. Two examples can be compared to Happy Tosti: AfB and Sign It. 	<ul style="list-style-type: none"> The proportion of social enterprises that have made a profit is 93.2%. Different approaches toward social enterprise can be explained in their business models and sources of income. The three main sources of income for social enterprises are trade with the general public, trade with the public sector, and trade with the private sector.
Happy Tosti Ranking	
<p>The Happy Tosti owners considered the economic and markets as fairly important since the rating number is four. Moreover, the chances to succeed in a new market determinate commercial achievement (Kool, 2018) (Smulders, 2018).</p>	

The analysis of the economics and markets demonstrated that the German market is not profitable enough to continue the process of a social enterprise, although some examples do exist, like AfB and Sign It. The United Kingdom hosts many social enterprises that have made profits. Also, different approaches are implemented in the business models. For the Happy Tosti owners, this is useful in planning how to succeed in a new market.

<i>Geography and Infrastructure</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> The country is divided into 16 federal states. Each federal state has its own regulations. The laws on hiring disabled people are the responsibility of the respective federal state. 	<ul style="list-style-type: none"> Many opportunities exist on geographical matters. There is a variety of places where social enterprises can be established, such as the East of England, East Midlands,

<ul style="list-style-type: none"> Local markets environments have easier access to funds and knowledge. The western part is highly populated with big cities that are not extremely expensive. Left-wing politics in cities such as Hamburg, Leipzig, and Berlin may be useful. 	<p>London, North East, North West, South East, South West, West Midlands, and Lothian (Scotland).</p> <ul style="list-style-type: none"> England is the most popular location for social enterprises within the UK. It is recommended to focus on the potential regions, districts, or cities. Birmingham, London, and Edinburgh have proven to be engaging societies.
Happy Tosti Ranking	
<p>The Happy Tosti owners considered geography and infrastructure as slightly important since the rating number was one. The nationwide research on geography and infrastructure was not specific enough for Happy Tosti to decide where to enter a new country. Therefore, Happy Tosti needs more in-depth information for each potential city in order to decide where to enter a new market. Further research focused on city matters is recommended (Kool, 2018) (Smulders, 2018).</p>	

The analysis on the geography and infrastructure in Germany is divided into 16 federal states, each with its own regulations. The local markets, western parts, and left-wing cities are much easier environments in which to obtain access to funds. In the United Kingdom, opportunities lie in a variety of places. In particular, England has the most potential regions, districts, or cities. The owners of Happy Tosti found it mostly interesting on a city or regional scope. On a national level, the information is not specific enough.

<i>Culture and Social Fabric</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> There is a slow process of implementation of social enterprises. The process is the result of history, 	<ul style="list-style-type: none"> Patterns continue of a well-established sector. There is a long

<p>strong country agreements, immigration, and civil society. Less space was created for social enterprises.</p> <ul style="list-style-type: none"> • The immigration crisis plays an important role in the start of social enterprises. • There is a lot to be won in terms of people with a disability or experiencing obstacles to the labor market. 	<p>period of potential to open a social enterprise.</p> <ul style="list-style-type: none"> • A flexible approach allows development of new business models for social enterprises.
Happy Tosti Ranking	
<p>The Happy Tosti owners considered the culture and social fabric as slightly important since the rating number is one. This means that the cultural and social fabric is not interesting enough to base choosing a country on. However, when entering a new market, the technical marketing opponents are quite important for Happy Tosti (Kool, 2018) (Smulders, 2018).</p>	

The analysis of the geography and infrastructure shows that Germany has a slow process of implementing social enterprises. However, the immigration crisis played an important role in promoting the social enterprise labor market. The United Kingdom created a well-established culture of social enterprises and a flexible approach that allows more development. The Happy Tosti owners explained that the cultural and social fabric was not a crucial element in order to choose a new market.

<i>Resource Providers</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> • The German government is the most valuable player concerning the subsidies of Happy Tosti. The 	<ul style="list-style-type: none"> • Social enterprises can make use from the government's sales of goods and

<p>government subsidizes all of the employees for Happy Tosti the business model can be circulated and profitable.</p> <ul style="list-style-type: none"> • FASE was the first funder of banks that are focused on social enterprises and could be willing to cooperate with Happy Tosti. • Happy Tosti can be pioneer and repeat the same steps as they did in the Netherlands. 	<p>services, private and public funding and, financial resources.</p> <ul style="list-style-type: none"> • A variety of financial resources exist such as the Enactment of the Public Services, grants and donations, government programs, programs related to investments, debt finance from banks, and equity finance. • Other resource providers also exist, such as UnLtd and the Association of London Government.
Happy Tosti Ranking	
<p>The Happy Tosti owners considered the resource providers as very important since the rating number is five. The rating number is based on the function of the resource providers. Financial compensation from the government is essential for the Happy Tosti business model to be profitable. Also, other components and resources providers that can provide financial compensation are important players (Kool, 2018).</p>	

The analysis on the resource providers in Germany is focused on the German state, which is a valuable player. It provides not only investors but also the exceptional practice of subsidies in the German market. The United Kingdom provides government services and many other resource providers. The Happy Tosti owners found the resource providers interesting since they are essential to start up the organization and make it profitable.

<i>Competitors</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> • All lunch-related restaurants can be seen as competition. 	<ul style="list-style-type: none"> • A high percentage of social enterprises reported in a survey that competition

<ul style="list-style-type: none"> AfB and Sign It cannot be considered to be competitors because the social enterprises do not serve the same products. However, these social enterprises can assist each other in bringing social enterprises to the market. 	<p>is one of the main obstacles to their success.</p>
<p>Happy Tosti Ranking</p>	
<p>The Happy Tosti owners considered the competitors as important players since the rating number is two. Moreover, according to Kool (2018), competitors should be identified but do not have a relation towards the success factor of Happy Tosti. Nationwide, the competition is not considered to be important when there are no direct competitors. Future research could be recommended in order to analyze direct competition in regions and cities (Smulders, 2018).</p>	

The competitors in Germany are seen as all lunch restaurants. The exception is other social enterprises that can function as partners. In the United Kingdom, many social enterprises can be found on the market and are seen as competitors. The Happy Tosti owners found the competitors not specific enough in order to base the success factor of the organization on it.

Complementary Organizations and Allies	
Germany	The United Kingdom
<ul style="list-style-type: none"> <i>Public support:</i> The Federal Social Assistance Act and Civic Engagement and Integration <i>Support network services:</i> Social Enterprise Germany, Social Impact GmbH, and Social Entrepreneurship Akademie 	<ul style="list-style-type: none"> <i>Public support:</i> The Cabinet Office, the Department of Trade and Industry, the Department for Communities and Local Governments, Community Interest Companies (CIC), and Access to Work <i>Support network services:</i> Social Enterprise UK and UnLtd

<ul style="list-style-type: none"> • <i>Investment services:</i> FASE and Social Banks • <i>Others:</i> City of London Corporation, Social Finance UK, SIB Group, Clearlyso, Big Issue Invest, and CAF Venturesome. 	<ul style="list-style-type: none"> • <i>Investment services:</i> The Big Society Capital, Key Fund, and Big Lottery Fund
Happy Tosti Ranking	
<p>The Happy Tosti owners considered the complementary organizations and allies to be very important since their rating number is five. Knowing the complementary organizations and allies is extremely important in order to decide which country has more potential. This has to do with the possibilities abroad concerning investments and financial support (Kool, 2018); (Smulders, 2018)</p>	

The analysis on the complementary organization and allies in both countries includes public access, support network services, and investment services. Also, other organizations in Germany that are not especially focused on social enterprises are named. The owners of Happy Tosti found these players essential to decide which country has the most potential complementary organizations or allies.

<i>Beneficiaries and Customers</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> • The population is 82 million inhabitants, with 7.5 million people severely disabled. • Coach organizations such as Actor Consultancy cannot be found. 	<ul style="list-style-type: none"> • There are still 393,000 people with disabilities unemployed but actively searching for jobs. • The DEA employs work coaches to provide additional professional expertise and local knowledge of mental health conditions.
Happy Tosti Ranking	

The Happy Tosti owners considered the beneficiaries and customers as slightly important since the rating number is one. The numbers of people with disabilities who are unemployed are also interesting for Happy Tosti. However, the information is not useful since it falls under operational matters (Kool, 2018). Currently, it is more interesting to know whether the jobs that Happy Tosti offers are attractive enough for local people (Smulders, 2018).

