

Empowering social partnerships

A case study of Emmylou Café on the role of partnerships and social marketing in the Social Entrepreneurship & Management community



EMMYLOU

Abstract

This thesis uses the case of Emmylou Café to examine how partnerships can be built to support different actors within the Social Entrepreneurship & Management (SEM) community. The thesis fills a gap in research on small-scale partnerships, and on how social marketing can be used to promote them. Through analysing the case with social marketing and partnership theories, it is found that Emmylou Café promotes itself and its partners by making use of marketing tools and behaviour-change interventions designed by its partners. Thus, through amplifying the social causes of its partners, the business takes on the role as an ambassador in the SEM community. Based on these findings, the concept of ‘social ambassadorship’ is used to describe and define the unique positioning of the case. Lastly, it is concluded that social ambassadors can use social marketing and partnership-building to benefit both themselves as a business and the social enterprises it partners with, and, by extension, the broader SEM community.

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Introduction

Social entrepreneurship as an academic field covers a wide range of methods and strategies aimed at addressing social issues. Social entrepreneurs can use various business models, including for-profit, non-profit, and hybrid models, to create social value and impact. The field is interdisciplinary and draws on concepts and theories from business, economics, sociology, and other fields. As a result, social entrepreneurship is a dynamic and evolving field that seeks to drive positive social change through innovative solutions and collaboration between various actors in society.

The thesis is situated within the Social Entrepreneurship & Management (SEM) profile, as it primarily focuses on the social impact of a small business and its partnerships with other social enterprises. The thesis explores the various aspects of social entrepreneurship, such as community engagement through partnership-building, social marketing and behaviour-change interventions, and social impact assessment, and how they relate to the management of a for-profit business within the SEM community. It examines the role of partnerships in social marketing and how they can benefit both the business and the social causes they support.

The core concepts associated with this thesis within the SEM profile include social entrepreneurship, social value, management, partnerships, and social marketing. As such, the thesis aligns with the SEM framework, which emphasises the importance of using business skills and knowledge to create social value, promote sustainable development, and drive positive social change. The thesis also recognises the need for businesses to engage with stakeholders, both internal and external, to build trust and ensure mutually beneficial outcomes.

The purpose of this study is to gain a better theoretical and practical understanding of the café that my partner and I, the author of this thesis, own and what role it can play in the broader SEM community. The aim is to produce a product that can be looked at to understand certain aspects of the business and to produce a solution for certain challenges that the business faces, or to just understand its positioning better in order to be able to make better and more informed decisions in the future.

This is done through analysing social marketing and partnership theories in relation to the business. It is important to my partner and I to have meaning in our work and to have a sense that the café is helping to make some social impact, if not directly, then at least through supporting other businesses that creates an impact. The challenge is how to characterise the business from an academic point of view, since the term 'social enterprise' does not seem to perfectly fit our business. This is because

the café is not made solve a specific social issue, but instead has the goal of supporting a variety of social enterprises and initiatives that are.

Consequently, this thesis is dedicated to examining and highlighting the importance of the SEM community as a collective group of businesses and initiatives with a shared goal of creating positive change in society. As a result, the term ‘social ambassadorship’ is used to encompass the findings of this thesis. This term is described and defined through analysis of Emmylou Café.

In summary, the thesis situates itself within the SEM profile by exploring the social impact of a for-profit business and its partnerships with other social enterprises, emphasising the importance of sustainability, community engagement, and social impact assessment. Moreover, the thesis investigates the ways in which businesses can work collaboratively with social enterprises to create value for themselves and society. It aligns with the SEM framework by using business skills and knowledge to create social value, promote sustainable development, and drive positive social change.

Problem Area

Social entrepreneurship & the SEM community

Social entrepreneurship can be described as a type of entrepreneurship that focuses on creating positive social and/or environmental impact through innovative and sustainable business models. It is a process of identifying and addressing complex social and environmental problems by creating and managing ventures that aim to generate both financial and social returns. These ventures can take many forms, including non-profit organisations, for-profit businesses, hybrid organisations, and social enterprises. Moreover, they can operate in a variety of sectors, such as education, health, environment, and economic development (Peredo & McLean, 2006, pp. 12-15).

The general understanding of social entrepreneurs is that they are individuals who combine the skills and resources of traditional business entrepreneurship with a strong commitment to creating positive social change. They see business as a means of addressing pressing social and environmental challenges, they are willing to take calculated risks to bring about change, and they aim to create positive social and environmental impact while also being financially sustainable. This is achieved through innovative business models, collaboration with stakeholders, and the use of market-based solutions to address social and environmental problems (Ibid. pp. 24-26).

For the purpose of this study, the collective of individuals, initiatives, and enterprises, that dedicate themselves to solving social issues is referred to as the Social Entrepreneurship & Management

(SEM) community, taking its name from the master's programme at Roskilde University. It is recognised that this collective is often not actively participating in making it a coherent community. Nevertheless, this thesis groups them together as likeminded actors who can benefit each other and their social causes by working together, whether or not they are actively engaging in doing so.

The case study is conducted based on the belief that the SEM community is stronger as a whole, and that each member can contribute to the success of others, whether it be through recommendations, networking, or actively helping social enterprises. Emmylou Café is used as a case to investigate the theories of social marketing and partnerships and how it supports other members of the SEM community.

As such, this thesis describes the important role that members of the SEM community can play in supporting each other in their shared goals, and that social entrepreneurship extends beyond the idea of only being focused on start-ups and individual efforts to solve specific issues.

Despite the growing interest in social entrepreneurship, there is a lack of literature specifically exploring the community surrounding social entrepreneurs and how it can be utilised as an asset to social enterprises. In particular, there is a gap in research regarding small-scale social partnerships, their effectiveness, and the use of social marketing as a method of designing and evaluating them. Indeed, academic literature tends to focus on partnerships that involve actors with more resources and common effort on specific social goals, and therefore falls short on describing how partnerships with small-scale actors such as Emmylou Café can work. Without this research, it can be challenging for aspiring SEM start-ups to know how to best promote the social entrepreneurs and enterprises they believe in, and how to make a positive impact on both social and environmental sustainability in the process.

Contributions of the study

The contributions and value that this thesis intends to create are two-fold. Firstly, it aims to provide an expanded theoretical knowledge to the still relatively young academic field of Social Entrepreneurship & Management. Secondly, it aims to provide practical insight on the effectiveness of social marketing and partnerships for increasing social impact for small-scale businesses, such as my own café and future entrepreneurs that wish to maintain a small-scale business model that supports other social enterprises and/or the broader SEM community.

Academic contribution

As a student of Social Entrepreneurship & Management at Roskilde University and the owner of my own small business, I found the existing literature lacking when attempting to position myself and my business within the current understanding of social entrepreneurship. When reviewing the literature on social enterprises, social partnerships, the role of the SEM community as a whole, etc., and particularly theories of business partnerships, I found the case of my business an anomaly that could not be suitably described by said literature. Existing research have to varying degrees examined many aspects of the SEM framework. These include “[...] *bricolage and issues related to management in social entrepreneurship, opportunity recognition, motivation and intention, social innovation in social entrepreneurship and institutional contexts*” (Phan et al., 2020, p. 12. However, the research relating to using partnerships as a means of performing social entrepreneurship and creating positive social impact have not yet been extensively covered (Ibid. pp. 8-12).

Practical contribution

In practice, the study is made in such a way that it provides practical value for the business itself. One of the aims of this study is to provide valuable insight into partnerships and social marketing in small-scale businesses in order to have a foundation for informed decision-making in the future for myself and other small-scale business owners.

More specifically, the results of this study are contributing to helping both myself as an entrepreneur, as well as current and future entrepreneurs, to build a business in a way that can aid in creating positive social change. Indeed, this thesis shows how a business can serve as a vehicle for supporting existing social enterprises, how moral and instrumental motives as described by Spitz et al. (2021) can drive social partnerships, and how social marketing can be utilised to benefit certain social causes as well as the business itself.

Case Introduction

This thesis uses Emmylou Café as a focal point for the analysis, theory, and discussion, which means that the café's approach to social partnerships and its potential impact will be examined.

Emmylou Café is a business venture that opened in June 2022, serving a range of warm and cold beverages, light food, and locally crafted artisanal goods. My wife and I own the business, and the central idea behind the café is to create a socially beneficial enterprise. The primary objective of the café is not only to provide a cosy atmosphere, but also to support existing social initiatives through

partnerships and the way in which the business sources its goods. The café operates on the passion of supporting social initiatives, with the aim of creating a positive social impact. By partnering with social initiatives, the café intends to raise awareness for various social causes (Emmylou Café, 2022a).

As such, the business is a vehicle for supporting and building relationships with other enterprises committed to creating positive social change. Moreover, by sourcing locally crafted goods, it aims to support local artisans and create a positive economic impact for the local artisanal community (Ibid.).

Business model

The café runs as a for-profit business and is registered as an ‘anpartsselskab’ in Denmark (private limited company) (Virksomheder, 2022). While the business model is based on moral values and an intent to help create social impact, the business itself is not directly dependent on its partnerships to survive. In other words, while the partnerships and social marketing of the business are an integral part of the identity of the café – and as such help attract customers – the café might also run well without certain partnerships and by sourcing its products from other businesses without social goals (KRESTON CM, 2022). Thus, the social aspect of the business model is not an apparent necessity for the daily operations, but rather a way of carrying out the business operations in a way that impacts more than just the business itself.

The main customer target groups for Emmylou Café are international students, tourists, and people living close to the café. The business makes use of certain marketing techniques to draw these target groups, such as student discount, showing the café as a local and authentic Copenhagen experience, and ‘tenth drink free’ stamp cards, as evident through observations in the café.

As the goal of the business includes supporting social initiatives and increasing their reach and impact, a few partnerships were established before the opening. Nonetheless, as the business grows, it is the intent to establish more partnerships and alter certain aspects of how the business is run in order to increase social and environmental benefits created both directly and indirectly by the café (Emmylou Café, 2022a).

Partnerships

The café has two different kinds of partnerships: the local artist partnerships and the business partnerships. Both of these help the business with generating profit for themselves and their partners,

and with promoting their social goals and establishing the cafés identity as a socially impactful business.

Local artist partnerships

Right from its conception the business has been tied to several local artists who have helped shape the identity of the café. From designing the logo to designing and crafting furniture, cups, music, and artwork, the partnerships with the artists have been made on a desire to make the café grounded in the local community (Emmylou Café, 2022a). Moreover, the café maintains a small gift shop in which various items from these artists can be bought, with the majority of the profit going back to the artist. The premise for these types of partnerships is that the artist does not have a physical shop of their own to sell from. In other words, the café aims to support small-scale artists and help them to grow their business by not only advocating for them and selling their products, but also by using their work in its daily operations (Ibid.).

Business partnerships

In addition to partnerships with local artists, Emmylou Café also has a number of business partnerships. The most prominent of these is the partnership with the social enterprise Impact Roasters – a coffee roastery based in Copenhagen that imports coffee beans directly from small-scale farmers in Ethiopia and who, through their Impact Trade model, ensures that more of the profit goes back to the farmer (Impact Roasters, 2023). The Impact Trade model refers how Impact Roasters invest in local Ethiopian projects and communities and buys coffee beans directly from the Ethiopian farmers to ensure that they are paid a fair price (Ibid.).

