Exploring Prospective Entrepreneurial Engagement and Stakeholders’ Involvement in the Circular Economy:

An Empirical Study on the Concept of Växjö Reuse Village

Authors: Bin Huang
Loukas Plas
Nader Salam
Supervisor: Hans Lundberg
Examiner: Daniel Ericsson
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Abstract

During the search for a thesis topic, the researchers established contact with a civil servant at Växjö Municipality in Sweden who introduced them to the prospective project of the Reuse Village as part of the city’s waste management plan to enhance circular economy. Hence, the researchers’ purpose for this thesis is to explore the determined values and stakeholders’ involvement linked to the engagement of entrepreneurs towards a circular economy. Moreover, a thorough explanation of the literature review is conducted including the environmental, economic and social sustainability, in addition to the entrepreneurial and stakeholders’ involvement and the different sustainable oriented entrepreneurs and the values that could possibly influence the entrepreneurs. The researchers used mixed research methods that comprise of qualitative interviews, secondary research, and case studies based on documentary secondary data to give a deeper explanation of the stakeholders and entrepreneurial involvement and show their position in the field of circular economy especially in the Reuse Village project. The main findings of the thesis elaborate more on the importance of circular economy that governments and local municipalities are pushing for. The outcome presents the directions that stakeholders lean towards, regarding the Reuse Village, and shows how the relationship between the stakeholders plays a major role in the progress of the notion of circular economy.

Keywords

Waste management, circular economy, sustainability, triple bottom line, values, economic values, non-economic values, entrepreneurship, ecopreneurship, social entrepreneurship, values centered entrepreneurs, stakeholders, Växjö Reuse Village

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1. Introduction

At no point in time was there a more vital need for humans to understand their dependency on nature as people have barely valued the basics that human life depends on such as the water they drink or the air they breathe (Daily, 1997). The activities and work that humans conduct always creates waste however this was not a problematic issue when the human population was quite small but it did become a dilemma with urbanization and the growth of cities (Giusti, 2009). For so many generations, people did not care enough about protecting the natural systems that surround them as they did not value it however the quick deterioration of the global environment presents a lot of challenges for scientists all over the world (Daily, 1997). Improper waste management has affected the public health and led to soil, water and atmosphere contamination (Giusti, 2009). Moreover, the amount of waste has been drastically increasing for many decades now and new estimates claim that the municipal solid waste level has reached up to two billion tonnes at the beginning of the new millennium (e.g. Key Note, 2007, cited in Giusti, 2009). In the year 2006, 15 EU countries including Sweden, generated 219 million tonnes of municipal solid waste which is equivalent to 560 kg/year/capita (OECD, 2008a,b, cited in Giusti, 2009). Each individual living in the European Union from the total of 500 million people generates yearly an average of almost half a ton of household garbage (EU, 2010). In addition to this, the EU generates around 360 million tonnes of waste from manufacturing, 900 million tonnes from construction, and 95 million tonnes of waste from energy production and water supply. In the year 2005, the contribution of waste alone to the global climate change reached 3 to 5% of the total anthropogenic emissions noting that waste is a growing source of greenhouse gases emissions (UNEP, 2010).

The environmental impact resulting from the waste management system might be reduced when proper methods for handling the different fractions of municipal solid waste are selected (Beccali et al. 2001). In order for Europe to become more resource efficient, better waste management is essential (Fischer et al. 2013). These authors state that when a country decides to achieve higher economic yields at lower environmental costs, this country should find methods to get the highest value possible from the resources that were taken from nature while at the same time decreasing the emissions and waste burden. Hence, they claim that to reach that goal, the waste management should move up the waste hierarchy in a sense of moving from landfilling for example to concentrating more on preventing, reusing, recycling or recovering waste. These vital objectives

In a linear system, products and materials are following a one-way route, from creation to use and then waste as mentioned by the Ellen MacArthur Foundation\(^1\) (2013). This foundation also states that as the global population rises the demand for tangible goods increases and as a result, so does their cost. Moreover, it mentions that valuable resources such as water, energy and materials become more and more expensive and limited. The concept of circular economy on the other hand argues that important assets must be kept in circulation for a longer period of time according to the European Commission (2015). It has been very difficult to define the origin of the notion of circular economy due to the fact that it has evolved during the last years but it is recognized as an important field among academics and the business community, and has pinpointed the need to move towards a new economic model, where materials and energy from thrown away products are re-administered into the economy (Rizos, Behrens, Kafyeke, Hirschnitz-Garbers and Ioannou, 2015). Therefore, existing or potential entrepreneurs could see the growth in the circular economy as a new market and as an alternative way to do business.

The World Economic Forum claims that, within the present linear approach, almost 80% of the US$ 3.2 trillion material value is lost yearly in the sector of consumer goods solely, in a world where since 2002 to 2010 commodity prices have increased by 150% (Ostojic, 2016). He adds that, according to Ellen MacArthur Foundation, European manufacturers could save in material cost up to US$630 billion a year by the year 2025 thus leading to the creation of job opportunities if they adopt circular economy. Moreover, the global think tank Club of Rome, stated recently in a published study that if circular economy was enacted carbon emissions could be decreased by almost 70%. Furthermore, the European Commission also announced circular economy as the pathway to a more prosperous society.

\(^1\) The Ellen MacArthur Foundation was formed in 2010 to inspire a generation to rethink, redesign and build a positive future. The foundation believes that the circular economy provides a coherent framework for systems level redesign and as such offers us an opportunity to harness innovation and creativity to enable a positive, restorative economy.
Even though the notion of circular economy hasn’t been developed so much, however the idea of moving from a linear process to a circular economy, regarding the waste, had existed for decades (Lyle, 1994, cited in Hobson, 2016). However, the notion of circular economy has emerged more in the recent years because of the political concern of the resource inefficiency. Lack of resource can lead to rise of prices, thus economic instability. (Hobson, 2016; Ellen MacArthur Foundation, 2013) As a result circular economy, can be a way in order to preserve both the sustainability, as it will be thoroughly explained below, and also boost the economy (Witjes and Lozano, 2016). According to European Commission (2015), circular economy could help increase Europe’s competitiveness and also create opportunities for businesses in order to innovate and provide job vacancies that could lead the road to prosperity and social integration.

Circular economy has two dimensions: the first has to do with the maintenance of products, which are used for as long as it is feasible (Bilitewski, 2012, cited in Witjes and Lozano, 2016), and the second is the materials that these products are made of, and the use of them in order to create something else (Yuan et al., 2006, cited in Witjes and Lozano, 2016). EU is planning on creating a sustainable and more competitive economy in Europe, by moving toward a circular economic model, which will aim at minimizing the waste and keep the value of products, materials and resources as long as it is feasible (European Commission, 2015).

In order to achieve a successful transition towards circular economy though, and according to Ghisellini, Cialani and Ulgiati (2015), it should be a result of “the involvement of all actors of the society and their capacity to link and create suitable collaboration and exchange patterns.” The decision makers who handle public policy making should establish mechanisms that ensure that recycling and reuse occurs where it is socially required and effective (Andersen, 2007). In the following chapters the role of these stakeholders/actors in the notion of circular economy is explained, and also the values of potential or existing entrepreneurs towards circular economy. In the report that the Ellen MacArthur Foundation issued in 2012, it is mentioned the necessity not only of the businesses but also the public sector to take initiatives, that will aim in helping the “fast-track adoption of circular business opportunities by adjusting the enablers to shift the rules of the game.” Reusing and remanufacturing valuable resources have given a big push forward to the circular economy thus exchanging the linear approach with a pattern of growth which is more
sustainable and innovative in a sense that what used to be viewed as waste has become an important resource (Ostojic, 2016).

- Växjö Reuse Village

During the search for a thesis subject, the researchers established contact with a civil servant who works as a Manager at Växjö municipality, Sweden. This civil servant introduced them to the concept of the prospective Reuse Village they are currently working on. In order for the researchers to be able to formulate their research question, he introduced them to the Reuse Village scope, purpose and activities. He explained that the municipality of Växjö wants to become a smarter city by focusing more and more on circular economy. He added that the municipality’s objective to establish the Reuse Village is aligned with the city’s new waste management plan which aims at decreasing the amount of bulky waste that is being incinerated.

The civil servant continued informing the researchers about the village and stated that the concept of this village began in the year 2014 when the municipality began to work on developing the idea of a new re-use and circular economy center. This center which they will name Växjö Reuse Village will be allocated next to the existing recycling center where citizens of Växjö currently dump their sorted waste. Hence, citizens who are visiting the recycling center will automatically stop by the Reuse Village. At the village, citizens can give for free or sell things that could be of value for others before they continue to the existing recycling facility where they dump the remaining waste. These items that are brought in by the citizens will be fixed and redesigned and afterwards sold in second hand shops or reuse stores. The village might also provide place for swapping and auctions for second hand products to take place in addition to repair services to fix a damaged item or even supervise workshops where citizens can make something of their own from the items.

Accordingly, the village will enable the municipality to achieve its goals through different methods. One method would be decreasing the bulky waste amount that arrives to the municipal recycling plant. The second would be reducing the emissions of the products whose lifetime has been elongated. They will also emphasize on how to consider waste as a resource and how to find the mechanism on the way to make the best possible value out of it in a sense that each product that is brought into the Reuse Village will be carefully checked before it is decided if this product
shall be cleaned, repaired or transformed into a new product. Additionally, they will concentrate on redesigning and upcycling different products. Moreover, the village will look attractive as they aim to build it using reused construction material while using sustainable and energy efficient solutions for the utilities.

He added that the municipality aims to create employment, and conduct training sessions which discuss sustainability and business creation issues. They want to offer jobs to those who have difficulties finding one in addition to training these individuals to start their own business. Immigrants, people with disability or youngsters who have not found a job yet or began working could be among those people. Furthermore, they want this village to become a place where various stakeholders in the region meet and work for circular economy, a place where people from schools and universities, companies, public and civil society come together and work to achieve circular economy solutions.

1.1 Problem Discussion

Växjö Municipal Council approved the new waste management plan (Waste Management Plan for Växjö Municipality 2015-2020) on February 24th, 2015, and this plan states that the objectives of waste management for Växjö Municipality is to reach “household waste sent for incineration shall be reduced to 180 kg per head a year by 2020” as well as “the waste sent from recycling centers shall be reduced to 85 kg per head a year by 2020” (Växjö Kommun, 2015). Such plan has led to develop the concept of Växjö Reuse Village which would be considered as a new reusing hub to categorize the municipality’s collected household waste and reuse waste assortments accordingly.

According to the concept of Växjö Reuse Village, the completed reuse village intended to nest a number of prospective entrepreneurs who would be interested in the development of reusable resources collected from household bulky waste or donation (Växjö Kommun). Moreover, the engagement of a sufficient number of prospective entrepreneurs would not only present the formation of a reused market in general, but it would also sustain daily operation of the reuse village in the long-run as well as the contribution of economic, social and environmental aspects in a larger scale. Hence, the initiation probability of Växjö Reuse Village is very likely linked to the participation of a sufficient number of prospective entrepreneurs, and the identification of those
prospective entrepreneurs is considered one of ongoing project obstacles to the initiators of Växjö Reuse Village.

1.2 Purpose Statement & Research Question

In this research, the researchers believed that understanding entrepreneurial values would help the initiators of Växjö Reuse Village to identify those prospective entrepreneurs who would be willing to participate in the circular economy. Moreover, the researchers considered that the involvement of prospective stakeholders must be also studied in this context in addition to those determined values of entrepreneurs based on the significant linkage of needed critical resources and entrepreneurial success. Schlange (2009, p.25) believed that “stakeholders are viewed as relevant by sustainability-driven entrepreneurs if they are in accord with their system of personal values”. Therefore, the purpose of this thesis is to provide a better understanding of determined values and stakeholders’ involvement associated with the possibility of entrepreneurial engagement toward the circular economy, and at here, particularly refers to the concept of Växjö Reuse Village.