The analysis on the beneficiaries and customers in Germany is based on many inhabitants and thus includes people with disabilities. Meanwhile, Germany is not familiar with job coaching organizations. In the United Kingdom, disabled people who are unemployed are actively looking for jobs. These people are supported by job coaching organizations. The owners of Happy Tosti explained that this information is not useful in order to choose a new potential market because these players fall under operational tasks.

<i>Opponents and Problem Makers</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> • Since social enterprises manifest under several legal forms, it is difficult to distinguish social enterprises from non-profit organizations. • Innovations of the third sector do not exist. Therefore, investigations of innovation in the social enterprise market can be difficult. 	<ul style="list-style-type: none"> • Barriers to the public procedures to provide trade can be high. • Discovery of new manufactures is necessary. • The UK will lose funding streams provided by the European Union. • Trends focusing on profits to satisfy investors can cause social enterprises to lose sight of the original mission.
Happy Tosti Ranking	
<p>The Happy Tosti owners considered the opponents and problem makers as important since the rating number is three. Moreover, the opponents and problem makers those are a continuous process where every social enterprise is related to (Kool, 2018) (Smulders, 2018).</p>	

The analysis on the opponents and problem makers in Germany faces difficulties with the lack of a legal definition of social enterprises. Also, innovations in the social enterprise sector do not have a particular role in society. The United Kingdom not only faces challenges with Brexit, but also upcoming trends related to satisfying investors. The Happy Tosti owners explain these issues as repeated problems that need to be identified constantly.

<i>Affected or Influential Bystanders</i>	
Germany	The United Kingdom
<ul style="list-style-type: none"> • The coupling of socio-demographic background and levels of education are relevant, since social innovation in the educational area needs mentoring and support in developing new models of learning for special people. • Current demographic development may not be sustainable for the next decades. 	<ul style="list-style-type: none"> • Power will be spread over major cities, and smaller cities or towns are likely to decrease their shopping streets. • The growth of inequalities in income and wealth is expected to continue. • New state systems can be difficult and mental health is a growing concern.
Happy Tosti Ranking	
<p>The Happy Tosti owners considered the affected or influential bystanders as not important since the rating number is one. Happy Tosti is confident that such problems will be overcome by the organization itself. Currently, this information will show more relevance for large-size organizations than for Happy Tosti (Kool, 2018); (Smulders, 2018).</p>	

The analysis on the affected or influential bystanders in Germany is related to the challenges focusing on educational levels along with demographical development of the country. The United Kingdom faces a decrease in shopping streets in small cities, the growth of inequalities, and difficulties on the state crisis on mental health. The Happy Tosti owners found affected or influential bystanders irrelevant since the organization will recover from these problems on small scale.

7. Conclusion

This research has provided ecosystem analyzes on both Germany and the United Kingdom in order to gather information regarding a new potential market for the social enterprise Happy Tosti. Having presented the findings and an analysis, the focus will now shift to answering the sub- and main questions that have guided this research. The sub-questions will be answered first, which will lead to an answer to the main question of this research. After that, limitations during the research will be presented.

7.1. Answering the Sub-questions

In response to the first sub-question: *What kind of social enterprise is Happy Tosti?*

This research demonstrated that Happy Tosti could be defined as a social enterprise based on an employment model. In addition, Happy Tosti can be explained by saying that the social value impact comes first in the business approach, whenever the financial value of a social enterprise is deliberated. The particular interest of Happy Tosti is to employ people with labor limitations or disabilities, which overlap with the purpose of an employment model. Therefore, Happy Tosti is considered to be a social enterprise with a focus on the employment model, which is concentrated on providing job training, living wages, and skill development to the beneficiaries.

How are the environmental conditions in Germany and the United Kingdom arranged as they concern the social enterprise model of Happy Tosti?

Concerning the second sub question, this research shows that out of the four environmental conditions, two of them are significantly important to the Happy Tosti model. Despite the fact that both the political and administrative structures were considered to be very important, the United Kingdom presented a better image of the definition of a social enterprise and a legal framework for a social enterprise such as Happy Tosti. Germany has limited access to financial support from the state, which gives it less potential. As this research has shown, Germany has an incomplete idea of a social enterprise business model. It showed that social enterprises are not able to meet the expectations of investors in Germany. In addition, most of the social enterprises in the German market are situated as welfare systems. Although, Germany has some positive examples of social enterprise, they are still not comparable with the number that the United Kingdom presents. The

United Kingdom hosts 471,000 social enterprises that all have different sources of income. The proportion of social enterprises that had made profits was 93.2%, which for Happy Tosti indicates a perfect place to enter the market. Furthermore, by looking at the approaches that were adopted for geography and infrastructure, Germany is divided into 16 different federal state regulatory bodies, which makes it hard for Happy Tosti to move throughout the country. What does bode positively for entering the German market is that regions like the western part and left-wing cities have more influence in political issues. However, the United Kingdom has a variety of places where social enterprises can establish themselves, such as the city of Birmingham, which is regarded as the social enterprise city of the United Kingdom. The last environmental condition affecting the employment model of Happy Tosti is the culture and social fabric environment. Although this environmental condition is considered to be less important by the owners of Happy Tosti, this research shows that given the slow process of Germany, there are a lot of gains to be made in the area of the employment model of Happy Tosti. In the United Kingdom, the culture and social fabric will continue developing and increasing the social enterprise sector.

Which players exist in the market environments for social enterprises of Germany and the United Kingdom?

Referring to the third sub-question, this research shows that out of all the players that exist in the market environment of Happy Tosti, the resource providers and complementary organizations and allies are the most relevant players. Both countries have several resource providers, with main players being the governments. Since the United Kingdom has a clear social enterprise establishment, this country is slightly more preferred than Germany. Concerning the competitors, differences can be found in their approaches towards other social enterprises. In Germany, fewer social enterprises exist, which makes them valuable to new potential enterprises. Therefore, in the United Kingdom, more social enterprises mean more competition. The beneficiaries and customers are considered to have no relevant information in to help Happy Tosti enter a new market. In order to make the results more representative, the opponents and problem makers should be investigated. Since Germany has a hard time recognizing the term “social enterprise,” it makes it difficult to distinguish social enterprises from non-profit organizations. In the United Kingdom, Happy Tosti should be aware of losing sight of the original mission when comparing its profits with

those of other businesses. Lastly, the affected or influential bystanders in Germany can be explained as issues in citizens' levels of education or demographic development. Meanwhile, In the United Kingdom, major issues such as the Brexit are having a massive impact on society, which can lead into the grow of inequalities in income and increase the growing crisis surrounding mental health issues.

Which ecosystem suits the Happy Tosti approach best: Germany or the United Kingdom?

Based on the answers to the previous sub questions, it could be argued that currently the United Kingdom is more suitable for a Happy Tosti model. Despite the fact that both countries are potential markets, the United Kingdom provides more stability in the political and administrative structures for Happy Tosti. It could be argued that the United Kingdom is most suitable for the Happy Tosti approach since financial support is considered to be very important for the Happy Tosti model. Based on the analysis section, the United Kingdom proves to have successful social enterprises within a variety of market resources and complementary organizations and allies. Nevertheless, the Brexit challenges should be tackled before entering the English market. Although the analysis shows that Germany offers the potential to create greater impact in the social enterprise sector, the current situation is more in favor of the United Kingdom.

7.2. Answering the Main Question

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?