Similarly, the café sells products from Bybi, a social enterprise dedicated to preserving bees and protecting the environment by, among other things keeping bee farms on rooftops around Copenhagen (Bybi, 2023). The café also partners with Probably Party Game, which is an initiative that aims to create awareness of climate change through a fun and engaging card game. Lastly, Emmylou Café partners with the Erasmus Student Network (ESN), a non-profit organisation that welcomes exchange students and hosts events and trips etc. (Erasmus Student Network Copenhagen, 2023), by facilitating the pick-up of the ESN cards that students need in order to attend ESN's events. The communication between the café and its partners happens in a variety of ways, ranging from electronically, that is, through email and chat groups, to physical meetings in person.

Emmylou Café buys the products from its partners and ensures that all of the partners' products are not just for sale but also in use in the café. This includes using Impact Roasters' coffee beans for its

coffee, giving the option for customers to add honey from Bybi when buying tea (Emmylou Café, 2022c), and having a copy of the Probably Party Game that is free to use in the café.

Problem Formulation

Based on this knowledge gap in academic literature on social entrepreneurship, the problem formulation of this thesis is as follows:

How can a business within the Social Entrepreneurship & Management community utilise social marketing to promote itself and its partnerships, and what role does it play for the community as a whole?

The problem formulation focuses on finding out how mutually beneficial partnerships between businesses within the SEM community can use social marketing to extend the reach and increasing public awareness of their social cause, and how this influences the SEM community.

Literature Review

The following literature review aims to provide a comprehensive overview of the key themes and concepts surrounding research which is relevant for the analysis and discussion of the case. It covers a wide range of topics related to social entrepreneurship, social ambassadorship, hybridity in business, and, lastly, social change and social impact assessment, by highlighting the key findings and insights from academic literature.

The literature review describes, firstly, social entrepreneurship as an academic field, discussing the literature on the importance of sustainable business models and how they can help entrepreneurs create economic, social, and environmental value. Secondly, a review of social ambassadorship and other concepts that describe similar ideas. Thirdly, the role of hybridity in business and the different classifications of hybridity, including public-private partnerships, outsourcing of government functions, and corporate-NGO collaboration. Lastly, the concepts of positive social change and social impact, the challenges and limitations of impact assessment, and the need for better tools and frameworks to measure the impact of businesses on society and the environment.

Social entrepreneurship

Social enterprise and social entrepreneurship represent a departure from the traditional concepts of enterprises and entrepreneurship as for-profit actors in the private sector with focus on generating profits for their owners (Phillips et al., 2015, p. 2). Social entrepreneurship is a unique form of social processes that combines the characteristics of the for-profit, non-profit, and government sectors depending on the situation and history of organising activities (Seitanidi, 2008, p. 2). Unlike for-profit enterprises, social enterprises prioritise social and environmental impact alongside profitability. As a result, their ownership structures and governance models reflect this emphasis. By combining the social mission of a non-profit with the market orientation of a for-profit, social enterprises have the potential to generate sustainable revenue streams while also creating positive social and environmental outcomes (Phillips et al., 2015, p. 2). Social entrepreneurship blurs the boundaries between these sectors and combines their unique strengths and approaches to create innovative and socially impactful solutions, making it a hybrid form of business (Seitanidi, 2008, p. 2). Moreover, Austin et al. (2006) defines social entrepreneurship as an innovative and social value-generating kind of activity that occurs within or across sectors. This definition emphasises the importance of innovation and social impact in social entrepreneurship and highlights the need to consider the unique characteristics of each sector to social value (Austin et al., 2006, pp. 1-2).

Additionally, the discourse surrounding social entrepreneurship often focuses on the interface between the business and non-profit sectors as the most likely situation where social entrepreneurship can deliver innovative solutions to social problems. This view limits the scope of social entrepreneurship to a “*relatively narrow category of social enterprise*” (Seitanidi, 2008, p. 2). However, social entrepreneurship can take many forms, and it is not restricted to the interface between business and non-profit sectors. Indeed, social entrepreneurship can also involve government agencies, academic institutions, and community organisations, among others, and can take various forms such as social ventures, social innovation, and social impact investing. It is important to recognise the diverse nature of SE and to understand how it can leverage the unique strengths of different sectors to create innovative solutions to social problems (Ibid. p. 2).

Social ambassadorship

During the research for this thesis, despite efforts to the contrary, no literature was found on businesses using partnerships as a method of ambassadorship for the partners’ social cause. This idea, defined in this thesis as ‘social ambassadorship’, is seemingly an unexplored concept within social

entrepreneurship and management literature. Theories such as ‘social partnerships’ have been explored by authors including, but not limited to, Waddock (1991) and Seitanidi & Crane (2014). However, as the analysis and discussion of this thesis identifies, this theory is not sufficient in understanding the positioning and methods of the case.

Social ambassadors, in this thesis, are understood as a different and distinct concept from that of ‘social media ambassadors’. Though the latter is already known in marketing, often just under the name ‘social ambassadors’, it typically focuses on the act of promoting or advocating for a brand, cause, or organisation, specifically on social media platforms. A social media ambassador is someone who is either recruited for this purpose, or an already existing employee, and is actively engaging with a particular brand, product, or cause and who uses their social media platforms to share information about it and encourage others to get involved or make a purchase (Lloyd, 2015). Social media ambassadorship can be seen as a form of influencer marketing, where individuals with a strong following on social media are used to promote products or services to their audience. However, the ambassadors usually have more long-term affiliations with the brand and regularly promote it, whereas influencers are typically used for short-term promotions (Schrader, 2019).

For this thesis, the term social ambassadorship is understood differently. As is suggested in the discussion, social ambassadorship can be an effective way to build brand awareness and increase engagement and social impact through partnerships with other businesses.

Hybridity

Hybridity in business is the act of merging “*multiple institutional logics and identities*” (Siwale et al., 2021, p. 4) that, typically, does not go together within a business or an organisation. Institutional logics are the socially constructed rules, norms, and values that guide behaviour and decision-making in organisations. Identities refer to the characteristics that define an organisation, such as its culture, values, and mission. Strong organisational identities are crucial for alignment within the organisation and achievement of its mission. However, combining multiple logics and identities can challenge this alignment, requiring organisations to navigate and manage hybrid tensions. Effective management of hybrid tensions involves identifying and reconciling differences in logics and identities, and finding ways to integrate them into the organisation's overall mission and strategy (Ibid. p. 4).

Organisations may also be forced into hybridity due to environmental changes such as changes in regulations or market conditions. In such cases, organisations may struggle to reconcile conflicting logics and identities, resulting in tension and challenges (Ibid. p. 4). Indeed, as Davies and Chambers

(2018) points out, “*Social enterprises are not, however, universally successful in managing hybrid tensions, with mission drift [...] and a lack of stakeholder legitimacy [...] commonly reported*” (Davies & Chambers, 2018, p. 6).

According to Grassl (2012), hybridity in business can be viewed through the lens of several classification criteria. Firstly, the criteria of the ultimate ends they seek to achieve, such as for-profit versus non-profit businesses. Alternatively, they can be classified by the societal sector they operate in, such as market versus civil society versus the state. Indeed, with hybridity there are several classifications based on factors such as the goods they produce, such as private versus public goods; the product status, such as goods versus services; or the agents of value creation, such as producers versus consumers. Finally, hybrids can be classified based on corporate governance, such as private versus cooperative versus public ownership. By bridging these divides, hybridity in business can create new opportunities for businesses to have a positive social impact, particularly through socially beneficial partnerships and product-sourcing (Grassl, 2012, p. 40).

Prior research has explored the concept of hybridity at individual and field levels, but the focus of most research in this area is on how organisations combine different logics and identities to function effectively and achieve success. Such hybridity can arise from both strategic decisions and environmental constraints. Organisations may choose to pursue hybridity-related strategies as these strategies can provide access to new markets and serve as a source of legitimacy and competitive advantage. For example, a social enterprise may combine the logic of social impact with the logic of financial sustainability to attract investors and expand their reach (Siwale et al. 2021, p. 4)

Furthermore, Grassl suggests that most research on hybridity in business has focused on crossovers between private and public enterprises, as well as investigating business models such as public-private partnerships, outsourcing of government functions, or corporate-NGO collaboration. However, there is a gap in research on hybridity in businesses that cross social ambassadorship with financial sustainability. Other studies have limited their discussion of social enterprise to the field of non-profit management, where social enterprises are expected to create and redistribute economic value (Grassl, 2012, p. 40).

Positive social change

Positive social change (PSC), in its essence, signifies the practices of transforming society to further the well-being of actors and communities within it by means of addressing the challenges “*in areas*

such as public health, education, social inequality, and environmental pollution” (Stephan et al., 2016, p. 1251). PSC consists of processes that are generally proactively initiated by with bottom-up mechanisms where the individuals within market-based organisations and social enterprises generate a transformation in terms of how certain topics are conceptualised and thought about, which then inspire organisations, communities, and other groups to make changes.

PSC differentiates in the types of transformational outcomes it produces. Stephan et al. defines these differences as ‘surface’ change and ‘deep’ change (Ibid. p. 1253). ‘Surface’ change refers to the more immediately visible changes that occur as a result of social transformational work, such as giving housing to the homeless. ‘Deep’ change describes the “[...] *changes in behavior that are based on altered beliefs, attitudes, and meanings*” (Ibid. p. 1253), such as eating less meat and therefore helping the environment. Moreover, within PSC are the concepts of ‘change mechanisms’, ‘organisational practices’, and ‘PSC strategies’. ‘Change mechanisms’ are the specific projects that aim to inspire behavioural change within target groups outside of the organisation itself. ‘Organisational practices’ describe the internal means and methods that the organisation is built on, which by extension provide the tools to create the specific PSC projects. Lastly, ‘PSC strategies’ are the combinations of change mechanisms and organisational practices that organisations use, which may trigger different behavioural changes in the target groups.

Social impact

Social impact assessment and management processes, arguably, can bring about many benefits for businesses that put a special focus on implementing them.

Esteves et al. (2012) describe a number of benefits associated with it. As they describe it, social impact assessment can increase certainty for project investments and improve the chance of project success. By identifying and addressing potential social and environmental risks and conflicts, businesses can avoid potential obstacles and difficulties that could harm their projects. This also helps businesses make more informed decisions, which can ultimately lead to more cost-effective project outcomes (Esteves et al., 2012, p. 36).

In addition, social impact assessments can aid in the avoidance and reduction of social and environmental risks and conflicts faced by industry and communities. Early identification of potential conflicts can help businesses avoid costly and time-consuming legal battles and prevent damage to their reputation. Furthermore, incorporating social impact assessments into feasibility assessments and project planning allows for the consideration of unavoidable costs, leading to more efficient

project outcomes (Ibid.).

Social impact assessments can also facilitate improved planning for social and physical infrastructure. The involvement of internal and external stakeholders in the social impact assessment process is crucial in building trust and ensuring mutually beneficial outcomes. This engagement can help businesses identify areas for improvement, which can lead to improved quality of life for employees and attract and retain skilled workers. Moreover, it can lead to the creation of a positive legacy beyond the life of the project. By considering long-term impacts on the environment and local communities, businesses can create a lasting positive impact (Ibid.).

Finally, social impact assessment and management can provide businesses with a competitive advantage by enhancing social performance and corporate reputation. With a growing emphasis on social and environmental responsibility, businesses that prioritise these values are more likely to succeed in the marketplace, attracting customers and investors who value sustainability (Ibid.).