In the following, the thesis introduced the theoretical framework of those determined values including economic and non-economic values which were considered as cognitive driving forces for potential entrepreneurs to engage in the creation of new business venture. Meanwhile, the researchers believed that the participation or involvement of stakeholders would somehow influence entrepreneurial decision-making based on the availability of their resources. Freeman (2010, p.53) emphasized that the organization must firstly identify its stakeholders in order to manage the relationship between the organization and its stakeholders next.

As a result, the main research question that the researchers aim to answer is: how to interpret the relationship between prospective entrepreneurial engagement and stakeholders’ involvement towards the circular economy or the concept of Växjö Reuse Village?

1.3 Structure of the thesis

The researchers aimed in this chapter, Chapter 1 to introduce the readers to the background of the subject by discussing the rising problem of waste and its danger to the environment and human well-being. This led the researchers to introduce the readers to circular economy and the importance of adopting it as a solution to this global waste problem. Having discussed all these
matters, the main problem was clarified and emphasized and the purpose of the thesis in addition to the research question was stated. Having laid the foundation about the importance of proper waste management and circular economy, the researchers discuss in Chapter 2, the theoretical framework by looking in depth into what the literature states about subjects which are directly related to the project’s purpose and research question which include sustainability, sustainability driven entrepreneurs, values at different levels in addition to stakeholders and entrepreneurial involvement. At here, the conducted literature review does not only aim at providing knowledge and restating the existing theories and statements of various scholars about these subjects but also helps in supporting the possible outcome of the research being conducted so that the researchers could connect their research findings to the theoretical framework. In Chapter 3, the researchers focus on the research methods that were used by discussing the data collection and analysis methods for the qualitative interviews that were conducted with the different stakeholders who are involved in the Reuse Village, in addition to the data collection and analysis methods for the secondary data that were gathered from the existing recycling center in Växjö and the existing similar concept recycling park in Gothenburg, Sweden before concluding this chapter with similar cases from around the world that are based on documentary secondary data. Afterwards, in Chapter 4, the researchers state the results of the conducted research, discuss and illustrate the findings, and analyze and connect them to the theoretical framework. The researchers finally conclude their research findings and mention all the limitations they faced in Chapter 5.

- Literature Review

Once the research question has been identified and formulated, the following step in any research project should be to “search the existing literature and write a literature review” (Bryman and Bell, 2011, p. 91). The literature review according to Bryman and Bell (2011) is needed for the researchers to know what knowledge already exists in the specific field of interest. The literature review aimed to introduce the readers to the different theories and knowledge produced in the chosen subjects that are relevant to the purpose of the thesis and its research question. The literature review was conducted using two research portals to ensure the credibility of the references and sources used for the thesis. The first was the Linnaeus University Library One Search portal, EBSCO host and the second was Google Scholar. The researchers used different terms during the research to get to the best results for relevant articles and books that could be of help. The main
subjects of interest and relevance to the theoretical framework were determined and some of the keywords that were used for the literature review included, “waste management”, “circular economy”, “entrepreneurs”, “sustainability”, “sustainable entrepreneurship”, “entrepreneurial values”, “values in business”, and “stakeholders involvement”. The researchers focused mainly on academic journals and books rather than magazines, trade publications, and conference materials. Accordingly, on one search for example the research was refined to the following criteria: academic journals and books as source type published between 1943 and 2015.
2. Theoretical Framework

Throughout this chapter the researchers have searched for existing literature that is directly related to their research purpose and question. In section 2.1, the researchers discuss sustainability and further inspect environmental, economic and social sustainability and conclude this section by discussing the triple bottom line. In section 2.2, different types of sustainability driven entrepreneurs are pointed out in details including ecopreneurs and social entrepreneurs in addition to values centered entrepreneurs. In section 2.3, the researchers discuss different personal values and values in business and then look into economic and non-economic values whereby in the first profitability and resource availability are pointed out whereas in the second the environmental and social aspects are emphasized. In section 2.4 the researchers discuss entrepreneurship and stakeholders’ involvement as stakeholders play a major role in the research especially that different stakeholders are interviewed as will be shown in the following chapter.

2.1 Sustainability

Sustainability is a term that began with the increasing awareness in the 1980s that countries should find ways to enhance their economies without affecting negatively the environment by destroying it or the well-being of the generations to come (Savitz, 2013). Since then, the term sustainability became a buzzword for a wide group of environmental and social causes according to the same author. Sustainability is made up of three dimensions as it focuses on the economy, the social well-being and the environment whereby societies try to find balance between them or even the most favorable (Finkbeiner et al. 2010). According to Dillard et al. (2009), it is thought that sustainability is made up of three overlapping goals that are dependent on each other which include living in an environmentally, economically and socially sustainable manner for the long term.

Sustainable businesses according to Savitz (2013) have a great probability of being more successful as time passes, and for continuously succeeding not only for months or years, but also for generations. Sustainable societies and organizations do not deplete their capitals which in this context comprise of natural resources, social and human assets and lastly economic resources as discussed by Savitz (2013). Hence, natural resources for example include water, air, energy sources while an example of social and human assets include community support whereas economic resources could include an economic infrastructure or an open marketplace. The first
idea that comes to the mind of many people, who hear the word sustainability, is environment however sustainability is much more than that as it looks into the interdependence of many factors in a society on each other and on the social aspect (Savitz, 2013).

Sustainability and sustainable development are not the same as it has been discussed in many documents and articles such as (Bell and Morse, 1999, cited in Moldan et al. 2012). Whereas sustainability signifies a system property denoted as quality, Moldan et al. (2012) state that sustainable development concept was explained by the quoted definition of Bruntland and the first article of the declaration of Rio which states that “Human beings are at the center of concerns for sustainable development. They are entitled to a healthy and productive life in harmony with nature” (UNCED, 1992, cited in Moldan et al. 2012, p. 4). According to Finkbeiner et al. (2010), the notion of sustainable development was first discussed in 1987 by the World Commission on Environment and Development whereby it designates a development that is able to handle the needs of today in terms of economic prosperity, environmental well-being and social justice. According to Goodland (1995) in order to ensure that the development is sustainable, sustainable development should incorporate environmental, social and economic sustainability. Sustainable development is also defined as the use of renewable natural resources, in a way that does not eradicate or damage them or reduce their usefulness for the generations to come (Goodland and Ledee, 1987, cited in Moldan et al. 2012).

Sustainability, according to Savitz (2013), operates in a way whereby the interests of the business, society and environment interconnect. He adds that sustainability at the business level is when a business is operated in a way that does not disregard the interests of other parties, for example the public or the workforce but instead it strengthens the connection between all the involved parties in this network. In the world of business also, a sustainable corporation is defined as “one that creates profit for its shareholders while protecting the environment and improving the lives of those with whom it interacts” (Savitz, 2013, p. 2). Moreover, sustainability takes into consideration the reliance of different aspects of a person’s existence on each other. He continues and states that financial success of individuals and societies along with economic growth, benefits all these individuals and societies. He adds that the only way to succeed in the world we are living in today is to act sustainably. Hence, companies are required to identify all possible stakeholders that they might need to interact with or be accountable to, establish good relationships between themselves
and these stakeholders and work with these stakeholders on the basis of mutual benefits. This will make the company more profitable and will also reflect on the economic, environmental, and social well-being and growth of this given society (Savitz, 2013). According to Goodland (1995) if each component of sustainability is defined separately this will facilitate specifying the needed action to approach global sustainability in reality. The researchers will hereby look into the environmental, social and economic sustainability and will conclude this section by discussing the triple bottom line.

2.1.1 Environmental Sustainability

The environmental sustainability concept was developed according to (Goodland, 1995 cited in Moldan et al. 2012) after scientists at the World Bank used the term “environmentally responsible development” (World Bank, 1992, cited in Moldan et al. 2012, p.6) then after it the term “environmentally sustainable development” was used (Serageldin and Streeter, 1993, cited in in Moldan et al. 2012, p.6). Environmental sustainability “seeks to improve human welfare by protecting the sources of raw materials used for human needs and ensuring that the sinks for human wastes are not exceeded, in order to prevent harm to humans” (Goodland, 1995, cited in Moldan et al. 2012, p.6). Environmental sustainability is also identified as a group of constraints on four main actions that regulate the scale of human economic subsystem which include “the use of renewable and nonrenewable resources on the source side, and pollution and waste assimilation on the sink side” (Goodland, 1995, cited in Moldan et al. 2012, p.6). Another definition of environmental sustainability focuses on biogeophysical aspects whereby biophysical sustainability is defined as preserving and enhancing the integrity of the Earth’s life supporting systems (Holdren et al. 1995, cited in Moldan et al. 2012). Moving towards environmental sustainability is essential because the deterioration of these global life support systems which make up the environment enforce a time limit whereby humans do not have time to create new livable spaces such as cities underneath the ocean but instead they should save the only environment they have and invest in restoring what has been spoiled (Goodland, 1995). An example of successful environmental sustainability application is the EU’s approach, “20-20-20 target” which was approved in 2007 and mentioned agreeing on reducing greenhouse gases emissions by 20%, and by equal percentage share of renewable energy resources and finally a 20% increase in energy efficiency noting that
these three targets shall be achieved by the year 2020 (EC, 2007 cited in Moldan et al. 2012, p. 11).

2.1.2 Social Sustainability

One of the main challenges of sustainability is to keep the environmental harm that is resulting from human activity as limited as possible while decreasing the scarcity and misery resulting from poverty (Dillard et al. 2009). These authors add that in the recent years, businesses, governmental organizations and non-governmental organizations are engaging more and more in programs and policies that are based on social responsibility. Thus, the importance of the involvement of the community in environmental efforts proves that social sustainability is the sole foundation on which environmental sustainability can be based. Social sustainability focuses on “the impact of an organization, product or process on society” (Finkbeiner et al. 2010, p. 3314). Social sustainability is defined as “the extent to which social values, social identities, social relationships and social institutions can continue into the future” (Black, 2004, cited in Moldan et al. 2012, p.5). A vital aspect regarding social sustainability is how citizens, organizations and governments discuss and assign responsibilities to a variety of stakeholders regarding the environmental and social impact of individuals and institutions (Dillard et al. 2009). According to Finkbeiner et al. (2010) by analyzing the impact of the organization on different local, national and global stakeholders, social benefits can be valued. They add that most social indicators measure to what extent societal values and objectives in a specific area of life can be reached.

2.1.3 Economic Sustainability

Lower levels of poverty, high levels of employment and no bankruptcies would occur if nations and organizations flawlessly understood the meaning of being economically sustainable (Doane & MacGillivray, 2001). These authors continue and state that two approaches to economic sustainability exist in the literature, the first includes how an organization can remain in business while the second discusses the economic impact on the society by an organization. Economic sustainability concentrates according to Goodland (1995) on the section of the natural resources base that offers physical contributions that are both renewable as in forests and exhaustible as in minerals into the production course. He adds that economic sustainability takes into consideration the addition of the physical inputs into production, stressing on environmental life support systems without which production could not exist and neither can humanity. Hence, atmosphere, water and
soil all constitute life support systems and thus need to be in a healthy condition in a sense that their environmental service capacity should be sustained. To elaborate more on this an example of the ozone shield is given whereby, a healthy one would prevent damage through ultraviolet radiation to crops and human beings (Goodland, 1995).

2.1.4 Triple Bottom Line

The triple bottom line is a concept that was first suggested by John Elkington who proposed that the financial performance of the business (e.g. profit, return on investment, etc...) is not enough to measure the success level of the business but instead they should measure the effect their business have on the society, environment and economy (Savitz, 2013). Elkington (2004) who suggested the triple bottom line concept, says that this concept did not come by surprise or out of nowhere but instead with the growth of the environmental dimension of sustainability, the social and economic dimensions had to be addressed in a more coherent way if the aim was to achieve serious environmental progress. In 1995, they also developed the terms “people, planet, profit” (Elkington, 2004, p.2). He adds that the triple bottom line agenda drives business to not focus solely on their added economic value but also on the social and environmental value that they enhance or worsen.