Answering the main-question, this research has made it apparent that out of all the environmental conditions and players, a list of factors is crucial for entering a new market. Therefore, in order to make the results more representative, a brief description of Germany and the United Kingdom is given in order to apply it to the main research question. The political and administrative structure, or to be more precise, financial support is essential to the Happy Tosti model. Therefore, the definition of a social enterprise should be well established in a new potential market. This requirement can be fulfilled in the English market. The German market is less promising since the definition and legal framework are not well established. Moreover, this research shows the importance of market research in order to determine a potential market for Happy Tosti. In Germany, the social enterprise market mainly consists of welfare systems. In addition, it is hard to

meet the criteria of the German investors. In the United Kingdom, the market is filled with social enterprises, and experience in the sector has led to profitable social enterprises. Furthermore, resource providers and complementary organizations and allies were investigated in both new markets, since this factor is one of the best indications to find a potential network for the Happy Tosti model. Germany and the United Kingdom have many public and private support groups through which a network can be created. Lastly, this research shows that opponents and potential problems should be tackled in order to enter a new market environment. Referring to Germany, the Happy Tosti model requires a constant innovative process that can be difficult. In the United Kingdom, barriers to public trade and European funding can be found in the Brexit process. In the end, Germany and the United Kingdom are both potential countries for Happy Tosti to enter a new market. However, the United Kingdom likely has more potential since the political and administrative structures play such an important role.

7.3. Limitations

This research has attempted to make a case for expanding the Happy Tosti model to a new potential market environment. Due to the fact that this research is focused on a national scope, geography and infrastructure, culture and social fabric, competitors, beneficiaries and customers, and affected or influential bystanders have been shown limited interest by the owners of Happy Tosti. Therefore, in order to look deep at the main question, it might be interesting in future research to use a smaller scope in order to investigate regions or cities. Nevertheless, it offers a starting point for further investigation on city-related matters.

8. Recommendation

The results of this research suggest that Happy Tosti should enter the market of the United Kingdom. Looking at the approach that was adopted to investigate a potential new market, the United Kingdom proves to be the most experienced country in hosting social enterprises. Despite the fact that both countries are potential new markets, the United Kingdom provides the guarantee of an adopted legal framework for social enterprises. Based on the analysis section, the United Kingdom can offer more public and private support, and in particular, financial assistance. Therefore, the United Kingdom is most suitable for the Happy Tosti approach since financial support is considered to be very important for the Happy Tosti model. In addition, the English market proves to have had successful social enterprises with a variety of market resources and complementary organizations and allies. What not covered in this research is in-depth market research on a potential city. Therefore, further research should focus on, for instance, market research in Birmingham, Edinburgh, or London. This will provide more insights into the actual market situation for a Happy Tosti model.

8.1. Implementation of the Theory of Change

Looking at the theory of change that was adopted in the ecosystem theory of Bloom and Dees (2008), the results of this research show great potential for a commercial business participating in society. This research contributed to the opportunities for Happy Tosti to expand to Germany and the United Kingdom. The United Kingdom provides financial support that Happy Tosti can pass on to people with an actual paying job who are building up their own pensions. The employees working in a Happy Tosti in the United Kingdom gain self-esteem and are more responsible, which is associated with fewer reports of illness or health problems. The United Kingdom is able to combine the employment model with a sustainable change. The country will contribute to a world where people with disabilities or experiencing obstacles to entering the labor market can be seen and treated in a normal manner. As a result, the social concept can be exported to the United Kingdom to develop further operational activities. Operational activities can be identified in the quality of the products, services, and presentation.

9. References

- Alter, S. (2006). *Social Enterprise Models and Their Mission and Money Relationships*. Oxford: Oxford University Press.
- Austin, J., Stevenson, H., & Wei-Skilern, J. (2006). *Social ad Commercial Entrepreneurship: Same, Different, or Both? Entrepreneurship Theory and Practice*.
- Bernard, H. (2006). *Research methods in anthropology: Qualitative and quantitative approaches*. Lanham, MD: AltaMira.
- Big Society Capital. (2013). *Social Investment Compendium Portfolio of research and intelligence on t he social investment market*. London.
- Birkhölzer , K. (2015). *Social Enterprise in Germany: A Typology of Models* . Berlin, Germany : ICSEM Working Papers, No. 15 .
- Bloom, P., & Dees, J. (2008). *Cultivate Your Ecosystem*. Retrieved from Stanford: https://ssir.org/images/articles/2008WI_feature_bloom_dees.pdf
- Bräuer, S. (2014). *The Development of Social Entrepreneurs in Germany*. Germany: Westfälische Wilhelms University.
- Bryman, A. (2012). *Social research methods*. Oxford University Press.
- Bulletin, L. M. (2018). *Key labour market statistics by disability status*. London: ONS.
- Bundesarbeitsgemeinschaft, I. (2012). *Hilfen für schwerbehinderte Menschen im Beruf – Jahresbericht 2011-2012*. Universum Verlag GmbH, Köln, Germany.

Cabinet Office . (2016). *SOCIAL ENTERPRISE: MARKET TRENDS Based upon the BIS Small Business Survey 2014*. Crown copyright 2016.

Cabinet Office. (2018). *About us*. Retrieved from
<https://www.gov.uk/government/organisations/cabinet-office/about>

CF GHK, & BMG Research . (2013). *Growing the social investment market: the landscape and economic impact*. London: City of London.

CIC. (2018, 11 15). *gove.UK*. Retrieved from CIC model constitutions: introduction:
<https://www.gov.uk/government/publications/community-interest-companies-constitutions/cic-model-constitutions-introduction>

Cvilak, N. (2018, 11 08). Arbeit für Menschen mit Behinderung. (P. Verburg, Interviewer)

de Swaan Arons, H., & Walewijn, P. (1999). *A Knowledge Base Representing Porter's Five Forces Model*. Rotterdam: Erasmus University Rotterdam.

Department for Business, Innovation and Skills . (2011). *A Guide to Legal Forms for Social Enterprise*. Retrieved from
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31677/11-1400-guide-legal-forms-for-social-enterprise.pdf

Department for Work & Pension. (2018). *Access to Work factsheet for employers* . Retrieved from gov.UK: <https://www.gov.uk/government/publications/access-to-work-guide-for-employers/access-to-work-factsheet-for-employers>

Department of Trade and Industry. (2002, July). *Social Enterprise: A Strategy for Success*. United Kingdom: Crown Copyright. Retrieved from <http://www.dti.gov.uk/>

DESTATIS. (2013). *Number of disabled people at over 10 million in 2013*. Retrieved from DESTATIS Statistisches Bundesamt : <https://www.destatis.de/EN/FactsFigures/SocietyState/Health/DisabledPersons/Current.html>

Euclid Network. (2018). *Our vision is to see civil society and social enterprise empowered to drive positive change*. Retrieved from Our Vision: <http://euclidnetwork.eu/about-us/our-vision/>

Evers, A. (2013). *Approches and instruments in local welfare systems: Innovation, adaption and adaptation*. WILCO, Welfare Innovation at the Local Level.

FASE. (2018). *FASE – Financing Agency for Social Entrepreneurship*. Retrieved from FASE: <https://fa-se.de/en/>

Forth Sector Development. (2018). *Social Impact in the Public, Third and Commercial Sectors* :. Retrieved from Forth Sector Development: <http://www.forthsectordevelopment.org.uk/index.html>

GLS Bank. (2018). *The bank that makes your money work for people*. Retrieved from GLS Bank: <https://www.gls.de/privatkunden/english-portrait/>

Goldsmiths University. (2018). *Community Business in 2030*. London: Forum for the Future.

Grayson, D. (2018). *Community Business in 2030: Literature Review*. London: Peoplesbiz.

Groeneveld, H. (2018, 11 16). Actor Consultancy. (P. Verburg, Interviewer)

Grothaus, S. (2018). Employee Social Enterprise Germany. (P. Verburg, Interviewer)

Höfermann, F. (2018, 11 07). Manager. (P. Verburg, Interviewer)

Heinze, R. (2013, 04 11). *Social Entrepreneurship Versus Intrapreneurship in German Social Welfare Atate: A Study of Old-Age Care and Youth Welfare Services*. Retrieved from <http://nvs.sagepub.com/content/early/2013/09/23/0899764013501234.full.pdf+html>

HM Government . (2014). *Growing the social investment market: 2014 progress update*. London: Crown Copy.

i-SE. (2018, 11 15). *Birmingham Social Enterprise City*. Retrieved from i-SE: <http://www.i-se.co.uk/our-services/business-support-2/>

Johnson, G., Scholes, K., & Whittington, R. (2005). *Exploring corporate strategy*. Harlow, England; New York: Prentice Hall.