Methodology

The following section presents the methodological framework within which the research was conducted. Firstly, the hermeneutical approach that the study utilises is described, giving a brief introduction to the concept of hermeneutics followed by a description of what it means for the study. Secondly, the limitations and delimitations of the study are presented, explaining the main factors that shaped the scope of this thesis. Lastly, a reflection on what it means to research one's own business as a case study is made in order to provide context and understanding for the research design and the findings of the research.

Philosophy of science

Hermeneutics

“Hermeneutics can loosely be defined as the theory or philosophy of the interpretation of meaning” (Bleicher, 2017).

Hermeneutics is an approach that deals with the interpretation of meaning in various forms of communication, most commonly in literary sources such as written texts or online communication (Schmidt, 2006, p. 1). The aim of using a hermeneutical approach is to derive meaning from what is said or written, and to understand it within the context it is presented in – both in terms of when in time it was written and in terms of who wrote it and to whom (ibid. pp. 2-3). As Schmidt (2006)

argues, to understand the entirety of a subject, it is necessary to understand the individual parts of it and, on the other hand, to understand the individual parts of it, it is necessary to understand the full context of them. This means that every part of a text or communication should be analysed in relation to the context of the whole, and vice versa. He refers to this as “*the hermeneutic circle*” (ibid. p. 4). In his words, “[...] *the parts can only be understood from an understanding of the whole, but [...] the whole can only be understood from an understanding of the parts*” (ibid. p. 4).

As such, this thesis uses hermeneutics as a framework for analysing and interpreting various forms of communication, such as online communication on social media and communication through marketing in the café itself and emphasises the importance of understanding the context in which they were produced in order to extract meaning. By taking into account societal, cultural, and social factors that create the context in which the communication is happening, the hermeneutical approach works as a tool for understanding the complexity and nuances of communication.

Limitations & delimitations

Limitations

When conducting this case study, a number of limitations are considered to influence how the research can be carried out and what results can come from it. Firstly, when doing a case study, the circumstances are often unique and specific to that particular case, which can make it difficult to generalise findings to other contexts. As a result, the conclusions drawn from this case study may not be directly applicable to other situations, as the context within which other cases operate can differ and lead to other results. Moreover, as the researcher conducting this case study has personal ties and motivation regarding the case, there are certain preconceived notions or biases that can influence the way the data is analysed and interpreted. This can potentially lead to an incomplete and very subjective understanding of the case that might have been understood differently if investigated by researchers who are not involved with the business, thus drawing different conclusions.

For this thesis, the importance of acknowledging and addressing these limitations when conducting this case study is recognised. This includes carefully considering the implications of the findings in light of these limitations.

Delimitations

For this study, Emmylou Café was chosen as the case that the theoretical reflections made in the analysis will focus on. As mentioned, this particular case was chosen for reasons of personal

motivation and involvement, and based on the wish to apply my academic knowledge and skills gained during the Social Entrepreneurship & Management education in a practical manner to the start-up business that I am running. Consequently, the theories that are used for examining the case – social marketing and partnership theories – were chosen for the purpose of acquiring knowledge on issues that are specific for my own situation and positioning as a business owner, and the findings may therefore prove less relevant when put into other contexts. Additionally, making the analysis based mostly on theories means that it can be difficult to draw specific empirical conclusions from the study. Similarly, collecting data through observations and social media in a physical and online environment that I myself have been part of creating – meaning the design of the physical café space and the Instagram and Facebook profiles of the café respectively – leads to issues of researcher objectivity. Indeed, while this positioning gives access to understanding what thoughts and intentions are behind these environments, it also makes me as a researcher unable to analyse them from the perspective of a customer or a business partner.

Furthermore, the study is made alongside actively running the business, meaning that the insights and ideas created throughout the process of researching the case can be acted upon before the completion of the thesis. Nonetheless, the study is made on the basis of the operational processes that the business applied at the time of data collection.

Lastly, while the café's partnerships are described and analysed, no interviews were conducted with members of the partnering businesses. Consequently, the analysis for this thesis is limited to the perspective of Emmylou Café and therefore focuses on the café's role in the partnerships, rather than on the combined perspectives from both partners on what the partnerships can achieve.

Research reflections

In most research, the researcher's background and situation form the foundation of the study they conduct, and they must be aware of how their involvement may influence the research process and outcomes. This awareness arguably becomes even more important when researching a field in which the researcher has some personal involvement, such as an organisation in which they are employed or, indeed, a business that they own (Tietze, 2012, pp. 9-10).

The researcher's dual identities as a researcher and owner of the researched business can blur the boundaries of objectivity and subjectivity, and therefore lead to implicit expectations and assumptions. In order to counteract this, the use of theories can provide some degree of intellectual detachment and compensate for the familiarity of researching one's own business (Ibid. pp. 9-10). As

such, this thesis uses the theories of partnerships and social marketing as a focal point for researching and drawing meaning from the case study as a way of counterbalancing the subjective opinions and assumptions of the researcher.

Moreover, as Tietze argues, ‘impartiality’ and ‘objective neutrality’ is not the only means of researching the social world, and, moreover, “[...] *it is no longer possible to treat people as ‘research objects’, as ‘mere mines of information’ to be exploited by the researcher as the neutral collector of facts*” (Ibid. p. 3). In other words, the researcher’s positionality must be considered regardless of whether they have any direct personal ties to the researched case.

For this study, the data that I collect in my role as a researcher from the observations and from the online presence of the case – such as marketing in the café and posts on social media – has been created by either myself or my partner in our roles as business owners. This means that the intentions and motivations behind these pieces of data are fully known, which on one hand gives great insight and intimate knowledge about the business and on the other hand suffers at the risk of lack of objectivity (Ibid. pp. 3-4). Consequently, the analysis is conducted in such a way that the theories are used to derive meaning from how the social marketing and partnerships are used and what it means for the business and its influence on the SEM community.

Lastly, for the purpose of keeping the analysis and the interpretation of its findings grounded in the relative objectivity of the theoretical framework, the thesis will hereafter refrain from referring to the case in terms of personal ownership or investment, and thus describe it neutral terms such as ‘Emmylou Café’ or ‘the case’.

Methods

Data collection

Though the analysis of this thesis is made primarily on the basis of theories, these are supported by empirical data collected at the case’s physical space as well as from the online presence of both the café and its partners.

Observation

More specifically, the method of data collection in the physical space of the café is observation of which marketing strategies are implemented – social or otherwise – and how they are executed in the café. This includes advertisements on the café’s façade in order to see how the business distinguishes

itself from its competitors, what identity it establishes through its marketing strategies, and how attracts customers. Moreover, the interior is examined in a similar manner, identifying how social marketing is used to attract and keep customers, and how the business promotes its partnerships. This method of observation is supported by a form of field stimulation, as described by Bryman (2012). This method has the observer directly intervening in the field and interacting with the participants of the study, though the participants themselves are not aware that they are being studied (Bryman, 2012, p. 282). In other words, for the research of this thesis, the customers' interaction with the various products and marketing tools are observed and interpreted for the purpose of getting an understanding of the effectiveness of the business' marketing. Being the owner of the café and working behind the counter and therefore directly interacting with and serving the customers, the researcher is actively participating and intervening in the field (Ibid. p. 283).

Furthermore, observations in the café focuses on finding data such as which advertisement and marketing tools can be found and how are they used. As such, the data collected from the physical space of the field is not affected by the researcher's intervention.

Online presence

In addition to the data collected through observation, data is also collected from the online presence of the business, which includes the social media sites Instagram and Facebook, and the website of the café. Since the content on both social media platforms are the same for the café, Instagram is used as the reference point. The data from the social media is collected based on which posts are supporting the business' social marketing strategies. Indeed, since “[s]ocial media has been largely realised as an effective mechanism that contributes to the firms' marketing aims and strategy; especially in the aspects related to customers' involvement, customer relationship management and communication” (Alalwan et al., 2017, p. 3), certain posts from the café's social media profiles are sampled. This is done in order to understand how the business makes use of social media as a marketing mechanism. The social media content used for the analysis is chosen based on relevance for the study, thus focusing on posts that specifically promote the business' partnerships and social marketing.

Moreover, the data collected from the café's website focuses mainly on the information about the history of the café and the motivations for starting it.

Data analysis

This thesis applies the theories of social marketing and partnerships to analyse the case of Emmylou Café.

Firstly, the case will be examined based on each point of the six benchmarks of social marketing (Andreasen, 2002). As described in the theory section, this is done in order to understand the extent to which the case's social marketing model can be understood and how it plays out in its daily operations and other initiatives. Secondly, the three variables of social marketing – mutual benefit, social values, and communication – as presented by Duane et al., is applied to the case. This is done to understand the efficiency of its social marketing relations. The analysis also examines how the social marketing and partnerships benefit the business, not only in terms of creating an identity for the business and promoting its social values, but also the daily operations as a for-profit business.

Secondly, the partnerships of Emmylou Café are examined based on how they can be categorised as 'social partnerships' by analysing how the partnerships function, what each partner brings to the partnership, and how the case fits with the definitions of social partnerships as presented by Waddock (1991) and Seitanidi & Crane (2014). Moreover, the analysis uses examples from the café's physical displays and social media to understand the ways in which Emmylou Café promotes its partners, as well as examining what motives drives the partnerships.

As such, these theories are used to understand how the café can exist as a vehicle for promoting other social enterprises and strengthening the Social Entrepreneurship & Management community.

Additionally, the discussion uses the findings of the analysis to understand how a business can be built on the basis of being an ambassador for other social enterprises or initiatives. The theories used in this thesis provides tools for examining how potential social ambassadors can build their business on sustainable partnerships, such as what partnerships can achieve, what motives they can be built on, and how it can benefit their social goals.

Lastly, the discussion highlights the main points of the analysis and suggests what further research might be done. Moreover, the discussion draws from the literature review and the theories to create an understanding of the case as an actor within the SEM community.

Theories

Social Marketing

Unlike traditional commercial marketing, which focuses on promoting products and services to generate profit, social marketing aims to identify and address social problems and promote behaviours that will improve people's well-being and quality of life. This often involves addressing complex

social issues such as public health, environmental sustainability, and community development, using a wide range of communication and marketing techniques to reach its target audience. This can include things like advertisements, social media campaigns, community outreach programs, educational initiatives, and the use of the four Ps of marketing: “*product, price, place and promotion*” (Spotswood, 2016, p. 138).

Key components of Social Marketing

Though definitions of social marketing vary slightly, this thesis follows the idea that there are six elements to look for when identifying social marketing. Indeed, Andreasen (2002) highlights the six key benchmarks of effective behaviour-change interventions, which are essential for designing and evaluating interventions. His framework provides a comprehensive overview of the essential components of effective behaviour-change interventions. These components emphasise the need for audience research, careful segmentation of target audiences, attractive and motivational exchanges with target audiences, and the use of all four Ps of the traditional marketing mix. By following this framework, interventions can be designed and evaluated with the aim of achieving maximum impact and effectiveness (Andreasen, 2002, p. 7).

- The first component emphasises the importance of behaviour-change as the benchmark for designing and evaluating interventions. In other words, interventions must focus on changing behaviours that are necessary to achieve the desired outcomes (Ibid. p. 7).
- The second component highlights the importance of audience research in behaviour-change interventions. Audience research involves understanding the target audience's characteristics, needs, motivations, and barriers. This research is crucial in designing interventions that are relevant and effective for the target audience. The research is also important in pretesting intervention elements and monitoring interventions as they are implemented to ensure that they are meeting the intended objectives (Ibid. p. 7).
- The third component stresses the need for careful segmentation of target audiences to ensure that scarce resources are used efficiently and effectively. Segmentation involves dividing the target audience into subgroups with distinct characteristics and needs. This helps in designing interventions that are specific to the needs of each subgroup, leading to more effective outcomes (Ibid. p. 7).

