Sustainopreneurship - Business with a Cause

Conceptualizing Entrepreneurship for Sustainability

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Summary

This thesis presents a tentative definition of the concept of sustainopreneurship - in the most simplified form described as entrepreneurship and innovation for sustainability - “Business with a Cause”. The concept takes its departure from generic entrepreneurship theory development, its extensions and further contextualization into the domains of sustainability, primarily through recent research. A literature review provides core references related to the conceptualization of sustainability entrepreneurship. A claim is made that there is a need for further conceptual development, especially viewed in contrast to the empirical material and experience, when digesting the literature that deals with concepts preceding sustainopreneurship. These concepts are eco-preneurship and social entrepreneurship, as well as current descriptions of sustainability entrepreneurship, including some sources where the word sustainopreneurship in itself is introduced for the first time. The methodological approach used when conducting the literature review is an analytical stance. Additional analysis, integrating and extending the reviewed sources, leads us to a performative definition of sustainopreneurship. This tentative definition is presented as an imagined prospective wordbook entry in a “future history” format. One of the key distinctions in between entrepreneurship in general and sustainopreneurship, is that sustainopreneurship is mission- and cause oriented - business activity is used as a means to solve sustainability-related problems. In short, to turn business activity from being a part of the problem to be a part of the solution.

This world of ideas is set in contrast to the practical enaction of On a Mission Sweden – Inc. Ass, and the seven brands developed from this business platform – Club PulsTM, DJ Anders, SEEDS Sustainability Investment Fund, SEEDS Magazine, Ignition®, SLICE Services and PublishingTM and S*E*N*S*A. Three of these only reached conceptual stage for future potential launch. Four got established, and of these; one idle, two spun off in their own ventures, and one intended to spin off during 2007. Entrepreneurship as a concept to describe the nature of these ventures was experienced as insufficient, until 2003, when the concept of “sustainopreneurship” was found by serendipity. The conceptual dissatisfaction with “entrepreneurship-as-usual”, together with finding this new concept, made me instantly embrace this concept in the moment when stumbled upon. Another major driver for this work is a strong aspiration to take the abstract, general words and statements from world summits and conferences to the practical, hands on, down to earth, grass-root, local level with real world interaction to make possibilities of the problems related to the sustainability agenda. The ventures created from a time span of over seven years, forms a vast, deep, dense, intense and extremely rich “gross” empirical base from where the study collects its selective “net” material relevant for this study. The methodological approach to make sense and use of these serial and parallel self-initiated and self-experienced venturing processes is enactive research. The
Enactive research provides an opportunity to test the suggested formulation of sustainopreneurship – from the abstract idea to the concrete interaction. A special form of ethnography is used named self-ethnography. The ventures who have proven to perpetually evolve, develop and sustain are focused; *On a Mission Sweden – Inc. Ass.* and *Ignition®*. These ventures have provided the most significant change in both idea development, practice, and effect - both regards my inner world of insight breakthroughs and personal development, and the findings on a more abstract, conceptual, theoretical level. In order to highlight the three key dimensions of the concept, some key courses of events have been selected where they are considered to hold illustrative power: Firstly, the central events before the formalized venturing. Secondly, the milestones singled out during the venturing. Thirdly, some post-venture reflections around the process as such. The ethnographic style of the tales of the field is predominantly realist, with some degree impressionist.

The final chapter summarizes and presents an intermediary conclusion whether the concept has met the test and also discusses the meaning of the exercise as a whole. My own function is examined and evaluated briefly. The promise of the conceptual introduction is contrasted towards the approaches-as-usual regards the sustainability agenda that introduced the thesis, and some key points are delivered. Venturing in the name of sustainability allows agents to “act outside the box” related to the institutional framework that governs the structures that is set to solve the problems today, equipped with an upgraded mindset, operating with an agility made possible by the flexibility offered by creative business organizing. The quest to make (business) opportunities from the agenda set by sustainability, and organizing upon them in itself creates a sustaining meaning internally within the team to be able to ride through the storms – the same force traditionally driving NGO’s “not-for profit”, now coupled with a good business sense operating “for-profit”, with profit as a *means*, not as an end in itself - in a new in-between-land named “for prosperity”. When properly understood from knowledge increasing among other stakeholders than the sustainoprenuerial teams and their closest supporters and early adopters, the welcoming of sustainoprenuerial ventures are destined to increase. Proliferation and diffusion of sustainopreneurship in idea, applied interaction and reflective practice beyond this point can turn sustainability to be the main driver for business activity, internalizing the external sustainability demands as the primary purpose of the business creation and idea, forming its strategic intent, and integrated in its “organizational DNA”. Sustainopreneurship holds the power to give even more leverage to forces emerging from the business world that contributes to sustainability. Throughout the process, a question has been emerging to serve as a new opening for further interaction, where the claim is that sustainopreneurship delivers a good part of the answer;

*How can we innovate and interact in order to reach a critical mass of people and energies to create a sustainable world?*
This is a tag cloud of the thesis – a visual representation of the text:

The fifty most common words. The bigger the word, the more frequent the use.

Generated by TagCrowd (www.tagcrowd.com) - a web application.
Sustainopreneurship - a tentative definition

Sustainopreneurship, n.

1. Deployment of sustainability innovations: Entrepreneurship and innovation for sustainability.

2. Short for sustainability intra-/entrepreneurship.

3. To focus on one or more (world/social/sustainability related) problem(s), find/identify and/or invent a solution to the problem(s) and bring the innovation to the market by creating an efficient organisation. With the (new alt. deep transformation of an old) mission/cause oriented sustainability business created, adding ecological/economical/social values and gains, with a bias towards the intangible - through dematerialization/resocialisation. The value added at the same time preserving, restoring and/or ultimately enhancing the underlying utilized capital stock, in order to maintain the capacity to fulfil the needs of present and coming generations of stakeholders.
Preface

I delivered. At last. To those who doubted: I am happy to take your doubt away. To those who had the patience and believed that it would come: Thank you for your endurance. To those who gave up: Lesson - Never give up :) . Whenever the time is, is the right time. This was the right time. It could not have been done in another time, because this was the time it happened.

My first thanks, formally, goes to my first tutor (that got new duties outside the university back in 2005, and had to hand over the challenge to tutor me), and examiner of the master classes preceding the thesis (Spring 2001!), Christer Jonsson. You were a true master to kill my babies without killing me, which I genuinely appreciate, and encouraged me to be “instrumental”. A message now – finally! - lived up to. I always appreciated our tutoring sessions in the first phase of this thesis writing, and you saw many notes, outlines, table of contents, drafts and versions come and go, and I will also remember you for a word: Structure! I could not find it before, because I had to find a new vocabulary in full, in order to create a structure. Your advice to make a conceptual study, not a process study, helped me with the first filtering of my chaotic and scattered notes.

My second thanks goes to my second tutor that took over the duty, Bengt Johannisson, who stumbled in Summer of 2005 and demanded more of “how” than “what”. More process, less fixed concept descriptions, and turned the whole thesis upside down just some month before the intended seminar that took place in August 2005. Now, it was returned to where I actually wanted it to be in the first place, myself – that process study that Christer took away, but led to a publication not ready for the seminar, all the way, and was returned, to me - and my second tutor. But what happened in this sequence, was actually the optimal combination of two views. I found with these challenges, that the final sense-making came by merging these two approaches - “what” is found much by “how”.

I also thank the two who sent it back after the seminar to us, with valuable insights, Sarah Philipson and Bengt-Åke Gustafsson. Bengt-Åke, your energy is always inspiring, and our session gave me two words that I took with me, “claim” - what is it my claim? - and “discipline” - that is needed for make something tangible out from creative rushes. Now I finally took the sweat through the process, beyond my left-over classes, disciplined myself to structure a thesis where my claim is very clear. The concept is a part of spreading the opportunity to open up for all living to experience joy of life. Where I hope this publication that now has reached you gives that sense of joy, and that it was a joy to guide me, after all. All my frustrations I will keep for myself, only in a memory. I can now proudly separate myself from this final product, and take this energetic venturing to the next level, so;

My next thanks goes to the one who always have walked his talk, and is surely walking more than talking, Master of Summary Making, Essence Extractions and Reality Checking, Rikard Jansson of On a Mission / Ignition, one of two in this Tandem Entrepreneurship for Sustainability process with me on the other saddle on this wild bike ride – is there a thing called Mountain Tandem Bike,
extremely rugged :)? Anyways, that is what we have been riding on, where our common value base and complimentary skills and personalities make a whole in a creative tension that sharpens our deeds and make fit for the ride. You are one of many who got beyond frustrated not to see this thesis come, but I am deeply happy to give this product to you as well. And the stories I give to Ignition®! Rikard also contributed actively to the final product with an invaluable reality check, as always, and gave me the right questions along the way as well, triggering my own summary of events in the end. You are a true friend and brother!

Thank you Mattias Larsson, for all the fun we had to set up the first brand launched, Club PuLS! The spirit lives on! Thank you also to Kenge Gunya, my Ugandan friend, and also my former deep friend and brother for what you did before you disappeared, Joseph Muwonge. I hope in a future, that you find your way back to what you once were. My thanks also goes to the present and former boards of On a Mission Sweden – Inc. Ass., our advisories, the strong team in India, CFM and Rahul Barkataky and Saurav Ghosh, all who contributed and all those that are too many to mention. So - as it is said, none beyond this mentioned, none forgotten! The full acknowledgement, that will end up like a phone catalogue, will be saved for the future full scale release of Ignition. This is truly a deeply collective and collaborative process! But the final words in this thesis are all mine, and my full responsibility, where I view ”words as deeds”.

My final, and greatest thanks goes to my beloved wife Senada, and my new-born daughter. Words cannot help me to express it, I can only say here: Without your patient and enduring support all dimensions and levels, this could not have happened. Here is my first of many returns to come! You are the hardest of my critics as well, and thus you are very responsible for the outcome at this level, a level where it belongs and deserves. You want the best out of me, and I will continue strive for it! Love and Respect, for you, for me, for us. And manifested with the final triggering factor that made a “now or never” for this thesis: Our new-born daughter, Mirna Nadine Saga! I love you infinitely, both!

Now I hope this publication becomes a piece of the story told by the combined meaning of the names of our daughter, “a saga about a little hope for peace”!

Love and Respect to all, now I have to sign off – for this time. The future is yet to be remembered.

_Norrköping, Sweden, Tellus, the Universe - 25th of April, 2007_  

Peace,

Anders Abrahamsson

"Every thousand-mile journey has to begin with one step."

Lao Tze
Dedication

To S.

To M. N. S.

and

To P.

To R.

To B.

it is because of you I was able to have and find the existential cornerstones, insights
and the conditions made possible to finish this work, in all levels, degrees and dimensions

with this volume the first payback - to you,
and at the same time paid forward to humanity and the planet
in a resource that is not scarce – an idea possible and intended to ignite spirits wherever

you all fill my heart and spirit beyond the rim with gratitude, that no words can express

to summarize

I Love You
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Opening

“Have you ever thought about the Dream of a Street Citizen?”

In the autumn of 2001, five Sundays in a row, October to December, I conducted a survey together with Joseph Muwonge in Kampala. During my nine month stay in Uganda, we collected over 50 dreams from the orphaned and street-living children and homeless adults, “Street Citizens”, using drawings with crayons and a survey with eight questions. We came every Sunday with carrots and bananas (also a part of nutritional education at the same time) - every Sunday at 1pm. Every time we arrived to the park where they were, we pointed at the street clock to announce our fixed time of arrival and regular returning (to establish a fixed routine point and a sense of weekly planning not just to focus on day by day survival). The main reasons for undertaking the survey were three-fold;

Firstly, we could actually see what their dreams were, in order to generate ideas how to realize them.

Secondly, the idea was to have these collected and printed in a book for sale, to have their own material produced as an income generator, to get them fully participatory in the bottom line financing to realize their dreams.

Thirdly, this was considered to be a very strong communication model, to “give voice to the voiceless”, and to channel their message in order to make a human of flesh and blood, with dreams, hopes and aspirations communicated to various contexts. So far, it has been documented in a research paper, a presentation at SIFE Sweden and World Cup in September 2004 in Barcelona, through the website of OAM and SIFE Sweden, through my blog and in two other conferences lately - one international event that dealt with SRI and CSR in Zürich, and one other national Local Economy conference in Sweden - awareness of something else than the “same old story of despair” was replaced with something as strong as to communicate their dreams.

Naturally, now I bring the story here. As concluded in the paper I wrote for the conference in an environment in total contrast, the Castle of Teleborg, their dreams followed a quite distinct pattern¹. Firstly, they wanted to continue their education. Secondly, to get a house and a home. Thirdly, to start a business. I take the opportunity to add something that has not been told before, introducing three individuals who took part in the collection of dreams. They are named by their dreams.

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¹ Downloadable at http://streetcitizens.sustainopreneurship.biz
The Wrestler

This guy was fascinating. Homeless and orphaned, he collected money through begging in order to keep up his school fee. So — he lived in the street, but still going to school!

When he got the question, what he loved to do, he answered “to go where I don’t know”. The question “what are you good at”, he gave some time of reflection, and answered… “thinking!”.

In the future he wanted to finish his education and then become a wrestler or a pilot.

Fig 1. The Wrestler.
Source: From the dream collection pictures.

The Nurse

A little human of warm caring — 12 years of age.
She dreamed of a house shared with her mom, as seen in the picture.

One Sunday we distributed the bananas, as usual, and everyone got their share. Joseph and I were fully occupied with collection of drawings and surveys, so we did not even think of eating for ourselves. My 12 year old young friend looked at me, with only one banana left from the supplies — and broke the banana in two halves, and I said ‘no, no, no, they are yours’… but she insisted with strong will that I needed to eat too! Caring that came by heart and nature with this strong young spirit.

Fig 2. The Nurse. Source: Ibid.
Struggling with the Wall of Prejudice

One problem Street Citizens face is that they are taken for pick-pockets and juvenile criminals. Still, it’s only a small minority. They are called “idlers”, and suffer double punishment – first to lose home and/or parents, then losing the societal trust to end up in the street. One story to tell was when all pens were out one of the Sundays, and I still had the “Sida\(^2\) merchandise pen” from the Minor Field Study intro class from beautiful Sandö up North of Sweden, that had followed me all the way down to the Equator in my hip bag. Even if I insisted to have the pen back with our general scarcity of resources, in those somewhat chaotic and intense Sunday visits, I managed to forget it and left it behind with one of the fellows. Some days after, I met some of them in the street, and I stopped for a chat. They carried some smiles and we cracked some jokes. I said bye, bye, and went away. Just when when I left, one of the guys said, “oh, by the way, here is your pen – you forgot it last Sunday!”. “Oh, thanks!”, I said, and went away. For me, it was totally natural in the moment of return of that relatively “worthless” item and to have it back, knowing them well by now. Mutual trust.

But what had happened?

After some meters, I realized what had occurred. There, in the Kampala streets, they were taken for burglars and pick-pockets in the general public image. In reality, they contrasted this picture totally when they cared to give me back something of perceived “low” value in the “western” context, but this little piece of “low tech information technology” really makes a difference. And, yes I had missed that pen. I was very short with “resources” myself, so that was a blessing. Equally blessing is to be able to share this story, to provide another crack into that Wall of Prejudice they otherwise have to climb over to reach a decent life with dignity restored. With a hope to have more cracks to come when that book gets published in the future, to share more stories like this.

The Rapper

One guy dreamt of becoming a famous rapper. The picture shows a disco and a home for his fellow street citizens. He is at the DJ stand, taking the mike and has his performance in his future vision taken to the present. His way to meet the prejudices was showing up one Sunday, when I asked him to rap once, after I got to know his dream.

Spontaneously he started to rap;

“T’im not a thief, T’im not a burglar…”

Fig 3. The Rapper. Source: Ibid.

1. Introduction – sustainability challenges and responses

In this thesis I suggest a conceptualisation of the phenomenon to turn sustainability innovations into sustainability businesses, or entrepreneurship for sustainability - ventures that create endless chains of win-win-win with ecological, economical and social gain for all stakeholders, where a critical mass of sustainopreneurial ventures ultimately gives global sustainable prosperity as an end-result. A result to strive for, since there is only “we” – the one and only family of humanity, in “where we live” – our one and only, shared world.

My professional activities include concrete action as well as contributions to the world of ideas. The action is aimed to increase the speed of creating sustainable prosperity by initiating, inspire to and support multi-local and inter-local activities as a sustainability entrepreneurship facilitator. Multi-local suggests similar activities in multiple localities (where proven good practices can be transferred from one local context to another). Inter-local primarily refers to these different local activities to get mutually interconnected to create value for all stakeholders involved. The main activity since early 2000 has been to research, prepare for and establish On a Mission Sverige – Ek. För. (a sustainability innovation test bed), with seven associated sustainability brands created, developed and associated through OAM Sweden. Beyond the OAM establishment (where I do not keep any operational duties any more); three of the four brands that had transactions through this incorporated association are still active and operational for me as spin-offs: DJ Anders (music and spirit transferring activity), Ignition® (delivering sustainability profile clothing to businesses and organisations who wants to profile themselves as sustainable, sourced through sustainable trade from developing and emerging economies) and SLICE Services and Publishing™ (a venture to further develop, proliferate the main ideas presented e. g. this thesis and inspire to more sustainopreneurial processes). For a presentation of collected ‘self-commitments’ - see Appendix I. The conceptual body to describe the nature of the ventures was found to be unsatisfactory until 2003, when the concept of “sustainopreneurship” was found by serendipity, and has been a major driver for this development. The practice from the “action-world” thus contributes to the world of “ideas” by using reflection and attempts to communicate the real-world experience to build up new concepts in the “idea-world”. Earlier experiences of different kinds, primarily these ideas put to (inter)action, set the foundation for the conceptual embodiment, with the intention to bring the idea-world contributions back in deployed action in a continuous feedback loop.

1.1 Sustainability challenges

Poverty. Climate Change. HIV/AIDS. The contemporary world problems are lined up. We have a world where approximately 4 billions of people live on less than $4 a day. A temperature increase in the atmosphere has lead to severe climate effects with weather catastrophes, droughts, floods and polar ice meltdowns. The HIV/AIDS epidemic is on its way to make the major part of a whole continent implode, with vicious circles that makes Africa loose parents, teachers, doctors, farmers and bread-winners for families leaving kids alone in the streets. The

For full personal profile with all relevant main links, see http://www.andersabrahamsson.info.
problems and crises could be listed to fill the whole thesis. Responses and actions so far taken by the global policy making sector to these sustainability-related problems has been orchestrated in some “world conferences” arranged by the United Nations. Some of the more significant recent ones were the Millennium Summit in New York, in September 2000, with the Millennium Development Goals (UN, 2000) set; Financing for Development in Monterrey, Mexico, March 2002 leading to the “Monterrey Consensus” (UN, 2002a) and the World Summit on Sustainable Development in Johannesburg (UN, 2002b), Aug/Sept 2002 - a ten-year follow up to the United Nation’s Conference on Environment and Development in Rio de Janeiro 1992, UNCED, who formulated “Agenda 21” (UN, 1992a), which in turn was a 20-year follow up to the first global meeting on the environment, the Stockholm Conference (UN, 1972). The Stockholm Conference was the origin of UNEP, United Nations Environmental Program. The last meeting in Johannesburg 2002, now five years ago, gave the closest interpretation and translation into tangible action of what “sustainable development” means in areas where action is called for, and how to define more clearly “sustainability-related problems”, through the Plan of Implementation (UN, 2002b). The most widely used definition of Sustainable Development - and the core motivator and driving force for these conference arrangements and document production following - appeared back in 1987, in the Brundtland Commission, with the official name United Nation’s Commission on Environment and Development, published in the report “Our Common Future” (UN, 1987). The definition was endorsed five years later at the mentioned Rio conference, the “Earth Summit” in 1992 - "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs". The sustainability problems dealt with, areas and goals identified are lined up by the condensed extraction from all documents mentioned above (UN, 1992a, 2000, 2002a, 2002b, 2005), and are summarized as follows:

- Poverty
- Water and Sanitation
- Health
- Education/illiteracy
- Sustainable production- and consumption patterns
- Climate change and energy systems
- Chemicals
- Urbanisation
- Ecosystems, biological diversity and land use
- Utilisation of sea resources
- Food and agriculture
- Trade Justice
- Social stability, democracy and good governance
- Peace and Security

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4 An overview is found here of the milestones and links to all major conferences; http://www.un.org/esa/sustdev/

Issue focuses: Poverty, Climate Change and HIV/AIDS

In September, 2005, the five year follow-up to the Millennium Development Goals agreed upon in the Millennium Summit in New York was done, the 2005 World Summit (chaired by Swedish Jan Eliasson, the United Nations General Assembly 60th Session – UNGA). Preceding that summit was maybe one of the biggest undertakings in the report form from the UN community had been done – some hundreds of researchers engaged by the special mission from the Secretary General Kofi Annan on how the Millennium Development Goals should be reached, *The Millennium Project* (UN, 2005a). The report estimates that doubling the Official Development Aid is enough to meet the MDG's by 2015.

Global warming and climate change is another big sustainability issue. The CoP meetings, Conference of the Parties, initiated by WCED in 1992 through the new body UNFCCC (UN, 1992b), deals with this issue - generally referred to as the “Kyoto Process” after the agreement in Kyoto, CoP 3, 1997 (UN, 1997). A major effort from the global research and science community has been done through the associated work of IPCC (IPCC, 1988), Intergovernmental Panel of Climate Change7, founded by WMO and UNEP 1988, that concluded a temperature increase in between 1.4 to 5.6 degrees Celsius by the year 2100 all things unchanged, most likely to be a result from human activity and greenhouse gas emissions, with its latest round of reports presented in 2007 (IPCC, Ibid.). In the autumn of 2006 the climate issue has gained strength and ending up in the front pages, with the strong opinion building of Al Gore and the film “An Inconvenient Truth” (Lawrence Bender Productions, Participant Productions, 2006), collecting two Academy Awards 2007. Moreover, since a price tag not to do something about the anthropogenic greenhouse gases has been set in the so-called Stern Review (Stern, 2006), conducted by former World Bank chief economist Nicholas Stern, Tony Blair’s specially assigned issue investigator. An estimated loss of 5 to 20 percent of GDP or the counterpart of the loss made in the great depression in the thirties, or the collected loss from one of the two World Wars. At the same time, the investments made are less than 1 percent of GDP.

HIV/AIDS is another one of the big issues. In 2001, in a special session in UN General Assembly, as a follow up to the millennium development goal to reduce the spread and halt the increase of the virus by 2015 formed the Declaration of Commitment on HIV/AIDS (UN, 2001). A five-year follow up of the implementation of the declaration and presenting a progress report, stated e. g. that more than 65 million have been infected to date, 25 million died. 95 % of the 40 million having the virus lives in developing countries (UN, 2006). The main responsible UN Bodies of different aspects are UNAIDS, WHO and UNDP. Opinion building for this issue is worth a note: Bono of U2 is for HIV/AIDS (and also for poverty, especially African) what Al Gore is for global warming, e. g. through the initiative of RED, an innovative charity solution8.

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6 For a brilliant visualization of the State of the World, covering e. g. these three issues – that busts a lot of the myths about the world today – I refer to GapMinder (www.gapminder.org), that extracts statistics from the databases with very efficient animation. See video with the founder himself; Hans Rosling (TED, 2007a).


8 http://www.joinred.com
“The research has to focus on finding solutions to the global problems.” – This was the pledge from the Swedish governmental Environmental Advisory Council, (Miljövårdsberedningen, 2004:18). Sustainable development is one of the core pillars in the proposition approved by parliament on the Swedish research policy, presented March 22, 2005 (’Research for a better life’, Forskning för ett bättre liv (Swedish Government/Regeringen, 2005), and it emphasizes a solution-orientation for sustainable development research. The policy especially identifies the transition towards sustainable development as a driving force for innovation, welfare development and economic growth, e. g. in the commercialisation of sustainability-supporting technologies.