Companies do not use exclusively financial resources when conducting business but instead they also use social (e.g. infrastructure which is provided by the governmental bodies) and environmental resources (e.g. water or raw material) (Savitz, 2013). He adds that a business that measures a positive return on investment in terms of the economic, social and environmental dimensions, in addition to the benefits that stakeholders get in line with each dimension, is considered a sustainable business. Many Fortune 100 companies such as Shell, AT&T and Dow Chemical clearly show on their websites the different triple bottom line terminologies (Schulz & Flanigan, 2016). They add that in the industrial sector, many companies consider a sustainability framework to assess their performance at the social, environmental and economic levels, known as the triple bottom line. Elkington (2004) also states that the triple bottom line has become over the years an important subject that is being discussed at the level of boardrooms after it had been discussed at much lower and less important hierarchical levels as displayed below in Figure 1.
Figure 1: Triple Bottom Line makes its way into Boardrooms

<table>
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<th>1970s–1980s</th>
<th>Late 1980s</th>
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<td>• Process designers</td>
<td>specialists</td>
<td>• Chief financial</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>officers</td>
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<tr>
<td></td>
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<td></td>
<td>• Investor relations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>specialists</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Strategists</td>
</tr>
</tbody>
</table>

Source: (Elkington, 2004 p.7)

Moreover, Savitz (2013) illustrates the economic, social and environmental pillars of the triple bottom line as shown in the below Figure 2 and states that “a positive TBL reflects an increase in the company’s value, including both its profitability and shareholder value and its economic, environmental and social capital” (p.5).

Figure 2: Triple Bottle Line

<table>
<thead>
<tr>
<th>Economic</th>
<th>Environmental</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, profits, ROI</td>
<td>Pollutants emitted</td>
<td>Health and safety record</td>
</tr>
<tr>
<td>Taxes paid</td>
<td>Carbon footprint</td>
<td>Community impacts</td>
</tr>
<tr>
<td>Monetary flows</td>
<td>Recycling and reuse</td>
<td>Human rights; privacy</td>
</tr>
<tr>
<td>Jobs created</td>
<td>Water and energy use</td>
<td>Product responsibility</td>
</tr>
<tr>
<td>Supplier relations</td>
<td>Product impacts</td>
<td>Employee relations</td>
</tr>
<tr>
<td>Total</td>
<td>Total</td>
<td>Total</td>
</tr>
</tbody>
</table>

Source: (Savitz, 2013, p.5)
2.2 Sustainability Driven Entrepreneurship

Shane and Venkataraman (2000) have claimed that entrepreneurship has been generally a notion that scholars have been struggling to define for years, and more specifically for decades. First of all, Knight (1921) defined entrepreneurship as the capacity of a person to be able to predict futuristic outcomes with success. Almost a decade later Schumpeter (1934) suggested that entrepreneurship is a way of conducting actions by combining several things together. In 1968 the first and more specific opinion was given by Cole, who described entrepreneurship as a meaningful action, through which a profit-driven organization is created, continues its purpose and evolves in a business environment. However, Kirzner (1973) gave a different aspect of entrepreneurship, which has to do with the ability of the entrepreneurs to identify and exploit new opportunities in a market.

In 1985, Gartner claimed that entrepreneurship is the initiation of a new venture, and continued in 2007 to explain further that entrepreneurship constitutes a notion which cannot be defined only just by exploring some aspects of it, but it should be dealt as a combination of actions that all of them form the whole idea of entrepreneurship. According to Venkataraman (1997), the notion of entrepreneurship is linked with the idea of opportunities and how, when and if entrepreneurs discover and exploit them or not. Adding to that “entrepreneurship is being driven by perception of opportunity, rather than resources currently controlled” (Stevenson, Roberts and Grousbeck, 1985, cited in Low and MacMillan, 1988).

A distinct opinion came from Amit, Glosten and Mueller (1993), who have claimed that entrepreneurship is also possible to happen in an already existing organization, rather than be a creation of a new venture. However, entrepreneurship is a tool, or as Bruton, Ahlstrom and Obloj (2008) have stated “Entrepreneurship is the engine that will push the emerging economies forward as the states of the developing world quickly grow to be major economic forces.”

Many people view companies as the main source of environmental and social problems, therefore the main cause for the absence of sustainability in the society (Schaltegger & Wagner, 2011). Contrastively, they add that sustainable development has been driven mainly by the managements of many leading companies. Sustainable entrepreneurs comprise of “actors and companies making environmental progress to their core business” (Schaltegger & Wagner, 2011, p.223). It is also
stated that entrepreneurship should discuss in its studies a detailed inspection of the consequences that the establishment of new ventures creates for the social wealth (Venkataraman, 1997, cited in Cohen & Winn, 2007). The entrepreneurial behavior of sustainable entrepreneurs enables them to manage and balance the economic, social and environmental wellbeing (Wagner & Kuckertz, 2009). They continued and stated that sustainable entrepreneurship is not only linked to the traditional entrepreneurial concepts but it holds more potential for the environment and society. Research about sustainable entrepreneurship is required to discover the importance of entrepreneurial action as a method to ensure sustaining the environment while at the same time helping investors, societies and entrepreneurs achieve economic and non-economic gains (Shepherd & Patzelt, 2011). Sustainable entrepreneurship opportunities might not be detected by everyone and some people might not see them as an opportunity as well (Zahra et al. in press, cited in Wagner & Kuckertz, 2009). Additionally, it is being more and more recognized how matters such as sustainability and innovation are equally vital and the acknowledgment is also increasing regarding the important role that sustainability plays in strategic business development (Schaper, 2016). Schaltegger & Wagner (2011) illustrate different kinds of sustainability oriented entrepreneurs which include the ecopreneurs and the social entrepreneurs. The relationship that connects entrepreneurship to sustainable development has been discussed by numerous groups of thought and literature which include social entrepreneurship, ecopreneurship, and sustainable entrepreneurship (Schaltegger & Wagner, 2011). Some authors (e.g. Blue, 1990; Bennett, 1991; Staber, 1997; Keogh and Polonsky, 1998; Lober, 1998; Isaak, 1999; Lehmann et al. 2005; Cohen, 2006) connect this type of entrepreneurship exclusively to ecopreneurship which is driven by the aim of earning money by helping in finding solutions to environmental dilemmas whereas other authors (e.g. Mair et al., 2005; Bright et al. , 2006 Bull, 2008) focus on social entrepreneurship which aims at accomplishing social goals (Schaltegger & Wagner, 2011).

### 2.2.1 Ecopreneurship

One of the fields of entrepreneurship is the notion of ecopreneurship, which has a more environmental aspect and started to emerge more in the beginning of the 21st century. It also had appeared in 1991 by Bennett, who conducted an investigation among 94 companies that either exploited environmental opportunities or evolved their environmental concern during their operation (Bennett, 1991, cited in Holt, 2011). “Many of the businesses associated with
‘alternative’ lifestyles were associated with products that had environmental dimensions but were also often intimately associated with strong social values” (Holt, 2011).

However Isaak (2002) defined ecopreneurship as the creation of a business, whose main goal is the long-term focus in sustainability and preservation of the environment. In addition, he also added that the entrepreneur, who acts in this framework, is called ecopreneur and as a person should be concerned about the environmental sustainability the raise of social awareness, and be motivated by these driving forces. Moreover, Pastakia (2002, p.93), claims that “ecopreneurship, refers to a process by which entrepreneurs introduce eco-friendly (or relatively more eco-friendly) products and process into the marketplace.”

Kirkwood and Walton (2010, p.205) mentioned that ecopreneurs are a subgroup within entrepreneurs who have different reasons, methods and motivations specifically to start their business. What makes ecopreneurs different than other types of entrepreneurs is that their ethical reasoning is strongly based (Linnanen, 2002 cited in Kirkwood and Walton 2010, p.209). Moreover, ecopreneurs might be motivated by the presence of a market need which represents an opportunity for them that they wish to exploit (Cohen and Winn, 2007 cited in Kirkwood and Walton 2010, p.209). Adding to that, Walley and Taylor (2002) also argued that “the definition of green entrepreneurs should be wide, encompassing not only ecopreneurs (individuals who set up businesses founded on the principle of sustainability) but also opportunist entrepreneurs who happen to have found a green niche.”

Furthermore, Schaper (2002, p.27) claims that “by demonstrating the economic benefits that come from being greener, ecopreneurs act as a ‘pull’ factor that entices other firms to proactively go green.” He also added (2016) that “ecopreneurship matters because it also has the potential to be a major force in the overall transition to a more sustainable business paradigm”, and also that the leading character of some entrepreneurs can be an influential factor to other businesses and lead them to adopt ‘green’ business methods.

Finally, Keogh and Polonsky (1998), mention the term “enviropreneurship”, which is explained as the aim of entrepreneurs to engage in environmental issues. They also add that these entrepreneurs are trying to raise environmental concern or solve environmental issues in their
organizations and that both the management and these entrepreneurs must have common goals and aim at the sustainability of the environment.

2.2.2 Social Entrepreneurship

Another field of entrepreneurship is social entrepreneurship whose main purpose is to raise awareness about social issues as Zahra et al. (2009, p.519) have stated:

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

However, Leadbetter (1997) was the first to claim that social entrepreneurs, when being part of an organization, should promote social actions and not the pursuit of profit, which is basically the target of shareholders.

Mair and Marti (2006) have stated that “Social entrepreneurship is seen as differing from other forms of entrepreneurship in the relatively higher priority given to promoting social values and development versus capturing economic value.” According to these authors ‘social entrepreneurship’ is a procedure that combines innovation and resources in order to exploit opportunities that aim at raising awareness for social issues and give attention to social problems. In addition to that, Certo and Miller (2008) also claimed that “social entrepreneurship refers to the identification, evaluation, and exploitation of opportunities that result in social value.”

Furthermore, Dees (2007) has claimed that “social and business entrepreneurs uncover or create new opportunities through a process of exploration, innovation, experimentation, and resource mobilization.” He also stated that “social entrepreneurship is a promising development that may lead into a new era in which we more effectively harness private initiative, ingenuity, and resources to improve social and environmental conditions.”

Moreover, Peredo and McLean (2006) tried to show the stages that social entrepreneurship is being conducted, by a person or a group of people. Firstly, is the emergence of social values, secondly is to identify and exploit the opportunities that exist in order to originate these values. Thirdly, is the try to promote someone’s innovation on social issues, in order to influence others about social values. In addition, it exists the level of taking a risk in order to create and spread social values,
and last but not least is the degree of how much fear the entrepreneurs feel so they continue the pursuit of the social goals that have been set in the beginning.

Austin et al. (2006, p.6) have suggested that every deal between stakeholders includes a range of values, such as “economic benefits, social recognition, autonomy and decision rights, satisfaction of deep personal needs, social interactions fulfillment of generative and legacy desires, and delivery on altruistic goals.”

The interest in social entrepreneurship has also reached university programs and students whereby it is reported that 250 professors are teaching about this matter in more than 35 countries, with more than 800 various articles and 200 cases utilized in courses related to social entrepreneurship (Brock et al. 2008, cited in Choi and Gray, 2010). On the other hand, Wall Street Journal for example, in the past few years have been identifying and rewarding organizations that connect business ideas with social goals in an innovative way (Dorado, 2016).

2.2.3 Values-Centered Entrepreneurs and Ventures

Some examples of businesses that reflect a poor image include pharmaceutical companies that sell drugs for unaffordable prices to millions of people in addition to many bankers who were willing to risk the financial system in order to increase their bonuses according to Choi and Gray (2010). On the other hand Choi and Gray (2010) argue in their book “Values-centered entrepreneurs and their companies” that many practitioners have different points of view regarding the potential of a business whereby many individuals who start their own business aim to do so to fulfill their dream of a better world not only for themselves or their families but also for the clients, societies and associates. These individuals aim at leaving for the future generation a better world. Choi and Gray (2010) name these entrepreneurs, the “values-centered” entrepreneurs who work hard to “do good” (p.4). In addition to the role of businesses in employing individuals and generating profit, they can also implement various business practices and strategies such as offering more sustainable products.