- The fourth component highlights the importance of creating attractive and motivational exchanges with target audiences. This involves creating benefits that are appealing to the target audience and making the exchange as convenient and easy as possible (Ibid. p. 7).
- The fifth component focuses on using all four Ps of the traditional marketing mix: product, price, place, and promotion. This means that interventions should not just rely on advertising or communication but should create attractive benefit packages while minimising costs, make the exchange convenient and easy, and communicate powerful messages through relevant media (Ibid. p. 7).
- Finally, the sixth component stresses the need to pay careful attention to the competition faced by the desired behaviour. This means that interventions should be designed with an understanding of the competing behaviours that may be more attractive to the target audience (Ibid. p. 7).

However, Bilal Akbar et al. (2022) identifies certain success factors in social marketing planning, that are not commonly included in existing approaches to social marketing planning. This suggests that there is a difference between the success factors presented in theory and those observed in practice (Bilal Akbar et al., 2022, p. 372). Moreover, some of the success factors identified by Bilal et al are related to Andreasen's criteria and partially link to the element of 'promotion' in the marketing mix. As they describe it, the success factors are *"[...] related to behavior change objectives, segmentation, and communication; research and pre-testing; monitoring and evaluating; adoption of a partnership approach and the utilization of planning frameworks"* (Ibid. p. 369). Nonetheless, Andreasen's emphasises that simply adopting 'promotion' alone does not qualify an intervention as social marketing (Ibid. p. 369).

While there has been literature dedicated to expanding on Andreasen's six benchmarks, the analysis of this thesis is based on the theory as described in this section. With this framework, Andreasen provides an effective foundation for understanding how social marketing interventions are designed and evaluated. Moreover, without extensive literature on how social marketing can be used by a business as a means of promoting not only promoting itself but as an extension of a broader community, this framework is effective in creating a well-structured analysis of the social marketing of the case.

Social marketing variables

Duane et al. (2022) specifies that there are three variables in the social marketing model: mutual benefits, shared values, and communication (Duane et al., 2022, p. 55).

Mutual benefit is a central idea when social marketing businesses are working together. Since the nature of businesses applying social marketing is often based on non-profit work, the businesses' resources and means of achieving their goals are at times rather limited. Thus, “[...] *mutual benefit is operationalised as reciprocity and complementary resources*” (Ibid. p. 55).

Shared value is defined by Morgan and Hunt as “*the extent to which partners have beliefs in common about what behaviours, goals and policies are important or unimportant, appropriate or inappropriate and right or wrong*” (Morgan & Hunt, 1994, p. 25). Shared value is an important variable in determining the potential impact that a social marketing partnerships can have, and it is directly tied to elements of mutual commitment and trust (Duane et al., 2022, p. 56).

Communication is important in social marketing relations to create trust and share knowledge between the partners involved. While the style of communication can vary depending on the specific business relationships, Duane et al reiterates that it is a two-way process happening both “*across and between levels of partnership*” (Ibid. p. 56). Moreover, in their words, “*communication is operationalised as information sharing, quality and participation*” (Ibid. p. 57).

Business benefits of social marketing

Social marketing is undoubtedly fundamentally focused on the social value and/or behaviour change it can create. Nonetheless, as with conventional commercial marketing it does bring benefits for the business.

Among these benefits are improved brand reputation and differentiation. When a business utilises social marketing to promote positive social behaviours and highlighting unique values and missions, it stands out for customers who value social consciousness and in turn makes them more likely to support that business by choosing it over its competitors and coming back to support it again. As such, social marketing can lead to increased customer loyalty which generates more revenue in the long term (Sadek, 2017, p. 63).

Furthermore, “[...] *when advertising or PR promotes a social campaign, it is at the same time indirectly promoting the brand or the company conducting the campaign*” (Ibid. p. 65). In other words, when a business promotes its social missions through, for example, social media, it

simultaneously promotes itself, which arguably provides an advantage over commercial marketing (Ibid. p. 65).

Applying the theory to the case

Emmylou Café has elements of social marketing showing at both its physical advertisements in the café and on its social media and website. This thesis uses the theory of social marketing as described to understand how the business uses its social missions in their marketing and what effects it has on realising these missions as well as on generating revenue for themselves and their partners.

In order to analyse this, certain posts from the business' Instagram account, information from its website, as well as advertisements in the café are used to understand its social marketing tactics, and whether it meets the benchmarks of social marketing presented by Andreasen (2002).

Partnership theories

While it is valuable to examine a business' social marketing model, examining the basis of the business' partnerships is arguably an important and necessary addition to understand the business model. The following section describes theories on partnerships between businesses from different sectors – namely the for-profit sector and the non-profit sector. Firstly, the motives behind forming such partnerships are important to understand, as the motivation for going into a partnership defines what the goals of it. Secondly, the motive of one partner may differ from that of the other. Therefore, understanding the interpartner relationship and the strengths and weaknesses that either partner brings to the partnership, as well as how they work together to reach mutual goals, is equally important.

Defining partnership

The definition of partnership is built on a set of conditions that must be met. McQuaid identifies three such conditions that any definition of partnership builds on (McQuaid, 2000, p. 3).

Most obviously, it involves some degree of collaboration based on the understanding that more can be achieved through shared efforts than individually. As such, a partnership involves “[...] *the potential for synergy of some form, so ‘the sum is greater than the parts’*” (Ibid., 2000, p. 3).

Additionally, a partnership revolves around a goal that is mutually beneficial to each of the actors – or an external cause – and thus presupposes a shared strategy for achieving it. Nevertheless, while the strategy consists of shared efforts between the actors, they are not necessarily equally involved in carrying out the various parts of the strategy. Moreover, this shared goal between the actors need not be limited to commercial goals. As McQuaid describes it, “[...] *in public-private partnerships the*

public sector are not pursuing purely commercial goals. So a criteria of partnership is the presence of social partnership (so excluding purely commercial transactions)” (Ibid., 2000, p. 3).

Thus, partnerships are characterised by a collaboration and synergy between the actors involved, a shared goal and strategy to achieve it, and a social dimension to the partnership that does not revolve around commercial goals.

For the motivations behind starting a partnership, this thesis explores two categories of motives as described by Spitz et al. (2021): moral motives and instrumental motives.

Moral motives

As the name accurately conveys, moral motives are based on the desire create positive social impact or solve social and/or environmental issues. These kinds of motives are most often held by the non-profit sector, which aims to increase its reach and achieve the social goals on which it is built. Nonetheless, moral motives are not inevitably absent from the for-profit sector, and according to Spitz et al., they should not be dismissed as a relevant factor in these types of partnerships (Ibid. p. 301).

When partnerships become increasingly more common and when certain social enterprises arguably are examples of businesses that are driven by moral motives, the influence of morality in the for-profit sector must be considered a relevant factor. Indeed, this notion supports the sentiment that “[...] *partnerships today address the previous criticism that was directed to the profit sector with regard to their mandate to serve the public good. Since decisions regarding the corporate involvement in society are taken ‘in partnership’ with the nonprofit sector [...], then it appears that the criticism cannot any more be raised with regard to the legitimacy of the profit sector”* (Seitanidi, 2010, p 5).

Instrumental motives

Instrumental motives are characterised by being based on self-interest and optimisation of the business. Examples of these are cutting costs, getting greater market competitiveness, and improving the public opinion of the business/organisation by seeming more legitimate (Spitz et al., 2021, p. 290).

“Scarcity of financial resources (Brown & Kalegaonkar, 2002) as well as the acknowledgement that a partnership with businesses is often crucial to tackle complex social or environmental issues (Melaville & Blank, 1991) are major instrumental motives for nonprofits to seek partnerships with businesses. In the latter case, working with

businesses to improve a particular issue can be a way of showing that the nonprofit organization can influence business practices” (Spitz et al., 2021, p. 290).

As such, instrumental motives are driven by the desire to improve the financial performance, competitiveness, and public perception of a business. Non-profits often seek partnerships with businesses for financial and/or operational reasons.

Social partnerships

Social business partnerships consist of a collaboration between a business and a non-profit organisation or social enterprise, where the primary focus is on addressing social or environmental challenges while also creating value for both partners. These partnerships are different from traditional business partnerships, as they are designed to create a positive impact on society while also achieving business goals such as improving brand reputation, attracting and retaining customers, and generating revenue (Waddock, 1991, p. 482).

Social business partnerships can come in a variety of forms, most commonly including partnerships between corporations and environmental organisations, partnerships between companies and non-profits, and partnerships between businesses and organisations. A social partnership is typically built in way in which one partner provides financial, technical, or operational resources, while the other provides expertise and knowledge of the issue being addressed. These partnerships can focus on various societal issues such as promoting sustainable practices, addressing poverty and inequality, or providing resources for better health and wellness (Seitanidi & Crane, 2014, pp. 2-4).

Applying the theory to the case

With insight into how and why Emmylou Café started its partnerships, the motives – moral or instrumental – are taken into account when analysing the partnerships effects both Emmylou Café and the partner. Moreover, the partnerships are examined to understand the extent to which they can be defined as ‘social partnerships’ and how these help to create social value.

Combining the theories

For the purposes of this thesis, the combination of the partnership theories and the social marketing theories provide valuable insights into how collaborative efforts can be leveraged to promote behaviour change and achieve social good.

Understanding the extent to which a business’s social marketing model applies these variables gives insight into how effective its social partnership relations are, as well as showing how they produce

the social value outcome of their operations. Indeed, partnership theories emphasise collaboration and cooperation between different stakeholders to achieve common goals. By incorporating partnership theories into social marketing research, it is possible to explore how partnerships can be utilised to enhance social marketing efforts and improve their effectiveness.

On the other hand, social marketing theories focus on promoting behaviour change and social good through marketing techniques. By incorporating social marketing theories into partnership research, it is possible to explore how marketing techniques can be used in collaborative efforts to achieve common goals.

Consequently, the combination of partnership and social marketing theories can lead to a more holistic understanding of social issues and their solutions. It can also lead to the development of more comprehensive and effective strategies for addressing social problems through collaboration between different stakeholders and the use of marketing techniques.

Analysis

This analysis is made for the purpose of providing a framework for answering the problem formulation ‘how can the Social Entrepreneurship & Management (SEM) community utilise partnerships and social marketing to cultivate an environment in which small-scale for-profit businesses can grow through aiding established social enterprises?’.

The analysis focuses on the case of Emmylou Café to understand the relevance of the theories when applied to a small-scale for-profit business, as well as to form a theoretical understanding of the case and using this to interpret it. In other words, the analysis is examining the theories and the case in order to gain insight on them both.

Firstly, the case is analysed within Andreasen’s (2002) six benchmarks of social marketing: behaviour-change, audience research, segmentation of target groups, customer exchanges, the four P’s of marketing, and the competition.

Secondly, the three variables of social marketing – mutual benefit, shared value, and communication – are used to understand the social marketing relations that the case engages in.

Lastly, partnerships theories are used to examine Emmylou Café’s partnerships within the framework of social partnerships, as well as what motives – moral or instrumental – they are based on and how this affects them.