Response to the dominant approaches towards the sustainability agenda

This thesis responds to the outcome of these conferences, strategies and governmental statements with a clear sounding call for action, to find and implement the solutions called for, at the same time to leave the orthodoxies on how to approach the challenges replaced with heterodoxy and pluralism. I am tired of all the beautiful words. Talk is cheap. Problems are sufficiently known to act upon, what counts is concrete (inter)action towards tangible results, and in one problem formulation resides at least thousand opportunities, possibilities and an option for positive change. Here is one of the major drivers to write this thesis - an overall aspiration to take the abstract, general words and statements to the practical, hands on, grass-root level with real world (inter)action. With the common-sense definition of sustainable development, there are a multi-fold of ways and “arenas” to work for the world to become “sustainable”. Presented are a number of ways to create the sustainable society, in combination with different ‘levels’.

<table>
<thead>
<tr>
<th>Dominant Approaches</th>
<th>Working Towards Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political Way</td>
<td>Political reforms and regulations (forced change)</td>
</tr>
<tr>
<td>Education for Sustainability</td>
<td>Every level from primary to tertiary education</td>
</tr>
<tr>
<td>Research</td>
<td>Public/privately funded/organized, defined as “search for knowledge”</td>
</tr>
<tr>
<td>Media/journalism</td>
<td>To bring attention and awareness of the problems in order to gain interest to find solutions</td>
</tr>
<tr>
<td>Citizens movements/NGO’s/CSO’s</td>
<td>Non governmental organisations and civil society organisations, try to influence processes through lobbyism at every level</td>
</tr>
<tr>
<td>Activism/Manifestation/Demonstration</td>
<td>An expression of citizens movements, “the parliament of the Street”</td>
</tr>
<tr>
<td>Civic disobedience</td>
<td>Non Violence Methods for visible protests</td>
</tr>
<tr>
<td>Change of lifestyle</td>
<td>Beyond purchasing, choosing to live life as sustainable as possible, lowering resource use and using resources more efficient</td>
</tr>
<tr>
<td>Consumer power</td>
<td>Using your power as a consumer with sustainable purchase</td>
</tr>
<tr>
<td>Placement power</td>
<td>Ethical funds, bank account of choice, SRI – socially responsible investment</td>
</tr>
<tr>
<td>Corporate Responsibility</td>
<td>Corporations work proactively to turn sustainable with a voluntary spirit</td>
</tr>
<tr>
<td>Sustainability businesses created</td>
<td>To establish new businesses within the private sector</td>
</tr>
<tr>
<td>Etc…</td>
<td>All the rest – what do you as reader suggest?</td>
</tr>
</tbody>
</table>

Table 1. Dominant approaches, societal areas, institutions and agents, working towards sustainability. Source: Author.
Besides the ways, there are different geographical levels to operate on as well.

Table 2. Levels to work in and at, towards sustainability. Source: Author.

<table>
<thead>
<tr>
<th>Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global/International</td>
</tr>
<tr>
<td>Regional/Continental</td>
</tr>
<tr>
<td>National</td>
</tr>
<tr>
<td>District</td>
</tr>
<tr>
<td>Local</td>
</tr>
<tr>
<td>Individual</td>
</tr>
</tbody>
</table>

The conferences mentioned takes it from “top” to “down”, in contrast to actions in civil society and in the small business oriented private sector that are “localised bottom-up” in approach. The thesis focuses the latter – sustainability business creation predominantly operating in the local context. With the power of dominant perceptions and intra-cultural constructs, the current state of affairs locks in the sustainability challenges addressed. The situation illustrated leads to a Status Quo where the planet is fading away (developed further from and inspired by Prahalad, 2004:9). In between the groups are troublesome walls of prejudice (much of the same nature as with the street citizens and the rest of the Kampala people), vocabularies and world-views are clashing and communication is breaking down, with a predominant “we and them”/tribalistic behaviour.

![Fig 4. Locking in Sustainability problems. Source: Author, inspired by Prahalad (2004:9).](image-url)
Academia is troubled by inherited paradigms, where change of perspective can be hard to do with dominant paradigms and dynamics of heterodoxy missing. Private sector has a strong tradition heralding the externalisation of costs, especially the big businesses driven by the need to satisfy shareholder short-term (monetary) value returns with increasing payback on (financial) investments, where banking, media and globalized trade together creates a vicious circle. Politicians and authorities are fixated with aid-as-usual and to regulate as a focus, to “force” e. g. business, still needed since Big Business do not seem to act by its own de facto long-term interest of “doing good”. Finally, in the NGO corner and voluntary sector, there is a view that those are the only ones acting in the true interest of the needy, a self-picture that can be false, and maybe the need of being perceived as an angel overrides the true listening of genuine needs of the “clients”.

1.2 Business and sustainability

The “Our Common Future” definition of sustainable development has gone into mainstream and some reviews and works to seek its conceptual development and history of ideas are presented. Mebratu (2000) has made a thorough work of the idea history. His dissertation traces some of the core ideas to ancient thinking and religious beliefs and he concludes that the concept has undergone further development after Brundtland (1987). When it comes to a more systematic literature review, Pezzoli (1997) did a thorough, but today outdated review, where he emphasizes the connection of political process and natural sciences, naturally since sustainable development had the origin in these two areas. A special emphasis was given to the area of “Political Ecology”. A significant step to enlarge sustainable development research into new areas, beyond Pezzoli, was taken with the “Business Approach to SD”, in the first round coming from the business community’s reactive response to greater public and political pressure, with a mindset and much of the reality has been “business and sustainability are in collision”. A gradual shift in attitude pioneered with sources like Weizsäcker (1997) and Elkington (1998, 2001), where the latter introduced the “triple bottom line” concept, referring to the often repeated division of sustainability into ecological, economical/financial and social bottom line. Later on, these ideas were further developed by an emerging sustainable business community who took a more holistic approach to the innovation and entrepreneurship paradigm (with a transfer in view from reactive to proactive), aligning a vocabulary from the research community that followed the 1990’s conceptual trajectories of “eco-preneurship” and “social entrepreneurship”. The process of conceptual extension and development moves through a merger of ecological and social “preneurship” towards “sustainability entrepreneurship” (reviewed in Hockerts, 2003 and in Gerlach, 2003a and 2003b), where the Gerlach (2003b) paper uses the specific term “sustainopreneurship” for the first time in a formal academic publication, after the concept first got mentioned in a popular conference presentation at Rio Impuls Management Forum 2000 (Schaltegger, 2000). Also, the meaning of sustainability intrapreneurship has been explored (e. g. Gerlach, 2003b).
Of later date, an emerging proposition has been emphasized, that the business world generally is nominated as the premier force to create a sustainable world (Hart, 2005:3-7, Prahalad, 2004), especially when acting as a source of innovation and creativity (Robinson, 2004:378) and empowering the world’s social and environmental entrepreneurs, closely addressing the theme of the thesis (SustainAbility/Skoll Foundation, 2007). To cover sustainability transformations of big businesses and corporates is beyond the delimitation of thesis. It is my claim, though, that the descriptions so far are dominated by a management discourse. A need thus is addressed to take departure from an entrepreneurial discourse. I claim further that sustainopreneurship could be the accentuating factor to give even more leverage to forces emerging from the world of business activities to contribute to sustainability. Before we embark on the journey, it is important to state what I imply when it comes to the “holistic, integrated view of sustainability”. One reason for this positioning, is my main critique that the triple bottom line concept as introduced by Elkington (1998, ibid) is too simplified, with its attempt to divide the holistic and integrated sustainability concept into three divided silos. Silo-izing is avoided with the “deep sustainability approach” to my meaning. The dominant models of the sustainability concept has been covered by Frostell (2006:235). One of the five models recalled by Frostell is the so-called “target board” model. I have made a connection here to what A. Koestler (1967/1990) defined as “holarchies” - the levelled relations in between “hierarchies of holons”, where “holons” are “part-wholes”. Applied in this context is the relation in between the ecological, social and economical systems in the biosphere, with the biosphere understood as a limited part of the atmosphere where it is considered that living organisms cannot sustain without some kind of life support system: Within a thin, vulnerable and sensitive layer surrounding our common planet we all share.

![Sustainability World-View](image)

*Fig 5. Sustainability world-view: The Holarchy of Economy, Society and the Environment. Source: Sustainable Measures.*

9 Entrepreneurial vs. Managerial ideology e.g. treated in Hjorth et al (2003).
A rather self-evident and self-explanatory model, outlining economic activity as one of the activity spheres that goes on in society in between humans – and other social activities do not have a direct economic annotation. Regardless of the economic or non-economic activity, all our human activity takes place and is in interplay within the boundaries of the environment - the world-view I subscribe to. Economy, Society and the Environment are not separate, isolated entities, they are part of the whole, further emphasized also by the new strands of pioneering “network research”, with a core statement - “everything is connected to everything else”, see e. g. Barabasi (2002). I end this intro of mapping the sustainability agenda and world-views with a poster picture triggering a lot of my initiated conversations, that shows one “state of the world”, with the world from above through a night-time collage of satellite photos.

![Fig 6. The World at Night. Source: Nasa.](image)

**Muhammad Yunus - Maybe one of the greatest icons of 'business activity for sustainability'?**

To set the tone and focus for the rest of the thesis, I introduce the entrepreneurship concept related to the sustainability agenda, in the most local of settings – the self-employed micro entrepreneur taking herself out from the poverty trap in the developing country. Micro-entrepreneurship has been a part of the poverty eradication agenda ever since Muhammad Yunus and the Grameen Bank of Bangladesh\(^\text{10}\) was focusing “poverty lending”, aimed to support the poor, to provide the means to help themselves out of poverty – “From Beggar to Businessperson”. To take from the book description at the back cover: here is the blurb, straight away;

> In 1983 Muhammad Yunus established Grameen, a bank devoted to providing the poorest of Bangladesh with miniscule loans. He aimed to help the poor by supporting the spark of personal initiative and enterprise by which they could lift themselves out of poverty forever. It was an idea

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\(^{10}\) Yunus, Muhammed, "Banker to the Poor: Micro-lending and the battle against poverty", 1999/2003, PublicAffairs, back side text/blurb.
born on a day in 1976 when he loaned $27 from his own pocket to forty-two people living in a tiny village. They were stool makers who only needed enough credit to purchase the raw materials for their trade. Yunus’s loan helped them break the cycle of poverty and changed their lives forever. His solution to world poverty, founded on the belief that credit is a fundamental human right, is brilliantly simple: loan poor people money on terms that are suitable to them, teach them a few sound financial principles, and they will help themselves.

Yunus’s theories work. Grameen Bank has provided 3.8 billion dollars to 2.4 million families in rural Bangladesh. Today, more than 250 institutions in nearly 100 countries operate micro-credit programs based on the Grameen methodology, placing Grameen at the forefront of a burgeoning world movement toward eradicating poverty through micro-lending.

UN recognized year 2005 as the Year of Microcredit\(^\text{11}\). As a crown on the development starting with Muhammad Yunus first micro-lending from his private pocket 1976 to the Bangla women villagers living outside his University Campus, Muhammad and Grameen Bank last year, 2006, shares the Nobel Peace Prize. As a professor of Economics, I argue that it would be stronger if he was receiving the price in Economics. For me, Muhammad Yunus and the case of micro-credit is an epitome of what I mean with entrepreneurship and innovation for sustainability, with his strong social as well as financial innovation turned into a multi-million dollar sustainability business, in the spirit where action speaks louder than words. Beyond the social and economical interrelated impact the micro credit movement has shown through Grameen Bank, the ventures created later – e. g. Grameen Shakti, or Grameen Energy in English – focuses the ecological system in the calculus and mission of the venture. Grameen Shakti deals with distributed renewable energy sources empowering self-sustaining communities through solar panels, micro-hydro systems and geo-thermal solutions. A conglomerate and business group in constant flux and development, as Muhammad himself – truly an entrepreneur for sustainability.

1.3 Purposes, de/limitations and structure

These small case story snippets bring us to a more distinct thesis description, with a formulation of its purposes, limitations, delimitations, outline and content structure.

1.3.1 Purposes

The purposes of this thesis are

- To suggest a tentative definition of the concept *sustainopreneurship*
- To form a base of illustrations to test the accuracy of the tentative definition of sustainopreneurship, and, using the empirical experience, investigating the performative power of the concept

The first purpose is reached through a literature review uses an analytical approach, the second purpose is fulfilled through reporting from own venturing using an enactive research approach.

1.3.2 De/limitations

Delimitations are meant to be the ones I have the power and influence to manage and control (Rudestam & Newton, 2001). The delimitations are most clear in this respect – I deal with entrepreneurship, focusing business creating and organising, from explicitly formulated business ideas including sustainability-problem related solutions and opportunity creating. I leave almost all of the questions related to transformation of big corporations to be more sustainable outside the focus. This would be oriented more towards a (change) management discourse. The focus on start-ups is naturally explained by the empirical material, based on my own start-up experience. The body of stories generated of the full sustainopreneurial process beyond seven years is of natural reasons reduced to a quite summarised and time-line oriented, chronological tale. The story-telling is biased towards finding those narratives that increase meaning and contribute to the conceptual development here and now.

When it comes to the two central concepts, sustainability/sustainable development and entrepreneurship; the concept of entrepreneurship gets the strongest cover. It is my claim that the concept of sustainopreneurship primarily should be an extension of the conceptual body related to entrepreneurship to stretch its meaning into and contextualize it in the sustainability domain, rather than the other way around. Also, sustainability leaves me with some degree of discomfort when it goes together with the “development” aspect, thus the limitation and bias to only talk about “sustainability” as the key concept in sustainable development in conjunction with entrepreneurship. When it comes to innovation, it is still relevant to include it in an extended research, but it is almost not dealt with in this study at all. The coverage of the innovation concept is more directly aimed towards “innovation for sustainability” when shallowly mentioned, and is left almost untouched in the literature review. A weakness to my point, since innovations, both “soft and hard”, i.e. biased towards two innovation poles; technical and social - are crucial when it comes to more deeply define what resides in the full extension of “entrepreneurship and innovation for sustainability”. The full chain of social phenomena and interaction flow invention » innovation » entrepreneurship for sustainability is a core for deeper understanding of sustainopreneurship, a clear pointer towards prospective future digestion and research.

Limitations, versus delimitations, are those you don’t have the power and influence to manage and control (Rudestam & Newton, Ibid.). The major limitation was to give a full picture and build up of the process view and contribution to deeper insight, more related to the “how” aspect of sustainopreneurship, rather than “what” (a deeper and extended process study thus implied not even possible to do with the delimitation imposed by the format and requirements of a Master Thesis), where only a few of the stories could be collected and recalled. A related limit is the lack of distance at the writing moment, where still I am in process to prepare the Ignition greater launch later 2007, with a formal ending of empirical material March 22, 2007, and thus not being able to distance myself to most of the experience of the sustainopreneurial venturing. Johannisson (2005) was writing his final work 6 years after the project was done, to the advantage of the reflection process. In the methodological appendix (Johannisson 2005:408) he
quotes one author in the “witness literature” area; “distance is demanded to turn memory to science” (my translation). A harm to the reflection process, since I am still too much “within” (even if the distance is enough towards the build-up phase of On a Mission Sweden – Inc. Ass., since I left the position as working chairman of OAM Spring 2004).

1.3.3 Structure

The thesis is structured and organized as follows. The first chapter the introduction defines the domain where the thesis moves, with “me” introduced in context. The purpose is set, along with limitations, delimitations and outline. The second chapter deals with the scientifical approach, and the means used for the study; instruments and methods. The analytical vs. enactive approaches used to fulfil the two purposes, respectively, gets covered, together with a route illustrating the iterative process in a chronological manner, the practical flow and outcome of the (inter)action «» reflection loop in between idea vs. interaction world. In the third chapter follows a conceptual review of entrepreneurship from a common theorizing perspective, then moves beyond “entrepreneurship-as-usual” - reflecting the extension of the concept made in later development from a strictly economic towards a perceived social and societal phenomenon - and moves via “eco-preneurship” and “social entrepreneurship” towards recent findings regards sustainability entrepreneurship. The conceptual journey leads to a conclusion where I claim that the current conceptual development is not fully grasping the need to find a performative definition of what fully distinguishes, conceptualizes and characterizes entrepreneurship for sustainability in contrast to my own experience. In response to this claim, this emerges into a suggested, tentative definition of the sustainopreneurship concept. In the fourth chapter the self-ethnographic tales are shared, where the three main dimensions of sustainopreneurship are used to structure, and thus anticipate, the retrospective sense made to the story-telling, where each section ends with a contrasting reflection towards the three dimensions. The fifth and last chapter is contrasting the self-ethnographic tales with the tentative definition and the specific aspects and attributes outlined in the conceptual chapter, and an assessment of the value of the conceptual contribution is made. The last chapter ends with short implications for the future, with a self-commitment outlined for further proliferation of the sustainopreneurship concept in idea, applied interaction and reflective practice.

“The next revolution - World War III - will be waged inside your head. It will be a guerilla information war fought not in the sky or on the streets, not in the forests or even around the scarce resources of the earth, but in newspapers and magazines, on the radio, TV and in ‘cyberspace’. It will be a dirty, no-holds-barred propaganda war of competing worldviews and alternative visions of the future.”

Marshall McLuhan
Culture is our Business, 1970
2. Instruments – approaches and methods

This chapter presents how the thesis has been made, and the instruments used to do it - what approach, tools and methods.

2.1 Scientific approach

2.1.1 Social constructionism

The scientific viewpoint is inspired by the social constructionist school of thought. Social constructionism was introduced by Berger and Luckmann (1966) in the field “sociology of knowledge” (the knowledge creation process in the social interaction - how human thinking is conditioned by the societal conditions\(^ {12}\)), and has been influential in the postmodernist ontological and epistemological development since this landmark work\(^ {13}\).

Basically, social constructionism has as its fundamental assumption, that the self, as well as the societal structures are results of inter-human interaction\(^ {14}\). In its more radical and extreme form, the claim is that all knowledge is a result of a social construction, opening up the door for total relativism (a viewpoint I don’t subscribe to, though). One influential philosopher to contribute to the thinking is Ludwig Wittgenstein (1978), through which the expression of “language games”, tries to describe that this “play” sets the rules, and goes on in different “forms of life” defined (where you accept the rules of the game before entering it) – expressed somewhat to be interpreted as an analogue term “context” or in the wider sense “knowledge area”. To pick up an important trace of thinking and contribution by Berger and Luckmann (Ibid.), that is influential in this respect, is the central term vocabulary – that the language as world depicting tool defines different vocabularies in its attempt to create a toolbox for our understanding and description of our (socially constructed) world (where the development of the conceptual worlds in next chapter builds up a good example of the language development associated with the term “entrepreneurship” and its shifting, in the end especially widened, meaning over time).

With competing depicting, norms, habits, vocabularies, and frameworks, we create different social worlds, our individual perception of the very part of the world we live in, and govern our way of acting in the same. A related term is culture in this retrospect, which carries extra significance when transferred from one known to one unknown cultural setting, as my case moving from Sweden to Uganda and then back – often described as “cultural shock”.

As pointed out in one of the main contemporary references, in the second chapter of the introduction to the area by Gergen (1999:48), you can summarize social constructionism as

\(^{12}\) Nationalencyklopedin (from now on referred to as NE), “kunskapssociologi”, http://www.ne.se/jsp/search/article.jsp?i_art_id=233700, 2003-02-01

\(^{13}\) It is possible to stretch a reasoning including philosophy of science, ontology, epistemology and metaphysics to move and place social constructionism in a far wider context, but only by e. g. concluding that Oxford Companion to Philosophy (Honderich, ed., 2005) is a volume with around 1 000 pages, and only the relational maps in summary with the central concepts is about 20 pages, pp. 927-944. I exclude relational and positioning conversation here.

\(^{14}\) NE, http://www.ne.se/jsp/search/article.jsp?i_art_id=310908, ”social konstruktivism”, 2003-02-01
follows. A starting point for a conversation, rather than something totally agreed upon, not to be taken as “facts” in line with the bottom line viewpoint of social constructionism – the scientific tradition grasped in four statements;

- **The terms by which we understand our world and our self are neither required nor demanded by “what there is”**
- **Our modes of description, explanation and/or representation are derived from relationship**
- **As we describe, explain or otherwise represent, so do we fashion our future**
- **Reflection on our forms of understanding is vital to our future well-being**

For further descriptions of social constructionism, I refer to the original texts to give full justice to the descriptions. The concepts used in this thesis, first and foremost the core concept “sustainopreneurship”, serves as an illustration to this scientific tradition in action, as a part of the wider “interpreting tradition”, or the “hermeneutic” (Ödman, 1994, pp. 7-102), frequently used in the “soft” social sciences - as opposed to the positivist tradition, often associated to the “hard” natural sciences. My personal relation to this scientific viewpoint – it appeals to me by the sheer finding; that the world opens up to the possibilities to actually be reconstructed, and it is up to us to make the best of it.

Conceptualizing Entrepreneurship for Sustainability - Constructing a new land “in-between”. One track in the social constructionist teachings and philosophy is the one that we define our reality with the language inter-relationally developed, and the result of this process is a vocabulary, a language world. Here we have a central motivation of the constructionist approach used in relation to the purpose of the thesis, since it deals with explicit language creation and development. The concept in itself has just recently been constructed, and was first showing up in 2000 at Rio Management Forum for practitioner in a keynote presentation and paper from prof. S Schaltegger (2000), and later on 2003 in the first workshop lined out dealing with “sustainopreneurship”. With words, you can create new realities as well - with a reflection that maybe the concept of “sustainopreneurship” will have an impact to create a change and new worlds. Especially with its imposed equal “cause” and “cash” orientation, with the “commercial” and “non-commercial” has been treated with different approaches, and leaving some kind of “no-man’s land” in between.

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15 Also mentioning that there is a term “social constructivism” – where the distinction is often mentioned to be knowledge creation as a cognitive inner individual focused process in the constructivist area, where the constructionist is focusing the knowledge creation and constructions being made in between individuals in interaction. That you are a part of a society that has given you your linguistic toolbox of world understanding, and that you influence your surrounding society to which you are a part of, and that our “forms of life” as Wittgenstein put it, is created in dialogue with others. See Gergen (1985).


17 [http://ecolu-info.unige.ch/colloques/SMIA03/Workshops1_en.htm](http://ecolu-info.unige.ch/colloques/SMIA03/Workshops1_en.htm)
With the general vocabulary of “sustainable business” developed lately, and “sustainopreneurship” especially, I see this “no-man’s land” prospectively to be “every wo/man’s land” in the end, taking the best of “two old and separate worlds” to make a new one.

2.1.2 Epistemology - ostensive vs performative concepts

Since this thesis deals with concepts formation, I present the view on concepts applied; the distinction done in between ostensive vs performative definitions, with epistemological implications of the positivist vs. the constructionist are reflected. According to Czarniawska-Joerges in Kostera (2005, 2005:59-60) the ostensive definition

is based on the assumption that it is in principle possible to detect the qualities characteristic of the phenomenon. These characteristics ‘are there’, but in practice they may be difficult to identify. The phenomenon should be approached ‘from the outside’, by the objective researcher.

In contrast, a performative definition (Kostera, Ibid., p. 60)

is based on an admission that the description characterizing the phenomenon is impossible, but in practice may become possible. The actors themselves construct such definitions, in order to make action possible. They do this for themselves, as well as for others. While the researcher looking for ostensive definitions will be convinced that there are “objective methods” to employ in order to learn about the essence of the phenomenon, the researcher collecting performative definitions believes that the definitions of the actors are neither ‘better’ nor ‘worse’ than her own. They are pragmatic and thus neither ‘false’ nor ‘true’, but can instead be accurate, beautiful, important, etc. The knowledge of actors is important, because it is the foundation of their actions. They are local, not absolute, and can be many and varied.

The difference is summarised by the table in Kostera (Ibid., p. 60; cf. Table 1). I especially want to draw the attention to the two characteristics in a performative definition paving the way for action and to have an explanatory power for practices, an aspect discussed more in following sections.