In the past years, the number of values centered ventures has been rising and the interest among young adults specifically towards this type of entrepreneurship has been also increasing as stated by Choi and Gray (2010). They continue and discuss that some of the most important companies such as Salesforce.com and Google reflect socially responsible and values centered actions.
whereby Google for example, invested in many environmental and social projects such as wind energy.

Human life quality according to these authors is at risk due to the deteriorating conditions of the worldwide environment, the economic inequality and the high poverty levels in Third World Countries. Hence, this requires dealing with matters such as global warming, life sustaining ecosystems and enhancing the living situation and standards of the Third World countries. They claim that developed and developing economies around the world are working on increasing consciousness regarding natural environment, health of the human-beings, the way people are treated and economic inequities. They also state that their needs to be a new approach towards business with the increasing number of environmental and social problems. Moreover, they mention that entrepreneurs who are value centered are willing to take action as they aim to tackle different environmental and social problems that the world is facing. These types of entrepreneurs are committed to responsible business practices. According to them, these entrepreneurs can conduct a business and at the same time improve a society. Indeed, they claim that entrepreneurs can practice their social values while at the same time building their business. These entrepreneurs believe that regardless if the organization is small or large, it should address social and environmental problems. Nevertheless, Choi and Gray (2010) discuss that it is very clear to these entrepreneurs that their business should be profitable as profit is essential for their continuity and ability to continue on doing good things to the community.

Value-centered entrepreneurship remains vague despite the fact that the movement of social ventures is on the rise according to Choi and Gray (2010). They continue and state that questions revolving around the possibility of a company to perform well and do good, or its preference to making money or serving a certain mission or balancing between profit and serving the cause remain unanswered. According to them, some narratives were written about value centered entrepreneurs by founders of some companies that are considered value centered businesses however, very few researches or books exist that tackle these mentioned questions. However, some of the key principles that were discussed by Choi and Gray (2010) during their research state that these values centered entrepreneurs and ventures are dedicated to a purpose that has a meaning as they look at the business not only from the side of accomplishing their own economic goals but also seek environmental and social missions. When seeking investors, they search for the right
type of investors who they feel they can correlate with in terms of their ability to build a reliable company that has a purpose and a mission that needs to be achieved while at the same time succeeding financially. They tend to differentiate themselves from other company’s by stressing on the values they possess and their sustainable business practices. Moreover, they tend to decrease as much as possible the negative impact of their firm on the environment and society.

2.3 Values

Values are an outcome of intellectual influences that a person has according to their social, psychological or biological desires (Schwartz, 1992, cited in Holland and Shepherd, 2011, p.338). Human values are directly related to behaviors and attitudes as empirical research has shown continuously (Rokeach, & Grube, 1984, Schwartz and Bilsky, 1990, cited in Mayton, 1993).

“Values are determinants of virtually all kinds of behavior that could be called social behavior or social action, attitudes and ideology, evaluations, moral judgments and justifications of self and others, comparisons of self with others, presentations of self to others, and attempts to influence others” (Rokeach, 1973, p. 5, cited in Agle and Caldwell, 1999 p. 326).

Adding to that, Schwartz (2011) also claims that values are related to personal goals, thus it exists a linkage between values and motives. However, Cooper and Artz (1995) support that the fulfillment of an entrepreneur’s goals differ from person to person, and it depends if these goals aim a high level of performance, in order to benefit more financially, or at a lower level of performance, which targets at the continuance of the non-economic goal that was set in the beginning. Therefore the values of an individual are defined by the goals that this person has set, according to the personal fulfillments that he or she wants to satisfy, and as a result, these values constitute the force that motivates them.

Values are also defined as, “Values may be thought of as global beliefs about desirable end-states underlying attitudinal and behavioral processes” (Conner & Becker, 1975, p. 551, cited in Agle and Caldwell, 1999 p.362). Another definition of values is,

“A value can be viewed as a conception, explicit or implicit, of what an individual or a group regards as desirable, and in terms of which he or they select, from among alternative available modes, the means and ends of action” (Guth and Taguri, 1965, pp. 124-125, cited in Agle and Caldwell, 1999 p.362).
Bardi and Schwartz (2003) also stated that people are characterized by different values, and it depends on what each person perceives to be more important in their lives. The study of values began,

“at the level of greatest interest to the field’s founders (i.e., personal values as studied by Rokeach, 1968; Spranger, 1928). As the study of values expanded to areas outside psychology and philosophy, the level of analysis was expanded from individual to organizational and beyond”(Agle and Caldwell, 1999 p. 330).

Hence, the researchers look into personal values and how this can influence the decision making at organizational level by discussing values in business and then discuss the economic and non-economic values which they consider as cognitive driving forces for the potential entrepreneurs who might engage in the Växjö Reuse Village.

2.3.1 Personal Values

Schwartz (1992) whose theory of basic human values has laid foundations for many studies over the last twenty years examined ten main values displayed in Table 1 below, that can be identified among all societies (Schwartz et al. 2012). According to the below table, the ten main values include “self-direction”, “stimulation”, “hedonism”, “achievement”, “power”, “security”, “conformity”, “tradition benevolence”, and “universalism” (Schwartz et al. 2012, p. 664). Each of these values has its own conceptual definition and definition components. These values are most probably considered universal as they are directly related to the global necessities of human existence, of individuals as living creatures, of coordinated social communication, and of group existence and well-being (Schwartz, 2010). According to Table 1, the conceptual definition of the value of power, includes “social status and prestige, control or dominance over people and resources” (Schwartz et al. 2012, p. 664) and its definition components include “demonstrating competence”, “dominance over people”, “control of material resources” and “status and prestige”. On the other hand, the universalism value conceptual definition includes “understanding, appreciation, tolerance and protection of the welfare of all people and for nature” (Schwartz et al. 2012, p. 664) and its definition components include “tolerance”, “societal concerns”, and “protecting nature”.

Furthermore, the motivations and the potential rewards that guide people towards entrepreneurship rely on the personal values of each one of these individuals (Schwartz, 2011). Schwartz (2010) states that “values are beliefs linked inextricably to affect” (p.222) meaning that when values are triggered they become mixed with feeling. He adds that values talk about desired goals that encourage action. Moreover, they transcend a precise action and situation such as obedience which is a value that is related to school or work. Values also act as standards as they assist in assessing different actions and policies or even the individual himself. When comparing a value to another, these values are ordered according to their importance in relation to one another so that they form a defined system based on order of priorities. Lastly, still according to the same author, the respective importance of several values paves the way for any attitude or action.

Looking back at the ten values which were discussed, Schwartz (2010) claims that values create a field of related motivations and that this field creates a circular structure for these values illustrated in the below Figure 4.

Source: (Schwartz et al. 2012, p. 664)
The closer two of these values are to each other around the circle the more they share similarities regarding the underlying motivations and the further they are the more incompatible are the motivations. On one hand two opposite dimensions are the conservation and the openness to change whereby the first stresses on conformity, tradition and resistance to change whereas the second stresses on the opposite through stimulation or self-direction. The second bipolar dimension consists of self-transcendence and self enhancement values. Self-transcendence focuses on the “concern for the welfare and interest for others” (Schwartz, 2010, p. 226) whereas self enhancement focuses on self-interest values such as power or achievement.

2.3.2 Values in Business

At the business level, the investment community is taking more and more into consideration the sustainability materiality thus considering factors like solid environmental care and social responsibility in calculating the long term value of a company (William, 2013). Most studies about values according to Agle and Caldwell (1999) test the causal relation that exists amid personal and organizational values. They continue and state that researchers who conducted such studies were
interested in understanding the kind of relationship that exists between executive values and the decision making process at the level of the organization. The first of many similar examinations was that done by Guth and Tagiuri (1965), who stated that the values held by management have deep influence on an organization’s strategic decisions (Agle and Caldwell, 1999).

“Organizational values are defined as the beliefs held by an individual or group regarding means and ends organizations “ought to” or “should” identify in the running of the enterprise, in choosing what business actions or objectives are preferable to alternative actions, or in establishing organizational objectives” (Enz, 1988, p. 287. cited in Agle and Caldwell, 1999 p.362).

Values form an essential part of our daily lives according to Agle and Caldwell (1999) as they can define, control and adjust relations among societies, institutions, organizations and individuals. Additionally, the well-being and quality of relationships are considered to be better when people point towards the position of intrinsic values for example community and growth, instead of extrinsic values as in status, money, or image (Sheldon and Kasser, 2001). According to Agle and Caldwell (1999) values will play a vital role in governing the new organizational forms of the future.

"... (W)inning companies first emphasize values - the beliefs and attitudes that . . . the business owner, ha(s) about…employees, customers, quality, ethics, integrity, social responsibility, growth, stability, innovation and flexibility. Managing by values - not by profits - is a powerful process that will set… (a) business on the path to becoming ... a "Fortunate 500" company” (Blanchard, 1998, cited in Joyner and Payne, 2002, p. 297).

As the view of organizational stakeholders changed regarding values and ethics according to Joyner and Payne (2002) there has been a rising recognition that profitability measures alone, fail to rate the overall performance of an organization both in terms of being a profit seeking organization or a member of the society. Corporate strategy choice considers personal values an important determinant for it (Guth & Taguiri, 1965 cited in Agle and Caldwell, 1999). Moreover, it has been stated that in the world of business a new type of leader is needed, one who is “able to make ethical decisions in the face of strategic unknowns, serve the environment and the society while also serving the needs of investors and shareholders…” (Greenberg et al. 2011, cited in Kiser et al. 2014, p. xi).
In a recently held yearly meeting of Eli Lilly and Company, its CEO elongated the meeting for two additional hours to talk about the company’s core values and its importance to the company’s future (Agle and Caldwell, 1999). Moreover, according to the same authors, the CEO of Southwest Airlines discussed in an interview how values play a central role in an organization. Additionally, they mention that Fortune Magazine stated that more than half the U.S. corporations possess a values statement which is more than twice the ones they had ten years ago. A Business Week report stated that more than 95% of Americans believe that profit is not the only purpose of a business and 40% of American investors check on the ethics and values before making their investment (Holstein, 2012). She also states that nowadays, many companies are prioritizing the environmental preservation whereby Nike for example launched a new initiative to decrease greenhouse gas emissions worldwide whereas Fertzer Wine purchases recycled paper and converted to using biodiesel fuel.

### 2.3.3 Economic Values

According to Stevens et al. (2015), both the social and economic goals of an organization/entrepreneur come from the reflection of the values that this organization or individual has. According to Chaganti et al. (2014) a lot of entrepreneurship literature such as (Timmons and Spinnelli, 2009) emphasizes mainly on the growth of the economic value of firms, such as creation of wealth or generation of robust profit margins. Most companies, regardless of what they do if they build airplanes or create software go into business to make profit (Skog, 2015).

- **Profitability**

Manish and Sutter (2016) argued in their article that seeking profitability is an “extrinsic goal” rather than an “intrinsic desire”, which somehow implies that profitability is the tangible means which entrepreneurs intend to obtain regardless the rough journey on the road. Zahra et al. (2009, p.522) listed two extreme cases, and one of them was that an entrepreneurial entity solely focuses on economic wealth creation regardless of social wealth creation.

Grieco (2012) indicated that entrepreneurs are interested in certain projects which are based on the priority of seeking profitability. Despite entrepreneurs having those “intrinsic desires (Manish and Sutter, 2016)” such as the mastery of producing an ideal product or promoting the awareness of environmental sustainability, the concern of profitability always arises to be taken into account in
this tangible world. Strothotte and Wüstenhagen (2005) believed that “economic sustainability should be the goal of every social enterprise, including social entrepreneurial enterprises (SEEs) even though the social mission has higher priority” (p.132). Otherwise, without a positive income, organizations would not be able to pay for their own activities and therefore successfully to fulfill their social missions accordingly (Strothotte & Wüstenhagen, 2015).