Social marketing in Emmylou Café

Social consciousness is an essential part of the social marketing identity of Emmylou Café and the social marketing of the business is present in both the physical and online presence of the café. This section analyses how the case of Emmylou Café fits with each of Andreasen's social marketing benchmarks, and how they are applied in practice.

Behaviour-change

“Behavior-change is the benchmark used to design and evaluate interventions” (Andreasen, 2002, p. 7).

When it comes to behaviour-change, one immediate observation is that Emmylou Café does not have one specific issue that it aims to change people's behaviour towards. Nonetheless, the stated motivation of the business on its website includes *“[...] how we can use our position as business owners to support some of the social, environmental and community causes we believe in”* (Emmylou Café, 2022a), signifying that the aim is to create awareness of other causes instead of only the café itself.

In this way, the business finds its behaviour-change goal: to influence the customer to choose options from socially and environmentally sustainable initiatives, either by supporting the café – which sources products from such initiatives – or by supporting the initiatives themselves.

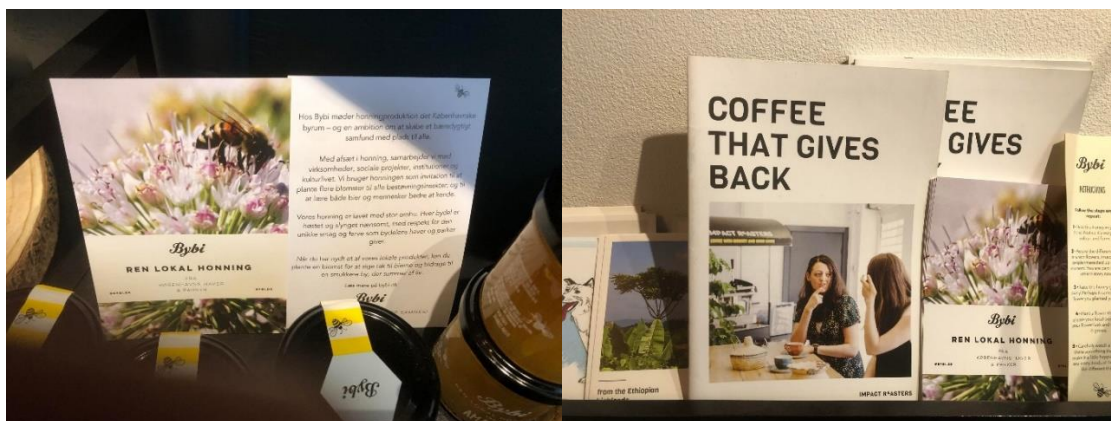
Upon inspection, it is clear that Emmylou Café makes use of a couple of different means to influence customer behaviour. To be concrete: social media posting and physical displays in the café itself. Social media is used to explain the benefits of choosing certain options, and the physical displays include using some of the business' partners own advertising – such as flyers and booklets – to extent the behaviour-changing interventions of its partners. Both of these can be effective in drawing in customers and keeping them engaged with the business and its partners.

Firstly, the use of social media posting as a way to engage with the target audience can be exemplified by the following post from its Instagram account.



The post is made with the text: “[...] A *SOCIAL ENTERPRISE* is a company that creates solutions for social issues.[...] For example, impact trade coffee by @impact_roasters supports small scale farmers in Ethiopia. [...] Visit our website or ask us at the café about the companies and artists we partner with [...]” (@emmyloucafe, October 21, 2022). This post gives context for the types of businesses that the café supports, i.e., social enterprises, then gives a brief example of what a social enterprise can be and how it can help, and lastly encourages gathering more knowledge on them. Such exposure is linked to the ‘promotion’ in the marketing mix, and is, according to Bilal Akbar et al. (2022) part of the success factors when seeking to achieve behaviour-change.

Secondly, the flyers and booklets in the café – i.e., the physical displays – are giving the customers context for some of the partner-products that the café sells.



As the pictures show, rather than being a behaviour-change intervention designed by Emmylou Café, this is designed by the partner, and the role of the café is seemingly to extend the awareness and reach of these social initiatives. As Andreasen (2002) describes, these benchmarks are essential for evaluating the interventions, and since they are designed by the partner rather than the café itself, it can be argued that Emmylou Café are limited in the extent to which they can evaluate it.

As such, it can be observed that when analysing the case from the perspective Andreasen's social marketing benchmarks, it becomes visible that Emmylou Café relies not only on its own behaviour-change interventions but relies to a larger extent on those already implemented by the social enterprises that it seeks to support.

This points to the fact that the method of evaluating the behaviour-change is to examine the number of people who engages with these social media posts and physical advertising in the café, as well as looking at the number of products sold. Nonetheless, while the quantity of sales of specific products can be regularly evaluated, this does not necessarily give any clear answer as to whether the sale is made because moral reasons or other reasons, as well as whether the customer was convinced to buy this product for the first time in the café or if they already knew about it. In other words, the motivations of the customers are ultimately unknowable to the researcher. Moreover, people engaging with the products and the advertising might not do so in a way that is visible or vocalised to the café's owners or employee, or indeed the researcher.

Audience research

“Projects consistently use audience research to (a) understand target audiences at the outset of interventions (i.e., formative research), (b) routinely pretest intervention elements before they are implemented, and (c) monitor interventions as they are rolled out” (Andreasen, 2002, p. 7).

Proceeding to the second benchmark, the audience research, Emmylou Café encounters similar issues as the ones alluded to in the previous section, since Emmylou Café relies heavily on the knowledge and intervention that are already implemented by its partners. Consequently, the business does not pretest the specific interventions it uses to a significant extent, nor does it conduct extensive research on the target groups the interventions are aimed at. However, by using tools that are created by the café's partners, that is, businesses that are already more established and experienced, the majority of this research and testing can be said to have already been done by the partner for their own social marketing purposes. As Bilal Akbar et al. (2022) argues, the target audience research, the pretesting,

and the monitoring and evaluation, are all contributing factors to the success of a business' social marketing. Once again, this case points to the fact that Emmylou Café serves as an amplifier for their partners within the SEM community.

Emmylou Café seemingly approaches these in a way where it stands on the shoulders of its already established partners, thereby promoting itself by highlighting how it supports the partners. As a result, the business depends on its partners' success in effectively applying these factors.

Segmentation of target groups

“There is careful segmentation of target audiences to ensure maximum efficiency and effectiveness in the use of scarce resources” (Andreasen, 2002, p. 7).

Andreasen's third component for designing effective social marketing interventions concerns segmentation of target groups. Emmylou Café has segmented its target audience into three groups: international students, tourists, and the people living in the neighbourhood.

For international students, the café offers student discounts, outlets for charging laptops, and distributes Erasmus Student Network cards. This approach recognises the needs of international students, who may be price-sensitive and require a place to work on their studies. By offering student discounts and charging outlets, Emmylou Café seemingly meets some of the needs of international students which attracts them to the café.

For tourists, Emmylou Café brands itself as a local and authentic experience of café-life in Copenhagen. An example of this can be seen on the sign on the façade of the café:



By underlining the word ‘local’, as well as writing the term ‘hygge’ which is a famous Danish concept, Emmylou Café is appealing to tourists by offering a welcoming and cosy atmosphere for those who are looking for an authentic experience and who want to try local products and food. Moreover, writing the sign in English makes the café more approachable for both tourists and international students.

For people living in the neighbourhood, Emmylou Café uses the offer of stamp cards that give the tenth drink for free to encourage customers to return, as well as competitive prices in order to make the people who usually go out for coffee in that area more likely to choose Emmylou Café. This approach recognises the needs of people who may visit the café more frequently and are looking for incentives to return.

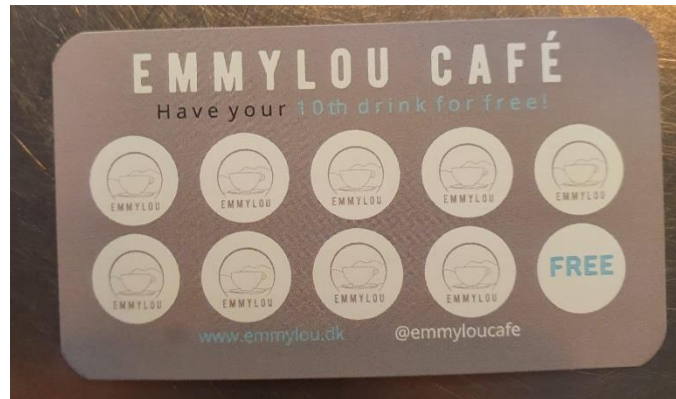
Additionally, as mentioned by Bilal Akbar et al. (2022), one of the success factors of the social marketing is the segmentation of the target audience. As indicated by inspecting how Emmylou Café approaches its segmentation, it uses various means of appealing to each of these groups. Nonetheless, as it can also be seen through immediate observations, the business’ social values and missions are underlying for how it presents itself to all three of the groups.

Customer exchanges

“The central element of any influence strategy is creating attractive and motivational exchanges with target audiences” (Andreasen, 2002, p. 7).

When it comes to customer interactions and exchanges between them and the business, the nature of the business being a café means that the exchanges are simple and easy. Indeed, the most common exchange that occurs in the space of the café is the selling/buying of products. Since many of the products come from the business’ partners, the customer can indirectly support these social enterprises by buying products at the café. This creates an added moral motivation for the customer to buy the café’s products, as well as giving the café an opportunity to directly advocate for its SEM community partners.

Another more practical benefit for the customer is the stamp card that rewards customer loyalty by providing a free drink:



As such, Emmylou Café tries to keep customers invested in it by giving both moral and financial motivations for them. Moreover, the business appeals not only to customers, but to local artists and social enterprises as well, by encouraging them to get in contact about potential mutually beneficial partnerships (emmylou.dk, 2022b).

The four P's of marketing

“The strategy attempts to use all four Ps of the traditional marketing mix; for example, it is not just advertising or communications. That is, it creates attractive benefit packages (products) while minimizing costs (price) wherever possible, making the exchange convenient and easy (place) and communicating powerful messages through media relevant to – and preferred by – target audiences (promotion)” (Andreasen, 2002, p. 7).

The fifth benchmark presented by Andreasen is focused on the four P's of the traditional marketing mix: products, price, place, and promotion (Ibid., p. 7). Looking at the four P's of the marketing mix, the case of Emmylou Café shows how the business' communication and advertisements (Promotion) are often centred around social values. Indeed, effectively using all of these components, means a higher potential for increasing the social value of the business.

An example of this can be seen on the façade of the café, with one sign reading “Socially conscious coffee” and another sign with the text “Our café supports local social enterprises and artists”:



These signs are part of the first impression of the café and provides an idea of what a customer might expect before going inside, as well as what values the business runs on.

They show how Emmylou Café in its written communication presents itself by referencing a social goal along with various menu-items and opening hours. The signs give a brief explanation of the customer experience in the café. As the café is situated in the city-centre of Copenhagen, on Krystalgade 4, and is located just off a major shopping street, the café is exposed to many tourists and other general foot-traffic. As such, with many other coffeeshops, cafés, and restaurants around, this social marketing on the café's exterior helps to stand out among the rest and give passers-by a reason to choose that place. This ties in with another P of the marketing mix, the Place, since the element of where the products are sold – i.e., at the physical location of the café – affects how it is marketed. Additionally, the signs, as well as the majority of the rest of Emmylou Café's communication, are made in English, which makes it easier to approach for the many non-Danish speakers that come to this area of Copenhagen.