<table>
<thead>
<tr>
<th>Ostensive definitions</th>
<th>Performative definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>- formulated from outside</td>
<td>- formulated from inside</td>
</tr>
<tr>
<td>- “objective”</td>
<td>- “working” definitions</td>
</tr>
<tr>
<td>- found in order to describe the “essence” of the phenomenon</td>
<td>- formulated in order to enable action</td>
</tr>
<tr>
<td>- the aim is to find the rules</td>
<td>- the aim is to explain practices</td>
</tr>
<tr>
<td>- participants as informants</td>
<td>- participants are authors</td>
</tr>
</tbody>
</table>

2.2 Methods

2.2.1 Formulating a concept – the analytical approach

In order to seek the performative definition, a preceding literature review with an analysis of the major themes of entrepreneurial research and discourse is done. The literature review of earlier contributions of entrepreneurship, and its move into the sustainability context made before this
study, leaves more to be done and motivates the further study presented, and introduces the concept in the end of chapter three. Sustainopreneurship as a concept was intuitive and immediately embraced when I stumbled upon it by serendipity and synchronicity through a mailing list where a workshop with the as a subject was presented as a part of a research conference, with call for papers related to this concept. As stated before, the generic entrepreneurship descriptions and abstractions were experienced as unsatisfactory for the ventures created, and have been a major driver for this study.

2.2.2 Testing the concept – the enactive research approach

It is suggested in many publications, with the final placement for a greater broadcast and launch in Johannisson (2005), that in order to gain further insight in a social phenomenon like entrepreneurship, you have to initiate an entrepreneurial event yourself as a researcher. This is the approach named “enactive research”, a special form of interactive research method, advocated for and developed by professor Bengt Johannisson\(^\text{18}\).

\[
\text{[Enactive research] means /.../ that the researcher him/herself is initiating an event in order to gain insight in /.../ entrepreneurship, through her/his participate in and reflections around the creation of the business in itself. The enactive method thus challenges academic pre-occupied views about knowing by placing insights won by the researcher as an agent, even main actor, in a social process as a base for her/his contribution to science.}\(^\text{19}\)
\]

Usually, from a formal researcher's position, it is suggested that enactive research means to initiate a social event, an interaction, and to use this experience to gain and extend knowledge about the social phenomenon at hand studied, with the researcher as agent. The enactive research done by Bengt Johannisson (Ibid.) was staged and intended as an entrepreneurial project in order to gain insight in this social phenomena studied. For me, though, it was the other way around – it was appropriate to use my own experience setting up the business through retrospective sense-making with the enactive research approach. The venturing process was not initiated for academic research purposes – they came from an authentic need to find practical solutions to sustainability-related problems with absolute poverty in focus and execute them. Still, it makes an even more appropriate ground to test and enrich the sustainopreneurial concept with distinct real-life stories as illustrations, since it also accentuates my interpreted ideal proposed for enactive research, where authenticity steps forward as a central attribute of the researcher and the researched, the interaction, its ethnography and interpretation. In other words: I initiated the event \textit{before} the conceptual abstraction, with me as the –preneuring agent, creating and developing an idea of what is done (interaction-wise from a defined need to simplify communication of what is done through reflection.

One dilemma to handle for the enactive researcher is earlier acquired pre-understandings of the phenomena at hand and how to challenge them with the initiated event. When Johannisson was forced to distance himself from earlier life-long research about the studied phenomena, and thus

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\(^{18}\) As proposed by Bengt Johannisson, in some conference papers preceding the book published August, 2005, “\textit{Entreprenörskapets Väsen}”, “The Essence of Entrepreneurship” (the author’s suggested translation of the title).

\(^{19}\) Ibid., my translation.
being prejudicial about the event initiated then becoming the greatest risk for failure, I have a barrier of the same potential danger of the value and belief system I carry. To distance myself from the “political ecology” framework of “sustainable development”, especially in the NGO contexts I have experience from, was quite easy, since I feel more at home in a business-world context, but still sharing the same intense cause orientation and value base – ”of what needs to be done”. A potential roadblock that calls for a need to lift yourself out of, above and beyond the value and belief system to gain an increased ”ethos” of the research taken out. Paradoxically, this is treated and done in the opposite way than the case with Johannisson. If Johannisson distance himself from being trapped of reflection with earlier impressions of the phenomenon with spontaneity as a compensation, I use the deepened digestion and increased ”idea-readings” and academic works to gain deeper insight of the enacted, spontaneous and intended action reflecting the phenomenon researched. And could not be prejudiced by earlier ideas either, since we did not have the concept to describe what we did fully, we had to find a concept, and when finding the concept not to work for our purposes, “to make sense”, we had to develop it that way.

The concrete way to bring the empirical material to text in the enactive research approach is to apply what is named self-ethnography. It means that the researcher studies herself as an agent in the own well-established life environment (for a rich description, cf. Ellis & Bochner, 2000). Idealistically, the researcher should reduce the bias as a researcher, and more full-blooded live out in the “natural” context and function the researcher finds himself in. The approach demands full and strong emotional commitment and participation (Johannisson, 2005:386). The ethnography itself results in stories, where the classic work of John van Maanen (1988) guides us in three main ethnographical ”tales of the field”: the realist tale, the impressionist tale and the confessional tale. The realist tale aims to describe the course of events at hand as if the researcher was there with a camera – to depict them as they ”were”, preferred maybe in chronological order. The impressionist tale mixes more of the author and the direct event at hand experienced, and uses more dramatic elements and emotions. The confessional tale involves the most of what goes on “within” the author, how she develops and relates to the experienced. Full-fledged enactive research uses all – and beyond (Johannisson, 2005:374). As already mentioned, the distance needed to make sense of the experiences has not been enough gained, since I am still in the very process to establish three of the mentioned eight brands/ventures (DJ Anders, Ignition, and SLICE Services and Publishing), and I am still quite close in time and presence to the other five (On a Mission, Club PuLS, SEEDS Sustainable Growth Investment Fund, SEEDS Magazine and S*E*N*S*A). Of this reason, I predominantly use the realist tale genre, sticking quite close to some chronology of what was done and experienced. An important note: Seven years of an endless, iterative, interactive loop of intense course of events is impossible to capture in text, and it will never happen. If we just play with the thought that maybe close to four narratives worth telling emerges from each and every day of the experience, directly and indirectly related to the sustainopreneurial process represented by the serial enactments and set-ups of different ”stuff” along the road, that means 10 000+ narrations
to document. And there is no time to capture them all. Generally, this has been a constant dilemma overall for producing this publication – that the whole sustainopreneurial action never have given the time, mind-space and/or the energy enough to finalize this thesis – until now. What marked the key event that finally made it possible was the fact that the first externally recruited client of Ignition® went publicly announced in a blog post (Ignition, 2007), time stamped in March, 2007. At the same time said, that it has been worth waiting for. The insight breakthroughs reached in the process is a result of levelling to the point to what Gartner refers to as “critical mess” (Gartner, 2005). He takes the metaphor that he read in an issue in New Yorker, where the book collector has to collect, contain and pile up a lot of books, where much has to be regarded as “junk”, but finding the gems and valuables in this pile of prospective collectibles need this “critical messiness”. Enactive research is categorized as one of the interactive research methods. To position the method I bring the table of Johanniison (2004:6) with some comments related to my work at hand.

Table 4. Comparing different interactive research methods. Source: Johanniison, 2004:6

<table>
<thead>
<tr>
<th>Approach</th>
<th>Objective</th>
<th>Role of researcher</th>
<th>Basic characteristic</th>
<th>Outcome of research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpretative</td>
<td>Insight</td>
<td>Visitor</td>
<td>Reflexivity</td>
<td>Narrative</td>
</tr>
<tr>
<td>Developing</td>
<td>Reform</td>
<td>Broker</td>
<td>Local Dialogue</td>
<td>Agenda</td>
</tr>
<tr>
<td>Mobilising</td>
<td>Emancipation</td>
<td>Advocate</td>
<td>Bottom-up initiative</td>
<td>Resurrection</td>
</tr>
<tr>
<td>Provoking</td>
<td>Awareness</td>
<td>Provocateur</td>
<td>Friction – negotiation</td>
<td>Awakening</td>
</tr>
<tr>
<td>Enactive</td>
<td>Movement</td>
<td>Initiator</td>
<td>Experiment</td>
<td>Event</td>
</tr>
</tbody>
</table>

The interpretative approach refers to “reflexive methodology” as introduced by Alvesson and Sköldberg (1994, 2000), where they propose a multi-layered reflectivity model to cope with all the challenges of the interpretative approach. These e.g. include reflection about both the hidden agenda of the subject when interacting with the researcher and both parties need for coping with cognitive dissonance. Interpretative approaches proposes a great variety of roads to insight but only systematic reflexivity will provide the quality needed. (Johanniison, 2004, p. 6).

Johanniison (2002, p. 16) elaborates further;

The notion of ‘reflexive methodology’ /…/ may be used to review the enactive approach. Their alternative levels of interpretation – “interaction with empirical material”, “interpretation”, “critical interpretation”, “reflection on text production and language use” – present themselves in the opposite order in enactive research. The point of departure in enactive research is the researcher’s own text – speech and concrete acts guided by an implicit, yet authoritarian theory. While still emerging the event is tentatively interpreted by the researcher, e.g. the experiences of facing practical barriers and political counterforces. The researcher’s retrospective sense-making of the process provides a set of issues to bring up with the other project members and the interpretation of their understanding generates a revision of the original text.
Both developing and mobilizing emerges from more classical strands of action-based research, Reason, P & Bradbury H. (2001), with earlier work and greater introduction in Reason (1988), in turn emerging from the works of Argyris (1985, with Putnam and Smith, and 1974, 1978, 1996 with Schön). An implicit reference to the concept of Argyris, “double-loop learning” shows up in Johannisson (2002, p. 13), in context where “local theory is confronted with initial conceptual prejudice (pre-theory) and second-order theorizing enacted accordingly”. This research tradition do not fit to meet the demands with entrepreneurship, since they cannot cover and grasp the initiating phase of an event, and you are still dominantly an “outsider”, even if you interact closely with the embedded social structure you are set to research that contains the phenomenon you want to study. They let themselves to research “not so dramatic problem-solving by professionals and less with pioneering venturing that we associate with entrepreneurship” (Johannisson, 2004, p. 17) and are more applicable in more classical managerial and/or organizational studies of established organizations. Still, the action/reflection loop model from the world of Argyris comes in hand in the post-event research preceding the reporting, to my view. For a more detailed description of the methods preceding enactive research found in Johannisson’s research biography regards different approaches to mobilise local and regional economies, I refer to the original source as mentioned (Ibid, 2004, pp. 6-9).

One close neighbour to enactive research to compare with, with some clear similarities, can be found in the scientific studies in the Performing Arts – called “practice-based research” (Biggs, 2004).

In formal research and study of music or arts, it is suggested that the outcome of the dissertation should be two parts – the piece of art in itself, e. g. a musical composition or a collection of paintings, and then present reflections on both the process on how the final product “came to be”, as well as contemplations on the final product in itself. The title then e. g. to be “PhD in Music”; a structure of the dissertation suggested in context of “artisan development work” when outlining a research strategy for music (Kungl. Musikhögskolan, 2003, p. 13);

1. Formulation of problem – a new need for artisan expression
2. Departures for the solution – own interpretation/critics of other possible solutions and approaches
3. The Solution – “the gift to humanity” – A production, process or technology that can (but is not obliged to) documented through a recording; the rest needs a verbal documentation. The main thing is the musical solution – the production, the process or the technology
4. A reflection/evaluation of the solution
5. View-points on possibilities for future development

The similarity is obvious – in both cases the main agent is the “artist”/author/researcher himself. And I might add: for me, entrepreneurship is not science - it is art. So for me, the similarity in the approaches do not surprise me when they come from the same spiritual domain of passionate creation and (en)actualization.

Finally, very much of the method in its practical outcome emerges from the structure of the work, cf. Johannisson (Ibid., discussed pp. 372-375). Inspired by this way of presenting the method through structure, I share this table.
Table 5. Structure as method. Source: Author, adapted from Johannisson (2005:373)

<table>
<thead>
<tr>
<th>Part of the thesis</th>
<th>Part of research process, with comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter 1 - Introduction</td>
<td>The need for a conceptualization is set, and to conduct the proposed research with the stated purposes in a responsible way a genuine commitment and knowledge within the area is needed, witnessed through the introductory chapter</td>
</tr>
<tr>
<td>Chapter 2 - Instruments</td>
<td>In order to conduct the study, all the aspects associated with how to relate ideas and empirical experiences set within an ontological and scientific context are explained</td>
</tr>
<tr>
<td>Chapter 3 – Ideas</td>
<td>Literature review of entrepreneurship and beyond: In order to gain insight of the phenomenon that the interaction represented, potential interpretative frameworks were tested, ending up in the claim that further research is needed and to collect relevant stories to enrich the vocabulary, conceptualizing “entrepreneurship for sustainability”, forming a tentative concept with the formulation of a performative definition of “sustainopreneurship”</td>
</tr>
<tr>
<td>Chapter 4 – Interaction</td>
<td>Selected tales of mainly realist/chronological and some impressionist/contemplative nature are presented to enrich the vocabulary surrounded and associated to the researched phenomenon leading to an increased understanding</td>
</tr>
<tr>
<td>Chapter 5 - Inquiry</td>
<td>The applied interaction done is contrasted with the ideas in order to gain deeper meaning of the concept, at the same time test the performative power of it, and finally use the collective outcome of the inquiry to evaluate the meaning and identify motives of the conceptual creation for future use and applied interaction</td>
</tr>
</tbody>
</table>

A final note on persons mentioned in the story-telling: I only mention by name those that have been formally in an operative function in the venturing process, and for the circle of closest mentioned advisories and guides, including the present board, I only mention the current circle. Others are anonymized. Adding to the context, is also the fact that the story-telling chapters with conclusions (chapters four and five) have been reviewed through a cross-checking, by my “tandem entrepreneur” premier partner, Rikard Jansson. The final story is mine, only.

2.2.3 Working practically with the performative aspect

Now, when the methods for the respective purposes have been described, I reconnect to the discussion regards performative definition earlier – and how I have dealt with it practically in the process. I land in the end of chapter three after claiming the need for a new concept with associated definition, in a suggested future word-book entry, which at a first glance might seem contradictory - to find a “true essence” of a concept, in the “ostensive” manner – but this picture is somewhat deceptive. Practicalities has been the fore-runner, and the definition has aimed to “make sense” of the enacted experience – to “explain practices”, and thus “work” for the practitioners as a mode to explain the motive, process and outcome of the action. The process in itself in relation in between the idea world and the interaction practicalities has been iterative. At first, there was no concept really to grasp our process and what we did in the venturing process, living in some kind of conceptual vacuum – since we found the common
entrepreneurial vocabulary to be insufficient, “business organizing as usual”. Then, through a list mail from Swedish Ecodemics. I got notified on a conference about “sustainable management in action” and call for papers. I surfed in to the conference website and found a workshop about “Sustainopreneurs”. I immediately embraced the concept in a snap, this was a true moment of serendipity (copy from web text);

“SUSTAINOPRENEURS

• Definition

Entrepreneurs who act as change leaders towards sustainable management while combining innovations on an ecological, economic and social level.

• Topics of the workshop

Analysis of the functions of sustainopreneurs, as business owner and as manager / presentation of pioneers in this field: a multinational company and an SME / sustainopreneurship, attitude of the employee of the future.

• Objectives

To present sustainopreneurship as a driving element towards sustainable management and economic development / to endorse it as a leitmotiv for managers and employees, providing a symbiosis between work and personality / to stimulate education towards sustainopreneurship.”

I intuitively felt that the syntax was striking a chord with me, but I was somewhat not fully satisfied with the leadership and management focus in the semantics presented workshop definition: “change leaders towards sustainable management”, totally excluding new venturing and start-ups with its focus on “managers and employees” within established organizations only. To the best retrospectively collected as “sustainability intrapreneurship”, only half the story told about sustainopreneurship as I see it in the light of the thesis and research process at this stage now fulfilled.

We went on with the action – this was in fact only three weeks after we offered our first event in Club PuLS, one week after OAM Uganda was registered and one month we got our registration with OAM Sweden, three breakthroughs synchronized in March, 2003 – and I had it in my notebook for further work. Some months later, in the beginning of 2004, I started a systematic theory and literature dive, and I actually found, besides Hockerts, also Gerlach – where she actually had contributed to the very same original conference using the concept! I still felt the sources to be unsatisfactory to describe our own process. I took a departure from these sources, and tried to find a formulation that would grasp and make sense on what we did, and after some further literature study and digestion, and a reflective process, I put a suggested formulation on the Ecademy website as some sort of online seminar to put the concept on a test. Leading to a

20 Both the list mail and the conference is archived. List mail: http://segate.sunet.se/cgi-bin/wa?A2=ind0304&L=ecodemics+&T=0&P=1264, and SMIA 03 conference is here; http://ecolu-info.unige.ch/colloques/SMIA03. The specific workshop I found the concept: http://ecolu-info.unige.ch/colloques/SMIA03/Workshops1_en.htm. All links accessed 2007-04-04.

21 http://www.ecademy.com
little conversation, I found it worth to go further with. Then, a research conference was announced to take place with VHU, a new Swedish association of sustainable development researchers arranging its first scientifical conference, and I threw in an abstract with the suggested definition I had constructed, and got the paper accepted. Now came the true, hard test of the tentative definition, with a peer-review round times three, finally published 2006 in September (Abrahamsson, 2006). So, with that, a part of the formal academic world said “yes” to the concept, this community gave an approval to go further with research about it, now anchored in the research community through the proceedings from the conference. Taking this into account, now in this final iteration I test the idea world product in this systematic manner and contrasting the concept towards the stories from the venturing process. When this is done – to see if it holds the performative power demanded, to get a concept to make sense of our (inter)action – a more systematic conceptual diffusion, above and beyond this thesis can be made.

- “How many tribes are there in Sweden?”

A question I got after a lecture about Sweden

I was invited to have for a group of primary school pupils – repeatedly, since they obviously could not relate to my explanations – an event experienced in a little village school

30 minutes North of Kampala.

I keep six honest serving-men:
(They taught me all I knew)
Their names are What and Where and When
and How and Why and Who.

Rudyard Kipling,
in Just-So stories: The Elephant’s Child (1902)
3. Ideas – conceptual and tentative

3.1 Entrepreneurship - common theorizing

Entrepreneurship is popular in the society especially in the policy maker vocabulary, claimed to give wonders in the process aiming for a positive societal development. To my meaning, it is of importance to really take it under scrutiny and be critical to its use (and abuse), before having it more widely adapted in both policies making discourse and preparations in other levels in respect to this cause. My personal view is it should not be viewed as the overall wonder medicine, in our case, to e. g. eradicate poverty or create the sustainable world, but in its better days and uses to my experience it contributes to a positive process of prosperity creation and empowerment on individual, family and (local) community level, and an efficient means to solve sustainability related problems. In this context, it can be a strong potential contributor in this process, as an enabler. With this approach I make this conceptual review, which also moves to the point where the aspect of positive social change gets strengthened when taken to the sustainability context, in line with the two purposes of this thesis and their background motives.

When I review literature and sources related to the knowledge area, such as area oriented special encyclopaedias, peer reviewed articles, dissertations, handbooks, textbooks, papers and other carriers of the symbolic settings creating codified knowledge, all take the attempt of catching the term of entrepreneurship in a quite similar manner, but tries to give the description a personal touch. References gets repeated, the original influential sources along the road of the concept development over the years are cited approximately in the same way, with different formulations and the context governing the more proximate adoptions of the concept. In its modern variances – entrepreneurship in the corporate, micro, societal, academic forms or within organisations transferred to the term intrapreneurship coming to corporate development and dynamics. In general, this plethora of conceptual proliferation and migration to so many contexts has lead to conceptual vagueness, where “one optimal definition” of the concept cannot be found. The ambiguity of the term is illustrated e. g. by Gartner (1990). In my description and attempt to illustrate its different interpretations and content I take departure from the extended list of collected and multidisciplinary overview of research questions done by Hans Landström (1999a). Of natural reasons, the description cannot grasp the full picture of all research that has taken place in the field; it is rather an attempt to illustrate some central themes of elaborations. From the list by Landström, I see some few, more general key questions emerge, where I also follow somewhat the chronology of entrepreneurship history of ideas and research history. After this description follows a short literature review with demands for opening up the concept of entrepreneurship to be a social and societal one, not only an economic phenomenon. A claim that opens up for the possibility to move it towards the context of sustainability and thus the purpose of this study – towards conceptualizing entrepreneurship for sustainability.

22 Already here referring to a source with origin in the Ugandan context – especially its function of wealth and job creation, Balunywa (1998).

The disciplinary fields lends theoretical material, the clay to which has been formed by individual scholars into something preferred, has been many. Among the first attempts to illustrate this diversity systematically were the two thematic issues of Entrepreneurship Theory and Practice, one of the leading journals (ET&P: 1991, 16:2; 1992, 16:3). The multidisciplinary approach suggests the import and mix of perspectives from a diverse set of fields. In Landström (1999a) the following table can depict one standpoint of entrepreneurial conceptualisation and research arena.

Table 6. The main entrepreneurial research questions and their disciplinary homes.

Source: Landström (1999a:11).

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Level of Analysis</th>
<th>Focus</th>
<th>Example of Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychology</td>
<td>Individual</td>
<td>Entrepreneur</td>
<td>What characterizes the entrepreneur?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Who becomes an entrepreneur?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>What driving forces lie behind entrepreneurship?</td>
</tr>
<tr>
<td>Organization</td>
<td>Individual/Firm</td>
<td>Entrepreneurship</td>
<td>How are new operations established?</td>
</tr>
<tr>
<td>al behaviour</td>
<td></td>
<td></td>
<td>Which factors are influential?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>How does the entrepreneur influence others?</td>
</tr>
<tr>
<td>Business</td>
<td>Firm</td>
<td>Entrepreneurial ventures</td>
<td>How are limited resources managed with the view to creating and running new ventures?</td>
</tr>
<tr>
<td>administration</td>
<td></td>
<td></td>
<td>How are the new ventures managed and controlled?</td>
</tr>
<tr>
<td>Inter-organization</td>
<td>Relations between</td>
<td>Network</td>
<td>How does the entrepreneur use his personal network in order to organize resources?</td>
</tr>
<tr>
<td>theory</td>
<td>the firm and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population ecology theory</td>
<td>Industry</td>
<td>Evolutionary processes of population of firms</td>
<td>What characterizes the survival, development and mortality of a population of new firms?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>What strategies may be used in order to survive?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>What environmental factors determine the survival changes of new firms?</td>
</tr>
<tr>
<td>Sociology</td>
<td>Society</td>
<td>The social system</td>
<td>How is value growth created in society?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>What role does the entrepreneur play?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>What role does the social context play in the individual's entrepreneurial decision?</td>
</tr>
<tr>
<td>Social anthropology</td>
<td>Society</td>
<td>The cultural system</td>
<td>What role has the entrepreneur in a society?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>How is knowledge/information/entrepreneurship transferred in society?</td>
</tr>
<tr>
<td>Economics</td>
<td>Society</td>
<td>The economic system</td>
<td>What happens on the market when the entrepreneur acts?</td>
</tr>
</tbody>
</table>

Taken in combination our journey of the concept development to this point, it implies that different “forms of life” as Wittgenstein (Ibid.) should have put it, can contribute complimentary, rather than contradictory, depicts of entrepreneurs, entrepreneurship and entrepreneurial processes - where different aspects gets highlighted and emphasized in our collective attempts to contain the phenomenon in this dialogue.
As a last note before my literature review of the entrepreneurship concept, I want to quote Greenfield and Strickton (1986), who comes to a suggestion that is very nice to my view, to which I will let it stand for itself (p. 15);

no single dimension or aspect is emphasized as the essence of entrepreneurship. Instead, the approach is multidimensional in that entrepreneurship, which is seen as one aspect of continuous variation, innovation and selection, is part of the ongoing process of human life.

An implication of “the ongoing process of human life” view: The first entrepreneurial act would be the beginning of life in itself. When we are born, the event of screaming and taking our first breath would be the first venture we establish, the first entrepreneurial act. Entrepreneurship simply as being 'life in process'. Taking this lovely and simple background picture with us, with the beauty and joy of life and its constant change, the following questions guides my literature review.

• “What?”
• “Who?”
• “Why?”
• “How?”
• “Where?”
• “When?”

3.1.1 “What?”
What is entrepreneurship? As pointed out by Landström (1999b, p. 21), the roots of the concept can be derived from French encyclopaedias being 400 years old, and means entreprendre, or “to undertake”. In the beginning of the conceptual story, the first response to the “what” question was to answer with “who”.