- Resources Availability

Even though entrepreneurs present the strong willingness to establish a new venture based on the opportunity of profitability, but still they would ponder various obstacles from the reality such as “lack of professional experience and funding” during the phase of decision-making (Staniewski, Szopiński & Awruk, 2016). At here, the researchers believe that the availability of resources includes, for instance, the availability of funding, physical material (natural or artificial material), technology know-how, social network, infrastructures, market channels, government policies, etc., which the availability of those “tangible and intangible” (Ozdemir et al., 2016) resources are subject to the consideration of entrepreneurs before taking into consideration of new venture creation.

It’s common that entrepreneurs with various “background, experience, information and risk tolerance” distinguish opportunities differently (Chaganti, Chaganti & Brush, 2014, p.6). For instance, one entrepreneur may possess one type of resource (e.g., the availability of funding) which the others don’t have (e.g., a sufficient amount of financial means) to initiate a new business venture. In this case, before the entry of new business venture, entrepreneurs are most likely to evaluate the availability of surrounding resources to sustain the new venture in the long-run in terms of the feasibility of possession. As Vuong et al. (2016, p. 1) explained that those factors such as “preparedness, financial resources, and participation in social networks are confirmed to have significant effects on entrepreneurial decisions.”

2.3.4 Non-economic Values

Chaganti, Chaganti and Brush (2014) say that economic and non-economic values have a strong connection. Entrepreneurial thinking begins first with the individuals and their social and environmental choices which are based in a lot of ways on personal concerns (Schaltegger & Wagner, 2011). According to Schaltegger (2002) many sustainable entrepreneurs such as Hipp, a
large producer of baby food in Europe, Duttweiler, the creator of Migros, Switzerland’s major food supplier, Pfenninger, or Anita Roddick, the founder and former head of Body Shop, have been considered to represent the mix of strong social and environmental values with a highly active and enthusiastic entrepreneurial attitude (Schaltegger & Wagner, 2011). In 1998, with a $1 billion gift from the entrepreneur Ted Turner, the United Nations Foundation was created to help in solving the most pressing problems globally through establishing partnerships between the public and private sectors (Holstein, 2012). Moreover, she adds that the Virgin Group and Virgin Unite founder, Sir Richard Branson started his non-profit organization, the Elders in 2007, in coordination with human right activist and musician Mr. Peter Gabriel which aimed at addressing environmental and social problems. The entrepreneurial process that concentrates on creating social value or value for people and communities is known as social entrepreneurship as discussed in many review articles (Dacin et al. 2010, Short et al. 2009, Smith et al. 2013, Zahra et al. 2009, cited in Schaefer et al. 2015, p. 396) whereas environmental entrepreneurship “involves the creation of environmental value (preservation and regeneration of the environment) in addition to the economic value of conventional entrepreneurship” (Isaak, 2002, Lenox & York, 2012, cited in Schaefer et al. 2015, p. 396). Accordingly, the researchers look into the environmental and social values due to all what has been stated throughout this chapter about their importance in the field of business and entrepreneurship.

- Environmental

The relationship forms that relate the environment to the cultural context constitute the environmental behavior according to the study of values (Corraliza, Berenguer, 2000). According to these authors, when values were studied as factors that help determine the environmental behavior, several different theoretical referents were used. The most important among them concentrates on using the altruistic behavior concept which focuses on personal norms and moral obligation feelings (Schwartz, 1973, cited in Corraliza & Berenguer, 2000). This approach was used in the study of recycling related behaviors (Hopper & Nielsen, 1991; Nielsen & Ellintong, 1983 cited in Corraliza & Berenguer, 2000), domestic energy saving (Black et al., 1985 cited in Corraliza & Berenguer, 2000), littering (Herberlein, 1975, cited in Corraliza & Berenguer, 2000), and defending the environment through political action (Stern, Dietz, and Guagnano, 1995 cited in Corraliza & Berenguer, 2000). It has been stated that human activity has led to the degradation
of two-thirds of the planet’s land and water ecosystem according to Conca and Dabelko (2014). They continue and state that the UN estimates that $US6.6 trillion per year is the cost that the improper collective management of natural assets has on the global economy and they are expecting that by the year 2050 the cost could reach a level as high as $US28 trillion. Hence, they claim that the risk that results from this increasing damage threatens all companies as none of them is in a safe zone. Moreover, as naturally produced goods and services are at risk, companies might face problematic disturbances in their supply chain, and maybe obliged to present expensive replacements to traditional inputs or face unusual legal and regulatory risks. KPMG, which is a leading audit, advisory and tax firm, stated in 2012 that if companies are required to pay for their environmental bills then for every 1$ they earn they will lose 41 cents (Conca & Dabelko, 2014).

On the other hand, the customers’ consciousness regarding environmental issues is gradually increasing (Laroche et al., 2001 cited in Kirkwood and Walton, 2010, p.206). Three main drivers for this environmental change have been identified (Post and Altman, 1994 cited in Kirkwood and Walton 2010, p.207):

- Compliance Based Environmentalism: Governmental policies and regulations.
- Market Driven Environmentalism: Businesses are incentivized to adopt environmental programs and take action.
- Value Driven Environmentalism: Consumers are more willing to buy eco-friendly products and services

Policy makers, consumers and researchers should engage in a dialogue regarding different waste categories, since waste should be defined and so should the options regarding its prevention, reduction and recovery (Gharfalkar et al. 2015, p.305). Waste has become a useful resource, for many people who are living in developing countries as it has enabled them to live from it (Wilson, 2007 cited in Gharfalkar et al. 2015, p.306). Moreover, stressing on the importance of “waste as a resource” is being endorsed by modern ideas such as “closed loop or circular material economies that reinforces the notion of a ‘resource based’ paradigm instead of a ‘waste based’ paradigm” (Park and Cherlow, 2014 cited in Gharfalkar et al. 2015, p. 306).

- Social

The important role that business plays in a society has become a major issue that board rooms of corporations all over the world discuss (William, 2013). The corporation’s aim must be recreated
so as to take into consideration “creating economic value in a way that also creates value for society” (Porter and Kramer, 2006, cited in Leavy, 2012, p. 15). The CEO of Campbell Soup Company, Denise Morrison states that “profit and social value are part of the DNA of our company; a double helix inextricably linked” (Morrison, 2013 cited in Kiser et al. 2014, p.2). Social value creation is what Ford and Toyota are currently doing by working together on technologies that will help them fight climate change as discussed by Kiser et al. (2014). According to these authors, social value is created by companies once they take into consideration the economic, environmental and social aspects of their impact as well as how to increase the well-being and development.

The past years the notion of social entrepreneurship has pointed out a more social aspect of motives and gains that could influence an individual to involve in an entrepreneurial activity (Fayolle, Liñán and Moriano, 2014). The past decades the notion of social entrepreneurship has been searched and developed and it is still being investigated, since social issues keep on appearing even nowadays (Dees, 2007).

Social entrepreneurs are mainly motivated by their will to boost social values and help in solving problems that the governmental authorities might not be able to detect (Dees, 2007). Additionally, Mair and Marti (2006) claimed that even though a social entrepreneur’s morality and ethics form the base of their actions, their motivations could consist of less altruistic reasons as in personal satisfaction for example. It has also been suggested by Peredo and McClean (2006) that contributing to the community’s wellbeing, is one of the goals of social entrepreneurs in order to enhance social values in a society.

Ventures that bridge profit and service goals in innovative ways are on the rise (Eakin, 2003 cited in Dorado, 2006, p.319). These include for profit organizations which do well financially as well as good to the society or non-profit organizations that reinvest their profit in their own operations that aims at doing good to the community (Dorado, 2006). She continues and discusses one proven empirical finding in the literature on entrepreneurship which discusses the connection between an identified business opportunity and the background of the entrepreneur. She elaborates more on this by stating that if an entrepreneur knows about an existing social problem, for example
unemployment, he or she will be in a better position with a better chance to identify a business opportunity linked to a solution to this problem.

Moreover, it has been stated that “Many nonfinancial benefits-nonmonetary rewards, satisfactions, and benefits that result from the business-play a role in motivating the entrepreneurial process” (Holland and Shepherd, 2011, p.335). These authors also support that entrepreneurial actions based on social influences aim in the improvement of the standards of living in third world countries, in the promotion of equal opportunities for everyone, in the sustainability of the environment and other social issues.

2.4 Entrepreneurship and Stakeholders Involvement

Alone with the discussion of determined economic and non-economic values possessed by entrepreneurs, the notion of stakeholders toward entrepreneurial engagement shall be also studied in this context. As this thesis has previously mentioned the importance of resource availability to the consideration of entrepreneurial engagement, and those needed resources were often possessed by stakeholders. Burns et al. (2016, p.97) indicated that “entrepreneurs often need resources controlled by stakeholders to form and exploit opportunities.”

Stakeholders were defined as “any group and individual who can affect or is affected by the achievement of an organization’s mission” (Freeman, 2010, p.53). An entrepreneur’s decision-making is influenced by the involvement of those stakeholders with the procession of critical resources linked to the success of entrepreneurial activities (Vandekerckhove and Dentechev, 2005, p.222). However, the influence of a stakeholder can be positive or negative, which the benefits are linked to the input of new resources, new knowledge, new market and so on, and the drawbacks are linked to weaken the strength of a firm and eventually damage a firm (Susnie and Purvinis, 2015, p.849).

Accordingly, stakeholders are driven by stakeholders’ “interest” and “stake” toward an organization, and the stakeholder management capability of an organization is interpreted as the organization’s ability to identify “those groups and individuals who can affect and are affected by the achievement of an organization’s purpose (Freeman, 2010, p.54).” In this case, an entrepreneur would value the interests of his or her stakeholders by prioritization or categorization based on the importance of each stakeholder. Unsurprisingly, stakeholders are generally divided into primary
stakeholders, secondary stakeholders and non-stakeholders by entrepreneurs (Vandekerckhove and Dentchev, 2005, p.222). Primary stakeholders are defined as individuals and groups who usually have contractual bond with a firm and secondary stakeholders are considered as “other interest groups” in the business context (Matilainen and Lähdesmäki, 2014, p.72).

A stakeholder based perspective, which was suggested by Harrison and Wicks (2013) links a firm’s performance to the value it creates from the activities it pursues. Moreover, it interconnects the stakeholders by claiming that the value created for one, depends on other stakeholders behavior in addition to dividing these values into two, the intangible and the tangible. Additionally, the intangible value states that it is important for all involved stakeholders to be treated fairly and justly by the firm and that if stakeholders put their resources together and care about each other’s interest, this will have a direct impact on the organization as a whole. On the other hand the tangible value mentions that the value of the goods or services provided by the firm to the stakeholders is essential and states that,

“Communities provide locations and infrastructure and frequently also provide a large part of the work force in exchange for tangible benefits such as employment of its citizens, tax revenues, and economic growth” (Harrison & Wicks, 2013, p. 104).

This perspective also mentions that the above stakeholder values are interconnected as one value can affect stakeholders’ perceptions and how they react with the firm regarding other values.

Unfortunately, there are limited academic literatures which are particularly relevant to the study of the relation between entrepreneurial engagement and stakeholders’ involvement toward the circular economy. Superbly, the scholar from Swiss Institute for Entrepreneurship Lutz E. Schlange (2009, p.55) had distinctly discussed three existing concepts of how the focus of specific venture-driven entrepreneurs (includes economic, social and ecological) associated with stakeholders’ interest toward their new ventures. Additionally, this generation’s corporations and stakeholders have fully understood that the previous ignorance in properly handling certain issues has been responsible for a lot of the current social, economic and environmental challenges that everyone has been living and trying to deal with (Idowu et al. 2015). Schlange (2009, p.55) indicated that entrepreneurs were economic-driven who would be tended to focus on those stakeholders with economically more influential (e.g., shareholders, creditors, employees, suppliers, etc.) toward their new business ventures.
Meanwhile, Schlange (p.55) pointed out that socially driven entrepreneurs were tended to focus on the creation of social values (e.g., the common good of the community or the general public) which would be interpreted as the concentration of those stakeholders with the sense of public interest in addition to those economically interested stakeholders. Last, ecologically driven entrepreneurs were tended to be dominantly influenced by specific individuals and groups in terms of “environmentalists, NGOs, scientific communities, political parties, or a variety of dedicated pressure groups (Schlange, 2009, p.55)” aside with the stakeholders with economic and social impact.