Aside from the marketing in the café's physical space, the online marketing of Emmylou Café consists of having a website, a business profile on Google Maps, a presence on various reviewer websites such as TripAdvisor and HappyCow, and a social media presence on Instagram and Facebook. These online marketing activities highlights how the business utilises online spaces to promote its brand and engage with customers. By having a presence on various platforms, the business is making it easier for potential customers to find and learn about the business. This can help

build brand awareness and generate interest in the café's products and services (Thabit & Raewf, 2018, p. 104), as well as for their partners and the social causes the business supports. Furthermore, the business' social media presence on Instagram and Facebook helps to expand the café's brand and message further by providing a platform for the business to share images of its products, promote partnerships, events, and offers, and interact with customers through comments and direct messages (Luca & Suggs, 2010, pp. 144-146).

Examining the remaining two P's of the marketing mix, Product and Price, the latter is on par with other similar businesses when it comes to what menu items the café offers and what the price is (GlobalPrice.info, 2022) (Emmylou Café, 2022c). Consequentially, the price is not a major differentiating factor in the café's marketing strategy, though the prices are slightly lower than those of the neighbouring cafés. Indeed, the café instead focuses on other elements of the marketing mix, such as the quality of their products, the ambiance of the café, and the social values of the business. While this can be seen as a challenge for the business, since it therefore needs to find other ways to stand out in a crowded market and attract customers, it also means that it is not likely to face significant price-based competition and can potentially build a loyal customer base by providing value in other areas (Thabit & Raewf, 2018, p. 103).

Lastly, the Products of the business are the food, drinks, and art that is exhibited in the café. The main product, the coffee, for which the beans are provided by Impact Roasters, is explained to the customer through flyers, pamphlets, and a chalkboard sign in the café that briefly describes Impact Roasters' Impact Trade model in simple steps.



In this way, the coffee products that the business sells become more than just a drink and takes on more value for the customers that are conscious about socially sustainable supply chains. Similarly, the Bybi products are accompanied by cards that explain where the honey comes from and how their business is driven.

Competition

“Careful attention is paid to the competition faced by the desired behavior” (Andreasen, 2002, p. 7).

Finally, Andreasen’s component of the competition gives analytical attention to how the business, when defining its desired course of action, also places itself in a particular competitive situation. In the case of Emmylou Café, the desired course of action is to generate attention for certain actors within the SEM community.

Given the location of the café – that is, the city centre of Copenhagen – there are many competing business in the area. As described above, Emmylou Café uses its social mission as a way to differentiate itself from its competitors. Both in the physical marketing at the café as well as in their online presence, the business emphasises the causes it supports (@emmyloucafe, November 17, 2022).

Since an abundance of cafés can be found around the area, and in Copenhagen in general, that all market themselves in a way where they attempt to stand out, the effects of one café’s social marketing is arguably hard to detect. Nevertheless, Emmylou Café seems to have a unique way of using its positioning within the SEM community as a means of marketing itself, by directing attention to the partnerships it engages in.

Effects of the social marketing benchmarks

By examining the case of Emmylou Café through the use of Andreasen’s six benchmarks of social marketing, the business has been found to apply several different social marketing interventions. Notably, many of these are not designed by the café itself, but rather by its partners. More concretely, in the physical display in the café space, marketing tools from its partners – such as booklets and pamphlets – are used to promote both the café, as well as the products it sells, and the social initiatives that it supports. Moreover, all the of the six components – that is, behaviour-change, audience research, segmentation of target groups, customer exchanges, the four P’s of marketing, and the competition – are used to effectively support Emmylou Café’s desired outcome, which is focused on creating impact in the SEM community. It does this by both marketing its social values and explaining

the social benefits of supporting the business and by extension its partners, and by using traditional marketing tools, such as customer segmentation, to attract more customers and thus be able to generate more resources for itself and its partners.

Partnerships in social marketing

According to the theory of Duane et al. (2022) there are three variables that affect social marketing relations such as partnerships. These include mutual benefits, shared values, and communication. The following section analyses how these variables take effect in Emmylou Café's partnerships, mainly focusing the relation between Emmylou Café and Impact Roasters, but also drawing on examples from the partnerships with Bybi and Probably Party Game.

Mutual benefits

Firstly, while none of the partnerships that Emmylou Café engages in are based on non-profit work, the small-scale nature of the businesses involved – especially that of Emmylou Café – means that resources are rather limited. The mutual benefits of the partnership with Impact Roasters show itself in the example of Impact Roasters giving a free barista course to the people of Emmylou Café, in which they teach knowledge about their coffee and trade model, as well as how to brew the coffee properly (@impact_roaster, March 8, 2023). While none of the parties involved directly benefit financially from this, there is values to be had in it for both in the following ways:

For Impact Roasters, it is in their interest that their partners know about where they get their coffee beans, how they are processed, and how it helps the local communities in the areas the beans come from. Moreover, it benefits them that their partners have the skills to prepare and brew the coffee correctly, since the better the coffee tastes the better it advocates for their business. In this way, offering these courses ensures that their partners can be good advocates for them, not just through serving good coffee, but also by being able to tell the story and the impact of their trade model to the customers.

For Emmylou Café there are similar benefits when it comes to being able to brew the coffee properly, as this has the potential to bring more customers to the café and to have them return. Additionally, knowing the background of the where the coffee beans come from and how they are sourced gives credibility to the business and helps to reinforce the validity of its social missions.

Both businesses used the course as a means of advertising both themselves and their partner on social media (@emmyloucafe, March 9, 2023) (@impact_roaster, March 8, 2023), which further reinforces

the mutual benefits gained from the course by advertising them publicly so that potential customers can see the benefits that the businesses gained.

Shared values

Another similar example can be found in the card game event that was hosted in Emmylou Café in collaboration with the small start-up Probably Party Game (Emmylou Café, 2023). As with the example above, this event promoted both partners by encouraging people to support both the card game and to come to the café.

This event also worked to promote the shared values of the two partners which is creating awareness on climate change and engaging people in conversation about it. Indeed, with Emmylou Café focusing on supporting a variety of other social initiatives in creating positive social impact, it is able to share values with the majority of social enterprises. Consequently, the business can simultaneously have partnerships based on shared values with Impact Roasters who benefit coffee farmers' local communities, Bybi who is actively working on creating a solution for the endangerment of bees, and Probably Party Game who engages people in gathering knowledge on environmental issues, without it being unfocused or stepping outside of their area of operations.

However, while this widens the number of partnerships the business can have and the amount of issues it can support, this also potentially limits the impact that each partnership can have, since Emmylou Café does not specialise in solving any specific issue. This means that for a social enterprise, the café is less likely to be sufficient as the sole partner for creating meaningful social change.

Communication

The communication in Emmylou Café's social marketing relations varies based on the level of commitment in the partnership. For example, in the partnership with Bybi, the communication between the parties involved are minimal since the relation is based only on selling the products in the café. With Probably Party Game, the communication happens through social media and email and in person. As such, there is a higher level of trust between the partners, and it becomes possible to co-host events. With Impact Roasters, there is a high commitment between the partners and therefore close communication both electronically and in person and with different levels of the business – that is, both the owner and employees of Impact Roasters. This results in mutually beneficial outcomes such as the barista course as well as information sharing and support between the businesses.

Partnerships of Emmylou Café

The analysis of Emmylou Café's partnerships consists of two parts: defining them within the framework of social partnerships, including elaborating on the previous section of the analysis on how the partners promote and benefit each other, and analysing the motives as defined by Spitz et al. (2021) behind the partnerships. The examples and data are drawn from the social media and the website of Emmylou Café.

Social partnerships

At first glance, the partnerships that Emmylou Café engages in do not fall into the most common definition of what a social partnership is as described by Seitanidi & Crane (2014), that is, a partnership between a corporation and an environmental organisation, between a company and a non-profit, and between a business and an organisation (Seitanidi & Crane, 2014, pp. 2-4).

Moreover, all the partnerships are built up in such a way that Emmylou Café's partner provides the expertise and knowledge on how to deal with the specific social or environmental issues that they aim to solve. This fits with Seitanidi & Crane's (2014) theory that one partner is focusing providing the solutions for how to solve a social issue.

However, according to their social partnership theory, this would typically put Emmylou Café in the position of giving the financial, technical, or operational resources. This seems to be true to the extent that the café sells the partners' products and, in this way, works as an extra source of income for the partners. Even so, the café does not provide financial resources directly to the issues that are being addressed, and furthermore, as mentioned earlier, the degree to which Emmylou Café provides meaningful impact, financial or otherwise, for their partners is quite limited due to the small-scale nature of the business.

In summary, the partnerships are seemingly built to support the partners in promoting sustainable practices and creating social impact (Emmylou Café, 2022a). Indeed, the way in which the partnership between Emmylou Café and Impact Roasters can be defined as a social partnership is in the fact that it goes beyond a simple business relationship focused solely on financial gain. Instead, the partnership is based on a shared commitment to social values. Impact Roasters investing part of its profits back into the local communities where its coffee is sourced (Impact Roasters, 2023), aligns with Emmylou Café's values of supporting local social enterprises. Moreover, this type of social impact seemingly creates a 'deep' level of positive social change as defined by Stephan et al, since the change in

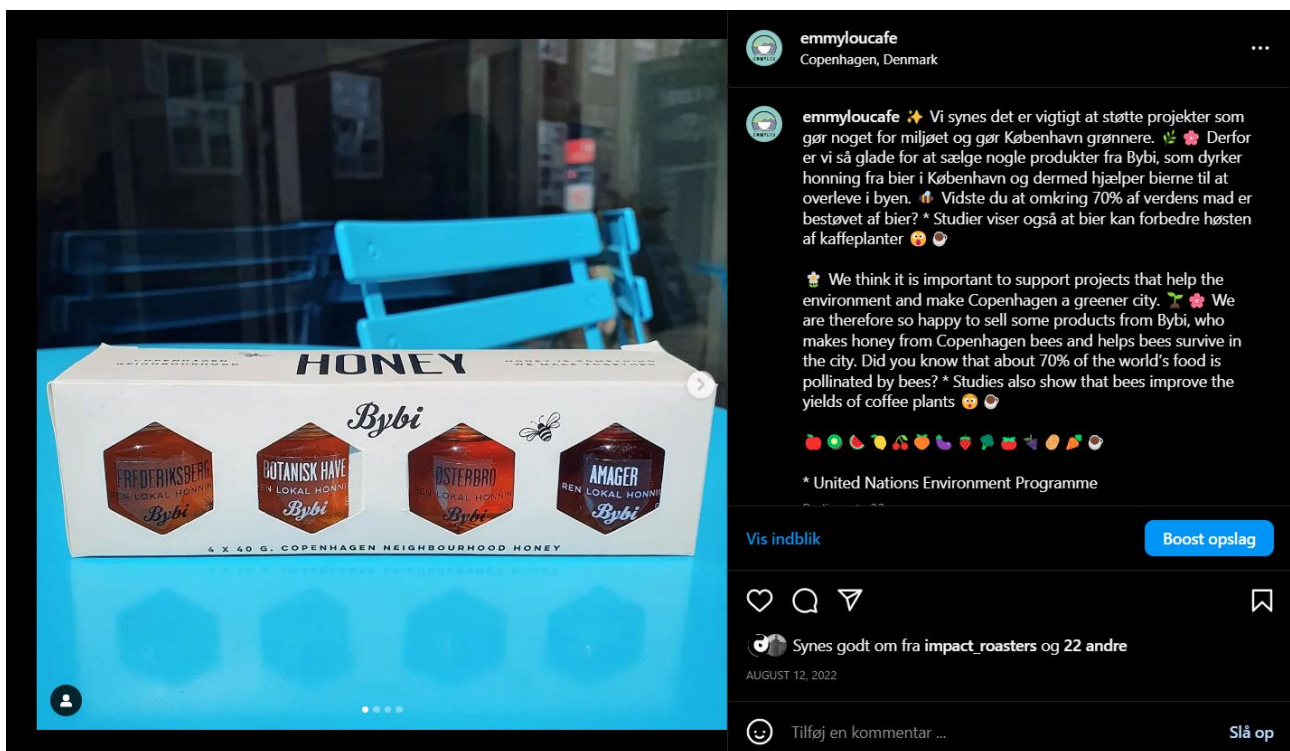
behaviour towards sourcing coffee beans leads to social impact. The partnership between Emmylou Café and Impact Roasters demonstrates a shared commitment to using business as a tool for social and environmental change, making it the clearest example of a social partnership.