3.1.2 “Who?”
In the 400 year old french encyclopaedic context, it is the one who takes the risk, an individual, often by contract by state or church, to undertake a project of building something most often, or deliver goods or contribute some certain services - the “organizer of resources”, “businessman” or “capitalist”. According to Landström (1999b, Ibid.), when the “businessman”/”capitalist” term was winning ground, the entrepreneur concept was disappearing, to return again during late 19th century, especially in the economist thinking, with the distinction in between the entrepreneur as the coordinator of capital and work, and the capitalist the who provided (financial) capital. The one’s who brings in the entrepreneur in the economical discourse is Richard Cantillon (1755, in Landström, Ibid., pp. 25-26), who focused on the risk taking introducing the entrepreneur in theories of economical development, and Jean Baptiste Say (1814, 1816, in Landström, Ibid., p. 29), elaborating of the entrepreneurial function in the economy, first and foremost he viewed the entrepreneur as a “broker”, combining means of production with the aim of producing goods, and he also mentioned the one carrying out the risk by taking the activities in his own account in this context. Still with the view of “describing a person”, now the economist Schumpeter (1912/1934) rather saw him as a special type of
business man entering the scene - the innovator, which function breaks existing patterns or structures, e.g. within an existing line of business. A process named creative destruction, a central contribution in the Schumpeterian entrepreneurial thought, whereby the entrepreneurial activities leads to broken patterns, replaced by new. Still, with the general view of the entrepreneur as the creator of something new. This “new” has been debated regards what level of novelty should be considered. Recent development suggests smaller everyday renewal also to be entrepreneurial, in contrast to Schumpeter who was referring to more dramatically, revolutionary changes with redefinitions of whole businesses and strong impact from new technologies, breaking down and replacing full structures in society.

If the person-oriented “who” question in the first place was in the descriptive manner in a certain context and related to what he did in the market with the economist view, the psychologist was entering the scene to give the explanation of the same question – “Who?”. The “Who is an entrepreneur and who is not?” question was oriented towards psychological traits and characteristics – “What specific behavioural attributes, attitudes, values, lifestyle and motives is belonging to the entrepreneur?”. McLelland (1961) is one of the influential thinkers here, with the nAch – need for achievement – psychological variable introduced in the entrepreneurial discussion room, and with this variable defined as either being or acting different related to the “non-entrepreneur”. The attributes were like “high self-esteem, aggressive, optimistic, independent, and flexible”.

3.1.3 “Why?”

According to Landström (1999b, p. 96-99) some disappointment was spreading around after a while with the further digestion to trace answers to the who-question, since this track was not carrying to the final end, even more fuelled by the often cited “Who is an entrepreneur is the wrong question”, by Gartner (1989). Penrose earlier had warned, about this – to try to find the “right” traits, make us shift focus on the ability for the company to create entrepreneurial conditions, and we should not move our focus on what the entrepreneur is doing. Still, it has not been totally outmoded; besides the Purpose/Motive question where it carries some significance there is also proposals to have focus on another psychological variable - the attitude dimension (Robinson et al., 1991); viewed as the wider concept with attitude towards life and its opportunities in itself: In this broader context the choice of entrepreneurial behaviour as a specific lifestyle (Bengt Johannisson, personal communication, April 2001). With “Why?” in focus we ask: Why is the company started? What driving force has the entrepreneur? To simplify, two core factors are influential in the entrepreneurial motive – they can be called endogenic vs exogenic factors. The endogenic can be in the category as proposed by others McLelland (1961, Ibid.) mentioned need for achievement, where the exogenic – from outward bound – are the environmental factors considered: The surrounding world, which has the entrepreneurial action triggered by environmental factors. You could also have the concept couple of Reactive – Proactive. Reactive in this case, could also be split into two dimensions – reactive to opportunity in the market, in the manner proposed by Israel Kirzner (1973), or reactive to displacement/unemployment especially due to marginalization effects, e.g. belonging to an immigrant groups in society, as
proposed by Hagen (1962). In the extreme case, the reactive in general comes out as the only option to survive, as in the informal economy in the third world. One term that is relevant in this context is so-called “ephemeral organizations” suggested to occur in extreme environments, by Lanzara described after an earthquake. This term is also applicable in the developing country context.

3.1.4 “How?”

The emerging answer to this “how”, in the generic theory build up further, was that s/he is not “planning”, rather “acting” – an action with little “rationality” and emotionally far from neutral. Instead - filled with passion, often irrational, spontaneous, undisciplined, uncontrolled, and sometimes even “fanatic”. Visions, dreams, purposes were replacing planning as action motives, and this lack of planning and (maybe also) rationality sometimes leads to failure. The successful entrepreneur then has to learn from own and other’s mistakes and transfer them to experience based action. More on, besides the “lone ranger” picture of the independent, single and autonomous entrepreneur who acts regardless of established structures, line of thought and action, among the tales told of entrepreneurship, there is the opposite told as well. Johannisson (1988) tells us about the paradoxes of the dependent/independent entrepreneur. The dependency is mostly from his/her network, with networking as an entrepreneurial action pattern, with both strong and weak links (echoing Granovetter, 1973), professional as well as social contacts. With this network the entrepreneur gets access to resources, both material (financial and other) and immaterial (knowledge, relations, contacts), and creates the possibility to act as s/he can utilize a greater resource base than otherwise formally possible.

Another “how” dimension is moving along the dimension on how risk and uncertainty is dealt with. There are stories of entrepreneurs that take greater risk than usual, but also about the ones who gets “special” information not accessible or appreciated among others, and makes it possible to take lower risk. Entrepreneurs seem more open for uncertainty, or rather ambiguity. This is another aspect of the “How?” that comes close to another idea – the idea of enactment. The ambiguity opens up for social construction, going along with both deconstruction and reconstruction; to create something new, to enact a new reality. The Kirznerian view mentioned earlier in the “Why?” section only acting on opportunities found – is widened by depicting the opportunity creating entrepreneur. With this perspective a related field of entrepreneurial study becomes relevant - the process as focus of analysis and observation, in the often cited Bygrave (1989) model with the core course of events Innovation – Triggering Event – Implementation – Growth, see illustration.
3.1.5 “Where?”

This question refers to the contextual/environmental/socio-cultural factors related to entrepreneurs, entrepreneurship and entrepreneurial processes, and how it affects individual/process/outcome. A more coarsely divided categorization and structuring than the one presented here guided by our six questions are used in some literature reviews. In Cox (1997), a literature review of 51 volumes, the four categories are individual entrepreneurs and their traits, entrepreneurial processes, environmental factors and small business ventures. This study was on “International Entrepreneurship”, while something similar showed up in an article on African entrepreneurship literature review (Kiggundu, 2002), with categorization “The Entrepreneur”, “The Entrepreneurial Firm”, and once again “External Environment”. One often cited study related to environmental factors in the specific sub-Saharan African context, is Buame (1996), focusing much local and national politics. Many (see e. g. Forslund, Ibid.) are pointing out that the phenomenon could and ought to be found in different contexts than just the small business and venture creation/business start-ups. It should migrate as a phenomena to other contexts, not just small, but also big business, related to its development (“corporate entrepreneurship” – with concepts like the “intrapreneur” (Pinchot III, 1985), the internal entrepreneur within an organization, or “shopfloor entrepreneurship”, dealing with labour entrepreneurship in manufacturing units - Entrepreneurship in this context made impossible and with suggested reasons to, see Forslund, 2001 (Ibid.) theme and subject in his dissertation).
3.1.6 “When?”

The temporal aspect of entrepreneurship has emerged lately as one foci for study – while the contemporary research has been dominated by entrepreneurship study of businesses in action, one area that has been overlooked is the study on what happens before the venture is created (so-called “nascent” entrepreneurs), simply because it is hard to find these in the stage before a firm or an organization is created, registered and in trade (Shaper, 2005, p. 11). In process, it is also a time aspect to study how the entrepreneur uses her time. Here I want to point to an observation made by Johannisson (1992, in Johannisson, 2005, p. 48), which I usually refer to as “the entrepreneurial smile”. It is shown that the time is occupied with two different time perspectives predominantly – to deal with everydayness in practical action or to develop visions, where the mid-term time perspective (like the ones capturing the annual budgeting with a one-year planning as main conversation topic and reason for decision and action) is under-represented. It is in this time-span entrepreneurship seems to “occur”.

![Diagram](image.png)

**Fig 8. Driving forces of entrepreneurship: Dialogue in between vision and action.**  

With these points I end to the more “traditional”, or shall I say “dominant”, approach in the study of the phenomenon – where the economic meta-context is the prevailing paradigm in which the entrepreneurship moves.

### 3.2 Extending the concept

There is an increasing number of voices to view the entrepreneurship phenomenon as something more than just having entrepreneurship and entrepreneurs associated with the economical context, to rather see it as a social phenomenon. The community entrepreneur should be mentioned to begin with as one of these acting figures, with its first “refugee status” from the entrepreneur-in-economics land – an entrepreneur who creates entrepreneurial possibilities, opportunities and environments for others, contributing to entrepreneurial spirit, and transforming local communities and sometimes even enables regional change (Johannisson, NE, “entreprenör”). Related to the concept of community is also the “civic entrepreneur”, moving in the boundary of the own firm and its own economic activities, in the firm clusters of the economy sphere. An entrepreneur in collective attempt to build up new collective identities and
regaining leadership at grassroots levels to revamp the whole community with mobilising its competencies (using a Silicon Valley community organisation as a case study dealing with a crisis in the community), as pointed out by Henton et al (1997).

A cousin concept to community entrepreneur and civic entrepreneur seems to be “community business entrepreneur” (Johnstone & Lionais, 2004), making it work through in “depleted communities”. This kind of entrepreneurship is characterized by ways to compensate for small financial resources and other constraints in the depleted community: Firstly, by redefining “place” as identity and its social dimension overriding “capital logic”, and secondly focusing the own well-being of the firm at equal stake as the benefit of the community, by e. g. not having profit as a primary objective. Profit is not an end in itself for the community-business entrepreneur. They make a distinction to Johannisson term of “community entrepreneur”, The community entrepreneur does not engage directly as a firm owner, only dealing with brokerage and making it happen for others in the community. The community business entrepreneur is engaging directly in an own entrepreneurial process with this qualitative difference in concepts. One of the cases is an old acquaintance – Muhammad Yunus and the Grameen Bank, and the social-financial innovation of micro credit in Bangladesh. One other journey it has taken is the creation of the basic idea that it is related to the creation of the creative new organizing in general, and in this sense being “ideological” (Hjorth, Johannisson, 1998), creating the concept entrepreneurialism - a basic attitude and an image guiding an individual in action. The distinction is made towards the “managerialism” – the contrast is towards the manager. One recent point is made by Johannisson is the notion of collective entrepreneurship in contrast to the more often described individual, the “hero” picture, the “iconization”. This picture is replaced by depicting the entrepreneurial action made in teams – the phenomenon described as “collective entrepreneurship” (Johannisson, 2003), or team entrepreneurship. The phenomenon has many faces, and has migrated into different contexts overall.

An article collecting these views and arguing for it strongly is Johannisson, Steyaert and Hjorth, (2003), arguing strongly to release entrepreneurship from what I would summarize as the “managerial prison”, and citing among others Spinosa (1997) et al, in order to liberate it from
this discourse in “redesigning the quest for entrepreneurship as a societal phenomenon” (Johannisson et al., Ibid., p. 108), in everydayness (as also Steyaert & Katz (2004) are arguing for in another article to which I will return). Especially Spinosa (Ibid.) has been influential with the arguing line of the entrepreneur as history-maker, that entrepreneurs not only changes behaviour of customers, but indeed are reshaping our way to approach people and things in what they describe as “reconfiguration”, leading to a change of lifestyle. Johannisson et al (Ibid.) are using examples such as IKEA and our approach to home furnishing in its whole process and mobile phones, where Spinoza et al takes cases such as personalizing computing with the help of entrepreneurs Jobs and Wozniack of Apple, or approach to male rituals such as shaving (Gillette). I would gladly add Internet to the line here, and e. g. blogging as a way to disruptively change the course of media and journalism, “street journalism”/”citizen journalism” – changing the power balance in the media industry towards the individual, a decentralization of communication.

Related to these areas of entrepreneurship widened to be viewed as a societal phenomenon, and its moves in the community, is also the cooperative movement, with maybe the first manifestation of its force in modern time by the founding of ICA – international cooperative alliance, maybe the greatest people movement form when it comes to representation and number of people active. ICA is now consisting of 220 member organisations in 84 countries (ICA, 2007), together representing 800 million people worldwide. A cooperative definition found at their website gives a meaning: “/.../ an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise /.../” (ICA, Ibid.) It would take a thesis in itself to cover everything related to this movement, and with the social and people side dominating as the focus, beyond the financial and commercial, they have a common denominator with the local “bottom-up” philosophy and finding local practical solutions to local problems suggested by E F Schumacher with his radical economy transformation ideas found in “Small is beautiful” (1973).

One of the expressions and results was the forming of ITDG, 1966, Intermediate Technology Development Group, following Schumacher formulated focus on creating solutions for the poorest in the world since he was one of the founders, and having a big literature production on, and events production related to, e. g. micro finance and technology to serve the local needs for poor people to help themselves to take their way out of poverty (ITDG, 2007). Put into the entrepreneurship discourse, they would go along with primarily the “social entrepreneurship”. A systematic overview of all the new openings and widening of the entrepreneurship concept is given by Steyaert and Katz (Ibid.), collecting all new facets of an entrepreneurship discourse widening from three dimensions:

- **Societal** – reclaiming entrepreneurship as a societal phenomenon, not primarily economic
- **Place/space** – to research entrepreneurship in “odd” contexts not represented before
- **Discursive spaces** – bringing in social sciences and humanities more systematic, such as Spinoza (history)
One of the suggested consequences is e. g. liberating it from “entrepreneur-as-hero” stories and bringing in everydayness entrepreneurship, e. g. the homeless selling umbrellas in the case of rain. To give a contemporary view of the entrepreneur-as-societal phenomenon trajectory, I have collected entrepreneurship in a number of combinations from sources above.

- Public entrepreneurship
- Therapists entrepreneurship
- Ethnic entrepreneurship
- Artisan entrepreneurship
- Health sector entrepreneurship
- Informal third world entrepreneurship
- Ecological entrepreneurship
- NGO entrepreneurship
- Civic entrepreneurship
- Education/university entrepreneurship
- City entrepreneurship
- Social entrepreneurship

With special interest, I take note of “ecological” and “social” entrepreneurship (my italics/underlining in the table), bringing this further towards sustainability entrepreneurship in the next section.

3.3 Entrepreneurship towards context of sustainability

The private sector and business community has one of the most vital parts of the contributions towards a sustainable world, as Robinson (2004:378; my bold) puts it:

> In addition to integrating across fields, sustainability must also be integrated across sectors or interests. It is clear that governments alone have neither the will nor the capability to accomplish sustainability on their own. The private sector, as the chief engine of economic activity on the planet, and a major source for creativity, innovation and entrepreneurship, must be involved in trying to achieve sustainability. And their activities must also be supplemented by the monitoring, questioning and alternative service delivery roles of an active NGO sector.

An encouraging entry of the last part of our journey with entrepreneurship towards the sustainability context, the eco-preneur concept is mentioned first, since it re-addresses the key prerequisite to even have social entrepreneurship to even occur – the preservation and positive development of the basic infrastructure: the Planet. Of all the multitude of sources available related to eco-preneurship, as well as social entrepreneurship, I choose to cite sources proximate to sustainability entrepreneurship in this last section, in order to follow the thesis purpose.

3.3.1 Eco-preneurship

The articles in the anthology Making Ecopreneurs: Developing Sustainable Entrepreneurship (Shaper, ed., 2005), as well as all the collected references in that volume, makes a good entry point to further digest the vast and versatile collection of sources related to eco-preneurship. Also, Gerlach has done a thorough literature study (2003a), where she systematically goes through different
conceptual meanings of the terms eco-preneur or environmental entrepreneur. In summary, it means innovative behaviour of single actors or organizations operating in the private business sectors which see environmental aspects as core objective and competitive advantage. Ecopreneurs identify environmental innovations and their market opportunity, and successfully implement them into the market. Other authors referred by Gerlach (Ibid.) take into consideration the societal change-impact that environmental entrepreneurs can have. Worth a note is that the oldest source Gerlach uses is from 1997, implying that it is of late conceptual development. Tracking back, in the review Shaper (2005) does, key references also include Bennett (1991), Berle (1991) and Blue (1990), coining terms “environmental entrepreneur”, “green entrepreneur”, “eco-entrepreneur”, as well as a pioneering article in Harvard Business Review from 1971 claiming that the “ecological movement” could provide profitable new markets for business expansion, rather than simply being a drain on economic activity (Quinn, 1971), a theme that began to be more prominent in late eighties and further in the nineties. Astad Pastaika distinguishes along the “for-profit”/”not-for-profit”-scale two types of ecopreneurs, “commercial ecopreneurs” and “social ecopreneurs”. He defines commercial ecopreneurs (or ecopreneurial corporations) as those who seek to maximize personal (or organizational) gains by identifying green business opportunities (i.e. eco-friendly products and processes) and transforming them into viable business ventures. In contrast, social ecopreneurs (or social ecopreneurial organizations) are those who seek to promote eco-friendly ideas, products, or technologies through either market or non-market routes (Pastaika, 1998, p. 158, in Isaak, 2005, p. 16-17).

### 3.3.2 Social entrepreneurship

The counterpart to Shaper (ed., 2005, Ibid.), I would suggest Hockerts et al (eds., 2006), as a key reference and anthology to get a mapping of social entrepreneurship. A key source here is Ashoka Foundation, founded by Bill Drayton, pioneering with the work of social innovation; individuals with innovative solutions to society's most pressing social problems. They are ambitions and persistent, tackling major social issues and offering new ideas for wide-scale change. Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps.

Skoll Foundation, another strong advocacy with Jeff Skoll as institutional entrepreneur, puts it this way (SustainAbility/Skoll Foundation, 2007, p. 7);

Social entrepreneurs share a commitment to pioneering innovations that reshape society and benefit of humanity. Whether they are working on a local or international scale, they are solution-minded pragmatists who are not afraid to tackle – and successfully resolve – some of the world’s biggest problems.

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24 [http://www.ashoka.org](http://www.ashoka.org)

No one of these descriptions mention explicitly business formation, but when set up, they “prioritize social return on investment” (Ibid.). As it is put in Wikipedia (2007, Social Entrepreneurship);

A social entrepreneur is someone who recognizes a social problem and uses entrepreneurial principles to organize, create, and manage a venture to make social change. Whereas business entrepreneurs typically measure performance in profit and return, social entrepreneurs assess their success in terms of the impact they have on society.

Gerlach (2003a) is pointing out that the findings she does related to eco-preneurship, would indicate to place a social cause in the midst of the business idea in analogy, when talking about social entrepreneurship, but the literature review suggest a somewhat different dominant meaning with this term. The descriptions above somewhat confirms this picture, or at least does not state what institutional form the organizing is done. Many imply cause-oriented “not for profit” organisations, where the mainland for social ventures is in the voluntary sector (Ibid.).

To map the practitioners and central institutions beyond Ashoka and Skoll, notable are Omidyar Network, the Schwab Foundation for Social Entrepreneurs, Echoing Green, UnLtd (UK), the School for Social Entrepreneurs (UK), the Manhattan Institute, the Draper Richards Foundation and Civic Ventures, the Canadian Social Entrepreneurship Foundation. Ashoka has initiated Changemakers (2007) who utilizes an online platform for “collaborative competitions” in order to build communities of practice around socially pressing issues and the possibility of knowledge transfer and open source social innovation franchising where social entrepreneurs gets the possibility to showcase their solutions and ventures (Wikipedia, “social entrepreneurship”, 2007).

The broadened business sense in social entrepreneuring, though, is suggested to have socially oriented businesses fulfilling unmet social needs, or having innovation to make profit in order to reach social goals, or as an explicit tool for social change, as Gerlach (Ibid.) points out. This distinction of social vs. commercial is echoed by Astad Pastakia (1998, p. 158) above, and is also addressed in Hockerts et al. (eds., 2006). Hockerts et al (Ibid, p. 1) describes in the introductory paragraph the concept as

in practice, recognized as encompassing a wide range of activities: enterprising individuals devoted to making a difference; social purpose business ventures dedicated to adding for profit motivations to the nonprofit sector, new types of philanthropists supporting venture capital-like ‘investment’ portfolios; and nonprofit organizations that are reinventing themselves by drawing on lessons learned from the business world.

Hockerts, in his own contribution, addresses what is called a “hybrid organization”, working both for social and financial gain (Ibid., p. 5), where the term “blended value” occurs. Blended value is originally coined by Emerson (2000, in Isaak, 2005, ibid., p. 20), in context of investments: Investing financial means should mirror the investor’s set of values, now called SRI – Socially Responsible Investment. This hybrid aspect is also echoed by Leadbeater (1996), in one other key reference related to social entrepreneurship, cited also by Steyaert and Katz (Ibid.).
3.4 Sustainability entrepreneurship

All these aspects and flavours in generally created and added to the multi-faceted concept of entrepreneurship with these extensions and new connections with ecological and social as new tags, still leaves us unsatisfied when brought to the sustainability context. There is a risk of treating these kinds of specific categories of entrepreneurial behaviours to miss the holistic, integrated approach implied by the sustainability paradigm, as illustrated by the holarchy model in the introduction. In summary – all things related to each other and isolated singularities in the eco-/biosphere does not exist, they are a matter of institutionalized frames, mindsets and social constructions. Your action in one end affects another. Taking together sustainability with entrepreneurship invites us to a new strand of conversation. In this dialogue we try to grasp the phenomenon where you use business organizing as a means to create solutions and opportunities of the heavy agenda imposed by the movement created by the sustainable development discourse. The keyword to guide us further is integration – to integrate social, ecological and economical aspects with entrepreneurial behaviour.

3.4.1 The sustainability imperatives

To build a context for these trajectories further on, and to move them ahead in order to integrate all dimensions of sustainability, there has been suggested a three-dimensional “imperative” of sustainability, i.e. what sustainability requires (Robinson & Tinker, 1997, in Robinson, 2003, Ibid., p. 381), that in a sense could be a verbal translation of the “target board model”;

- The ecological imperative is to stay within the biophysical carrying capacity of the planet,
- The economic imperative is to provide an adequate material standard of living of all, and
- The social imperative is to provide systems of governance that propagate the values that people want to live by

3.4.2 Suggested definitions

In line with earlier reasoning, sustainability entrepreneurship by Gerlach suggests both ecological and social objectives to be reached by the venture, to solve both social and ecological problems with sustainability innovations (Gerlach 2003a). In this area, Hockerts (2003) in his PhD Dissertation takes the attempt, beyond a work with a grounded theory approach to suggest working definitions of concepts “sustainable firm”, “sustainability innovation” and “sustainability entrepreneurship”. These definitions give core idea contributions in the work to fill the concept “sustainopreneurship” with meaning. Sustainability at the firm level, according to Hockerts, has not been understood, and from this he states what would define a sustainable firm with an extension and adaptation of the Brundtland Commission definition of sustainability (Ibid. p. 19);

A sustainable firm meets the needs of its stakeholders without compromising the firm’s ability to meet the needs of future stakeholders as well.
Hockerts defines Sustainability Innovation as follows (Ibid. p. 45):

\[
\text{Sustainability Innovation} \text{ is any process of social change which increases the proceeds derived from current natural, social, and economic capital, while at the same time protecting and enhancing the underlying capital stock.}
\]

With this, Hockerts at the same time points to various sources that sustainability actually is a true driver of innovation, especially disruptive ones, and he echoes Weizsäcker with Factor Four with sustainability innovations implying halving resource use while at the same time doubling throughput and results, thus “four times the result”. To note, though, is that his dissertation is under-represented when it comes to the wider application of sustainability innovation, which motivates further research in this area specifically. He is focusing managerial and process questions and these are his main contributions, based on longitudinal studies of two cases of deployed sustainability innovations consciously selected, the British Café Direct Sustainable Coffee Brand and the Swiss commercialised car co-op Mobility.