Künast, R., & Trittin, J. (2012). *Deutscher Bundestag*. Berlin: Drucksache.

Keus, M. (2018, 11 21). FASE. (P. Verburg, Interviewer)

Key Fund. (2018). *The north isn't known for its grit for 'nowt*. Retrieved from Key Fund: <https://thekeyfund.co.uk/about/our-story/>

Klijn, V. (2018, 10). Policy and project officer. (P. Verburg, Interviewer)

Kool, J. (2018, 09). Owner Happy Tosti . (P. Verburg, Interviewer)

Kool, J., & Holtus, S. (2018). *De Happy Tosti formule*. Retrieved from Happy Tosti: <http://www.happytosti.nl>

Kopf, H., & Müller, S. (2014). Soziale Innovationen in Deutschland: Von der Idee zur gesellschaftlichen Wirkung. Germany: SpringerVS.

Lafeber, M. (2018). *Jobcoachorganisatie Actor*. Retrieved from Actor Consultancy: <http://www.actor-consultancy.nl/over-actor-consultancy/>

London Councils. (2006, 09). *The Association of London Government changes its name to London Councils*. Retrieved from <https://www.londoncouncils.gov.uk/node/23779>

McCarthy, J. (2007). Partnership, Collaborative Planning and Urban Regeneration. The United Kingdom: Ashgate.

McKinsey. (2011). *Opportunities for the Dutch Enterprise Sector*. Social Enterprise NL.

Meyerson, D. E. (2004). Stanford Social Innovation Review. Pankaj Ghemawat.

Ministry of Housing, C. &. (2018, 11 22). *Live tables on local government finance* . Retrieved from gov.UK: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-local-government-finance>

Moore, J. (1996). The Death of Competition: Leadership & Strategy in the Age of Business Ecosystems. New York: Harper Business.

Muhammed, A. (2018, 03 04). *Four Challenges (Millennial) Social Entrepreneurs Should Account For When Running Their Businesses*. Retrieved from Entrepreneur Middle East: <https://www.entrepreneur.com/article/309905>

Nicholls, A., & Huybrechts, B. (2002). *Social entrepreneurship: definitions, drivers and challenges*. University of Oxford & University of Liege.

Oxford College of Marketing. (2016, 06 30). *What is a PESTEL analysis?* Retrieved from Oxford College of Marketing: <https://blog.oxfordcollegeofmarketing.com/2016/06/30/pestel-analysis>

Patey, R. (2011, 09 11). *Is the Social Enterprise Mark limiting social enterprise?* . Retrieved from The Guardian: <https://www.theguardian.com/social-enterprise-network/2011/sep/06/mainstreaming-profit>

Powell, A. (2018). People with disabilities in employment. *House of Commons Library* , 15-20.

Rodin, J. (2014). The Power of Impact Investing. In J. Rodin, *The Power of Impact Investing* (pp. 68-69). Pennsylvania: Wharton Digital Press.

Saunders, M. (1997). Research methods for business students . In M. Saunders, *Research methods for business students* (pp. 372-375). London: Pitman .

Scheer, M. (2013). Working opportunities for disabled persons in Germany: laws, practices and experiences. Bremen : EU project 'Chance for better opportunity' .

Scheuerle, T. (2015). Mapping social entrepreneurship in Germany – a quantitative analysis. Germany: Inderscience Enterprises Ltd.

Sheppard, E. (2018, 03 12). *'Social enterprises go bust all the time' - how the sector is tackling its image problem*. Retrieved from The Guardian: <https://www.theguardian.com/small-business-network/2018/mar/12/social-enterprises-go-bust-all-the-time-how-the-sector-is-tackling-its-image-problem>

Smith, K. (2016, 11 24). *How to Conduct Customer Analysis and Customer Segmentation*. Retrieved from Brand Watch : <https://www.brandwatch.com/blog/how-to-write-customer-analysis/>

Smulders, W. (2018, 12 06). Owner Happy Tosti. (P. Verburg, Interviewer)

Social Enterprise UK. (2015). *Leading the World in Social Enterprise*. London : Santander .

Social Enterprise UK. (2018, 11 15). *Birmingham: A Social Enterprise City*. Retrieved from Social Enterprise UK: <https://www.socialenterprise.org.uk/News/birmingham-a-social-enterprise-city>

Social Entrepreneurship Akademie. (2018). *EDUCATION FOR SOCIETAL CHANGE*. Retrieved from Social Entrepreneurship Akademie: <https://seakademie.org/en/about-us/our-mission/>

Social Entrepreneurship Netzwerk Deutschland. (2018). *Gründungsgeschichte*. Retrieved from SEND: <https://www.send-ev.de/ueber-uns>

Social Impact . (2018). *Partners* . Retrieved from Social Impact: <https://socialimpact.eu/en/>

Stephan, U. (2017). *Social Enterprise: Market Trends 2017*. London: Crown copyright .

United Nations. (2006). *Convention on the Rights of Persons with Disabilities*. New York: UN Publications.

UnLtd. (2018). *What we do*. Retrieved from UnLtd: <https://www.unltd.org.uk/our-work/campaigns/purposely/>

van Houwelingen, W., & van Baalen, H. (2017). *Happy Tosti Formuleplan*. European Franchise Consultants.

Verloop, W., & Hillen, M. (2012). *Welcome to the website of Social Enterprise NL*. Retrieved from Social Enterprise NL: <https://www.social-enterprise.nl/english/>

Verloop, W., & McKinsey. (2016). *Monitor 2016*. Retrieved from Social-enterprise:
<https://www.social-enterprise.nl/sociaal-ondernemen/nederland/>

White, S. (2017). *BUSINESS POPULATION ESTIMATES FOR THE UK AND REGIONS 2016*. Sheffield:
Department for Business, Energy & Industrial Strategy.

Wilkinson, C. (2014). *A map of social enterprises and their eco-systems in Europe*. London: ICF
Consulting Services.

Wilkinson, C. (2014). *A Map of Social Enterprises and Their Ecosystems in Europe. Country Report
for Germany*. London: European Commission. Retrieved from European Commission:
<http://ec.europa.eu/social/keyDocuments.jsp?advSearchKey=socentcntryrepts&mode=advancedSubmit&langId>

Wilkinson, C. (2014). *A Map of Social Enterprises and Their Ecosystems in Europe. Country Report
for The United Kingdom*. London: European Commission. Opgehaald van European
Commission:<http://ec.europa.eu/social/keyDocuments.jsp?advSearchKey=socentcntryrepts&mode=advancedSubmit&langId>

Wolf, M. (2014). *The State of Social Entrepreneurship in Germany*. Hertie School of Governance :
SEFORIS.

Zahra, S., Gedajlovic, E., Neubaum, D., & Schulman, J. (2009). A typology of social entrepreneurs:
motives, search processes and ethical challenges. *Journal of Business Venturing*.

10. Appendices

10.1. Appendix A – Interview with VK

Euclid Network

05-10-2018

40:00 minutes

The Hague- London

The interview started with a short introduction of Happy Tosti. After that, Veerle Klijn explained about Euclid Network. Euclid Network is a European network organization that is an expert in regulations. Euclid Network differs from social enterprise organizations such as Social Enterprise NL, because of the focus area. Euclid Network can provide general knowledge of the European social enterprises market. Therefore, Euclid Network is trying to lobby the EU and is broader than social entrepreneurship. Social enterprises in Germany are considered a different player in the European market. Because history, strong country agreements, immigration, and civil society have significantly influenced the adoption of social enterprises in Germany, the implementation process was slow. However, the immigration crisis can be considered to be the first step towards the creation of social enterprises through opportunities in the labor market.