Schlange’s discussion regarding the focus of three specific-venture driven entrepreneurs toward those important stakeholders reflects that stakeholder analysis in terms of identifying critical stakeholders and engaging them based on their “attributes, interaction and interests (Susniene and Purvinis, 2015, p.849)” is essential to the success of entrepreneurial activities. Furthermore, enrolling trusted stakeholders would help entrepreneurs to access those needed resources for the formation of opportunities under the condition of uncertainty (Burns et al., 2016, p.101). As this thesis refers to the concept of Växjö Reuse Village, it’s fundamental for prospective entrepreneurs to identify and understand critical stakeholders who potentially possess those needed resources (e.g., financial means, reusable materials, sales channels, logistic, favored policies, etc.), so those prospective entrepreneurs would be able to confidently exploit the opportunity and engage in the circular economy.
3. Methodology

The researchers discuss in this chapter the mixed research methods they used in order to collect the needed data for the research, specifically regarding Växjö Reuse Village. The researchers utilized mixed research methods that include qualitative and quantitative research methods. Accordingly, qualitative interviews, secondary analysis of official statistics and case studies based on documentary secondary data were used. Hence, in this chapter, the researchers state how the data was collected, from what sources and how it was analyzed so as to lay a foundation for the results that will be stated, discussed, analyzed and connected to the theoretical framework in the following chapter.

3.1 Discussion

Different specific business fields such as marketing, human resource and finance are informed by different social science disciplines like sociology, anthropology and economics according to Bryman and Bell (2015). They also gave details about the fact that qualitative and quantitative researches are two main different approaches to conduct a research. Bryman and Bell (2015) define the qualitative research method as:

“Qualitative research is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data. As a research strategy it is inductivist, constructionist, and interpretivist, but qualitative researchers do not always subscribe to all of these intellectual positions.” (Bryman and Bell, 2015, p.392)

Some of the main research methods that are connected to qualitative research include ethnography, qualitative interviewing in its different formats and focus groups as discussed by Bryman and Bell (2015).

Contrastively, quantitative research method was described as:

“…entailing the collection of numerical data and as exhibiting a view of the relationship between theory and research as deductive, a predilection for a natural science approach (and for positivism in particular), and objectivist conception of social reality.” (Bryman and Bell, 2015, p.160)

Furthermore, “Many of the techniques…survey research by questionnaire or structured interview, structured observation and content analysis can be extremely time consuming and expensive to
conduct” (Bryman and Bell, 2015, p.319). In this case they stated that secondary analysis can play a key role as it involves analyzing data that was collected by others such as market research companies or governmental departments.

Mixed research methods use a mix of both qualitative and quantitative research according to Bryman and Bell (2015). Many writers according to these authors have differentiated two main issues when it comes to mixed research methods. The first issue is the weight of the qualitative and quantitative research and the second issue is which of these methods precedes the other or if the collection of data relevant to each method took place at the same time. Based on these differentiations, mixed research methods are classified into nine categories based on priority and sequence. There are four different main designs for mixed research and these include: “convergent parallel design”, “exploratory sequential design”, “explanatory sequential design” and “embedded design” (Creswell and Plano Clark, 2011, cited in Bryman and Bell, 2015, p.646).

Case study is considered to be a good method to investigate empirically a specific existing phenomenon within a real life setting as it provides several different evidence sources (Robson, 2002, p.178, cited in Saunders et al. 2009, p. 145). Case study research is related to the specific nature of the case that is being studied and its level of complexity (Stake, 1995, cited in Bryman and Bell, 2015, p.67).

Values can either reflect the researchers’ personal beliefs or their feelings (Bryman and Bell, 2015, p. 40). When conducting a research, the researchers are expected to be objective as the personal biases of the researchers affect its subjectivity which thus threatens its validity (Bryman and Bell, 2015, p. 40). Accordingly, as we go deeper into the thesis, the researchers would like to note that although they support any project that could contribute to the environment or society’s well-being generally, they stand objectively towards this specific project of concern and avoid reflecting any form of personal biases throughout it.

Now that the different research methods have been discussed and clarified, looking back at the research purpose and question that were stated in Chapter 1 of the thesis, the researchers conducted qualitative interviews with different involved stakeholders to better understand their views regarding the Reuse Village. On another hand, the researchers interacted with the different actors to collect as much as possible secondary data that is relevant to the research purpose and question.
Additionally, to better ground the theory with real world, the researchers used case studies which are based on documentary secondary data.

3.2 Mixed Research Methods

As previously explained, mixed research methods use a mix of qualitative and quantitative research methods. Moreover, to design the research, researchers classified the mixed research methods by priority and sequence. Accordingly, the priority for the research being conducted was qualitative interviews and the sequence is secondary analysis and case studies based on documentary secondary data. While the time was short to conduct enough qualitative interviews, the researchers use the quantitative research to support it through secondary data. This type of mixed methods design is known as the “embedded design” whereby “the need for the design arises when the researcher feels that the quantitative or qualitative research alone will be insufficient for understanding the phenomenon of interest” (Bryman and Bell, 2015, p.646). On the other hand, as part of the quantitative research, the researchers used secondary data analysis in the form of official statistics. As part of their business, many companies and organizations collect secondary data as discussed by Bryman and Bell (2015). The researchers concluded the methods by using case studies based on documentary secondary data.

Figure 5: Mixed Research Methods

**Mixed Research Methods**

Source: Own Illustration
3.2.1 Interviews
Among the qualitative research, interview is the one that is mostly used as claimed by Bryman and Bell (2015) who also state that different types of interviews can be done to collect the needed data. These include structured interviews, standardized interview, semi structured interview, unstructured interview and many other types. They continue to discuss that structured interview for example, comprises of a defined set of questions that do not allow spontaneity, while semi structured interviews comprise of series of questions that are general and allow the interviewer to ask what’s on his mind depending on the answer of the interviewee. On the other hand, unstructured interview is more similar to a conversation (Burgess, 1984, cited in Bryman and Bell, 2015, p.481).

• Data Collection
An interview is a discussion that has a purpose and that involves two or more individuals (Kahn & Cannell, 1957, cited in Saunders et al. 2009, p. 318). Although the questions and themes differ between one interview and another, semi-structured interviews consist of a set of questions and themes that shall be tackled as clarified by Saunders et al. (2009). In this thesis, the researchers used two types of interviews, the unstructured and the semi structured interviews as they seemed to be the best options to collect data since the qualitative interviews involved a politician, a business manager and for several interviews and meetings the civil servants who introduced the researchers to the topic. When the researchers were still deciding their thesis subject, they were involved in a discussion with the civil servants in order to understand the topic and accordingly formulate their research question. However, at a later stage the discussion developed to unstructured interview as they are key stakeholders who are implementing the circular economy project. After the research question was formulated by the researchers, they decided to conduct semi-structured interviews with the other participants that they interviewed. During these interviews questions revolving around the research question were discussed. The researchers wanted to make the interviewees feel at ease of sharing their point of views without tying them to a set list of questions that they are obliged to answer one after the other without being able to discuss other issues related to the topic. This enabled the researchers to modify and insert new questions to the conversation based on what was discussed. The researchers took notes throughout the interview and stressed on different points such as the approaches of the participants towards
problematic issues such as entrepreneurs engagement in the Reuse Village. Although the questions and theme differed between one interview and the other, semi-structured interviews consist of a set of questions and themes that shall be tackled as explained by Saunders et al. (2009) who continues to explain that interviews can be conducted on the basis of one to one face to face interview or through the telephone or the internet. In addition to this the interviews were done within a specific time period to make sure that the interviewee is not bothered by the researchers’ presence. The researchers had agreed on the meeting times previously by establishing contact with the interviewee through emails or phone calls. A set date and time were agreed in order to conduct the interviews. According to Saunders et al. (2009) when a set date and time have been agreed for the interview and the purpose of it is clear and the participants understand it they tend to agree to conduct the interview.

- Sample Selection

When conducting qualitative research, purposive sampling is the key to the sample of the interviewer as mentioned by Bryman and Bell (2015) who continues to discuss that purposive sampling, which consists of different approaches, is the key to the interviewer when conducting qualitative research as it is based on the interviewer’s strategic choice of what type of participant is needed for the interview. Sampling individuals that are within subgroups of interest is what stratified purposive sampling is about (Patton, 1990 and Palys, 2008, cited in Bryman and Bell, 2015, p. 430). In this case the researchers chose to collect the needed data from groups that are directly interested in and related to the research question. Accordingly, civil servants, the business manager of a social enterprise and a politician were interviewed. The role of the civil servants, after they had introduced the researchers to the prospective concept of the Reuse Village, and throughout the whole research period collaborated with them, included understanding the different ideas and views they have and want to use to attract entrepreneurs to engage in the Reuse Village not to mention their role as a stakeholder in the project. The role of the business manager of a social enterprise is to serve as a potential entrepreneur who might engage in the Reuse Village whereas the politician served as a stakeholder who is directly involved in the decision making process for the creation of the Reuse Village. The civil servants introduced the researchers to the politician and provided us with the needed details to establish contact. On the other hand the business manager of the social enterprise was already known to the researchers as they previously
worked together on a project that aimed at facilitating furnishing apartments and dorms for international students coming to study at Linnaeus University. Furthermore, the researchers tried to establish contact with more business managers of social enterprises who could serve as entrepreneurs, however they did not receive any reply. The semi-structured interview that was conducted with the entrepreneur can be found in Appendix V while the one done with the politician can be found in Appendix VI.

• Data Analysis

Interviews that are done as part of the qualitative research are usually audio-recorded and transcribed when possible due to the importance of not only what people say but how they say it (Bryman and Bell, 2015). They continued and stated that some interviewees might be hesitant to accept being recorded during the interview however if they do so the researchers must continue with their interview and benefit as much as possible from the mentioned details. They added that transcribing interviews is a problematic issue as it is a time consuming process. Additionally, Saunders et al. (2009) claim that these interviews have two different purposes, one that collects data for quantitative purposes known as the standardized interview, and another one that analyzes the collected data qualitatively known as the non-standardized interview.

To analyse qualitative research, some approaches are highly structured, while others are less structured and some are more formal while others rely on the interpretation of the researcher as discussed by Saunders et al. (2009). Moreover, qualitative research can also be analyzed inductively or deductively, however the researchers used the inductive approach to direct their analysis. This approach is used by the researchers as the research being conducted is exploratory with the intention of generating further work. The researchers also aimed to make the results understandable for those who participated in the research as discussed by Saunders et al. (2009) who continues by claiming that the theory could be beneficial to propose prospective action since it is concluded from the setting where the research was done. There exist different approaches to inductive analysis of qualitative data. Due to the limited time that the researchers had and due to the limited number of qualitative interviews that were conducted, the researchers chose to utilize the data display and analysis approach which is described by (Miles and Huberman, 1994, cited in Saunders et al., 2009, p.503). According to them, this approach begins with data reduction whereby the collected data is summarized and simplified, is then followed by data display whereby the data
is organized in the form of visual displays and finally conclusions are drawn. The researchers accordingly display in Chapter 4 the results of their interviews in the form of summarized data. Consequently, the results of the interview with the civil servants, the entrepreneur and politician will be displayed in the form of summarized data and the researchers will follow it with a visual display and illustration that will help them draw conclusions.

- **Ethics**

Throughout the thesis process, the researchers have followed the different research ethics that are highlighted by Saunders et al. (2009) such as ensuring the voluntary participation of the participants, and the proper behaviour of the researcher. The researchers therefore did not disclose the names of the interviewees as their privacy was assured and will only refer to them in accordance with their field of work. During the course of the interviews, the interviewers made sure that the interviewees will not get any feeling of discomfort or stress. Moreover, the researchers provided the civil servants with the contact information of their tutor as the contact person at Linnaeus University. Finally, the researchers presented to the civil servants at the municipality the outcome of the thesis as it had been agreed when the thesis process began.