Bringing it beyond sustainability innovation, he further suggests Sustainability Entrepreneurship as follows (Ibid. p. 50):

\[
\text{Sustainability Entrepreneurship} \text{ consists of the identification of a sustainability innovation and its implementation either through the foundation of a start-up or the radical reorientation of an existing organization’s business model so as to achieve the underlying ecological or social objectives.}
\]

3.4.3 Sustainable vs. Sustainability Entrepreneurship

If we take these definitions together, they call for further development, since a process view is quite biased in the Hockerts’ definitions, what I would rather describe as sustainable entrepreneurship attaching an attribute to the “generic” entrepreneurial process. This is illustrated further by the core content in Hockerts’ PhD dissertation (2003), as mentioned he is predominantly researching process and management issues. At the same time, the holistic view required by sustainability is not reflected neither, since “or” is included in the last part of the sustainability entrepreneurship formulation. Sustainability requires “and”, as in “ecological and social objectives” - the integrated meaning that follows from and is implied by the sustainability approach. If only one of the two optional dimensions besides the economical “entrepreneurship-as-usual” is present, then it would reflect the case more clear to stick to either eco-preneurship or social entrepreneurship, respectively. To illustrate that the need to emphasize sustainability further on is motivated, is e. g. the first “World Symposium on Sustainable Entrepreneurship” (my italics), a research conference in Leeds, upcoming summer 2007\(^\text{26}\). From this point of view, I suggest a distinction - sustainability entrepreneurship - by forming the concept sustainopreneurship; the use of entrepreneurial activity in a determined action orientation towards solving a sustainability-related problem with business organisng as a means to solve the problem(s) – “business with a cause”: To turn business activity from a part of the problem to a part of the solution.

\[^{26}\text{http://www.crrconference.org/callforpapers/wsse2007/index.html}\]
3.5 Sustainopreneurship - a tentative definition

Imagine Oxford English Dictionary, 2008 ed. 27

Sustainopreneurship, n.

1. Deployment of sustainability innovations: Entrepreneurship and innovation for sustainability.

2. Short for sustainability intra-/entrepreneurship.

3. To focus on one or more (world/social/sustainability related) problem(s), find/identify and/or invent a solution to the problem(s) and bring the innovation to the market by creating an efficient organisation. With the (new alt. deep transformation of an old) mission/cause oriented sustainability business created, adding ecological/economical/social values and gains, with a bias towards the intangible - through dematerialization/resocialisation. The value added at the same time preserving, restoring and/or ultimately enhancing the underlying utilized capital stock, in order to maintain the capacity to fulfill the needs of present and coming generations of stakeholders.

The first two prospective and imaginative wordbook meanings from this “future history” are built up quite directly from earlier discussions in this chapter, where entrepreneurship is understood as the process to realize the (sustainability) innovation and bring it to the market (and thus also to the society/environment given the sustainability holarchy world view, the “target board”). These descriptions strive to present two straight-forward and simple one-liners to facilitate their popularization, “memetic power” 28 and conceptual diffusion, given the rather self-explanatory construction of these meanings. To avoid shallowness as a result of the simplicity drive from this popularization intent, the third expression is added; a development rooted more in previous research and scholarly literature. Of this reason I discuss in more depth this more rich and detailed description to make a more solid conceptual embodiment.

All three of them works together, complimentary, to paint a picture that is supposed to move with various degrees of transfer friction in different contexts and environments. Metaphorically, the first two phrases makes some framed reproduced commercial art for the corporate corridor walls, alternatively put on the walls of the small company hotel/start-up centre/incubator (or an unframed garage/home office start-up poster), or the business editorial pink paper department on a newspaper daily. The third description makes a detailed figurative oil-on-canvas for the artisan cognoscenti for the finer public art gallery, open for scholarly critic, comments and conversation. Taken together, they form a collage to create a whole, alternatively the same phenomenon viewed through different windows, or facets of the same jewel. The purpose is to open up for a genuine, multi-stakeholder, poly-vocal dialogue, with a strive to get all eyes of the


28 A meme in the cultural context is the counterpart to a gene in the biological (Dawkins, 1976), an infobit or small cultural artefact that can reproduce itself with viral spread, where one memetic environment is the “cyberspace”, and a measurement of the memetic spread would be the number of hits the keyword ”sustainopreneurship” would render in a search on Google.
beholders to conduct a conversation in the same room, looking at the same phenomenon and speaking on the same phenomenon in the end. *A conceptual bridge.*

Where I add, that the tag line in the title of this thesis, with a tweaked spelling, metaphorically, can make a translation that makes a fast, intense and energetically sprayed graffiti tag on the wall, with a strong colour blend to make an impression for the public street-level view, or to be put on a flyer for the rebellious institution-challenging entrepreneurial activist, for a prospective community gathering gaining supporters for a collaborative local venturing: '*Biz with a Coz*."

**To focus on one or more (world/social/sustainability related) problem(s)...**

One of the keys to distinguish this category of entrepreneurial activity and behaviour labelled sustainopreneurship from generic entrepreneurial activity is the cause-oriented intention that places the core motive, purpose and driving force of the business activities. To identify and further grasp what is meant by sustainability problems, I recall the sources mentioned in the introduction, that guides us what is the *performative* – i.e. what is meant practically and operationally with *sustainability in action*. I use the outcome of these diverse sources to summarize the list of “sustainability related problems”. As concluded in Chapter 1, this is primarily determined by the political action plan documented in *Agenda 21* (UN, 1992), *Millennium Declaration* and *Millennium Development Goals* (UN, 2000), both agreed at the Millennium Summit in New York 2000, and the *WSSD Plan of Implementation* decided upon at World Summit on Sustainable Development in Johannesburg 2002 (UN, 2002b). This list derived and synthesized from these sources lines up areas with problems associated to solve, goals to reach, and values to create;

- Poverty
- Water and Sanitation
- Health
- Education/illiteracy
- Sustainable production- and consumption patterns
- Climate change and energy systems
- Chemicals
- Urbanisation
- Ecosystems, biological diversity and land use
- Utilisation of sea resources
- Food and agriculture
- Trade Justice
- Social stability, democracy and good governance
- Peace and Security

...find/identify and/or invent a solution to the problem(s) and bring the innovation to the market by creating an efficient organisation

You could easily be depressed by this line-up. But, a fundamental attitude to acquire and keep when this list of sustainability-related problems is compiled and then considered is to avoid falling into disempowerment and despair. It is of core importance to take the agenda as entrepreneurial challenges – to view problems as possibilities, obstacles as opportunities, and resistance as an *asset*, whatever nature of the resistance. You should take
deferred the challenges with confidence,

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29 “Taken” is very appropriate, since the -preneur suffix comes from the French “prendre”, that means “to take”. 

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strong commitment, clear intention and innovative behaviour in constant renewal with (inter)active adaptability - both when ideas are formed on how to meet the challenges, in deployment of these ideas and innovations by creative organising (Johannisson, 2005). The future is there to actively construct, not to predict. This is reflected by the second aspect above, a highlighted aspect of sustainopreneurship and the general view of entrepreneurship as “creative organizing” of a “new business opportunity”, to bring an innovation to the market, do not differ.

**With the (new alt. deep transformation of an old) mission/cause oriented sustainability business created...**

To further emphasize the distinction between the generic entrepreneurship concept and sustainopreneurship (*entrepreneurship and innovation for sustainability*), defined by the entrepreneurial activity motivated by the sustainability agenda, sustainopreneurship is mission and cause oriented. It implies motives and goals beyond, or rather aside “just making money”. Business activities are utilized to solve problems, and moneymaking becomes a means, not an end in itself with the business created. This gets strengthened by the expression “sustainability business”, where in comparison a sustainable business reflects a business with a conscience and awareness of the sustainability aspects of its operation, its impact from process and result, and adapts accordingly. A sustainability business in contrast refers to a business motivated primarily by its sustainability quest and purpose. In other words, it is in the land in between the strictly commercial vs. non-commercial, in between for-profit and not-for-profit, in between cash and cause. In order to dissolve the boundary in between these either-or perspectives, we can label the aim of the business activity to be “for prosperity”. With the above-mentioned “new/old” distinction the prosperity-making can relate to create new as well as to radically change established businesses (cf. Gerlach, 2003a and 2003b) and it is also reflected in the sustainability entrepreneurship definition of Hockerts (Ibid.). The intra/entrepreneurship division is also reflected by the second part in the imaginative wordbook entry.

...adding ecological/economical/social values and gains, with a bias towards the intangible - through dematerialization/resocialisation

Intangible implies resource use to be lowered, reflected by the term “dematerialization”, while the social dimension of the value-creation is reflected by the term “re-socialisation”. Robinson (2004:381) refers to dematerialization as “reducing matter/energy throughput per unit of economic activity” and re-socialisation as “increasing human well-being per unit of economic activity”. The three commonly mentioned dimensions of sustainability are echoed here, where especially Gerlach (2003a) shows ecological vs. social entrepreneurship as two respective tracks, now integrated in sustainability entrepreneurship.
The value added at the same time preserving, restoring and/or ultimately enhancing the underlying utilized capital stock, in order to maintain the capacity to fulfil the needs of present and coming generations of stakeholders

The firmly established sustainability criterion, mainstreamed, comes clear and explicit at the end of the definition, where utilization of resources takes into account the needs of future generations. This approach harmonizes fully with the WCED (1987) definition on sustainable development. “Stakeholder” is a generic term of all actors and agents (not just the shareholders) that holds demands on the organisation (not just in the nature and form of financial returns and dividends). These demands are met by explicitly and consciously aim to internalize as well as to minimize the external costs in the form of negative ecological and social impacts from both process and result from the organisation - a perspective kept, integrated and synthesised from Hockerts’ definition on “sustainable business” (Hockerts, 2002, Ibid.). Restoring the utilized capital stock is also added besides preservation (or as Hockerts put it, “protect”) and enhancement of it.

To place these last aspects in the final part of the definition is an important point. Usually, from the reactive response of business in relation to the global sustainability agenda, these constraints are usually put in the first room, that business should move within the borders, and that meeting social and ecological needs has been at the expense of the financial prospering and bottom line. Next level usually involves taking from reactive to proactive, viewing sustainability as an opportunity for strategic adjustment and with increased goodwill increase the revenue with what could be called “sustainability marketing approach”. The trade-off delusion and myth is efficiently busted by e. g. Hart, S. L. (2005, pp. 1-24), it is usually the other way around – mutually nurturing to put a holistic emphasis on all dimensions. But now, the suggested concept goes even beyond that – to place sustainability as the core of the business idea, to its moving and shaking epicentre as a force for world change in itself. And in this perspective, integrating the sustainability into the organizational DNA and its main narrative, it then becomes almost unnecessary to point out that the sustainability “constraining” criteria are met in product and process, since the very existence of the venture is to turn sustainability into (business) opportunity.
Three core dimensions of sustainopreneurship

To summarize: Sustainopreneurship, with this definition, highlights three distinguishing dimensions, all three are present simultaneously in the interaction it reflects.

1. Seeking, finding and/or creating innovations to solve sustainability-related problems

The conscious mission that guides the action, especially in the nascent ‘–preneurial’ stage before the venturing forms and formalizes into an institutionalized business entity, is to deliberately find practical and innovative solutions to problems related to the sustainability agenda.

2. Get solutions to the market through creative organizing

If the solution is generated by creativity, equally important is to take it to the market in a creative and innovative way. In this dimension, there is nothing that really differs from the generic entrepreneurial description I subscribe to, but this comes natural since sustainopreneurship is a conceptual extension and development from the social phenomenon named entrepreneurship, and thus inherits one of its perceived key dimensions, “entrepreneurship as creative organizing”. Market is used, as well, not society primarily, since it implies business establishment – a sustainability business that still knows its place and role in the holarchy mentioned in the first chapter (p. 10). Bringing something to the market, at the same time brings it to society and the environment.

3. Adding sustainability value with respect for life support systems

This awareness that the market is a sub-set and an embedded system in both the “socio-sphere” that in turn is a part of the “bio-sphere”, naturally and self-evident makes the sustainopreneurial team to maximize harmony with life support systems: With joy and pride live the epitome of the generic definition on “sustainable development” in the business venturing.

A definition is no proof.

William Pinkney,
American diplomat (1764-1822)
4. Interactions – seek, find, create, take it out; with respect

This chapter contains selected stories that provide the empirical material brought from experiences to contrast the formulation of the tentative definition and test the performative power of the concept. The three dimensions introduced in the third chapter guides the structure of the stories told into three sections – pre-venturing (seeking/finding/creating), venturing (getting it out to the market) and post-venturing (reflection around the process, operating within limits) - five core stories. Two related to the nascent sustainopreneurial stage illustrating a bias towards the first core dimension of the concept, two main venturing stories mainly to illustrate the second dimension, and a post-venturing reflection to illustrate the third.

The pre-venturing spans from Jan 2000 to June 2002: In the nascent stage neither the business model nor the concept of sustainopreneurship naturally had been found in the open search journey that took place, mainly driven by strong discoveries, generated ideas and intuition; sparked by an “ignition”, with an intense drive in the action but with lower degree of ability to communicate in this messy discovery and exploration phase, that further lead to a round trip and relocation to Uganda. Contextualizing snapshot stories are together forming the lasting impressions of Uganda, with some short descriptions of the explorative enactments I took out in the field. Venturing, next, from July 2002, to date: On a Mission and seven of the related brands, ideas and concepts created are chronologically described, with embedded realist tales that describes each and every one together with some impressionist and small confessional elements in the van Maanen (1988) vocabulary of ethnography. The second story of venturing, developing from May 2004 is Ignition®. Some key events in more detail are recalled of this main business creation in the whole eco-system of the business modelling, with a final business plan presented December 2006. A post-venturing story is included to illustrate the self-evident and obvious omnipresent strive for sustainability also in the -preneurial processes, with an almost axiomatic awareness expressed in behaviour, “walking the talk” with action as rhetoric. The venturing stories are spanning from June 2002 to March 2007. From the spark in January 5, 2000, to March 22, 2007, the final story told marks an intermediate end, for a new beginning – in an endless iterative and interactive loop.

4.1 Pre-venturing

“...with intention, commitment and intuition”

4.1.1 (Re-)searching and developing

The “Ignition”: The millennium shift was five days old. I surfed the Internet and checked some news. Jan 5, 2000 – Internet World, a Swedish magazine and their news flow stated; “All can be co-owners in a new site”. It was one of those crazy ideas that showed up in “the new economy” where everyone was supposed to be multi-billionaires on Internet business ideas, and here was the last one in that flow. The idea was to contribute with an idea what the website should do, and by monitoring all the ideas flowing in, the management should choose one, then everyone
who had contributed with an idea should be share-owners of the company. It was late in the
night, and I can only describe what came to me, but very hard to transfer the “feeling” – but I
can say it was with the strong flow of “aha”. Almost like an angel walked in the room.

The flash in that moment was the idea of micro credit – the powerful tool to make people work
themselves out of poverty with very small loans. I saw in front of me Internet as an engine to
spread that opportunity with speed. I remembered Muhammad Yunus words from the BBC
documentary from 1997, when he told about the basket making ladies who only needed raw
material, and not to loan from loan sharks with unreasonable, exploitative interest as the only
way to get hold of capital.

So, if you could state your need with a simple form, and have a simple way also for the western
world, to base the idea on trust – a first small loan to be transferred, and if you were able to pay
it back within time, that was the qualifying criteria to go from “nano” to “micro” financing. I
developed the idea further with speed after this “ignition”, and sent a mail to the management. I
was filled with enthusiasm. Thinking of a theme for the site, I remembered the song “One World
– Not Three” from the album “The Ghost in the Machine” by The Police with Sting, a song that
reminds us that it is a false assumption to divide the world, when we are all one family. “One
World is Enough – For All of Us”.

I looked after its lyrics (yes, this was before Google hit the #1 position as Search Engine, so
Altavista did the job – this was also in the times where the predominant metaphor of the net still
was “library”), and landed on a Dutch fan site. I looked up the “about page”, the one who had
done the enormous volunteer job, the enthusiast and owner of the site. She recommended a site
in her “links” section, “The Hunger Site”. And how astonishing that idea was! Click on a button,
and some small ads sponsored a cup of food for every click for the ones in need.

My eyes landed on one of the sponsors, Novica, who sold works from artisans from
developing countries without middlemen – where both the end user and producer made
significant improvements financially. The end user got it for half the price, and 70 percent of that
price went directly to the artisan with direct trade and local management streamlined the
operations and lowered overhead to a minimum, where the artisan experienced significantly
better economy. Before there were at least five middlemen from the local artisan to the fine store
in the Western cities, and usually the artisan was quite ripped off from the purchaser in the first
tier. This engine of Internet really fired up opportunities not seen before in front of me – and all
were business models and innovations that solved world problems as hunger, poverty and trade
injustice! The number of ideas of unusual combinations never seemed to stop! It was a great
acceleration, and I started to develop and search for ideas on how to have this combination of
Internet and other modern communication technologies to create a significant increase in the
speed to make poverty history. Especially since it was said that one Internet month was like one
year compared to the “pre-Internet” ages, due to the speed of the development it created

30 http://www.stingetc.com/me.shtml
31 http://www.thehungersite.com
32 http://www.novica.com
through intensified interaction loops – a crazy proportion emerged that the poverty could be eradicated by the year 2013 if the first and second industrialist development waves of 150+ years was divided by twelve counting from that date!

The first “seeds” were sown. And most of all, I gained a strong commitment and intention to digest whatever new technologies and innovations could be of use to speed up the development in developing countries, after these inspirational business ideas that came to me.

*The First Brand Name – On a Mission.* I got reminded over the course of this early time about the film “Blues Brothers”, a cult comedy classic, where a key scene is where they listen to a gospel choir and one of the two brothers Blues gets struck by a light beam through a church window and he gets an enlightened insight that they are “on a mission – from God!”, a very funny scene – where he realizes they have to organize a Rock Concert with their old band buddies in order to bring funds to the Nursery and Child’s Home that is maintained by Nuns and now threatened to be closed due to financial insufficiencies. A self-defined mission – which we never have felt to be impossible, even if some might have said so!

*Venture Cup 2000/01.* Some months went by, and I had now attended some classes on Växjö University, and next autumn 2000 I started an in-depth class on electronic markets and business in change. After a while in the class I started to chat with one of my course mates Rikard Jansson in a break, and I briefed him with some of the ideas. We saw a business plan competition called Venture Cup, and decided to hand in some ideas for further digestion. Since then, this “tandem entrepreneurship” with Rikard and me in the very key team has been maintaining the full process, and we still are as close as friends can be, even after all these years! During the process of research in this period, I surfed around and ended up at another spot on the net. I took part in a huge global poll. They were about to ask in a world wide questionnaire, with a lot of volunteers who participated in the field, and in the most resort settings even used satellite communication to transfer the survey results with handheld computers and laptops, at the same time the project showed the power of information and communication technology. I used the net at the computer lab at the university. Of course, I got curious about the project I just wondered who was behind it, and I also digested the NGO volunteers who collected the survey, using all kinds of electronic gadgets. One survey collecting team was SELF – Solar Electric Light Fund, Washington. Another strong experience came to me – the website taught me how deep impact the solar energy could have, especially to the rural emerging economies and as a means that could bring you out of poverty and provide energy resources to micro entrepreneurs, schools and clinics in the world. I picked up that 70 percent of the one’s living off grid power right now, with no access to electric energy, could have distributed renewable energy to their homes through photo voltaic solar panels. The panels would work as collateral, and you could

33 Later on, in the venturing stage, we were careful to cut out the “God” part, since we are politically and religiously neutral and did not want to exclude anyone in the process onwards, and has since then been stuck as the OAM or “On a Mission” brand.

34 The project is found archived at http://web.archive.org/web/20010605150708/www.planetproject.com/en/home.html

35 http://www.self.org
switch cost from candles and unhealthy kerosene lamps to a monthly payment on a mid-term micro loan with a payback loop far shorter than the life span of the solar panels. Amazing. A sense of acceleration was experienced, and enthusiasm grew stronger.

All these ideas ended up as separate pitches in the business plan competition, where the basic ideas were to create online third-party marketplaces for suppliers of systems, supporting local vendors. Yes, this was the heydays of first web and Internet business speculation boom, and we were not unaffected by the spirit of the time, even if we remained critical to much going on at the time. The collective working name to all these ventures were set as On a Mission [ad]Ventures, as proposed earlier. In the process of writing a market plan we wanted to have micro data for developing countries to estimate the market and structures for distribution to make some sensible business plan in the competition – but it was totally impossible to get data and information of the kind you need for a market plan on the net. Much was found, but not this. Information acquired was dominated by the i macro-oriented data from World Bank and alike, with GDP development and statistics from UN bodies and so on, but we seemed at that time to be alone (even if we weren’t, retrospectively concluded) of actually perceiving the developing world as end consumers of something beyond Water Dams, Cigarettes, breast milk substitutes and Coca-Cola – or at least it felt so. It took us a while in our –preneurial myopia, to realize that this was the reason hardly any information on micro level could be found publicly at least, such as village sizes and demographics. The practical result was that we could not go further with the business plan – so I just felt the calling I should go to one country to see it for my self to learn and gather information from the field, enough to support a business plan for a pilot case and test out.

At this moment, I had thought to go to Peru for my Master’s thesis, in the autumn of 2000, since I was curious to meet one of the artisans supplying Novica, and applying for the Sida Minor Field Study Scholarship, to get there in place to see these things for real. I also wanted to study what impact Internet café’s and telecenters had – in Peru called cabinas36 – and maybe some pioneering solar projects could have in people’s lives. The Peruvian artisan who supplied Novica lived in the Andes in a remote village. He told in an interview that middle men were cut, selling it directly to the global market; he would have maybe up to five times more per piece. Now he could pay the school fees and send his kids to school, and he could afford new furniture, when he was not forced to rely on the local hustling purchasers to take it to the local market in Lima.

This was the background. I doubted the choice to go to Peru, though, since I could not speak Spanish.

A big boost of energy and inspiration had also happened when a full day with lectures was held at the university, at an event named Think Global – Act Local in the last week November 2000. Here, Dennis Pamlin, Global Policy Advisor of WWF, in his general lecture on globalization, he compared the expenses on global marketing aggregated annually, with e. g. development aid and expenses to cover all basic needs globally. This sparked an idea – another “ignition”: If only ten percent spent of all collected marketing budgets globally were spent on basic needs investments,

36 http://www.cabinasperu.org/
all these needs would be covered – for health, education, water and food. This has constantly been in the back of my mind since then, as a huge opportunity to transfer these resources in aimed intelligent marketing activities.

**Uganda calling.** The time had come to December 2000. Then, by serendipity, I met this guy at one of the student corridors at Växjö Campus, just like that. I got first hand information on all these issues – he was from Uganda, but now he lived since ten years back in London, still in strong contact with family and friends through the Internet. I got totally updated on the situation there, and the country had experienced relative stability since ten years back, he told me. My memory from the seventies and my childhood years of the trio Amin, Franco and Pinochet, with Idi as the Ugandan “black Hitler”, was replaced by an image of a prospering country with a lot of aspiring entrepreneurs and a strong advice to go down there to “seek business”, as he expressed, and contribute to the development. They would welcome a guy like me, he said. He also confirmed not just by his statements about the Ugandan culture, but also by his own being, that Ugandans are very nice, warm and friendly as a people. He inspired me on the spot, to get there for my thesis to come. During these days, I also talked to another friend, about an idea to structure knowledge at every level in some kind of net accessed database for knowledge distribution and dissemination, I got reminded of the power of knowledge, and the impact of education.

**On a Mission dinners.** These “magical weeks” of late November to mid December in the first year of the third millennium, so many things happened in an intense chain of events, and was peaked with a tune found by a Swedish electronic dance music producer Inzite, who shared his music for free on the net, with the tune “Out of Reach”. That was the feeling carried in my spirit – we were out of reach for the bad forces not to see us realize these ideas, and I felt at ease. A feeling that was strengthened by the dinners we had, aptly named “On a Mission dinners”, every second Thursday night we had vegetarian recipes from all over the world and met with a number of high spirited local entrepreneurs and activists in a wider network, and we were 'forbidden' to talk about current projects. A dinner conversation rule that triggered a very energetic and creative dialogue that reached profound insights and existential break-throughs, where emergent questions came to be “What’s your Vision?” and “What do you love to do?”. Concluded was love as the premier force for positive development at all levels, already at the first dinner. A vision was created from one of the dinner attendants (he later on initiated another strong sustainopreneurial drive on his own account, return to that!): That we would **strive for a world where you meet everyone with Love and Respect, and you can be expected to be met with the same.** Later on, I took it as my personal ID quote (see www.andersabrahamsson.info). Eventually, when we reached some kind of tipping point, needs fulfilled, dinners just self-organized themselves out, actually vaporized in the end, and I admit to be a catalyst of that process, but that’s another story.