Germany approaches social enterprises as no different than traditional business enterprises. Which means that in German law, there is no difference between various enterprises. Also, the slow process of implementing a social enterprise can be recognized in the government's legal system. The German government has no regulation or policy on social enterprises and taxation benefits. However, subsidies for social work place have been changed. German companies should follow the standard business regulations when starting a social enterprise. In addition, cities or regions have different approaches concerning spending money. However, a limitation of Euclid Network is the lack of specific information about cities or regions. Veerle Klijn advised to see possibilities in big cities focused on the left-wing politics namely, Hamburg, Leipzig and Berlin. Overall, Germany is a country with many opportunities and with a generally stable economy. In Germany, Happy Tosti can be pioneer and practice the same steps as they did in the Netherlands.

Concerning the United Kingdom, the situation is totally different. The United Kingdom is one of the first countries in Europe that started with social entrepreneurship. The United Kingdom proves its interest in social enterprises by many investment funds, governmental support, a network for social entrepreneurs, and a label for particular social enterprise organizations. The label refers to the social enterprise market. This way, the organizations will be presented on a certain website, have a special position in the market environment and in network of investment funds. According to Veerle Klijn (2018), "the United Kingdom is definitely a potential country to expand to".

In the United Kingdom, the geographical location is of great importance. An interesting location for a potential Happy Tosti could be Edinburgh. Edinburgh is a rising, engaging society, where some charity shops call themselves social enterprises. In contrast, London is much more expensive to start a Happy Tosti location. However, the United Kingdom is facing a Brexit, which means that Happy Tosti has no right on European Union money, support, regulations, and laws. Therefore, a deep dive in the EU policies on social enterprises is essential.

Informed Consent Form

Informed Consent Form

- 1) What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?
- 2) This study aims to contribute to the ambition of Happy Tosti by investigating a new market environment. In addition, the investigation requires to understand the market potential for establishing a Happy Tosti location. Therefore, two countries have been selected by Happy Tosti to examine the potential market environment, namely Germany and the United Kingdom. Moreover, in order to examine the possible expansion of Happy Tosti, research in both market environments is of importance in order to draft a recommendation.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.


I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  Date: 05-10-2018

10.2. Appendix B- Interview with SB

Social Entrepreneurship Netzwerk Deutschland

09-10-2018

60:00 minutes

The Hague- Berlin

The interview started with a short introduction of Happy Tosti. Jasper Kool explained the history of Happy Tosti and how the company grew from a start-up to have multiple Happy Tosti locations. Sebastian Grothaus is interested in the idea of Happy Tosti. The social enterprise market in Germany can be described as incomplete. According to Sebastian Grothaus (2018), "You see people that are entrepreneurs and want to be a bit social and you see social people that want to be a bit entrepreneur, people that fit both are very rare". People try to start a social enterprise but eventually fail in earning profits. Profitable businesses are needed in order to grow and maximize their impact.

Furthermore, Sebastian Grothaus works in organizations such as Good Profits and Beaming. These organizations invest in social businesses located in Germany. The main aim is to bring social businesses together with corporates and claim to empower social innovation. Moreover, the combination of innovation, coaching and empowering social enterprises is rare in Germany. Although Germany is growing in support towards social enterprises they are way behind with social regulations compared to the Netherlands. In addition, the German growth can be explained by changes in the political sector. Last year, the Social Entrepreneurship Network was founded, which tries to convince politicians to implement the idea of social enterprises. However, the government and politicians, still do not believe in the idea that commercial organizations can be successful and contribute to the society.

Since, Happy Tosti is looking for the best country to expand to, the social subsidy system of Germany is considered to be very important. In the Netherlands, the system consists of salary value, which means that an external party determines a percentage. For instance, Happy Tosti has to pay 50 percent of the hospitality labor wage for one person and the government will subsidize the other half. Furthermore, a growth percentage is required over the years. Eventually, most of

the people cannot grow up to 100 percent because they are born with a limitation. However, people for example with psychological limitations could go up to 100 percent. The growth of percentages is considered to be very important. Also, the subsidies from the government are important in order to make the system profitable. Furthermore, Sebastian Grothaus, provided information of the two markets. The German market offers many healthcare institutions supported by the government or church. Additionally, for-profit social enterprises in the food and beverage industry do not exist. Nevertheless, Sebastian advised an organization which could match the criteria of Happy Tosti, namely Arbeit für Menschen mit Behinderung (AfB). Furthermore, since Sebastian Grothaus could not answer the questions concerning subsidies in Germany. The AfB could be contacted to answer this question. Also, another organization that is known in Germany as a social enterprise is called Sign It. The restaurant Sign It is well visited and served by people who cannot hear. Even though Germany does not have many social enterprises, the German population is open to get services from people with disabilities. According to Sebastian Grothaus (2018), "the German population wants more social responsibility; more companies want to do good for the society. Happy Tosti could be a perfect timing towards the German Society and create a big impact". In Germany, there is a lot to win concerning people with a disability and their distance to the labor market. Also, the geographical overview might be interesting for Happy Tosti. The western part of Germany is easy to expand to because it is highly populated, has various big cities and a good infrastructure, without being an expensive region. In particular, cities such as Aachen and Duisburg are interesting.

Informed Consent Form

Informed Consent Form

- 1) What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?
- 2) This study aims to contribute to the ambition of Happy Tosti by investigating a new market environment. In addition, the investigation requires to understand the market potential for establishing a Happy Tosti location. Therefore, two countries have been selected by Happy Tosti to examine the potential market environment, namely Germany and the United Kingdom. Moreover, in order to examine the possible expansion of Happy Tosti, research in both market environments is of importance in order to draft a recommendation.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed: _____

Date: _____

10.3. Appendix C - Interview with NC

Arbeitsplätze für Menschen mit Behinderung (AfB)

09-10-2018

17:00 minutes

The Hague- Ettlingen

The interview started with a short introduction of Happy Tosti and explanation of the current research towards a new potential market. Since Sebastian Grothaus recommended getting in contact with someone from AfB, Nicole Cvilak contributed towards the research by explaining the AfB concept. AfB is a private organization where 80 percent is disabled. AfB collects Information Technology (IT) products from companies that do not make use of the products anymore. Then, AfB restores the IT products and sells them again. The organization succeeds in bringing people to the actual labor market. Healthcare institutions in Germany are not like the organization AfB, healthcare institution create day care, where AfB creates a professional job experience.

The subsidy system in Germany is quite complicated because Germany has sixteen federal states and the laws according hiring disabled people are the responsibility of the respective federal state. Therefore, Germany knows sixteen different regularizations, concerning subsidies. The integration offices play an important role in integrating severely disabled people into working life. These offices use the services of third parties and specialist integration services that are both offices of the German state. The largest federal state is North Rhine-Westphalia. This federal state consists of main integration offices namely the Landschaftsverband Westfalen-Lippe (LW). Both integration offices have different expectations and budgets. Social enterprises in Germany have to fulfill a quote of 40-50 percent of disabled people within the organization. This quote is made up by a 25 to 50 percent guideline from the integration offices and a 40 to 60 percent guideline from financial offices.

Informed Consent Form

Informed Consent Form

- 1) What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?
- 2) This study aims to contribute to the ambition of Happy Tosti by investigating a new market environment. In addition, the investigation requires to understand the market potential for establishing a Happy Tosti location. Therefore, two countries have been selected by Happy Tosti to examine the potential market environment, namely Germany and the United Kingdom. Moreover, in order to examine the possible expansion of Happy Tosti, research in both market environments is of importance in order to draft a recommendation.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed: _____

Date: _____

cg-10-2018

10.4. Appendix D – Interview with HG

Actor Consultancy- job coach

16-11-2018

20:00 minutes

The Hague

Actor Consultancy is a job coach organization that provides and assists employees from Happy Tosti. The goal of Actor Consultancy is to support people with a disability in their jobs. By providing individual coaching, the employees from Happy Tosti can deliver great performances in their work environment. The activities for a job coach can vary from developing learning goals, structure methods, individual meetings, performance appraisals, communication between employer and employee, and recruitment and selection. Helen Groeneveld explains that these services are relevant since the employees are a vulnerable target group. This support cannot always be offered on the work floor. Moreover, Helen Groeneveld is positive about the collaboration between Actor Consultancy and Happy Tosti. First of all, it is essential for the employees of Happy Tosti because they are able to fully participate in society. Second, Happy Tosti shows that people with disabilities are able to work and have a lot of value in the organization. Helen Groeneveld believes that this will internationally ensure the change of image of people with disabilities, which is the first necessary step to the inclusive labor market. Helen Groeneveld advised to provide job coaching aboard. Job coaching is costly but supports employees to perform better and grow in other areas as well.