To sum up what has been discussed regarding the interview, the researchers provide the readers with an illustration shown in the below figure.

**Figure 6: Interviews Illustration**

**Interviews**

(Data Collection, Sample Selection, Data Analysis, Ethics)

**Source:** Own Illustration
3.2.2 Secondary Analysis

Data analysis is divided into two categories which include primary data analysis and secondary data analysis as stated by Bryman and Bell (2015). However, they explain that primary data analysis is the process of analyzing the collected data by the researcher who collected it, whereas secondary data analysis is when this same data is analyzed by someone else. According to Bryman and Bell (2015) secondary data analysis is extremely beneficial to students and university researchers as it is less time consuming and expensive and allows them to benefit from the research conducted by market research organizations or representatives of governmental departments who gather data and present it in statistical format. Although there are many advantages to secondary analysis such as high quality data and new interpretations of secondary data however it also has several limitations such as data complexity, unfamiliarity with the data, or unavailability of the key variables. Secondary data has different types and uses. Secondary data can be raw data which has not been processed or compiled data that has been summarized (Kervin, 1999, cited in Saunders et al., 2009, p.256).

- Official Statistics

When governmental bodies collect statistics for work purposes and more precisely statistical ones, this is known as official statistics as stated by Bryman and Bell (2015). They continue that the purpose why the state agencies do this is the requirement to keep records of their specific areas of activity. Moreover, they consider that researchers can benefit much more from official statistics rather than survey data due to many reasons such as saving time and money.

- Reliability and Validity

Reliability and validity of secondary data might be at risk because the rules and explanations of the involved phenomena might vary over time as discussed by Bryman and Bell (2015). Additionally, they discuss the issue of extending to the inspection of variables with which the frequency of incidence is associated. This implies that two main problems rise if such an interpretation is drawn; the first known as ecological fallacy discusses the inaccuracy of claiming that interpretations about certain organizations can take place based on outcomes of aggregate data while the second is related to the validity.
Secondary Data Collection

Due to the limitation of research data accessibility and the research timeframe, the researchers used official statistics which have been previously collected by various local government entities (e.g., Växjö Kommun or the City of Gothenburg). The data is compiled over a period of three years. First, the researchers utilized the collected waste data from Norremark Recycling Center (Appendix 1) which is one of the recycling centers in the Municipality of Växjö, Sweden. The researchers were provided with this data by their contact person at Växjö municipality. Moreover, the researchers’ asked their contact person in Växjö municipality to refer them to a contact person in Gothenburg municipality as they aim to conduct a cross cultural analysis between the existing Växjö Recycling Center and Gothenburg’s Alelyckan Recycling Park. Accordingly, the researchers’ contact person in Växjö municipality (civil servant) referred them to his colleague in Gothenburg municipality. Hence, the researchers were provided by waste data from Alelyckan Recycling Park (Appendix I) which is located in Gothenburg with the value of the reused items sold.

On another note, the civil servant in Växjö Municipality provided the researchers with a survey that they had conducted in 2015 with a random sample of citizens and business owners regarding the Reuse Village as shown in Appendix VII. However, the researchers will not analyse this survey as we did not establish contact with the participants and did not participate in its data collection process. Accordingly, it will only be referred to as part of the conclusion since citizens and business owners are also considered stakeholders in the Reuse Village.

Secondary Data Analysis

According to Bryman and Bell (2015) official statistics can benefit the researcher in terms of data which is compiled over many years that can be used to create charts and relate it to bigger social change in addition to enabling the researcher to use cross cultural analysis to compare a precise activity. The purpose why the researchers wanted to compare the collected waste data is that, by retrieving a particular waste category data and comparing the city of Växjö (Norremark Recycling Center) with the City of Gothenburg (e.g., Alelyckan Recycling Park), the researchers can observe whether or not such reusable material from Norremark Recycling Center is sustainable, based on the consideration of economic scope, which would possibly serve as one of the previously
discussed economic values, to enlighten potential entrepreneur’s engagement in the local circular economy. In Appendix 1, all collected waste from Norremark Recycling Center from 2013 to 2015 has been categorized into two general categories (non-hazardous waste and hazardous waste). Non-hazardous waste includes “paper/magazines, cardboard/carton, metal scrap, wood, glass, heavy masses, plastic, residual waste, compost; and hazardous waste includes appliances, car batteries and environmental hazardous waste” (Växjö Kommun, 2015).

On the contrary, in the second table of Appendix 1 the waste categories are organized in a different way which is troublesome for the researchers to make a comparison due to the difference of waste categorization. However, only the category of wood waste (excluding impregnated wood) in both tables was recorded coherently. Therefore, the researchers will benchmark this particular waste category to understand the feasibility of resource toward the project.

3.2.3 Documentary Secondary Data: Case Studies

The researchers use documentary secondary data, in the form of organization’s website to form three case studies. Documentary secondary data includes according to Saunders et al. (2009) written and non-written materials. They continued that written materials can include organizations’ communication, organizations’ websites, transcripts of speeches, or public records while the non-written material include voice recordings, television programs or organizations’ databases (Robson, 2002, cited in Saunders et al., 2009, p.258). On the other hand, case studies are one of the most utilized researches as stated by (Eisenhardt and Graebner, 2007, cited in Bryman and Bell, 2015, p.67). Cases could be ‘a single organization’, ‘a single location’, a ‘person’ or ‘a single event’ (Bryman and Bell, 2015, p. 67). Case study strategy is interesting to the researchers who aim at deeply understanding the research context and the enacted processes (Morris and Wood, 1991, cited in Saunders et al. 2009, p.146). Case studies strategy are used more often in explanatory and exploratory research as they can create answers to questions like ‘why’, ‘how’ and ‘what’ although the latter two, can be linked more to survey strategy (Saunders et al., 2009, p.145). Five different types of case studies are distinguished by (Yin, 2003, cited in Bryman and Bell, 2015, p.69) which include the ‘critical case’, ‘the unique case’, ‘the revelatory case’, ‘the representative or typical case’ and the ‘longitudinal case.’
Data Collection

There are several techniques for data collection such as interviews, observation, and documentary analysis (Saunders et al., 2009). Furthermore, the researchers used the representative or typical case which is defined according to Bryman and Bell (2015) as the type of case that aims to discover the details of a case that resembles to a day to day circumstance or an organization’s form. The researchers used this type based on documentary secondary data specifically an organization’s website and its communication. Research projects that use this approach do it as part of a case study of a certain organization or as part of an action research project as discussed by Saunders et al. (2009). Therefore, the researchers collected three representative or typical cases and studied them on the basis of documentary secondary written material data. The first case study, (Case Study 1, Re-Tek, Appendix II) discusses a case study of an entrepreneur who engaged in circular economy based on the specific waste category of electronics. The second case study, (Case Study 2, Uproot, Appendix III) discusses the same issue of the first case study however in relation to the specific waste category of wood. The last case study, (Case Study 3, Re-use Hawai’i, Appendix IV) discusses a case study of an entrepreneur who engaged in circular economy based on the general waste group of construction waste which comprises of various waste categories such as bulky, rubble, metal and glass.

Data Analysis:

Case studies are used in many different ways and there is a logic whereby many various types of studies turn out to be labeled as case studies (Tight, 2010, cited in Bryman and Bell, 2015. p.71). Through these three case studies which the researchers extracted from documentary secondary data in the form of an organization’s website, the researchers aimed to understand how entrepreneurs who have previously engaged in circular economy, act in comparison to different or specific waste categories. Accordingly, the researchers analyzed the documentary secondary data based on the activities and facts that are stated by the entrepreneurs in the three case studies and the quotations that were extracted from some of the interviews they conducted about how they started up. The researchers analyzed the stated ideas and facts from the case studies, illustrated them in the form of visual displays and linked them to the theoretical framework that was done in the previous chapter.
4. Results and Analysis

In this chapter, the researchers stated and analyzed the results of the mixed research methods that were used. Accordingly, the results of the interviews, secondary analysis and case studies based on documentary secondary data are stated, illustrated and analyzed in order to help the researchers draw their conclusions.

4.1 Interviews

As discussed in the previous chapter, the researchers conducted unstructured interviews with the civil servants whose results are referred to below as (Interview 1 Collected Data) and semi-structured interviews with the potential entrepreneur whose results are referred to below as (Interview 2 Collected Data) and the politician referred to below as (Interview 3 Collected Data). The results of each of the conducted interviews are followed by analysis and illustration of its stated results.

- Interview 1 Collected Data

The first person that the researchers established contact with was civil servant 1 who works as a manager at Växjö municipality. After sending him the first e-mail, he replied that the project is still in the planning phase, and it is supposed to start by 2018. However, the researchers made an appointment for the 11th of April, 2016, where the first discussion took place, together with civil servant 2, an officer at Växjö municipality. After a fruitful meeting and a bidirectional conversation, it was the initial step to start gathering the needed data, and define an outline on which the researchers could work on. The researchers were informed about the availability of a recycling center where citizens drive there by their cars to dump their waste according to its specific category. Thus, the community has been working on creating the Reuse Village, where people will drive first and give the useful stuff that could be reused and then continue to the recycling area and throw away their waste. However, the involvement of entrepreneurs in this project is crucial, because they will be the ones who receive the valuable waste and clean and repair it before they sell it as a reused product. Thus the community is searching for potential entrepreneurs who would be interested to take part in this.
The next meeting was held on the 19th of April, 2016. The researchers along with civil servant 1 and civil servant 2, visited the recycling facilities located in the northeast suburbs of Växjö, where citizens go and throw useless material in categories, such as paper, wood, plastic, metal, batteries, cans, glass, etc. The researchers also walked through the area where the Reuse Village is supposed to be built. The plan regarding the building is not confirmed yet, since the cost will be high and everything has to be taken into consideration first. For instance, some of the important questions that need to be posed are how many entrepreneurs will be involved initially in the project, and whether the visitors will pass from a reception first and then move to the entrepreneurs’ shopping areas and how will the incoming waste be distributed among the participating entrepreneurs.

Moreover, on the 2nd of May, 2016, during the meeting between the researchers and civil servant 1 and civil servant 2, another civil servant who also works as a manager at Växjö municipality joined the meeting. Altogether, the researchers discussed and asked questions about some details and brainstormed some ideas of how several things could be elaborated. The researchers were also given some contact information of politicians and entrepreneurs in the local area, who could be contacted to get more information that would serve the purpose of the research.

- Interview 1 Analysis

The civil servants in this project are considered stakeholders who are handling the pressure of implementing the huge investment that the municipality is putting into the Reuse Village. Accordingly, to ensure that they succeed in their mission the civil servants will have to take an equal stand between economic and non-economic values. On one hand they need to engage as many entrepreneurs as possible in the Reuse Village as discussed in the resource availability section in the economic value, as this is a source of income to the municipality to make up for its investment. On the other hand, the civil servants need to ensure that the Reuse Village will stand to its environmental objective which as stated previously in the waste management plan 2015-2020 of Vaxjo Municipality is to decrease the amount of bulky waste from 93 kilograms to 85 kilograms per person. Thus, this will ensure that the non-economic values, specifically in this case the environmental values are respected and applied. Additionally, they need to ensure that these entrepreneurs engage in the Reuse Village since this will reflect on the social values as the engagement of enough entrepreneurs will create jobs for the citizens, immigrants, or disabled people. Hence, the civil servants are stakeholders that act as mediators who have to equally balance
between the economic values and the non-economic values in a circular economy to attract entrepreneurs to engage in the Reuse Village. The below Figure 7 illustrates the position of the civil servants as stakeholders on the balance of circular economy and their influence on the prospective entrepreneurs.