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37 Later on, this basic idea came along – Wikipedia! Still an interface towards teachers and pupils are missing: Exercises and learning applications for pupils and Teacher's Guides for teachers. WikiEdia?

38 Since the summer of 2000, the whole process has been sound tracked by high-spirited EDM all flavours.
The business ideas now submitted were oriented towards third-party marketplaces for the technologies and means we so far had found that focused capacity building (education and microfinance) and technology transfer (solar energy and bridging the digital divide). 2001 arrived. I brand named fully the SEEDS acronym, with sustainable distributed energy, education, entrepreneurship and digital unification (still not filled with content regards the last “S” – that was to come in the future trip to Uganda). I got an idea to inspire future students with these themes, to conduct a Thesis Competition. Steps were taken in this direction, and time was there to get online. In February 2001 I registered a domain, www.on-a-mission.org, and uploaded the first web page to announce the thesis competition. I had applied for the Sida Scholarship at the university, and as a result and in competition with some other students I got it, in May 2001. As a consequence, I did not go further with the thesis competition, it was put on ice – now instead all set to prepare my Uganda visit.

Summer before going – EU, Gothenburg, Roskilde. This summer was the infamous Gothenburg EU meeting with the US president on the Swedish ground, and I was co-hosting an international student’s meeting regards the climate change in a project arranged by Swedish Ecodemics, a student NGO. The course of events happened to find me constantly in all the peaceful places during this week that was media-dominated by riots and the very messy and ambiguous collective identity of “anti-globalists” that followed in the media dramaturgy in demand of simplified polarization. All the nuanced conversation and dialogue-oriented people never got voiced, and the media image was totally different from the settings I found myself; in different challenging seminars and conferences with various arrangers: At a high-end multi-day conference arranged by GMV – Gothenburg Environmental Science Research Centre of Chalmers/Gothenburg University - where the phrase “empower those who wants to empower others” came to me in a seminar on Global Warming. At Friends of the Earth Europe and their 30 year anniversary - as a volunteer time-keeper. At Forum for Systems Debate – where we discussed the most environmentally-friendly religion with a lecturer and Idea Historicist from Södertörns Högskola and a Buddhist convert, and attended a seminar with the ever-lasting topic to integrate sustainable development in higher curricula arranged by Swedish Ecodemics. At the first Fritt Forum (“free forum”) - where I met Viktor Jonsson of the fair trade import developer HandlaIhop at a booth in the open fair, that has helped our mission all along the way since then! – and in the middle of the night at the Forum, some Swedish “ecodemics” together with our international guests danced to house and techno so filled with energy we just felt like dancing away on the smashed “Avenyn” to “Re:love the street” – we did not feel “reclaim” was suitable according to our spirit, later on connected with the vision from the “on a mission” dinners to define it and, embraced as a “personal tag line”. Yes it was a strong and hectic week, which filled me with a lot of energy and hope.

The spirit was even more accentuated with a visit to Roskilde Festival some fortnight after, where I listened to a never forgotten peak time musical experience in my life, Faithless, followed by DJ Tiësto. A night I never will forget! I also managed this pre-Uganda summer to go on a short book promotion tour to sell the book “To be a part of the solution”/”Att vara en del av
lösnningen” with 324 everydayness environmental tips, together with the author, with two cars we got sponsored by Växjö Municipality (one Toyota Prius, the first Hybrid Gas-Electric Car and a flexi-fuel Ford Focus for another trip) and visited a Folk Music Festival in Korrö (Småland, Sweden), Gothenburg and the sailor’s ‘Mecka’: Marstrand “to sail is sustainable” – Navigare Sustainare Est! One box with hundred sold; still have a supply of the other.

*Time to go.* August swept by, and the energy that I got from this summer was soon mixed and filled with anxiety enough to go to the unknown. “To go where I don’t know”. Just some days before I went, I got a tip that I could bring some cell phones to Ugandans, and I got one with me in an odd way. This is in fact the last thing of crucial importance I remember before I left. I had bought a log book that I hardly used, the calendar to even a lesser degree, and a jotting pad that I already had since before got over-used, together with a bunch of references in my backpack in vanity to reduce the feeling to “tackle the uncertainties”. They ranged from conceptual papers on entrepreneurship in Africa, some pocket books from James Redfield and Henning Mankell and the trivia and useful facts found in Lonely Planet East Africa. One of the last sleepless nights I did a web template with some minor content and uploaded. I was reached at anders [at] Uganda [dot] nu during the months to come, now, about to go. I got a mail from a faculty member who sent a well-wishing mail message with “have a magical journey”. I sure had.

4.1.2 Enactments in Uganda – a snapshot collage

“...a Muzungu going all and everywhere but native, an anomaly in both his home country and at the arrived setting, shuffling around downtown Kampala with a native”


That is one way to describe my journey from one home town to another, which began with throwing myself out from my student room and grabbing a taxi not to miss the train, and ended with another taxi late night, the day after. From Entebbe to Kampala. September 5, 2001.

Yes – it was like coming home. I never stumbled into cultural shock, since Ugandans were very welcoming. My travel mate, that I met in the preparatory class SIDA arranged for us, a student from Gothenburg, and I, had already decided that we should stay for five and a half month when we met in Gothenburg during the EU week. In a flow the coming days, everything just settled. Her field tutor had an small advertisement picked up from the newspaper New Vision, that was a note about an in-house apartment free for rent, with one room each and a shared kitchen for us, and this was the first morning we woke up in our new home town the months to come (and yes, the first thing that morning to buy myself a cell-phone and send an SMS to my friends Up North, “all ok”). Settled, and walking down town, going around in taxi, visiting the local restaurants, buying all the necessities and getting to visit my first Internet café – the westerner habit “always connected” never left me. And of course, all those begging street citizens. Just everywhere. Everywhere.

Fifth of September, 2001. Some days later, when the last roll of toilet paper was bought down town, I felt that only one thing was missing, and that was to get a field tutor. I had mailed a
dozen prospects from up north, but no one replied. I got to learn that the best thing to do is to speak with persons face to face, and not to rely on the written. Ugandans have a culture to with the word said aloud, face to face, to be more of honour and obligation that overrides all on paper and written. I never felt worried; I just expected it to happen.

Exhausted with all the fix-arounds, we found our way to the Centenary Park, and rested in the green, enjoying the Equatorial Sun under a tree. And here, that first mega-blast of Serendipity and Synchronicity Magic occurred. First one guy came along – Kenge Gunya. We instantly found ourselves chatting, the three of us. Then, the second came along – Joseph Muwonge. Since then, the first partners in Uganda for On a Mission and my field-tutor Joseph that was acting as a cicerone - an intense cross-mentoring with thousand questions asked and equally answered collectively and mutually in an ongoing field seminar and peaceful cross-fire ignited by sheer curiosity, with an action route the months to come was settling all the experiences needed to venture down with the Ugandan experience as one of two legs to “stand on” in the OAM Buildup. Our first visit to a vegetarian restaurant and the first polite phrases in Luganda learnt, the Baganda tribe lingo - one of the languages found in the African hyper-diversity of five thousand+ language families was picked up. Oly otya! Kali, Ssebo! Kali, Nyabo! How are you, Sir? Mrs? Gyendi, all fine, Bilungi – Excellent! The cell-phone I came with, donated, was now in the hands of my partner, friend and brother Joseph! Connected! The jotting book was already filled with some micro finance banks and some solar energy retailers from my first inquiries there in Centenary Park, worth visiting for solar panels exploring. The weekend passed, and our due diligence of mutually exploring the setting and the possibilities it contained, was on.

Joseph met up at my new home that Tuesday morning, the second week of September, and after I returned home the eleventh, late night after a sweaty day, I chilled out at the small informal pub that my landlord kept on his premises as a water hole for the Ugandan lawyers. Then he broke the news. I thought my landlord showed up the sickest humour that you ever could have. He said that the WTC twin towers was smashed by two aeroplanes, and was all down the ground with only dust and thousands of people died in trace of the event. I got so upset with him – and lucky for me not to bark the loudest at him to complain at his very bad taste of humour, the CNN Cable was just on with the 11pm news at the shelf next to the beer bottles behind the bar desk, and there I saw with my own eyes what had happened. I was shocked; totally surreal, like a TV game. Instantly, I started to circulate a deep round of SMS to all my closest friends, that now, really peace must prevail, and some weeks after I got a mail from the Hopi Tribe from a mailing list, that I circulated e. g. through the Swedish Ecodemics Mailing List. After that circulation, that morning the 24th of September, I felt at ease again, similar to the feeling when I discovered that “Out of Reach” song that caught the spirit back in December 2000.

This extreme event, that led to the trans-shift of seismic proportions in the global, geo-political power game, sat the tone for the whole trip and stay to come. The day after Joseph and I said, now we have to speed up for peace! And so we did. I mailed a US friend that worked some four
kilometres from Pentagon at the US Patent Board who thought it was an earthquake - all was ok with her, confirmed. The study visits to introduce me to all necessities of Kampala (small business) life was there. We went to Owino Market. Yeah, he was right – the small business activity in Kampala was vibrant, and the visit to Owino market with all its 60 000+ petty traders in their booths, like an ongoing open fair, just got me to the conclusive spot that the national policy to encourage small business and micro-entrepreneurship had given strong results.

Joseph got me to a group called “Disabled Women in Development”, and presented the social entrepreneur (a vocabulary I did not have then) Harriet Zawedde. They had a common, cooperatively owned cash-box – a revolving credit fund – that served as a 'loan-for-wholesale-procurement-in-the-morning-get-the-loan-back-later-in-the-week-when-goods-sold-and-keep-the-hundred-percent-margin-to-buy-a-house-and-school-fee-in-the-end' for the disabled women, eighty and more of them, mostly struck with polio with various degrees, that they got access to after an initial membership fee of around $4. I realized that this common cash-box equalled the cost of one night at Sheraton Kampala for the foreign aid workers visiting, excluding the cost of a rural round-trip with those white cars with logos coloured in red, black or blue on their doors.

The field office was just in the middle of the boiling heat spot of merchants, and their business was flourishing. Owino in general was like – “if you can’t get it there, you can’t get it – and probably is not worth it either”. What happened these months to come, I cannot give justice to at all, here. But;

We found a textile factory and got to know that over 6 000 organic cotton growers can get their cotton to be t-shirts and other clothes in a newly refurbished factory in the Kampala Industrial District.

We collected ~60 dream paintings from Street Citizens, and fed the youngsters with carrots and bananas bought from the Diwode traders at Owino, every Sunday at 1pm, five weeks in a row, and that has been honoured a story on its own.

We got a deal with free copying from a secretary bureau in trade of another web site down town after mapping all the micro finance institutions from the big list that we copied from the NGO registry at the Ministry of Internal Affairs.

We got another deal with a local Internet café to give them a website designed traded with Internet time.

We designed and worked out a study circle material for Climate Change in two-and-a-half weeks, from that café in conjunction with Dennis Pamlin, Global Policy Advisory, WWF, where Dennis used the graphical work in a presentation in Stockholm the day after the material was ready.

We talked with a local representative of AstroPower (a Princeton, NJ., based solar energy company later required by GE) in downtown Kampala saying that they had distributed solar energy systems to both private households and offices in the rural, but said that lack of access to third-party financing was the missing key for rapid proliferation and adoption. The distribution network was there, with rural AstroPower offices in twelve villages.

We experienced wide coverage of mobile networks, where more than a doubling of GSM base stations had been invested every year, consecutively, the last three years.

We met a former Ugandan-Swede moving back to his homeland Uganda.
We went to the rural coffee district, south-west, in Kitofali Village, Kyanamukaka County, outside Masaka town and Joseph’s Father to see the beauty of the green landscape, a sea of greens built by the fertile grounds of Uganda, envisioned a future rural Internet café and coined the term VAN – village area network with WiFi. Experienced with some deep authentic sustainable natural tourism, meeting a local village entrepreneur that had his first business selling sugar canes to his school mates at the age of 13, and now as a farmer and coffee trader investing the returns of his business into a local village hairdresser with a trimmer running on car batteries. And we got reminded of the health aspect of life seeing a rural clinic, in sharp contrast to a Coca-Cola distributing local café with a coke cooler running on kerosene. Where the last “S” was found in the SEEDS brand – Strengthening of Health.

We went to the cotton district surrounding Lira Town up north, visited a cotton farmer outside town, and I had my first real warm-water shower for nine months at the Inn, the same day Bono from U2, was a stone’s throw away from our first suburban office for On a Mission Uganda in becoming in Kawempe Mbogo north Kampala, visiting a microfinance center.

I sat down two weeks in May and drafted a 110+ page volume of the On a Mission constitution, in retrospect I see was a way to collect my impressions and empty my brain and spirit of all thoughts and ideas on how to move forward before going back, sitting on a mattress under a mosquito net in that Mbogo office with a donated old laptop from some Swedish office junkyard backoffice room, now recycled for a purpose. Where Mbogo in Luganda means “buffalo”. Never give up. Continue with strength, persistence, endurance and joy.

We sat in a café in the morning, the last day, and got to know about a new coffee factory, just before I should go home the next morning, answering my last question I had before I could go back.

A lasting impression of Uganda is that it is boiling over with creative, diligent, hard-working, warm, nice and friendly people who I see just can take the ball for themselves if they get the space enough to do it. For sure, they can work themselves out of poverty, if we open up their field of opportunity and set the needed conditions. It is our common responsibility and in everyone’s interest to do so – to create global prosperity through local interaction. I had enough of what I needed to know to get back for the venturing. Inevitably, I had to separate from Uganda and from my friends, ripping my soul apart, after a rebooked ticket that prolonged my stay (because I felt the mission was not over in February as the original booking was set), to stay some three-and-a-half month extra, and to return to a summer-ish Sweden. I got reminded of one thing the last day before going, right there, last of May, since my cheap watch I brought from Sweden had stopped working and showed a fix time of five past five, pm. Time is the critical resource.

The last day I saw a guy in the street with one of those odd t-shirts finding their way through Owino market wholesale after some trader got them from the charity ships from Red Cross UK and alike. Ut was The Police Tour T-shirt from their Synchronicity tour (Police, 1983), their last tour as a band, during that tour I had experienced them live in Stockholm. Yes, that was in early Eighties (!). A merchandise T-shirt can live long and travel far. Right? Now, the Police and Sting together with the band will reunion for a World Tour 2007. Maybe they will play One World (Not Three), from the album Ghost in the Machine (Police, 1981).
With two references in the Police album repertoires, I can only say that synchronicity, in Jungian terms (Jung, 1955/1991) is the way to summarize my trip in Uganda, especially, but it has been there all the way. The other reference is “Ghost in the Machine”, with a reference to Arthur Koestler reminds of the One and Only World we share, the holarchy I had in the introduction. The circle got closed.

“…seeking, finding and creating innovations to solve sustainability-related problems”

The conscious mission that guides the action, especially in the nascent –preneurial stage before the venturing, is to deliberately find practical and innovative solutions to problems related to the sustainability agenda, I stated to be one of the criteria before embarking on these story snippets. We had enough of the components and ideas found after this trip to venture upon, and with the round trip a much clearer depiction of the future on how to implement it.

Sustainable trade: Organic cotton – merchandise to be imported. A modern coffee factory established recently. Prospective goods imported with results to sustainability investments - “funds on a co-mission” as we joked!

Investments in Sustainability Innovations and empowerment means: Solar energy - it works, many retailers in place. Internet café’s, cell phones everywhere – Uganda getting connected in rapid speed. Micro-finance the cooperative way is there, as well as many micro-credit institutions already on the ground. Modernization in many dimensions in urban environments with a rapid proliferation of Internet Café’s, more than 30 just downtown Kampala and several established during my stay, and secretarial bureaus were many. An entrepreneurial attitude concluded at all societal levels within the Baganda tribe and its culture and among other tribes as well. I could go on to list all factors, components and ideas generated during the nine-month stay, but I settle here. All these to be integrated in an innovative business model, now going beyond just being “in emergence”.

Enough to work on, time to go back – venturing time!

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead
4.2 Venturing

4.2.1 On a Mission and its spin-off ventures – a Timelined Summary

“…exploring creative organizing for sustainability”

The “On a Mission Journey” began, as said, January 5, 2000, and was in its research phase passing Uganda, Sept 2001 to May 2002. On a Mission was brand-named as a working name in 2000, the virtual top level domain www.on-a-mission.org was claimed February 2001, and after a pre-study in Uganda September 2001 to May 2002, finally constituted June 2002, with initial board members me, as chairman, together with Rikard Jansson as treasurer, and Magnus Svärd, and Mattias Larsson as auditor, and formally registered as an Inc. Ass. (Swedish: Ek. För.), after a long bureaucratic process in April 2003. To get Joseph up to Sweden so he could learn our side of the supply chain before venturing all the way was found to be a must. Through financial bootstrapping we managed to get him here for two months. We spent hours and hours in the student apartment in deep conversation, and later on with touring all over Sweden from Malmö in the South where he arrived through Copenhagen to far up North for lecturing (and skiing! – not bad for an Ugandan Marathon Master of year 2000). This second round of intense cross-mentoring, with reverse roles of foreigner-host, anthropology in practice. The phase biased with research had some kind of informal ending after the Joseph got back to Uganda after visiting Sweden October to December 2002, and register On a Mission Uganda Ltd. (not for profit), filed March 2003, and we could go on to really set the business agenda in both ends of the Swedish-Ugandan link after this double looped cross-mentoring in both contexts. After some discussions the name of the association was finally agreed to be kept to On a Mission. Not an easy decision since the name is similar to communities of practice related to the church world in the domestic market clashing with our non-religious (and non-party-political) association, but working more according to purpose on the international market, with associations to “Mission Impossible”. As a task, assignment – and of course mission possible!

Joseph made the following accomplishments in line with our mission, and developed some projects further from the sketches made during the research phase, sustainability innovations to test out the following, guided by the SEEDS approach, now defined; Strengthening of Health, Education, Entrepreneurship, Digital Unification and Sustainable Decentralized Energy. Drawing upon two sources OAM Uganda Annual Report 2003/4 and the SIFE Report 2004, they consisted of the following (Muwonge, 2004; Växjö University/SIFE Sweden, 2004);

- Full business registration in March 16, 2003
- Full establishment of office premises with furniture
- Organizing 300 farmers with success, working in a village cooperative promoting organic production of coffee and looking forward to a fair market price
- Acquisition of two acres of land for future development work in Masaka
- A construction with sand filtering made for the protection of a Water well in Serinya community – Masaka, supporting 500 villagers with clean water at a cost of €500
• A pilot project on food and nutrition with a fully developed training manual ready for multiplication, based on network education (training the trainers who trained trainers in the villages, who in turn trains the villagers) – 22 people trained, who educated 42 village leaders, with 200 villagers reached

• Training and passing out twenty adult education facilitators for adult literacy training, training Micro entrepreneurs in reading, writing and calculus and training in entrepreneurship and with this increased opportunity to live on their own business, Summer 2004 four graduating classes of 23-30 year olds in the number of 135 passed.

• Redistribution of computers and cell-phones from Sweden in conjunction with another organization, 20 computers through OAM.

• Habitat, rehabilitation and education for homeless children and children to disabled women opened where education gives increased possibilities for having a better future and opportunity to take part in society, also including business curricula, 200+ pupils enrolled first year

• “Young Entrepreneurs” - to use entrepreneurship as a means to solve local problems in the rural community, 220 pupils 6th and 7th grade educated in the programme, 46 business ideas, four businesses implemented

With these sustainability innovations, tried and tested, the last development of the final sustainability business concept was made. After evaluation, the Young Entrepreneurs, the Water Filtering innovation, the Nutritional project and progress with sustainable trade was especially identified as strong candidates for further franchise, development and proliferation from 2004 and beyond. The sustainability business concept was manifested with the last revised edition of the constitution and approved concept brochure, April 29, 2004, at the annual meeting of the Inc. Ass. The name kept, but the mission was agreed to be changed – from ‘ending world poverty by 2013’ meant as a provocative thought-generator (“is it possible?” – but with a risk to be perceived as not serious, even if it is possible) to ‘provide sustainable offerings with means generated for sustainable growth investment’, focusing the means, rather than the end, and with no time-table. In the concept our values placed the foundation; “respect yourself and others, respect for life conditions for present and coming generations, honesty, and integrity.” The principles to guide the action orientation were; “sustainability, human rights, equality, political and religious neutrality, not for profit (for the association, that meant balancing the need for reinvestment of the ventures for further expansion and a split with forwarding part of the result to the dedicated fund for “SEEDS” investments, with no share of the results to the members/owners of the association, but associated ventures working for a positive gross result, in a sense for profit, but not profit-maximizing at the expense of social and ecological cost). We kept the constitution open for future venturing, establishing offerings from “events, services, trade, experiences and products” and generating means for sustainability innovation investments with the SEEDS approach for capacity building and technology transfer in the developing and emerging economies, in marginalized parts of the globe40.

Before and after the concept was finally set 2004, four brands have had monetary transactions through this institutional body and formally registered judicial person, and three brands were

40 OAM Concept Brochure, still available at http://www.on-a-mission.se in the “about” section; the OAM Constitution, last revision 2004-04-29.
only reaching the conceptual stage with a potential release with other conditions set. On a Mission as a venture, retrospectively concluded with this remark, has worked as a sustainability innovation test bed to research and develop business concepts and brands with a potential to get each and every one of them into an independent spin-off in their own businesses, after their initial trial through OAM.

**Club PuLS**. The first brand developed and materialized in an event through OAM was launched on International Women’s Day 2003, March 8, even before the formal and approved registration of OAM: Club PuLS™ - a musical experience concept as well as an alternative bootstrapping financing model/innovation, running March 2003 to April 2004, with operational club concept manager Mattias Larsson, now swapping with Magnus Svärd after an annual meeting in 2003 to be a board member of OAM and Magnus as auditor.

I had returned to Sweden from my Ugandan trip. I was looking for new music for fuelling my spirit, the reenergizing source (where some CD’s sent by Rikard during my time in Uganda was totally worn out during the Ugandan round-trip). I had come home, and I experienced the reverse cultural shock, for some weeks being totally down and missing all my friends in Uganda, still compensated by the friends reunited with in Sweden, of course. But still. In this route, I found a song “Magik Journey” produced by a Dutch musician, DJ, producer and composer, Tijs Vervest a.k.a DJ Tiësto, with strong classically inspired harmonies and great dance-ability, and the title really grasped my memory of the nine-month stay in Uganda, “the magic journey”. The genre – melodic and epic uplifting spiritually energized trance, the classical melodic harmonies brought with a strong rhythmic content unifying the spiritual and the heart pounding drum beat originating from the same source; the Humanity and its beginning in East Africa, the cradle of humanity. The other song emerging as an anthem, “It began in Afrika” with Chemical Brothers, together even formed a working name of the club concept, “Magic Journey – It Began In Africa” that later got changed to Club PuLS after strong arguments that I finally bought, from Mattias. The music and concept was seeking its audience. We had founded the Inc. Ass., in the constitutional meeting June 24, 2002. With this idea of a Club Concept, we had outlined in what soon became a tool for generating means for initial investments in OAM Uganda. The idea of fund raising through clubbing was already researched and thought of while I spent my time in Uganda where we thought of arranging a club night in Kampala for fund raising, but realized when coming back to Sweden. At the premiere two internationally famed trance producers and musicians from Sweden, Inzite (Jan Gustafsson) and Airbase (Jezper Söderlund) supported our mission, together with the world’s greatest online trance community www.trance.nu, co-founded by Jezper. The Club Concept was covering much of the running costs from March 2003 to April 2004 through the cash-flow generated, even if the project after annual auditing was showing a negative result and thus was put on ice. The annual reporting gave further ground to get full energy towards the long-term focus to have the core activity up and running, the T-shirts, now beyond the agreed final formulation of OAM business concept, from May 2004 and onwards.