Informed Consent Form

Informed Consent Form

- 1) What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?
- 2) This study aims to contribute to the ambition of Happy Tosti by investigating a new market environment. In addition, the investigation requires to understand the market potential for establishing a Happy Tosti location. Therefore, two countries have been selected by Happy Tosti to examine the potential market environment, namely Germany and the United Kingdom. Moreover, in order to examine the possible expansion of Happy Tosti, research in both market environments is of importance in order to draft a recommendation.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed: _____

Date: 16-11-2018

10.5. Appendix E – Interview with MK

Financing Agency for Social Entrepreneurship (FASE)

21-11-2018

15:00 minutes

The Hague- Munich

The interview started with a short introduction of Happy Tosti and an explanation of the current research towards a new potential market. Concerning the German social enterprise market, Magdalena Keus describes the market as a niche market. Especially the impact investing and subsidiaries are less developed regarding other European countries. Subsidies are hard to acquire, as they depend the organization's business model. Moreover, there are several awards and public subsidies; each program has its own criteria. Also, locations influence subsidies. Cities such as Berlin and Munich are potential locations to expand to, because potential investors, competitors and stakeholders are located around these cities. Furthermore, the organization FASE supports selected social enterprises in raising growth capital. The organization specifically focuses on combining

several types of investors and different financing instruments. FASE is an independent organization that cares deeply about social enterprises. When adopting a social enterprise, the business model, the proof of the concept, and the possibilities of scaling are crucial criteria, for FASE. The opportunities for Happy Tosti could be found in supporting and developing the business model to a level where the organization is ready for investments. FASE identifies an ideal financing solution that can be achieved by consulting, coordination and guidance throughout the entire investment process.

Informed Consent Form

Informed Consent Form

- 1) What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom?
- 2) This study aims to contribute to the ambition of Happy Tosti by investigating a new market environment. In addition, the investigation requires to understand the market potential for establishing a Happy Tosti location. Therefore, two countries have been selected by Happy Tosti to examine the potential market environment, namely Germany and the United Kingdom. Moreover, in order to examine the possible expansion of Happy Tosti, research in both market environments is of importance in order to draft a recommendation.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  Date: 21-11-2018

10.6. Appendix F - Presentation Happy Tosti

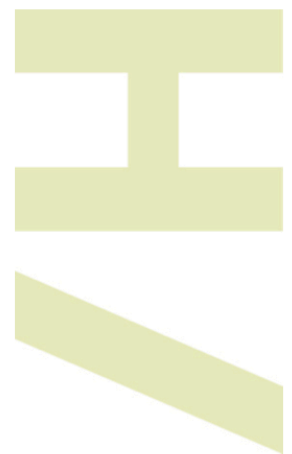


Presentation Concerning the Analysis of the Research Findings

To Jasper Kool, Wibe Smulders

THE HAGUE
UNIVERSITY
OF APPLIED SCIENCES

GERMANY	UNITED KINGDOM
Political and Administrative Structure	
<ul style="list-style-type: none"> • No specific policy legislation, no definition on social enterprises and no plans to introduce social entrepreneurship in Germany (Wilkinson, 2014). The social code of law incorporates people with handicaps to acquire basic right to participate and work in society. • Limited access to subsidies is supported by the government. However, some organizations claim to get subsidies for the social commitment within the organizations. The state supports 25 000 euro and a significant percentage of the salary can be paid through the state. 	<ul style="list-style-type: none"> • The social enterprise unit created their first strategy concerning to tackle barriers and achieve outcomes in legal and regulatory issues, improve business by support of training, finance or findings and, the improve of the awareness of a social enterprise through marketing and advertisement (Wilkinson, 2014). • The legal framework of a social enterprise in the United Kingdom must have a classification. • Growth of social enterprises. The United Kingdom has many public support schemes especial for social enterprises. • In terms of Brexit, membership of the single market, restrictions on freedom movement, economic contraction will be not useful anymore. Therefore, future deals with European countries will also have impact on businesses, regulations and laws (Wilkinson, 2014).



THE HAGUE
UNIVERSITY
OF APPLIED SCIENCES

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom? *Paulien Verburg*

GERMANY	UNITED KINGDOM
Economics and Markets	
<ul style="list-style-type: none"> The social enterprises are usually not profitable enough to complete the lifecycle of the business model. Thus, the social enterprise is not meeting the expectations of investors. Currently, more welfare service providers are located on the German market. Organizations that provide social welfare services can be recognized by public benefits. Moreover, the German market offers many healthcare institutions supported by government or church. AfB (Arbeit für Menschen mit Behinderung) and Sign-it. The organization AfB contains a private organization where 80 percent of the people work with a disability. AfB collect IT products from companies which do not make use of the products anymore. Then, restores the IT products and sells them again. AfB is not a healthcare institution. The organization succeed in adopting people to the actual labor market. Another organization is known in German as a social enterprise called Sign-it. The restaurant Sign-it is well visited and served by people who cannot hear (Grothaus, 2018). 	<ul style="list-style-type: none"> The United Kingdom has approximately 471.000 social enterprises (Stephan, 2017). The three main sources of income for social enterprises are trade with general public, trade with public sector and trade with private sector. While, other social enterprises mainly base reliance on grants and donations, inter-sector trade, social impact or use of paid workers businesses can also be identified by orientation namely, socially orientated SME, social enterprise or traditional non-profit enterprise (Wilkinson, 2014).

GERMANY	UNITED KINGDOM
Geography and Infrastructure	
<ul style="list-style-type: none"> Germany has 16 different regularizes, especially for subsidies. In addition, the law according to hiring disables people is in responsibility of the respective federal state (Cvilak, 2018). The majority of social enterprise organizations are situated in local market environments (Scheuerle, 2015). Western part of Germany is easy to start because of it is highly populated, big cities and a god infrastructure without being an expensive region, in particular cities such as Agen and Duisburg (Grothaus, 2018). However, big cities focused on the left-wing politics namely, Hamburg, Leipzig and Berlin are advised by Euclid Network (Klijn, 2018). 	<ul style="list-style-type: none"> The United Kingdom has a variety of places where social enterprises can establish such as the East of England, East Midlands, London, North East, North West, South East, South West, West Midlands and Lothian (Scotland) (Department of Trade and Industry, 2002). According to the UK market trends of 2017, England is the most popular location for social enterprises within the UK, with 86,1 percent (Stephan, 2017). the West Midlands could be a potential place to establish a social enterprise because of Birmingham. This is because According to Social Enterprise UK (2018), the city of Birmingham is 'A Social Enterprise City' (Social Enterprise UK, 2018). London government describes social enterprises as an important role in the growth of the economy. One of the ways in which the LDA is supporting social enterprise is through 'Enterprise for Communities' (Department of Trade and Industry, 2002). Edinburgh is a rising engaging society, were sometimes charity shops call themselves social enterprise. In contrast with London which is much more expensive to start with (Klijn, 2018).

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom? *Paulien Verburg*

GERMANY	UNITED KINGDOM
Culture and Social Fabric	
<ul style="list-style-type: none"> This can be adjusted in the slow process of implementation of social enterprises in Germany. Cause the process was tackled by history, strong country agreements, immigration and civil society less space was created for social enterprises. However, the immigration crisis plays an important role in the start of social enterprises. Therefore, the immigration crisis can be considered to be the first step towards social enterprises through opportunities in the labor market (Klijn, 2018). There is a lot to win concerning people with a disability or distance to the labor market (Grothaus, 2018). 	<ul style="list-style-type: none"> In 2015 the patterns will be continuing of a well-established sector. Which can be considered that the United Kingdom is for a long period potential to open a social enterprise (Social Enterprise UK, 2015).