Promoting the partners

Continuing the analysis of the case within the framework of partnership theories, the following section pays attention to how Emmylou Café engages in promoting its partners and the social values they represent.

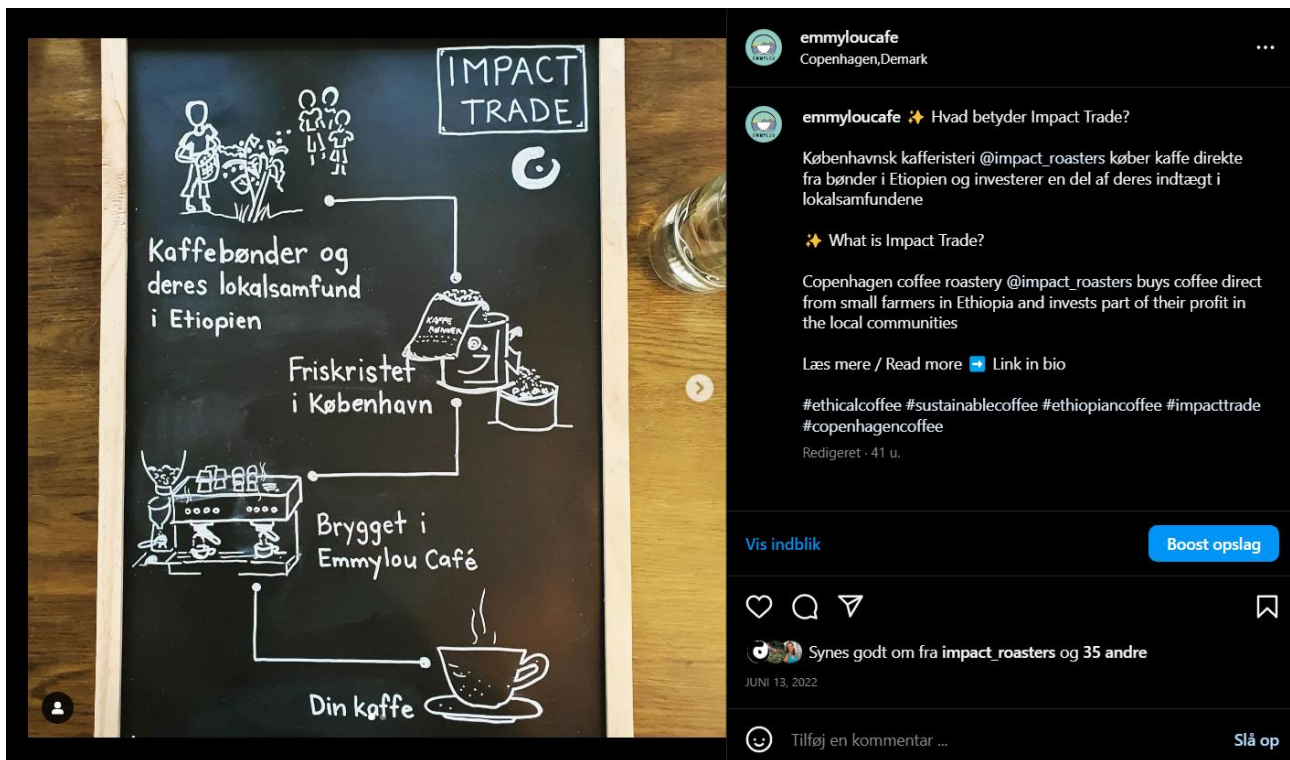
This can be seen in the following two quotes taken from Instagram posts made by Emmylou Café which exemplifies how the business uses the platform to promote Bybi's and Impact Roasters' social causes.

Firstly, the post promoting Bybi:



”[...] We think it is important to support projects that help the environment and make Copenhagen a greener city. [...] We are therefore so happy to sell some products from Bybi, who makes honey from Copenhagen bees and helps bees survive in the city. Did you know that about 70% of the world's food is pollinated by bees? * Studies also show that bees improve the yields of coffee plants [...] * United Nations Environment Programme” (@emmyloucafe, August 12, 2022).

Secondly, the post promoting Impact Roasters:



“[...] What is Impact Trade?

Copenhagen coffee roastery @impact_roasters buys coffee direct from small farmers in Ethiopia and invests part of their profit in the local communities [...]” (@emmyloucafe, June 13, 2022)

These posts showcase the business's support for these two partners as social enterprises. Tying into the social marketing, this has the potential for creating a positive image for the café itself among customers who value community and collaboration, but it also spreads awareness about Bybi and Impact Roasters among customers who might not know these social enterprises already.

Similarly, Impact Roasters promoted Emmylou Café on its social media at the time of its opening, giving a brief description of the story and goal of the café and giving the café exposure to all of Impact Roasters' followers (Impact Roasters, 2022). Based on Emmylou Café promoting its partners this way, and based on the fact that the promotion is reciprocated, points towards it being a method to support the business' social mission which is to create mutual benefit for the SEM community and itself. This point of how the SEM community is impacted by partnership such as these is elaborated on in the discussion of the analysis.

These kinds of promotions may attract more businesses or individuals to partner with both Emmylou

Café and its partners in the future, as it shows that other businesses are interested in, and supportive of, these initiatives. This can potentially lead to more sales and revenue for the social enterprises, as well as increase the positive impact they can have on their local community and environment.

Additionally, using the partners' products in the things Emmylou Café serves, as well as having the Probably Party Game available to play for free in the café, is a way of promoting their partners. For example, the customer inadvertently samples the Impact Roasters coffee beans when purchasing a cup of coffee in the café, and if they enjoy the taste, they are arguably more likely to come back to either Emmylou Café or Impact Roasters.

Motives of the partnerships

As described throughout this thesis, the moral and instrumental motivations presented by Spitz et al. (2021) are both present in the foundation for Emmylou Café's partnerships. Evidently, the stated motivations behind the partnerships, at least from the perspective of Emmylou Café, are predominantly moral ones, since its social mission is focused on supporting social initiatives (Emmylou Café, 2022a). Nonetheless, these motives are used actively in its social marketing, thus drawing on some instrumental motives by using the partnerships to increase popularity, and by extension the financial gains, of the business.

The nature of the business as a for-profit makes the instrumental motives an expected foundation for the partnerships. As mentioned, this is also shown in the case of Emmylou Café that uses the partnerships in its marketing as a way to stand out from its competitors and increase the legitimacy of the business. For example, as indicated by Spitz et al.'s (2021) theory on instrumental motives, Emmylou Café promoting its partners, as well as Impact Roaster promoting the café on their social media, is a way of increasing its competitiveness on the market.

On the other hand, moral motives, in accordance with Seitanidi's reflexion on partnerships in the for-profit sector, is a more recent addition to the for-profit business models (Seitanidi, 2010). However, stating that "[...] *decisions regarding the corporate involvement in society are taken 'in partnership' with the nonprofit sector [...]*" (Ibid. p. 5) still does not seem to adequately convey the situation in which Emmylou Café finds itself. This is because the businesses that it partners with are all for-profits and the interventions in society and towards social issues is, in this case, therefore performed without the involvement of non-profits. As such, this case seems to deviate from the theory which builds the assumption that involvement in solving social issues is always accompanied by the presence of non-

profit businesses or organisations. Certainly, the SEM community seems to be able to facilitate an environment in which for-profit businesses can be working together to create value for themselves as well as for social causes. This notion is examined further in the discussion of the analysis.

Summarising the analysis

As a case of a business performing partnerships, Emmylou Café stands out in a few ways. That is, there are aspect of the case that does not seem fit perfectly within both the partnership theories and the social marketing theories. In part, this is shown in the motives on which the partnerships are established and, indeed, which types of businesses they are established with. Emmylou Café runs primarily on moral motives for its partnerships. While this is not necessarily unusual – even for a for-profit business – the theories describe that typically at least one of the partners will be a non-profit business or organisation. As such, the partnerships in this case are made between two for-profit businesses and established, to a large extent, on the basis of moral motivations. However, there are instrumental motives behind the partnerships as well, as both partners gain benefits that can increase their income and their reputation with the target audience.

Moreover, in the context of partnerships, the scope and resources of each partner plays a part in determining the type of collaboration that can take place. As described, Emmylou Café is a small business, and as such it has only limited financial and technical resources to put into the partnerships. Arguably, this means that the types of partnerships it can engage in may be limited to a certain extent, and therefore may need to focus on other ways to contribute to the success of its partners. For example, the business may not be able to invest large sums of money in its partners, but it can still promote their products and share their stories with its customers. It does this mainly by amplifying the social marketing methods, such as behaviour-change interventions, that their partners have designed, rather than by designing its own interventions. In this way, the case shows itself as an anomaly within partnership theories and that the theories seem inadequate in explaining how the café engages in its partnerships.

Discussion: Emmylou Café as a social ambassador?

This discussion acknowledges the fact that the case of Emmylou Café, in certain aspects, is an anomaly within partnership and social marketing theories. As a result, a description is made of abductive analysis and how it is used in order to expand on the existing theories of social marketing and partnerships.

Consequently, the discussion attempts to discern how the case can be understood within the framework of these theories, suggesting that it may be conceptualised as a form of ‘social ambassadorship’. As such, the potential implications of social ambassadors for the Social Entrepreneurship & Management (SEM) community are discussed, as well as suggesting how social impact assessment might be used to benefit further research.

Expanding on existing theories

Since the findings of the analysis points to the fact that certain elements of the case study do not fit within the scope of the applied theories, an abductive approach to understanding the data is taken. When describing the approach to abductive analyses, Timmermans & Tavory (2012) note that “[a]bduction should be understood as a continuous process of conjecturing about the world that is shaped by the solutions a researcher has “ready-to-hand” (Timmermans & Tavory, 2012, p. 172). As a result, the field of research – in this case the café and the broader SEM community – is understood through the observations made in the field with the ‘ready-to-hand’ knowledge provided by the theories of social marketing and partnerships. Consequently, when the results of the research are found to be insufficient in describing the case with the pre-existing knowledge from these theories, rather than discarding the theories all together, they are used as a foundation on which to expand upon to generate a framework that can contain and explain the case study at hand.