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41 It is worth noting that PuLS was not fund-raising for charity, it was fund-raising for generating capital to invest.
DJ Anders. What also got “branded” during this time was my “DJ/artist identity”: DJ Anders, as a resident in the club concept – later on I went independent after the club concept went to idle mode, with a gig through some other arrangers and promoters later on with initial transactions through OAM, spring 2004. Along the way, I got enrolled in the Icon Management DJ roster in 2006, an international DJ Agency with around 20 DJ’s represented by an entrepreneur/manager in Örebro, and had the first gig with this new agency affiliation (together with the old PuLS brand living on with “PuLSating Beats”, e. g. naming my promo mixes) in Karlshamn, April 2006, the second OAM/DJ Anders transaction. I have been DJ’ing since the age of 16 and I have consumed music since I was six months old, according to secondary information: “Revolution” with Beatles my first favourite song, I was said to be rocking to it. For me, this whole venturing would not have been possible without music, when neither coffee nor various energy drinks helps to keep the energy up, powerful electronic dance music with high spirit does!

SEEDS – the Fund, the Magazine. The annual meeting also manifested two brands that yet are to be operational, the third and fourth in order, emerging from the SEEDS methodology, with the purpose to popularize and proliferate the approach as such: SEEDS Sustainable Growth Investment Fund (later on re-branded “SEEDS Sustainability Investment Fund”) and SEEDS Magazine. For the latter even a draft logotype got designed and presented in the OAM Concept Brochure 2004. But it was concluded that the energy devoted to establish a magazine showcasing sustainability innovations and get advertising revenue as a source of financing should drain the sustainable trade from the clothing, together with a rather small profitability expected from such a project, so it was put on ice. The same goes with a more systematically built up financial fund investing according to the SEEDS philosophy, principles and approach, with the future conceptual tagging of “sustainability venture capital” investing in “sustainability innovations” – this comes from the dividend of the first positive result from the apparel trading as well and funnelled through OAM.

Ignition. The fifth brand, Ignition®, is a brand delivering sustainability profile clothing to businesses and organisations who want to profile themselves as sustainable, sourced through sustainable trade with ecological, economical and social quality from developing and emerging economies – initially, with this brand tag, from India. The Ignition® story is told separately due to its predominant magnitude, time span from autumn 2001 to date, giving it the proportionate focus and the weight it carries as the core brand and business emerging from the OAM Platform.

S*E*N*S*A. A strong legitimization of the On a Mission venture in itself was done by winning the Swedish SIFE competition – Students in Free Enterprise, where we were one of two projects in the Växjö University portfolio, July 1, 2004. I, and Rikard, were a part of the team representing Sweden in Barcelona September 22-24, 2004. A sixth developed brand name, S*E*N*S*A, emerged from this in the post-SIFE development – first out as a student association brand, intended to facilitate student sustinopreneurial venturing March 2005, primarily in this function to work as an association to support the development of a SIFE team at Växjö University locally. Later, in August 2005, after meeting a resistance from the university central administration we could not override, where they decided not to participate the following

http://www.sife.se
year, without compromise, the focus was shifted to an idea of a social-business networking support association in general, a virtual community of practice, to support sustainopreneurs wherever they are globally. S*E*N*S*A stands for Sustainability Entrepreneurship Networking Support Association. The idea was put idle after its initial business concept development, since it was concluded that Ignition® needed to take off and be firmly established first.

**SLICE Services and Publishing.** The seventh brand developed was **SLICE Services and Publishing™** - where SLICE stands for Sustainopreneurial Lecturing, Inspiration, Consultancy and Events. A venture branded in October 2004 in order to bring professional speaking with lessons learnt from the above for further inspiration, services with the sustainopreneurial message in the core. This last brand was spun off to be a part of the self-employment co-op C-företaget in October 2006. SLICE now functions as my “freelancing brand” to channel activities intended to further support, facilitate and proliferate sustainopreneurial processes in society and markets at large, in applied interaction utilizing modern social media, publishing and meeting methods, and the Ignition® case story, as well as a multitude of other sustainopreneurial cases, as inspirational storytelling. The first major assignment in the name of SLICE was when I was recruited by the SRI/CSR event organization eco6 in the autumn of 2005, as agent for the Swedish market, and speaking about Sustainability Venture Capital at the event in October 2006. Since then, some miscellaneous freelancing jobs has been conducted, such as hosting dialogue cafés and professional online moderator for a forum related to a project to educate professional Millennium Development Goal Communicators, guest lecturer at Växjö University and recruited as a freelance journalist for a new consumer-oriented sustainable lifestyle Magazine launched in April 2007, Camino Magasin. I constantly publish in the name of SLICE in two professional blogs, where my third professional blog is related to my music activities under the brand flag of DJ Anders (see Appendix I (c) for descriptions). I end this timeline to say that the closest moment to “be the change I want to see” in the words of M K Gandhi, is when I deliver the “Joy of Life EDM” – electronic dance music in various energetic flavours – in the DJ Booth in full part and participation in and within the collective energy created with the crowd, transcending.

> “Marketing and innovation produce results, all the rest are costs.”
> 
> Peter F. Drucker

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43 After advances in related research, e. g. my research article (Abrahamsson, 2006) an eighth brand name/identity just recently got found and named to eventually funnel formal research activities with this thesis as natural preparation, but this issue is still under investigation and negotiation on how to go on about formalizing enactive research on sustainopreneurship – as reflected by the abstract in appendix, “Researching Sustainopreneurship”.
4.2.2 Ignition®

“...communicating sustainability with action as rhetoric - sustainable merchandise”

If the major investment areas for capacity building/technology transfer through the SEEDS concept was decided, from the first elements in that flow of research before Uganda with the last component came to us in the rural Uganda the last month as told, still there had to be a way to finance these investments for sustainability. But expressing it this way, with this vocabulary, it is only done in retrospect made sense that it was so conscious. We (Rikard, Joseph in Uganda and me in the core) sought practical solutions to practical problems. And here is the first chain of events that lead us to what is now established as the brand Ignition®.

The question is - why t-shirts?
The story begins from a total different end. As noted in the preventuring with the last events before I went to Uganda, I got a mail from a friend in Stockholm, which suggested I should bring some donated second-hand mobile phones with me if there were any to collect. By coincidence I got one (one of an endless chain of coincidences in this story, but if I include every detail it will be all too long), and I gave the first donated cell phone to Joseph Muwonge! A blue Ericsson 600. So with this first little success of communication established, we thought of means to do it systematically, to bring cell phones down to Uganda, and getting the funds to it. What happened then? I got a second mail from the same friend in Stockholm, with a suggestion to maybe sell t-shirts to generate the means. Said and done, I asked (of natural reasons, and with no deeper reflection right there and then – we were there, and we were researching solutions) if you could get t-shirts printed somewhere downtown. As always, Joseph provided me with an answer - by foot. We went to a little school shirt print shop, downtown. We had a chat with the boss of the store, and he showed us some samples. We wondered, with an automatic and instant question (besides being of quite poor product quality) if they were done with organic cotton. He said no, and the low quality also was explained by the very low price. He said that they were sourced in Tanzania, and he could tell nothing about the working conditions. So, we wondered if there were some more sustainable ones. Then he thought for a while, and said, “Wait”, and he handed over a business card. “I just met one from the old textile factory in the Industrial District, and he said that they will start to produce from organic Ugandan cotton – call him”. Said and done, we were soon in a taxi (not the ones we know in Western World, no: The 14 person shuttle traffic taxi going up and down Kampala streets), after we booked a meeting by phone, on our way to the plant. And presto! We now sat in front of the Marketing Manager that could receive us at once. We got excited by the story, that they just had gotten the factory equipped with new machinery, and they were testing out the organic cotton grown in Northern Uganda and the Lira District. He said it was of superior quality and it was working fine. So after some turns we had the first t-shirt for fund-raising printed. It is a long journey that lead to the Ignition® brand, but here is where it begun. And we happily celebrated with a Black Currant Mirinda soda pop outside the factory, with a strong flow of joy! Already in October 2002, returned to Sweden, we concluded that there is a market generally for the main intended product: the organic cotton t-shirt, where we got our first order.
delivered to a fair trade-promoting artisan group in Gothenburg after generating a contact at the second Fritt Forum event in Gothenburg. Generated at the “open air fair” mentioned in the pre-venturing now with its second round - in September 2002. The forum took place simultaneously with the Johannesburg conference in central Gothenburg – during this “noname” period with non-branded tees.

**Branding Ignition.** Informally you can draw a line of some kind of research-dominated period, and a more development-oriented phase beyond the annual meeting, Spring 2004. The clothes brand, that has been a quest for many months by then, was named May 2004, after the annual meeting and from a gross list that went round our network. The delivery of the second order was made at December 2004, after closure of pre-payments at Nov 2004, for the first campaign supported, *I Do Trance* [not drugs][^44] for the community Tranceclubber.Com[^45] in Sweden, and intermediately we were sourcing from another supplier also dealing with fair traded and organic cotton clothes, since we had to get 1 000 t-shirts financed to get it from Uganda, and we did not have the means to buy that batch then. The logo created has a story in its own means, since the development of the “spirit” of the brand was a hard and challenging task, a process seriously initiated firstly by Rikard with a first tentative brand name around the time of the annual meeting 2004. Lining up further suggestions, and my closest and dearest one came up with an addition to the gross list, which was the brand name finally chosen, with this last addition – *Ignition.* Then, the inspirational design element and style (after trying out multitude of fonts on our own, without a satisfying result) was found on a timetable during a London trip in Winter/Spring 2005, and was further developed from there by our designer friend Johan Jonasson. So - the brand name, logo, design and final specific business concept development, with a first tentative business plan drafted, was ready by August 2005 beyond this, where product development with design specification and samples collected was conducted from there in some rounds following until summer of 2006.

**Riding through the storms with qualitative intentional networking.** Now, I will share you the moment of crisis. This is tough for me to share, because it is about a lost friend. Along the way, something happened with Joseph. We don’t know, but it seems that he fell short for the poverty symptom of “corruption”, and he seemed to be corrupted on his way, taking a totally unexpected turn, from the guy I shared each and every day with, with an immovable trust-worthiness proven over time. We only know - he never bought those t-shirts that we intended him to buy from the factory and send up to us, from a pre-sales we had generated - he went elsewhere with the money with only rumours left behind. What has happened, we don’t know. He is nowhere to be found. At the same time, another face of suspected corruption showed up. The Ignition brand tags woven in the textile town of Borås, Sweden, got stuck in Entebbe customs, claiming an unexpected and strange release fee. We just had to face the impossibilities and get our tags returned to Sweden. Corruption is a global plaque, and we were victimized.

For a moment, the business project was totally dead.

[^44]: [http://www.idotrance.org](http://www.idotrance.org)
[^45]: [http://www.tranceclubber.com](http://www.tranceclubber.com)
At the same time, a counter-flow of hope was emerging, beginning with a course of events some months earlier. Rikard and I had gone to London after getting invited to the Medinge Group\textsuperscript{46} London Meeting in January 2005. There we met Ed Daniel (now our mentor and advisory for the UK market) and the founder of the international global high-end branding think-tank focusing “to bring back branding to humanity, through compassionate branding – brands with a conscience”, Chris Macrae. I had met Chris online the Summer before, through his pledge I found, for corporates placing one tenth of their collective marketing resource in sponsorship for humanitarian causes and needs, echoing the insight and idea I gained emerging from the lecture of Dennis Pamlin mentioned. No Logo of Naomi Klein (2000) in one end, Pro Logo by the Economist (2001) in the other, and “Good Logo” as the in between position, the quest for Medinge (Ind, 2003) - and conjointly us, joining the branding revamp for the Good.

Ed, me, plus one third participant, fired up an idea during this dialogue café called \textit{Disruptive Mice} – basically a forum and community of innovative social entrepreneurs, metaphorically the Mice scaring the Big Elephants, an intended spot for mutual learning and collective and collaborative wisdom to emerge. There, one of Chris’s Indian contacts, Adite Chatterjee, joined virtually after the invitation when the community was set up online, and we all had our personal intros online. I described sustainopreneurship in general, and the merchandise project with the Ignition logo in specific – this was in May 2005 when the logo, as mentioned, just recently had been designed through Johan Jonasson, who I got to know already in the student corridor, and more during his short period as an employee at the entrepreneurial research profile in Växjö University. This beauty of the logo caught Adite’s eye, and immediately, through her freelance, brand and business consultancy experience and high level of networked connector as she is in the Indian business community, she directed us to our present Indian partners – CFM\textsuperscript{47} – Community Friendly Movement, and the tandem entrepreneurs in that corner of the world, Saurav Ghosh and Rahul Barkataky, which in turn got us to our suppliers that they organize the contact for through their network. This literally gave the whole project new energy and hope. If it wasn’t for this tour of networking offline and online, and chain of serendipities, this sustainability business idea had been archived and history by now. \textit{So: The power of intention, serendipity and synchronicity was very vibrant during this transition phase.}

When talking about synchronicity, in the same breath mentioned, that the original synchronistic meeting in that Ugandan park still holds a promise to pick up the Ugandan link over time, since Kenge Gunya still is a trusted friend, which has finished his Makerere University Bachelor in Environmental Management. A strong force that already has started several NGO’s locally, and now has applied for a Master’s Program in Sweden, and helped OAM Uganda through as well in the field. In general, one Swede is needed down there, and one Ugandan up here, working in parallel as a more controlled situation not to be victimized by corruption again.

\textsuperscript{46} http://www.medinge.org
\textsuperscript{47} http://www.whycfm.org
First client recruited. This flow of networking serendipity and synchronicity is taken into account for the other side also – the client side. Beyond our first client, that was recruited through already established network (our business advisory, Mikael Sundström, as well as me an Ecodemics Alumni where we met during those years, got his employer, Enact Sustainable Strategies, on board in September 2006), the second client was also network recruited. I met a Swede through a virtual social-business community (CIWI, and later on further interaction at OpenBC/XING⁴⁸), that was about to set up a network for “entrepreneurship and environment”, and I instantly supported his idea by joining at the opening meeting in October 2006. The second meeting, in December 2006, I met the guy who was supporting the catering, that was an entrepreneur for a healthy lifestyle and with an aspiration and intention to change the whole fast food industry, now after a 12 year long product development of healthy burgers, wraps and other healthy food, locally produced. He had in fact been in the hunt after sustainable merchandise to have for his staff, but did not manage to find a supplier. This is our first really big account – Green n’Lean. And we will follow each other in the future sustainopreneurial journey. Where this thesis, now finalized, creates a pre-requisite for the rest to happen!

Present situation. The final product development was done and a full-fledged business plan was presented in December 2006. Full launch is intended in autumn 2007 after further completion of pre-sales to pioneer clients, combined with a cooperative financing model, recruiting investors of named “sustainability bonds”. The business concept is described in the business plan summary in appendix I (a), and presents business idea, positioning, goal, vision, management and business system, but not disclosing market and action plan, competitive analysis, and economical and financial details of competitive reasons. We are dolphins in a world where there are sharks around, thus the lesser transparency at this stage. At the moment the summary is only available in Swedish, since this is our primary market at first phase. The intention is to spin off Ignition in a subsidiary (limited by responsibility, Ignition AB), a process overseen by the present board, Tim Sandgren (chairman), Pella Larsson and Sara Nilsson, with an annual meeting that took place April 21, 2007, setting the last details, with me as marketing/brand/sales strategist/business development responsible, and Rikard Jansson as CEO, with responsibility for supply chain, economics and product development, supported by business advisory Mikael Sundström for the supply chain part and Marie Karlsson, freelancing clothes designer and textile/fasion industry long-seasoned expert. Johan Jonasson works with us with the graphical profile and visual communication to transfer the brand identity, with Mathias Ivarsson who sponsors us with an advanced e-commerce platform (SiteDirect), and Andreas Jansson is keeping track of our financials as auditor and works as advisory for technicalities and detail business administration. Rikard’s main responsibility is to delegate, mine to inspire, and together we are responsible for keeping focus. Internationally we have an advisory board ready to help us out in the world, focusing UK and then US as two target markets. Ed Daniel and Odilia Mabrouk in the UK and Karen Seeh in the US. Simon Sharp, UK, is also an advisory. We save for future (networking) storytelling on how all these, closest stakeholders in the team got into the loop! What we stand for is very clear, with a communication innovation called “Brand Tag Cloud”, to transfer our identity through

visualized text, which was emerging from a session in September 2006 with Rikard and me in his home in Tidaholm, later on put online on our stakeholder blog for those who want to follow our journey in real time; http://blog.ignitionwear.com.

**Brand Tag Cloud - “what Ignition® stands for”**

“walk the talk” sustainability stability
innovation creativity
entrepreneurship power to act
endurance patience humility joy
inspiration credibility transparency
enabler norm creator awareness
change dialogue respect
agility integrity
realization results proactive

*Fig 10. The Ignition Brand – Logo, Identity, Meaning. Source: Ignition (2006).*

All things are set to lift the venture to the next level, now inviting the key stakeholders needed to make future intentions happen - pre-sales clients, investors of sustainability bonds, supporters in general – establishing a full fledged web shop this autumn 2007.

For all of you that has been a part of this journey, and you who still are, I cannot really put words to my gratitude. When the business concept has proven fully to work this autumn, I will give a full acknowledgement to all who has been equally a part of the business venturing as well as the conceptual build up of sustainopreneurship; in all communities of practice my intentional sustainopreneurial networking has been taking place. For now: *You know who you are.*

Thank you all! I will pay it forward as my best token of my gratitude!
“...get solutions to the market through creative organizing”

I think this aspect can speak for itself through the stories told, daring to say “self-explanatory”, and in both under-text, over-text and in between the lines transferring the spirit. We have been living the spirit of the concept of “entrepreneurship and innovation for sustainability” from day zero, not even having the vocabulary for it.

From that early spark, that Ignition, first just an intense event experienced, via a ™ and ending up in an ®, from that lonely night when I saw the first connection in between people, ideas and innovations to create prosperity where there is poverty. But, an idea not acted upon, is worthless. Equally important as the “generative” creativity (to spark an idea), is the “implementative” creativity (to get it out, and quickly change it when things seem to work another way than intended – still with intention kept intact). An idea that gets born needs a good fostering and implied (inter)action with equal level of creativity that got the idea in place in the first room.

And yes, by the way, that idea of a micro-finance network through the Internet has established already, in an even more blasting mode than I figured out in Jan, 2000 - totally peer to peer, they are found at Kiva49. We did not have to do that part. Solar energy and other forms of sustainable distributed small-scale infrastructure organized energy forms are financed through E+Co50. Rural Internet now creatively distributed through WiFi Motorcycles relaying out a signal some couple of times a week when passing by, through First Mile Solutions51. The education project One Laptop Per Child is on its way pouring millions of educational powertool to every schoolkid in the world52. Grameen Phone model is flourishing and puts cell-phones in hands of villagers not just in Bangladesh anymore53. IAVI, the International Aids Vaccine Initiative54, works towards the long-term solution to the HIV/AIDS pandemic. Watabaran and Fair Enterprise Network as a serial sustainopreneurial process in Nepal, with disadvantaged all levels producing everything from Xmas cards from recycled papers with former street citizens, and also marginalized women with “low” education, and the one’s with “high”; with Internet services like design and search engine positioning55 - where an entrepreneur without borders, Björn Söderberg, was a part of our self-inspirational dinners back in 2000. And so on. A growing number of business teams organizing creatively upon powerful ideas and innovations for sustainability are experienced. The time is now.

We just need to get the dots connected beyond our launch to partner up with relevant and spirit-sharing partners to get that flow of sustainopreneurship to proliferate globally – a better world.

One t-shirt at a time.

“If we do not change our direction, we are likely to end up where we are heading.”

Chinese Proverb

49 http://www.kiva.org
50 http://www.eandco.net
51 http://www.firstmilesolutions.com
52 http://www.laptop.org, for a video with driving force Nicholas Negroponte, see TED (2007b).
54 http://www.iavi.org
55 These days also sharing his story to the World in print (in Swedish), Söderberg (2007). Book title translated, “Entrepreneur Without Borders”.
4.3 Post-venturing

“…leaving the planet as you would like to find it when you come to it – or better”

Post-venturing? Is the venturing over? No, of course not. But, a reflection, “so far”: Our meaning with Ignition and all the ventures is sustainability; living it, breathing it, eating it, sleeping it and dreaming it. Metaphorically, sustainability in a simple, practical sense is like the “common laundry room” syndrome. You don’t want your neighbour, the one coming after you, to start washing clothes in a dirty room that you created. And you don’t want to steal detergents from the one washing before you to keep your own clothes clean. What goes around comes around, and living in harmony in between People and Planet is required to keep us going, with Good Life, Good Business and Good Karma seemingly goes together. Either you want to leave Earth a little bit better than it was before you were here, or if you are careless, worse. You’re not living in a closed singular atomistic island; you are openly and transparently connected to everything else. Building a sustainability business, doing it in an equally sustainable process is as self-evident as marketing and sales are for an entrepreneur in general. It doesn’t even require a reminder or a description – it’s almost instinctively, as it was with the search of the cell-phone fund-raising t-shirt down in Kampala, in the nascent stages of the Ignition® business idea. “Is the cotton organic? Are the working conditions fair?”

Let me share another story to illustrate this natural state of living sustainability. We had a problem – or shall I say an “opportunity to create an opportunity”? - to deal with when it came to transport the t-shirts in the most sustainable way, at the same time to take care of the economic profitability; monetary revenue exceeding cost. We cannot finance a big supply to buy the whole set of t-shirts to fill a ship/container in the first stages, since our access to capital is extremely limited and have to rely on pre-sales and the cooperative financing idea from committed caring people who want to co-create the venture with us, so the first round has to be with smaller volumes by flight/air – also for the delivery time to get the turnaround up and going with short lead times. This is a dilemma, and we solved it by outlining a “carbon offset” strategy in principle, still waiting to be detailed practically. We will with the transport and freight include a long-term reinvestment for a shift in transport and energy systems from a root cause perspective, with some slice per t-shirt, that compensates for the CO₂ produced heavily with some tonnages from the air freight. We have chosen to strive for an investment in solar energy systems in developing countries, and together with this also find the most premier spot, a centre of excellence in research for air plane bio fuels. Both ends replaces the fossil fuel derivative kerosene, a petroleum product burning, and damaging environment and health – especially for those who suffer from kerosene fumes in the houses after a day in the field or the village school in the rural developing countries, when reading the homework and doing household work. This will be replaced with CO₂-free Solar Home Systems, and we join in aspiration and operational mode Richard Branson and his new Virgin Fuel venture to replace hazardous tonnage-of- CO₂ steaming aeroplanes fuel with a far better alternative. This requires research, and we, together with our customers, contribute to the system shift, one slice per t-shirt.
“…adding sustainability value with respect for life support systems”

Journey continues, with maximum value for all stakeholders in our intention — especially our premier stakeholders the Planet and the People — where the expression “win-win-win” goes truly beyond the folly and jargon.

In all processes, respect.

For humans, for the environment, for the singular, unified, integrated bottom line of our business — sustainability, all dimensions.

Because without our future stakeholders, we don’t have a future business.

Period.

End of stories.

“We have the opportunity in the coming decade to cut world poverty by half. Billions more people could enjoy the fruits of the global economy. Tens of millions of lives can be saved. The practical solutions exist. The political framework is established. And for the first time, the cost is utterly affordable. Whatever one’s motivation for attacking the crisis of extreme poverty—human rights, religious values, security, fiscal prudence, ideology—the solutions are the same.

All that is needed is action.”

From UN Millennium Project Report,
presented before the UN World Summit, 14-16 Sept, 2005\textsuperscript{56}

\textsuperscript{56} http://www.unmillenniumproject.org/reports/index.htm
5. Inquiry – contrasting, concluding, evaluating

5.1 Sustainopreneurship performed – ideas vs. interaction

In comparison, the concept stands the test to meet the criteria set in the beginning, and holds the power for us to explain in an abstract level what we are doing for all stakeholders – to communicate our intent and interaction flow. Together with the notes of instant reflection that ends all the sections of last chapter, here are some final remarks, reconnecting to these notes and the three key dimensions to distinguish sustainopreneurship as presented in the end of the third chapter, and application of the “Kipling Questions” framework that structured “entrepreneurship-as-usual”, in an ”(inter)action « » reflection loop”.