GERMANY	UNITED KINGDOM
Resource Providers	
<ul style="list-style-type: none"> The German government is the most valuable player concerning the subsidies of Happy Tosti. This means that, the governments or regions pay the other percentage in order to fulfil the daily life payments of the employee. The Financing Agency for Social Entrepreneurship (FASE), helps social enterprises to find investors and financiers across the country. FASE is an independent organization which cares deeply about social initiatives and the impact of environment. Thus, the organization FASE offers support and developing business models for social enterprises, identification of potential investors and consulting and coordination of the investment process (FASE, 2018). 	<ul style="list-style-type: none"> The United Kingdom government supports a variety of financial resources which can help social enterprises be established in the market: <ul style="list-style-type: none"> Grants and donation; Government programs such as New Deal or the Single Regeneration Budget; Programs related investments from foundations and trusts; Debt finance from banks or specialized community loan facilities; and Equity finance, either as shareholders with limited rights or through accessing social venture capital or in some cases, mainstream equity. Other resource providers such as UnLtd, helps social enterprises to find solutions that will lead in better society. UnLtd provides funding and support to start ups and help them scale their social impact towards society. It also incorporates tackling barriers such as finding customers, access to finance and create a living standard (UnLtd, 2018). SEL is working with several stakeholders such as London Development Agency, Government Office for London, Association of London Government, Business Link for London and other key players (Department of Trade and Industry, 2002).

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom? *Paulien Verburg*

GERMANY	UNITED KINGDOM
Competitors	
<ul style="list-style-type: none"> Social enterprises like AfB and Sign It can support each other in representing the social enterprise market. All lunch restaurants in Germany or in the region can be considered to be competitive. 	<ul style="list-style-type: none"> A high percentage of social enterprises reported by a survey that competition is one of the main obstacles to their success. The half of the social enterprises in the United Kingdom reported competition as a barrier in the social enterprise market (Stephan, 2017).


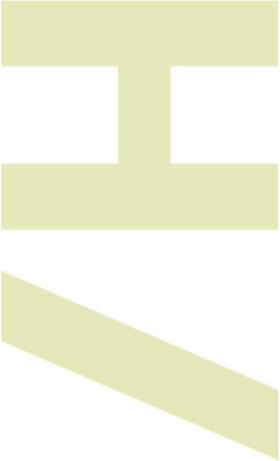
GERMANY	UNITED KINGDOM
Complementary Organizations and Allies	
<ul style="list-style-type: none"> The Federal Social Assistance Act Civic Engagement and Integration (<u>Bürgerschaftliches</u> Engagement und Integration) <p>Support Network Services</p> <ul style="list-style-type: none"> Social Enterprise Germany Social Impact <u>gGmbH</u> (Berlin, Hamburg, Frankfurt, Leipzig) Social Entrepreneurship Akademie <p>Investment Services</p> <ul style="list-style-type: none"> FASE Social Banks 	<ul style="list-style-type: none"> The Cabinet Office Department of Trade and Industry Department for Communities and Local Governments Community Interest Companies (CIC) Access to Work <p>Support Network Services</p> <ul style="list-style-type: none"> Social Enterprise UK <u>UnLtd</u> <p>Investment Services</p> <ul style="list-style-type: none"> Big Society Capital Key fund Key Fund Big Lottery Fund

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom? *Paulien Verburg*

GERMANY	UNITED KINGDOM
Beneficiaries and Customers	
<ul style="list-style-type: none"> Germany has 82 million inhabitants, were 7.5 million people are severely disabled, 50 percent of the people with a disability were unemployed. Other organizations such as Actor Consultancy cannot be found in Germany. Media and influencers: Social media must take the lead in communication because social enterprises are not well-known yet. Challenges vs proposition: The implementation period can be hard because of no recognition of the third sector. However, this is a change for Happy Tosti to break through in Common language: the languages which will be used is German and English 	<ul style="list-style-type: none"> Other organizations such as Actor Consultancy exist in the United Kingdom. In particular, the Disability Employment Advisers have been recruited to create assistance in social enterprises. The DEA employed work coaches to provide additional professional expertise and local knowledge of mental health conditions. Media and influencers: Social media have a large influence on the Happy Tosti location in the United Kingdom. This is because of the well-known definition of social enterprises. Challenges vs proposition: In the United Kingdom there will not major challenges concerning accepting the concept of Happy Tosti. Common language: the languages which will be used is English, which is demonstrated already in the Happy Tosti location within the Netherlands (van Houwelingen & van Baalen, 2017).

GERMANY	UNITED KINGDOM
Opponents and Problem Makers	
<ul style="list-style-type: none"> It can be considered hard to capture the phenomenon since the social enterprises manifest under several legal forms. This will continue as a problem in Germany, since it makes it difficult to distinguish social enterprises from non-profit organizations (Bräuer, 2014). 	<ul style="list-style-type: none"> According to chief executive of UnLtd (2018), the public procedures in the wake of the Brexit means that the barriers to the public procedures can be high to provide trade. Besides, Happy Tosti should discover a new manufacture within the United Kingdom this because of invalid trade agreements of the European Union. In addition, the country will also lose funding streams provided by the European Union (Sheppard, 2018). Moreover, other opponents Happy Tosti can face are the trends focusing on profits to satisfy investors. By obtaining more profits, sometimes social enterprises lose sight of the original mission, which can lead in comparing profits with other businesses (Muhammed, 2018).

GERMANY	UNITED KINGDOM
Affected or Influential Bystanders	
<ul style="list-style-type: none">Moreover, the future problem could be the given demographic development which may not be sustainable enough for the next decades. The social innovations include civil society initiatives to address problems for social enterprises (Kopf & Müller, 2014).	<ul style="list-style-type: none">Because of the Brexit the United Kingdom is even more politically and economical divided over society. The power will be spread of over the major cities and smaller cities or towns are likely to decrease in their shopping streets (Goldsmiths University, 2018).The grow of inequalities of income and wealth will be expected to be continue. In addition, this will go through difficult systems of the state and the growing crisis on mental health (Goldsmiths University, 2018).



10.7. *Appendix G - Ranking Method Form*

Ranking method

This method was created in order to gather more information related to Happy Tosti and the main findings of this research.

Political and Administrative Structure

GERMANY	UNITED KINGDOM
<ul style="list-style-type: none">• No specific policy legislation, no definition on social enterprises and no plans to introduce social entrepreneurship in Germany• The state supports 25 00 euro and a significant percentage of the salary can be paid through the state. In order to get the support from the government, the organization should offer jobs with more than 18 hours per week. The social enterprises have to fulfil a quote of 40-50 percent of disable people which is a guideline from financial offices.	<ul style="list-style-type: none">• The social enterprise unit created their first strategy concerning to tackle barriers and achieve outcomes in legal and regulatory issues, improve business by support of training, finance or findings and, the improve of the awareness of a social enterprise through marketing and advertisement.• The legal framework of a social enterprise in the United Kingdom must have a classification. t should not pay more that 50 percent of profit to owners or shareholders. It should not generate more than 75 percent of income from grants and donations.
<div><div></div><div></div><div></div><div></div><div></div></div> <div>01234</div> <div>5 Not important</div> <div>Very important</div> <div>Why?</div>	

Economics and Markets

GERMANY

- The social enterprises are usually not profitable enough to complete the lifecycle of the business model.
- Two examples of organizations can be compared with Happy Tosti namely, AfB (Arbeit für Menschen mit Behinderung) and Sign It.

UNITED KINGDOM

- The United Kingdom has approximately 471.000 social enterprises.
- The three main sources of income for social enterprises are trade with general public, trade with public sector and trade with private sector. While, other social enterprises mainly base reliance on grants and donations, inter-sector trade, social impact or use of paid workers businesses can also be identified by orientation namely, socially orientated SME, social enterprise or traditional non-profit enterprise.

0	1	2	3	4
---	---	---	---	---

5 Not important

Very important

Why?