Moreover, the dual positioning of the researcher, as reflected upon in the methodology section, as both the researcher and the owner of the researched is highly relevant in the abductive approach. Indeed, Timmermans & Tavory (2012) describes the relevance of the researcher’s cultivated position, both in relation to the theoretical fields and in relation to the studied field. In their words, “*Abductive analysis, consequently, rests for a large part on the scope and sophistication of the theoretical background a researcher brings to research. Unanticipated and surprising observations are strategic*

in the sense that they depend on a theoretically sensitized observer who recognizes their potential relevance” (Ibid., p. 173).

The hermeneutical approach to the research of this thesis supports this abductive expansion of the theories. As Schmidt (2006) emphasises with this approach, the individual parts of an analysed subject – particularly focusing on texts and communication – must be understood within the context of the whole, and conversely, the whole of the subject must be understood in relation to its individual parts.

Practically, what that means for this case study is that the theories of social marketing and partnerships are used to understand the case of Emmylou Café, and at the same time the case is used to understand the scope of the theories. In other words, the data collected from the case is understood both in its individual context – for example, how a social media post is used as a marketing tool – and within the context of how it influences the community – that is, how it supports the partnerships and thus has the potential to create wider impact outside of the café.

In summary, while the theories that the case study has been researched with in some respects shows Emmylou Café as an anomaly, the theories are still useful to derive meaning and understanding from the case.

Social ambassadors

Based on the findings of the analysis, rather than being defined as a conventional social partnership, the case of Emmylou Café seems to support the notion that they function as an ambassador for businesses with social causes. The term ‘social ambassadorship’ is an as yet unexplored concept within the social entrepreneurship academic literature but might provide the framework for understanding the positioning and the mechanisms of this case.

Defining social ambassadorship

Social ambassadorship may be defined as a form of partnership in which one partner, the ambassador, promotes and amplifies the work and expertise of another partner, whose goal it is to use its resources and knowledge to create positive social change. In this type of partnership, the ambassador uses their social positioning and influence to spread awareness of the partner's work and potential impact, without necessarily providing significant financial or technical resources directly to the partner. Thus, the goal of social ambassadorship is to create positive social change through collaboration and

awareness-raising. By supporting the work of their partner, the ambassador can help increase their visibility and impact, while also promoting the importance of social entrepreneurship and impact-driven business models.

As the case study shows, the methods of Emmylou Café as a social ambassador involves using already established behaviour-change mechanisms to perform their social marketing. That is, the café uses parts of its partners social marketing to draw attention on the social cause as well as on themselves as a supporter of it. Moreover, as mentioned in the analysis, the café is promoting its partners in a very practical way by implementing their products in the café's menu items. This means that customers inadvertently sample products for themselves, and also that the café uses more of the partners products in its daily operations which leads to more profit for the partner.

Additionally, while social media can be used as a tool for social ambassadorship, it is important to distinguish the concept of social ambassadorship from that of social media ambassadorship. As mentioned in the literature review, the latter typically involves a form of influencer marketing, either by people outside of the company or by people who are recruited for this purpose. Social ambassadorship, on the other hand, is focused on promoting social impact and positive change, rather than promoting a product or service for commercial gain. This is exemplified in the social media posts mentioned in the analysis, in which Emmylou Café promotes its partners by focusing on the social value they create.

Furthermore, an important distinction to make is how social ambassadorship differs from hybridity. Indeed, hybridity involves combining the resources and expertise of multiple partners to create a new entity or product. In social ambassadorship, the partners remain distinct and separate, and the products remain the same, with the ambassador simply acting as a promoter or amplifier of the other partner's work. Thus, social ambassadorship avoids the challenge in hybridity of maintaining strong organisational identities. However, similar to one of the strengths of hybrid organisations, an ambassador arguably has the potential to provide the partner with access to new markets. While this is not the case for the partnership between, for example, Emmylou Café and Impact Roaster, where the ambassador, Emmylou Café, works within the same market as the partner, it can be the case for the partnership with Probably Party Game, as the product is exposed within another kind of market than what it might usually be.

Social ambassadors as actors within the SEM community

The case of Emmylou Café highlights the potential for partnerships in social marketing to create mutual benefits and drive positive social change. By supporting multiple social enterprises in achieving their social goals, the café is able to contribute to a variety of causes and strengthen the Social Entrepreneurship & Management community. This approach contrasts with the model of creating a social enterprise to solve one issue, by creating a business that aims to help solve multiple issues. Indeed, instead of creating greater impact for a specific issue by only focusing on that, the social ambassador can spread out the social impact it creates on a variety of issues.

The findings obtained from analysing the business through the social marketing benchmarks suggest that the business is making use of behaviour-change interventions designed by its partners, meaning that the way it engages in behaviour change is reliant on how its partners do it.

However, evaluating the impact of social marketing on behaviour change can be challenging. As is elaborated on later in the discussion, the involvement of both internal and external stakeholders can be a way of conducting social impact assessment, and can be helpful in building trust and ensuring mutually beneficial outcomes.

Nonetheless, one of the implications that this type of ambassadorship has for the SEM is seen in Duane et al.'s (2022) social marketing variables. As alluded to in the analysis, the mutual benefits – that is, for example, the barista course held by Impact Roasters for Emmylou Café – are gained for either partner, both short-term with better knowledge of the coffee and better skills to brew it, and long-term with the shared promotion of both partners. Arguably, as the ultimate end, these benefits show themselves as impact on the social issue that the partnership works to solve. In other words, the sum of the benefits gained by either partner within the SEM community in the end helps the social cause, since the partnership is built on supporting that cause. Certainly, in this way the SEM community seems to be able to facilitate an environment in which for-profit businesses can be working together to create value for themselves as well as for social causes.

Continuing the focus on Duane et al.'s (2022) social marketing variable, the shared values is an apparent element in the SEM community. Emmylou Café, along with any other social ambassador, can have shared values with many other actors within the community since their mission is not a specific one but rather to just support a lot of social initiatives. Arguably, shared value is the starting point of any social marketing relationship, as this is what brings businesses with social goals together and creates a purpose for the partnership.

This argument can be further supported by the inclusion of Spitz et al.'s (2021) moral vs instrumental motives. In the case of Emmylou Café, the moral motives were found to be central to establishing the partnerships, and since the SEM community is made up of actors wanting to create social value, it may be argued that this is the kind of motives that they have as well. On the other hand, these moral motivations may be used as a means of performing a business' social marketing, leading it to have the potential to give a competitive advantage towards certain target audiences. As such, the shared values, moral motives, and instrumental motives, are all contributing to the success of a social partnership.

Social impact of social ambassadorship

Even so, as identified in the analysis, it can be difficult to evaluate the impact that Emmylou Café has. In order to understand the full extent of how social ambassadorship can create an impact in the SEM community, and by extension the social issues they work to solve, more data is needed on the number of customers engaged and acquired for both the ambassador and the partner, and on the financial gains of the partnerships. However, even with this data it might be very specific for each case as it differs how much the ambassador contributes, what resources they can provide, and how many partners they are ambassadors for. This arguably extends to when customers engage with the products and the advertising in Emmylou Café, for example, reading the pamphlets or looking at the advertisements on the façade. When engaging with the advertising, the customers might not do so in a way that is visible or vocalised to the researcher. This means that the effects of these kinds of interventions can go unnoticed and therefore not be evaluated upon. Once again, this seemingly deviates from the social marketing theories since the six benchmarks of social marketing are specifically made in a way to help evaluate the interventions.

Since the analysis limits itself to the perspective of Emmylou Café, the social impact assessment is challenging to thoroughly conduct. An extension to this study would benefit from involving the partners to gain a deeper understanding of how the partnerships help creating social impact. As noted by Esteves et al. (2012), the involvement of internal and external stakeholders in the social impact assessment process is a critical component in ensuring the success of social impact initiatives. Involving stakeholders in the assessment process can help businesses build trust and establish mutually beneficial outcomes that create positive social change and impact. While the purpose of this thesis is to examine the methods with which partnerships and social marketing can support the SEM

community as a whole, investigating the impact that these methods can have, is arguably a natural next step for the research.

Such further research might focus on how internal and external stakeholders are involved in the assessment process and what it means for the businesses involved. As described by Esteves et al. (2012), when internal stakeholders, such as employees and management, are involved in the assessment process, they gain a sense of ownership and can contribute to the development of social impact initiatives that align with the company's values and mission.

External stakeholders, on the other hand, such as local communities and other organisations, can also provide valuable insight into the potential impacts of social impact initiatives. Engaging with these stakeholders can help businesses identify areas for improvement and avoid unintended negative consequences. Additionally, Esteves et al. (2012) suggests that taking into account the long-term impacts on the environment and local communities can help businesses create a positive legacy beyond the life of the project.

Looking at how Emmylou Café can be said to create social impact, the impact arguably comes from extending the reach of their partners through its social marketing. This is exemplified by the social media posts made by Emmylou Café about its partners, and by the sign the café describing the Impact Trade model to customers. Certainly, Emmylou Café can help increase the visibility and awareness of other actors within the SEM community, potentially leading to increased sales and support for the partners, and ultimately help increase the social impact that they can create. This type of promotion can be particularly valuable for small social enterprises that may not have the marketing resources to reach a wider audience on their own, such as the example of Probably Party Game.

Conclusion

This thesis aimed to answer the following problem formulation:

How can a business within the Social Entrepreneurship & Management community utilise social marketing to promote itself and its partnerships, and what role does it play for the community as a whole?

The case study on how Emmylou Café utilises social marketing and partnerships suggests that the SEM community can facilitate an environment where businesses can work together to create value for themselves and for social causes. As such, businesses can create positive social change by

engaging in partnerships and considering the long-term impacts on the environment and local communities.

The social marketing and partnership theories have been used to understand how the café can exist as a vehicle for promoting other social enterprises and strengthening the SEM community. The analysis has shown that partnerships within this community are grounded mainly in what Spitz et al. (2021) describes as moral motives – that is, motivations based on serving the public good. Even so, the for-profit nature of the case indicates that instrumental motives – meaning motivations based on optimisation of the business – were also present in the partnerships.

While the notion of social ambassadorship may not fit neatly into existing partnership frameworks, it does align with Duane et al.'s (2022) variables of social marketing, which emphasise the importance of good communication and mutual benefits in partnerships between businesses with shared values. By promoting local social enterprises, Emmylou Café not only enhances its own brand reputation but also contributes to the growth and success of its partners.

Moreover, social ambassadorship represents a more informal and flexible approach to partnership. As such, it may provide a model for small businesses or social enterprises that lack the resources or capacity to engage in traditional social partnership models, or that merely has the goal of supporting a variety of social causes instead focusing on one specific issue. As indicated by the findings from using Andreasen's (2002) six social marketing benchmarks to examine the case, businesses can effectively promote social causes and build meaningful relationships with social enterprises by leveraging social media and other marketing tools. Thus, being a social ambassadorship is an innovative way for smaller actors within the SEM community to support and amplify the work of social enterprises through collaboration and awareness-raising, without necessarily having the financial resources to directly contribute to their efforts. Indeed, while Emmylou Café may not be able to provide significant financial or technical resources to its partners as otherwise suggested by Seitanidi & Crane's (2014), it can still contribute to their success in other ways. These include utilising its social media presence and reputation as a community-focused business, to act as a social ambassador and help spread the message and values of its partners to a wider audience.

Conclusively, the case of Emmylou Café suggests that social ambassadorship represents a role within the SEM community whose approach to social marketing and partnership-building can benefit both businesses and social enterprises. By emphasising collaboration, flexibility, and mutual benefit, social ambassadorship can contribute to positive social change and sustainable business practices.

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