- Seeking it, finding it, creating it. What we have found overall, is an integrated system of sustainability innovations orchestrated in an innovative business model, where we are creating and (re)directing flows of ideas, innovations, people, projects, products, services, brands and businesses and vibrant meaningful value-attached leveraging cash towards sustainability. We will use future results to a sustainability innovation fund that will ease up the capital access for local sustainopreneurs globally, focusing the most urgent sustainability disruptive and transformative systems change innovations in the high-income countries, and the equally urgent innovations of the same kind for “the bottom of the pyramid” – the four billion people that lives below four dollars a day. Every t-shirt will therefore contribute to the increase of sustainable production, trade, transport and consumption, and will also help clients who want to walk their talk with their company agenda towards sustainability. For a static presentation of the Ignition business idea, concept, and model (in Swedish), see Appendix I (a).

- Getting it to the market, organizing with creativity. We believe in the power of a connected world, to transform value chains to work better both for our clients and the nature. Thus, the minimization of middle-men, with almost direct-trade of t-shirts through a web shop. We have the platform fully sponsored by SiteDirect (yet another story untold how it happened, but that will be saved for future story-telling, in the moment of launching the full website). At the moment, take part of the Stakeholder Blog, http://blog.ignitionwear.com.

- Processing it within the limit. Just as we found the carbon offset mixed solution in the principles (still in quest for details, as mentioned), it was natural for Joseph and me to demand sustainable traded t-shirts in October 2001, and it was equally natural to source locally. To have the “constraints” that sustainability sets is not experienced as this – it is experienced as meaningful, fruitful, developing challenges, in a process of constant discovery and improvement, a privilege to enjoy, and an opportunity to be careful.

Wrapping up: The what, why, who, how, where and when of sustainopreneurship

To reconnect the meaning of sustainopreneurship using the same frame and structure as when theories about “entrepreneurship-as-usual” was explored, we conclude that the three main dimensions collectively, together with the proposed definition as a whole gives an answer to “what”, and this “what” is defined through one “why” and two “how”. So in order to find what
sustainopreneurship is, the conceptualization is done with the motive and driving force on one hand (seeking, finding and/or creating innovations for sustainability, indirectly pointing to the attitude and driving forces in the sustainopreneurial team), and the solutions found are taken out with creative organizing as one process-related aspect, with the limits set by ecological, social and economical sustainability addressed in the other. I.e. the creative organizing process is conducted with the needs of present and future generations of stakeholders of the business created in mind, moving within the social and ecological boundaries for interaction, fully aware of the business place in the holarchy of sustainability earlier presented in the introductory chapter – economic activity within the social and ecological spheres of being. This gives a “where”, self-evident: multi-/interlocal operating, with a global, holistic mindset, focusing developing, emerging and/or developed communities with their unique translation of sustainability problems and solutions found, with ease “going native” - a concept that is generic but its local application very specific. Where “when” implicitly in the pre-works motivating the conceptualization and its origins, ends up with a concept that addresses “it should have been done yesterday” and help to further communicate and transfer the urgency of the sustainability agenda, in need for a new concept - hereby introduced and given to humanity; in its most genuine and authentic sense, now public domain.

5.2 Intermediary conclusion – were these experience loops meaningful?
The concept convincingly holds power to sustain in its own means, independent from our process, and could work as an explanatory and communication tool for other ventures sharing the same spirit and attitude, such as the small case pointers mentioned in the end of 4.2.2. As the stories show, there might be some points worth noting, to give meaning and motive for the conceptual construct and development, now, and for further digestion, conversation and proliferation;

- New knowledge. The promise of the conceptual introduction now can be contrasted towards the approaches-as-usual regards the sustainability agenda that introduced the thesis. It represents a conceptual innovation and novelty intended to open up a new arena of opportunity to act differently to solve the most crucial problems world suffer today, collectively and collaboratively, one venture at a time.

- New ways of doing things – “act outside the box”. Venturing in the name of sustainability allows agents to “act outside the box” related to the institutional framework that governs the structures that is set to solve the problems today, equipped with an upgraded mindset, operating with an agility made possible by the flexibility offered by creative business organizing. The stories shared in this thesis build a living illustration to this claim. And, heaven knows, that we have had all kinds of resistances and friction along the way, even reaching a total temporary halt, as recalled – but we regard resistance as an asset to just sharpen our deeds, to give them an extra edge and power.
- **New energy and meaning collected from the quest.** At the same time - the quest to make (business) opportunities from the agenda set by sustainability, and organizing upon them in itself creates a sustaining meaning internally within the team to be able to ride through the storms and maintain (and sometimes take power from it to regain) energy – the same force traditionally driving NGO’s “not-for profit”, now coupled with a good business sense operating “for-profit”, with profit as a means, not as an end in itself - in a new in-between-land named “for prosperity”. This also resolves a dilemma: If you are a volunteering activist and contribute your part in the process towards a sustainable world “spare time”, you still need to work probably at a far lesser degree “meaningful”, sustainable job to sustain your private economy, with a risk for burn-out. This is replaced by: Making your living by living your making!

- **New enlarged space in this “in between”.** When properly understood with increased knowledge and awareness among other stakeholders than the sustainopreneurial teams and their closest supporters and early adopters, the welcoming of sustainopreneurial ventures is destined to increase. Proliferation and diffusion of sustainopreneurship in idea, applied interaction and reflective practice beyond this point has the potential to turn sustainability to be the main driver for business activity, internalizing the external sustainability demands as the primary purpose of the business creation and idea, forming its strategic intent, and integrated in its “organizational DNA”. Sustainopreneurship holds the power to give even more leverage to forces emerging from the business world that contributes to sustainability.

5.3 **Rise to the challenge: Sustainopreneurship – above and beyond?**

When I get tired of words, music is the only language I manage to transfer what I mean. But now, I end this journey to state some pointers on my own function, in the past and in the future. I have been a driving force all through the process when it comes to the explicit conceptual development (and together with Rikard Jansson in the tandem sustainopreneurial business venturing process) and also been hard to “deal with” – and for sure to “live with” - along the way. But what I have felt all through this journey is that I had to set everything at stake, actually beyond the sustainable in most of the times, to get it to this point. Now, I have a word for what I have done, and I hope those who take the same quest will not have to let the same magnitude of hell break out – but I really intend to have the same magnitude of heaven to open up for you as I have experienced at the peaks – the “near-life-experiences”! So – for now, just a few planned personal deeds summarized – to continue ignited interaction, to spread and leverage the sustainopreneurial quest, and to invite the global sustainability (business) research community to a dialogue with the six Kipling questions regards researching sustainopreneurship and especially identify the enablers and facilitators for sustainopreneurship through this (enactive) research.

**- Applied interaction: Ignition AB (u. b.)**. I will devote my premier energy to get this boat afloat. Intention is to launch a fully working web shop this autumn 2007. See Appendix I (a) for executive summary of the business plan (in Swedish only for now).
- Researching Sustainopreneurship: Formal research papers. I also liberated myself to squeeze too much into this publication, since in the moment of writing I know the following (two abstracts in appendix):

- ISDRS, International Sustainable Development Research Society, 13th conference – I have gotten a research paper abstract accepted for a conference in June 10-12, 2007, an international research conference about sustainable development taking place in Västerås at Mälardalens University (the first university in Europe to get an ISO 14001 environmental management standard certification), where I will explore and outline a tentative research agenda and strategy related to sustainopreneurship under public scrutiny and domain, proposing a research program and its forms. See appendix I (b).

- VHU, The Swedish Research Association for Sustainable Development, Linköping, September 6-7, 2007 – This Fall, the 2nd VHU conference is there. I have submitted an abstract which focuses three key enablers experienced from the OAM Journey – Networking, Branding and Financing, with feedback and potential approval delivered in May. See appendix I (b).

- Proliferation through Inspiration and Education: SLICE Services and Publishing™. I will continue to share inspiration, knowledge and let sustainopreneurship as a concept proliferate for a better world. In my mindset I have envisioned a future Open Space Meeting for sustainopreneurs to gather with joy and knowledge sharing, where a merging of a question to include in the Open Space Meeting Invitation is presented in the last section of this last chapter. For more info about SLICE, see Appendix I (c).

- Keeping up the Spirit: DJ Anders. When words are not enough, as said. Being the Change I want to See in the Gandhi Spirit: “music is life – life is love – love is music”. Joy of Life EDM. See Appendix I (c).

5.4 Open Up the Space

The way forward demands a genuine and authentic Multi-Stakeholder Dialogue. Not just a conversation with multiple sides, a debate, where the meeting was “multi-stakeholder” just because people came from different contexts where sitting at the same round-table, but left with a Status Quo, giving each other alibi to “have done” something about sustainability. There is a need to break down the barriers, to sit around in peaceful manner in a circle, to take our collective assets to enhance the sustainability innovations already there, waiting to be deployed in larger scale, to reach Status Excelsior. When the big groups of central stakeholders intentionally, joyfully and collectively break down institutional rigidities, and there is a common, shared need and aspiration to breathe an air of hope that gets transformed into the experienced, we opened up the space.

57 Owen (1997a, b, 1998)
- In academia, co-existing paradigms accepted, for creative tensions and new knowledge emerged in the edge and cross-roads
- In whatever institution, took down barriers and opened silos in between departments internally inside institutions, and in between institutions – intra/inter-institutional road blocks
- Public sector and aid agencies dropped orthodoxies and in a common spirit eliminated fear and prejudice, and worked the different way around – with a genuine trust that the one in need, know their needs and also knows sufficiently enough on how to fulfil them, and when not, complimentary assisted and helped (not aided) with the recipient’s need as guiding governance factor
- In the middle of the dialogue circle, in a shared aspiration, we replaced ‘we-and-them’ with a genuine we in the genuine and authentic multi-stakeholder dialogues and joint action projects where everyone was contributing with their best of resources: Financial muscles from big business, grassroots knowledge, networks and social capital from NGOs, CSOs – and sustainopreneurs.
- Everyone: we saw that the ultimate resource resides within each and every one of us. Through cross mentoring and listen-listen-listen, leapfrog jumps happened
- And so on, and so on ... for the ultimate benefit for all.

Fig 11. Opening the spaces and initiating a common action-oriented inclusive dialogue with sustainability as the middle of the conversation, generating a learning dialogue with healthy confusion, orderly chaos and learning conflicts, in order to upgrade the path towards a sustainable world. Source: Author.

“We cannot solve problems by using the same kind of thinking we used when we created them.”

Albert Einstein
5.5 Question for Invitations

Yes, Open Space Meetings are proposed, to trigger self-organizing events leading to a leveraged process in both speed, multiplication and strength, generating collective intelligence and wisdom. Since - Open Space Technology has been proven to work (Owen, 1998), in any situation where there is a real issue to be solved marked by High levels of complexity, in terms of the issues to be resolved, High levels of Diversity, in terms of the people needed to solve it, High Levels of conflict (potential or actual), and there is a Decision time of yesterday. Given these conditions, Open space is not only appropriate, but always seems to work.

Reducing complexity with simplicity, the few set of rules, first the Four Principles (Ibid.);

The principles are: 1) Whoever comes is the right people, which reminds people in the small groups that getting something done is not a matter of having 100,000 people and the chairman of the board. The fundamental requirement is people who care to do something. And by showing up, that essential care demonstrated. 2) Whatever happens is the only thing that could have, keeps people focused on the here and now, and eliminates all of the could-have-beens, should-have-beens or might-have-beens. What is is the only thing there is at the moment. 3) Whenever it starts is the right time alerts people to the fact that inspired performance and genuine creativity rarely, if ever, pay attention to the clock. They happen (or not) when they happen. 4) Lastly When it's over, it's over. In a word, don’t waste time. Do what you have to do, and when its done, move on to something more useful.

Going together with these four principles is one law (Ibid.);

The Law is the so called Law of Two Feet, which states simply, if at any time you find yourself in any situation where you are neither learning nor contributing – use your two feet and move to some place more to your liking. Such a place might be another group, or even outside into the sunshine. No matter what, don’t sit there feeling miserable. The law, as stated, may sound like rank hedonism, but even hedonism has its place, reminding us that unhappy people are unlikely to be productive people. Actually the Law of Two Feet goes rather beyond hedonistic pandering to personal desires. One of the most profound impacts of the law is to make it exuisitively clear precisely who is responsible for the quality of the participant’s learning. If any situation is not learning rich, it is incumbent upon the individual participant to make it so. There is no point in blaming the conference committee, for none exists. Responsibility resides with the individual.

During the course of time, a question has emerged and been singled out, coupled with a repeated insight - questions are far more important than answers: Questions keep us focused. The question of questions found - to trigger, amplify, multiply and intensify this process;

How can we innovate and interact in order to reach a critical mass of people and energies to create a sustainable world?

Sustainopreneurship, with its very meaning now with this work intermediately created, enough to act upon further, carries a strong promise to be a force to facilitate this sustainable-world-creating process and support the fulfilling of this intention, a question that lives on until the situation where the world has turned sustainable: To let all living experience joy of life.

“Be the Change you want to See.”

Mahatma Gandhi
New Openings

The dreams of the Street Citizens were dominated by three things. A house. Education. To start a business. And what they wanted for this world, mostly? Peace.

Since the survey was taken, the majority have had their dreams fulfilled already. Eight of the primary school age kids got to a 220-headed school started by OAM Uganda, for homeless and orphaned, together with the disadvantaged group of the children to the disabled women, “DIWODE” (see picture). Dreams can be fulfilled. And opportunities given. Not just a beggars coin to give some food for the day.

They have a mind, a heart, and a body.

What they need beyond that is a chance and opportunity to develop their potential and increase quality and joy of life, as anyone else on this planet. To be empowered and equipped with confidence to meet life, challenging as it is – and from this position as triple marginalized, even more, beyond imagination. Excluded from their own extended family, often not welcomed back after they had been orphaned and ending up in the street. Excluded from their own local society and country. And the country as a whole, marginalized in the global society.

We are one and only family called humanity.

So, let’s get it on. And include every family member again, ok?

Fig 12. Children of the disabled women in Diwode and former street citizens at their new school.
Source: Tomas Agnemo, Sida.

“Imagine all the People”

John Ono Lennon
I know a guy who wants to be a wrestler or a pilot - not long after getting to school, he sold self-made passion fruit juice in the breaks to his classmates.

I know a girl who wants to be a nurse - that I understood all the way without knowing her language.

I know a guy who wants to spread his message in rap – yes, with the beats coming from the Cradle of Humanity, to move your body, mind, soul and spirit - to move the whole world.

And they all want Peace.

Fig 13. Self-authored survey from the Wrestler.
Source: The dream collection.

“I have a dream…”

Martin Luther King Jr.
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Appendix

I – Self-Committments

(a) – Ignition®: Executive Summary of Business Plan (in Swedish)

The business plan, originally presented 2006-12-13, has undergone one small edit (changing the title of my Master Thesis) and has also excluded some parts of competitive, non-public disclosure reasons, but showcases the idea, market positioning, goal, vision, management and business system. Since it is the “domestic market” round of stakeholder recruitment, it has not been necessary to translate the summary to English.

(b) – Future Research: Abstracts

Two research abstracts have been submitted, one is accepted (ISDRS), one is pending for response (VHU, response in May, 2007). Home pages for respective research conference are;

- ISDRS (June 10-12, 2007):
  http://www.isdrs.org (worldwide organization),
  http://www.eki.mdh.se/sdconf07/track6 (local conference website, track 6, “Entrepreneurship – a Key to Sustainable Development?”)

- VHU (September 6-7, 2007):
  http://www.vhu.se

(c) – SLICE Services and Publishing™ / DJ Anders / ActionMap

Two ventures described, together with screen shots of websites and related blogs, and their web links.

Ventures Ignition®, SLICE Services and Publishing™, and DJ Anders are related graphically through a Conceptual Map, together with a primary relation to the concept of sustainopreneurship, also with screen shot and web link.
Sammanfattning affärsplan

I samarbete med

Ignitions AFFÄRSIDÉ är;

"Vi erbjuder en möjlighet för företag, organisationer och den offentliga sektorn att konkretisera, kommunicera och profilera deras hållbarhetssträvanden genom att erbjuda kvalitetsprodukter av profilkläder som levereras med spårbarhet och transparens av försörjningskedjan direkt till aktörer som själva vill profilera sig som hållbara och som efterfrågar produkter/varumärken med hög kvalitet i ekologisk, ekonomisk och social dimension."

En del av vinsten från Ignition går till företagets huvudägare On a Mission Sverige - Ek. Förm, vars huvudsakliga VERKSAMHETSIDÉ är att en del av vinsten från avyttrade företagsbildningar och skapade varumärken går till projekt inom föreningens investeringsfond SEEDS. Projekten syftar till att främja utveckling av hållbarhetsinnovationer med inriktning att stärka hälsa, utbildning och entreprenörskap, samt att distribuera digital informations- och kommunikationsteknik och miljövänliga förnyelsebara energikällor till marginaliserade områden i utvecklingsländer.

Vi vill POSITIONERA Ignition® som;

"Ignition® är ett samhällsförändrande, innovativt och kreativt varumärke som identifieras som en möjliggörare av en hållbar livsstil och därmed förverkligar idén om det hållbara varumärket."

Varumärket byggs upp bland annat genom att skapa ett ombudsnätverk för relationsorienterad långsiktig försäljning, knyta brand holders till varumärket för opinionsbildande marknadsföring, samt själva ta initiativ till kampanjer, där det finns utrymme, som syftar till att förändra attityder och beteenden i samhället. Varumärket är registrerat vid PRV.

Vår MÅLSÄTTNING är;

"Målsättningen i ett femårsperspektiv är att vara det förstahandsassocierade varumärket för hållbara profilprodukter på de marknader vi agerar på."

[del bortagen av konkurrenskäl]

Vår VISION är;

"Visionen för vår verksamhet är att ekologisk bomull och andra naturchematerial blir norm i textilbranschen, och att textilerna produceras på ett socialt hållbart och rättvist sätt."
Ledningsgrupp


Företagskonstruktionen och varumärkeslanseringen har använts i uppsatsen för att utveckla begreppet "sustainopreneurship" (sustainability entrepreneurship) vidare utifrån hittills etablerad teoribildning.

Rikard har en Ekonomie kandidat från marknadsföringsprogrammet och kompletterande studier i finansiering från Växjö Universitet. Rikard jobbar för tillfället som journalist på Skaraborgs Läns Allehanda i Skövde.


Wipmind AB i Växjö sponsrar föreningen med webbpubliceringssystemet Site Direct med e-handel, CRM och statistik.

Marknadsplan

Affärssystem

För att kunna “erbjuda kvalitetssprodukter av profilkläder som levereras med spårbarhet och transparens av försörjningskedjan” bygger verksamheten på ett nära samarbete med CFM och dess leverantörsnätverk. CFM samordnar leveranserna, ser till att fabriken gör kvalitetskontroller och övervakar produktionsförbättringar enligt On a Missions Code of Conduct som tagits fram i samverkan med CFM. Sist men inte minst så förser de oss med dokumentation och marknadsföringsmateriel från leveranskedjan. Arbetet på hemmamarknaden i samma termer för On a Mission Sverige – Ek. för. i initialskedet och senare Ignition AB (blivande) är att utveckla sortimentet, design- och trendbevakning, lager- och orderhantering, genomföra marknadsföringsaktiviteter och att organisera försäljningsarbetet.

Genomförandeplan

Finansieringsförslag

Lönsamhetsbedömning

Riskfaktorer

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Researching Sustainopreneurship –
conditions, concepts, approaches, arenas and questions
An invitation to authentic sustainability business forces

by Anders Abrahamsson, Växjö University, Växjö, Sweden, anders@slice.nu

Abstract submitted to 13th Annual ISDRC, theme “Entrepreneurship – a key to sustainable development?” (track 6), June 10-12, 2006:

This paper suggests a research agenda outlined for further inquiry of the concept sustainopreneurship, and includes a call for and an invitation to authentic forces to take the concept further in idea, applied interaction and reflective practice. The concept was first introduced in 2000, the phenomenon developed with publications in 2003, and further evolved and tentatively was defined in 2006. The context of sustainability sets conditions of complexity, call for urgency and ingenuity, and need for tangible, real-world results achieved through creative organizing with a holistic mindset from forces prepared to rise to this challenge. The business world has been nominated as a premier force to create a sustainable world, especially when acting as a source of innovation and creativity, and it is claimed that sustainopreneurship could be the accentuating factor to give even more leverage to forces emerging from the world of business activities to contribute to sustainability. Collectively, these issues motivates a need for further research on sustainopreneurship.

Conceptually, this paper suggests a deeper analysis to be conducted with a nuanced and detailed taxonomy and framework created of sustainability innovations, the core of sustainopreneurship, primarily by cataloguing and categorizing case stories. It is also needed to make a more detailed description to position sustainopreneurship towards other concepts in the wider, general idea-sphere of the “business case of sustainability”, in the contemporary plethora of “buzz-words”, approaches, methods and acronyms that already exists – and in this context also to motivate why this concept adds value.

It is recommended, though, to keep the research applied, to identify obstacles and institutional barriers, and how to overcome them; i. e. facilitating factors for sustainopreneurship, researching prospective tools, enablers and approaches. Appropriate areas and domains for sustainopreneurship applied should also be digested. Recommended research methods are “enactive research” and “open space technology”, since they add instant value among stakeholders, and in themselves naturally builds arenas where sustainopreneurship evolves and proliferates.

For progress, beyond these “how”-related pointers, the key is to single out “the big questions”, getting answers through collaborative, collective dialogue and conversation, with an explicit interaction and results orientation. Issues and topics are formulated, where it is of striking importance with an intention to attract authentic forces potentially hearing the call of this invitation.

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Keywords: Entrepreneurship, sustainability, innovation, sustainability innovation, sustainability entrepreneurship, sustainopreneurship, eco-preneurship, social entrepreneurship, stakeholders, world-view, holarchy, enablers, promotion, marketing, branding, sustainability branding, brand karma, identity, networks, networking, qualitative intentional networking, financing, sustainability return on investment, patient capital, slow capital, financial innovation, resourcing, venture capital, sustainability venture capital, community-based financing, cooperative financing, angel investing, micro angel investors, nano angel investors, sustainability bonds, financial bootstrapping

Abstract:

The first VHU conference proceedings developed the concept sustainopreneurship, with a core meaning entrepreneurship and innovation for sustainability - “Business with a Cause”. One of the key dimensions is business activity used as a means to solve sustainability-related problems. Further research was suggested, where this paper is focusing one area – key enablers for sustainopreneurship. A review of tertiary research is presented on what problems entrepreneurs encounter who takes part or whole of the sustainability-driven problem agenda as core motivation for and orientation of the business-creation. A pattern emerges, that gets re-confirmed by primary experiences as a practitioner and secondary experiences in conversation with other kins. Main obstacles, divides and institutional barriers are presented, with possible origins discussed - dominantly world-views, mind-sets, attitudes, and lack of knowledge and competence. This forms a departure where a world-view is introduced that supports key enablers and 'conceptual bridges - or battering rams' briefly introduced: Rigidities are met with networking, communication breakdown with innovative branding and access denied to formal capital gets compensated with these activities through creative resourcing, coupled with financial innovation. Associated sub-concepts hold a promise to make up key components in a toolbox for sustainopreneurs to facilitate the rise to the challenges, sharing an intention to create a sustainable world.
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- **Notes from a Sustainopreneur | About Sustainability Entrepreneurship.** This is my main blog, where I try to place main thoughts and "article level" comments and temporary conclusions on contemporary issues related to the general area of entrepreneurship, creativity and innovation for sustainability - Sustainopreneurship. Not so every-day'er, and focused / topic oriented. Main news from all related ventures and new initiatives announced here. Be sure to subscribe to the blog stream if you want to know first what's happening! The blog is found at » http://www.sustainopreneurship.biz.

- **43 Tools – The Personal Experience.** Exploring the world of new stuff and approaches to do things alone and together in order to create a sustainable world - mostly sharing stories of own experience: Sandboxed, Tried and Tested. There has been a trend with 43xyz, with things, places and folders, and now I introduce 43tools. There is a lot of innovation out there, especially in information and communication technologies - and approaches - that holds a strong potential to do things totally different that we have done before, ultimately to create a sustainable world. The blog is found at » http://blog.43tools.com.

**DJ Anders – “Joy of Life EDM”**

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**ActionMap** – to see relations in between my different commitments, I have an action map using CMAP – the Conceptual Mapping tool, » http://actionmap.andersabrahamsson.info.