Geography and Infrastructure

GERMANY

- Germany has 16 different regularizes, especially for subsidies. In addition, the law according to hiring disables people is in responsibility of the respective federal state.
- The western part of Germany is easy to start because of it is highly populated, big cities and a god infrastructure without being an expensive region, in particular cities such as Aachen and Duisburg. However, big cities focused on the left-wing politics namely, Hamburg, Leipzig and Berlin are advised by Euclid Network.

UNITED KINGDOM

- The United Kingdom has a variety of places were social enterprises can establish such as the East of England, East Midlands, London, North East, North West, South East, South West, West Midlands and Lothian (Scotland)
- According to the UK market trends of 2017, England is the most popular location for social enterprises within the UK, with 86,1 percent.
- the West Midlands could be a potential place to establish a social enterprise because of Birmingham. In London the London Development Agency (LDA) describes social enterprises as an important role in the growth of the economy. Edinburgh is a rising engaging society, were sometimes charity shops call themselves social enterprise.

0	1	2	3	4
---	---	---	---	---

5 Not important

Very important

Why?

Culture and Social Fabric

GERMANY

- This can be adjusted in the slow process of implementation of social enterprises in Germany. Cause the process was tackled by history, strong country agreements, immigration and civil society less space was created for social enterprise.
- There is a lot to win concerning people with a disability or distance to the labor market.

UNITED KINGDOM

- In 2015 the patterns will be continuing of a well-established sector. Which can be considered that the United Kingdom is for a long period potential to open a social enterprise.

0	1	2	3	4
5 Not important				
Very important				
Why?				

Resource Providers

GERMANY

- The German government is the most valuable player concerning the subsidies of Happy Tosti.
- the Financing Agency for Social Entrepreneurship (FASE), helps social enterprises to find investors and financiers across the country.

UNITED KINGDOM

- The United Kingdom supports a variety of financial resources which can help social enterprises be established in the market.
- Other resource providers such as UnLtd, helps social enterprises to find solutions that will lead in better society.
- SEL is working with several stakeholders such as London Development Agency, Government Office for London, Association of London Government, Business Link for London and other key players.



5 Not important

Very important

Why?

Competitors

GERMANY

- AfB and Sign It cannot be considered to be competitors because the social enterprise does not serve the same products. Although, in case of Germany, social enterprises like AfB and Sign It can support each other in representing the social enterprise market.
- All lunch restaurants in Germany.

UNITED KINGDOM

- A high percentage of social enterprises reported by a survey that competition is one of the main obstacles to their success. The half of the social enterprises in the United Kingdom reported competition as a barrier in the social enterprise market.



5 Not important

Very important

Why?

Complementary Organizations and Allies

GERMANY

- The Federal Social Assistance Act
- Civic Engagement and Integration
- Social Enterprise Germany
- Social Impact gGmbH
- Social Entrepreneurship Akademie
- FASE
- Social Banks

UNITED KINGDOM

- The Cabinet Office
- Department of Trade and Industry
- Department for Communities and Local Governments
- Community Interest Companies (CIC)
- Access to Work
- Social Enterprise UK
- UnLtd
- Big Society Capital
- Key Fund
- Big Lottery Fund

0	1	2	3	4
5 Not important				
Very important				
Why?				
<hr/>				
<hr/>				
<hr/>				

Beneficiaries and Customers

GERMANY	UNITED KINGDOM
<ul style="list-style-type: none">Germany has 82 million inhabitants, were 7.5 million people are severely disabledOther organizations such as Actor Consultancy cannot be found in Germany.	<ul style="list-style-type: none">Access to Work will be able to offer support based on the wants and needs of the employee.Other organizations such as Actor Consultancy exist in the United Kingdom. In particularly, the Disability Employment Advisers have been recruited to create assistance in social enterprises.

0	1	2	3	4
5 Not important				
Very important				
Why?				

Opponents and Problem Makers

GERMANY

- It can be considered hard to capture the phenomenon since the social enterprises manifest under several legal forms. This will continue as a problem in Germany, since it makes it difficult to distinguish social enterprises from non-profit organizations
- Social innovations in Germany can be approached as diverse.

UNITED KINGDOM

- According to chief executive of UnLtd (2018), the public procedures in the wake of the Brexit means that the barriers to the public procedures can be high to provide trade.
- Moreover, other opponents Happy Tosti can face are the trends focusing on profits to satisfy investors. By obtaining more profits, sometimes social enterprises lose sight of the original mission, which can lead in comparing profits with other businesses.

0	1	2	3	4
5 Not important				
Very important				
Why?				

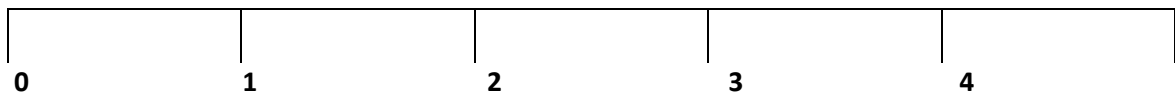
Affected or Influential Bystanders

GERMANY

- The coupling of socio-demographic background
- Demographic development that may not be sustainable enough for the next decades.

UNITED KINGDOM

- Because of the Brexit the United Kingdom is even more politically and economical divided over society.
- The growth of inequalities of income and wealth will be expected to be continue.



5 Not important

Very important

Why?

10.8. Appendix H - Student Ethics Form

Student Ethics Form

European Studies Student Ethics Form

Your name: Paulien Verburg

Supervisor: Titus van der Spek

Instructions/checklist

Before completing this form, you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects you should also look at the sample consent form available in the Final Project and Dissertation Guide.

- a. ☐ Read section 3 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
- b. ☐ Complete sections 1 and, if you are using human subjects, section 2, of this form, and sign it.
- c. ☐ Ask your project supervisor to read these sections (and the draft consent form if you have one) and sign the form.
- d. ☐ Append this signed form as an appendix to your dissertation.

Section 1. Project Outline (to be completed by student)

- (i) Title of Project:
WHAT IS THE POTENTIAL FOR HAPPY TOSTI TO ENTER A NEW MARKET IN GERMANY AND THE UNITED KINGDOM?
- (ii) Aims of project: This study aims to contribute to the ambitions of Happy Tosti by investigating a potential new market environment. In addition, the investigation requires to understand the market potential for establishing a Happy Tosti location. Therefore, two countries have been selected by Happy Tosti to examine the potential market environment, namely Germany and the United Kingdom. Moreover, in order to examine the possible expansion of Happy Tosti, research in both market environments is of importance in order to draft a recommendation of which country suits best to enter a new market for Happy Tosti.
- (iii) Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer 'NO' to this question.)

YES

If no: you should now sign the statement below and return the form to your supervisor. You have completed this form.

This project is not designed to include research with human subjects. I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research,

to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature _____ - date _____

If yes: you should complete the rest of this form.

Section 2 Complete this section only if you answered YES to question (iii) above.

(i) What will the participants have to do? (v. brief outline of procedure):
This study includes several formal interviews and one group discussion. If agreed upon by the interviewee, the interviews were recorded so that they could be written out in full afterwards. Participants answered questions in order to obtain as much information as possible about the certain topic. The group discussion was created in order to identify the best market for Happy Tosti.

(ii) What sort of people will the participants be and how will they be recruited?

The interviews were conducted with experts on the social enterprise field. The participants were recruited via desk research and the network of Happy Tosti. Also, group discussions are included with a ranking system, done by the owners of Happy Tosti.

(iii) What sort stimuli or materials will your participants be exposed to, tick the appropriate boxes and then state what they are in the space below?
Questionnaires [x]; Pictures[x]; Sounds []; Words[]; Other[].

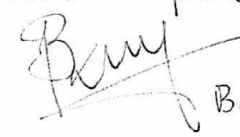
(iv) **Consent:** Informed consent must be obtained for all participants before they take part in your project. Either verbally or by means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data?

Personal data will not be stored in such a way that they can be associated with the participant's data.

Student's signature:  date: 2/01/2019

Supervisor's signature (if satisfied with the proposed procedures): date: 13/12/2018

T. van der Spek
b/a  B. Kuipers

What is the potential for Happy Tosti to enter a new market in Germany and the United Kingdom? *Paulien Verburg*

10.9. *Appendix I - European Studies Confidentiality Agreement*