**Figure 7: Civil Servants (Interviewed)**

Source: Own Illustration

- Interview 2 Collected Data

On the 12th of May, 2016 the researchers had a meeting with a business manager at a social organization in Växjö. Being in the field for over twenty years she gave her point of view about the idea of the Reuse Village and how or if the organization she works for could be a part of it. Her main concern is the cost of renting a new area and hiring new people who will help the customers. In addition, the location of the existing store is already known by the citizens, and creating a new store would probably spread the customers over the two shops putting both shops at risk of sustaining their operations so as to create enough profit to continue to do good at the level of the society and environment. She also mentioned that they practice social responsibility by employing immigrants, giving them Swedish lessons and other practices as well. On the environmental level, their second hand store saves a lot of valuable items from being wasted. Last
but not least, she mentioned her concern regarding the fact that people who go to the recycling area to throw their waste, are in a hurry every time, so she thinks that they wouldn’t like to spend some extra time to buy secondhand products there. However, after discussing further on how the process could be, she claimed that it is easier for the organization to have a container there, where people would go and leave their stuff, and by the end of the day the stuff will be brought to the main store. The idea of having workshops and coffee or restaurant places though, raised her level of interest, and she stated that if after a pilot try of the project has positive outcomes, she would be interested in getting involved by a renting a shopping area in the Reuse Village.

• **Interview 2 Analysis**

This prospective entrepreneur’s organization is already practicing their social values through employing immigrants and environmental values as they are diverting valuable waste away from being landfilled or incinerated. Therefore, what they only need at the time being is to get as much resources as possible, in terms of valuable waste that she could sell at their existing shop. However, if she sees that the Reuse Village is attracting many customers and citizens to spend valuable time there and not only go to the village to dump their waste, this could influence her decision. This is because the turnover of citizens at the Reuse Village might increase her chances in making her investment a profitable one thus ensuring the economic sustainability of their operations and their continuance to contribute to the social and economic well-being. Accordingly, if their organization wants to engage in the Reuse Village, they will do that on the basis of the economic values. If they find out that the Reuse Village is profitable for them they will invest more into it. For the time being they are still hesitant to invest a huge amount in it and therefore only plan to place a container over there to collect those valuable items and retrieve them to their store. Accordingly, this interviewed prospective entrepreneur is being placed more weight on the economic values rather than the non-economic values when considering if they engage in the circular economy or if they don’t as being shown in the below Figure 8.
On the 18th of May, 2016 the researchers interviewed a politician in the community of Växjö who was referred to them by the civil servants at Växjö municipality. The discussion included the willingness of the community to create Växjö Reuse Village and thus boost the concept of circular economy, which will be beneficial on both the social and environmental aspect. Similar projects such as the one in Gothenburg and the other in Eskilstuna (both in Sweden), are cases that will help her and her colleagues convince the potential entrepreneurs to engage in the project. She believes that if the Reuse Village is attractive and appealing to customers then it will encourage entrepreneurs to engage. She wants the Reuse Village to look as attractive as a mall. In addition, the idea of creating the “village” in a smaller scale and then expanding it was thought to be difficult, since it would require more effort and probably cause problems to the existing facilities. She also considered that competition should not be a factor that would threaten the engagement of entrepreneurs since it is an already existing factor in the market. Finally, she claimed that politicians are responsible to properly handle the tax money of the citizens, and accordingly, she believes that creating the Reuse Village is a good investment as it will help in creating jobs and divert valuable waste away from incineration and landfills.
• Interview 3 Analysis

The politician is a key stakeholder in the decision making process of Växjö Reuse Village. This politician believes that if the municipality invests more into the Reuse Village project to make it look more appealing to the citizens, more citizens will be interested in going there not only to donate their reusable waste but also to spend some time shopping or drinking coffee or taking redesign lessons by experts. Accordingly, the politician is placing more weight on the side of the non-economic values in terms of social and environmental values in order to ensure that the common good of the whole community such as job creation and environment sustainability. Furthermore, this will allow prospective entrepreneurs to consider more seriously to engage in the Reuse Village as it will not be regarded anymore as just another waste dump but as an interactive park where they can invest and profit from it.

According to this interviewed politician, if Växjö Reuse Village would be luring more and more customers, more and more entrepreneurs would be willing to engage in it which would accordingly benefit the non-economic values, specifically the social values, in terms of job creation and also the environmental values in terms of contributing to the city’s objective of decreasing the amount of bulky waste per head. To illustrate this, Figure 9 interprets how the politician’s role as a stakeholder could influence prospective entrepreneurs to engage in the concept of Växjö Reuse Village due to the politician might possess certain resources such as the favored government legislation or accessible physical resources (land) which prospective entrepreneurs in need to evaluate the engagement. In this case, prospective entrepreneurs would need to value the standing point of the politician regarding his or her decision-making. In Figure 9, the politician (Red) is being placed on the right side of the scale which towards non-economic values direction rather than economic values, because the starting point of this politician towards the concept Växjö Reuse Village is to maximize the social and environmental values of the project which ultimately and possibly would serve her personal value in terms of promising political career.
Figure 9: Politician (Interviewed)

Source: Own Illustration

4.2 Secondary Analysis

The researchers began by analyzing the results of Norremark Recycling Center and its implications on entrepreneurial engagement. Based on the historic collected waste data from 2013 to 2015 of Norremark Recycling Center (Appendix I) and Alelyckan Recycling Park (Appendix I), they generated a new table (Table 1: Collected Wood Waste Comparison Table) of comparison regarding a certain particular waste category, such as wood (excluding impregnated wood) in this context.
### Table 1: Collected Wood Waste Comparison Table

<table>
<thead>
<tr>
<th>Norremark Recycling Center</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Amount of Collected Waste (tonnes)</td>
<td>18,558</td>
<td>14,126</td>
<td>17,034</td>
</tr>
<tr>
<td>*Wood (tonnes)</td>
<td>3,490</td>
<td>3,717</td>
<td>3,923</td>
</tr>
<tr>
<td>*Wood (%)</td>
<td>18.8%</td>
<td>26.3%</td>
<td>23%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alelyckan Recycling Park</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Amount of Collected Waste (tonnes)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>*Wood (tonnes)</td>
<td>2,158.56</td>
<td>2,359.16</td>
<td>2,469.96</td>
</tr>
<tr>
<td>Reused Items Sold (SEK)</td>
<td>3,551,213</td>
<td>4,272,779</td>
<td>4,635,140</td>
</tr>
</tbody>
</table>

*Excludes “impregnated wood”.

**Source:** Växjö Kommun and the City of Gothenburg.

As mentioned in the previous chapter, because both collected waste data from two tables in Appendix I are mostly not recorded coherently according to the same type of waste categorization, the researchers were unable to match up all waste data between two tables. Exceptionally, the category of wood waste (excluding impregnated wood) was distinctively recorded in both tables, and therefore Table 1 was created for Norremark Recycling Center to benchmark the wood waste category of Alelyckan Recycling Park to see the resource availability and capability which would be perceived as a possible opportunity or motive by potential entrepreneurs toward the project of “Växjö Reuse Village”.

In Table 1, the category of collected wood waste (excluding impregnated wood) from Norremark Recycling Center was 3,490 (tonnes) in 2013, 3,717 (tonnes) in 2014 and 3,923 (tonnes) in 2015, and the number (in tonnes) of collected wood waste from this location increased gradually from 2013 to 2015 and the number (in percentage) was fluctuated by the total amount of collected waste.

In contrast, the category of collected wood waste (excluding impregnated wood) in Alelyckan Recycling Park was 2,158.56 (tonnes) in 2013, 2,359.16 (tonnes) in 2014 and 2,469.96 (tonnes) in 2015, and evidently the number (in tonnes) increased steadily from 2013 to 2015 with the total amount of collected waste (2013-2015) from this location was unknown due to the incompletion of data collection.

As a result, through benchmarking one particular category with Alelyckan Recycling Park, the category of collected wood waste (excluding impregnated wood) as an example implies the
availability of resources from Norremark Recycling Center in the long-term, would be perceived as a profitable opportunity that could possibly generate economic value to potential entrepreneurs. In addition, the reused items that were sold at Alelyckan Recycling Park gradually increased from 3,551,213SEK to 4,635,140SEK from 2013 to 2015.

4.3 Documentary Secondary Data: Case Studies

Based on the overview of three global circular economy cases, the researchers have categorized those listed identified facts into a table (Table 2) which such categorization would help the readers to understand entrepreneurial activities in the circular economy precisely as well as to trace entrepreneurial values in terms of economic values and non-economic values and the involvement of various stakeholders.

Table 2: Economic and Non-economic Value Indication Table

<table>
<thead>
<tr>
<th>Country</th>
<th>Profitability</th>
<th>Non-Economic Value</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-Tek, East Kilbride, South Lanarkshire, United Kingdom</td>
<td>Profitability: profit seeking as primary objective to operate business;</td>
<td>Social: job creation (created 32 more jobs),</td>
<td>OEM manufacturers, medium/large private businesses, public organizations, shareholders, customers, re-distributors, etc.</td>
</tr>
<tr>
<td>Re-use Hawai‘i, Hawaii, the United States</td>
<td>Profitability: non-primary goal but seeking profitability to sustain organization mission;</td>
<td>Social: job creation (created over 20 employments)</td>
<td>Hawaii Community Foundation, contractors, architects, homeowners, retail customers, government, etc.</td>
</tr>
<tr>
<td>Uproot, Vancouver, British Columbia, Canada</td>
<td>Profitability: not primary but profit seeking to sustain new social venture</td>
<td>Social: self-employment, community involvement, etc.</td>
<td>Construction companies, private businesses, designer, non-profit organizations, Recycling Council of British Columbia, etc.</td>
</tr>
</tbody>
</table>

Source: Own Illustration
In Table 2, the indication implies that the combination of economic values and non-economic values plus the participation of stakeholders altogether have played “a collective effort of alliance of actors (Bill, Bejerke & Johansson, 2010, p.38)” in driving entrepreneurial engagement in the circular economy based on the depicted facts from the above three cases. Re-Tek has taken the initiative of engaging in circular economy from the starting point of realizing social wealth creation in addition to the pursuit of economic wealth in terms of profit maximization. In this context, the “total wealth standard” was introduced by Zahra et al. (2009, p.522) which indicated that entrepreneurial entities can achieve both economic wealth and social wealth to fulfill the total wealth maximization. In addition to those economic and non-economic values toward entrepreneurial decision-making, entrepreneurs would also value the opinion of stakeholders who could increase the possibility as well as the capability of entrepreneurs’ engagement in new venture creation. Shnayder et al. (2016, p.216) stated the importance of stakeholder that “stakeholders can collaborate and stimulate each other to further assert their influence over organizational behavior.”

Figure 10: Re-Tek and Stakeholders Relationship

Source: Own Illustration
In Figure 10, profit maximization is perceived as the primary business objective of Re-Tek which is based on the interests of its critical stakeholders, such as OEM manufacturers (Green), medium/large private businesses (Red), shareholders (Purple) and re-distributors (Yellow). Therefore, those stakeholders with critical resources are posited on the left side of scale which are described as they have more economic interests toward entrepreneurial decision-making. Public organizations (Orange) are non-economic oriented entities which are posited on the right side of scale, and customers (Blue) in this case may or may not aware of the business of Re-Tek which has a significant impact on social and environmental aspects but largely aware of the affordability of the products that Re-Tek is marketing, so they are posited on the scale towards to the left direction of scale.

Kirkwood and Walton (2010, p.205) defined the entrepreneur as “the founder of a new for-profit business”, and the “ecopreneurs” as “people who start a business with pre-existing green values.” Apparently, the initiators of Re-use Hawai’i and Uproot as “ecopreneurs” have “eco-dedicated” (Kirkwood & Walton, 2010) to involve in the development of circular economy because of individual perception toward the value of resources and environmental sustainability. Furthermore, in order to exploit a certain opportunity, social entrepreneurs would embrace “both social and economic goals” (Zahra et al., 2009, p.521). In Table 2, both entrepreneurs from Re-use Hawai’i and Uproot have prioritized their goals by placing non-economic values ahead of economic values but somehow the importance of economic values was not neglected to enhance the possibility of entrepreneurial engagement.
In Figure 11 and Figure 12, because of profit maximization is not considered as a primary goal to both entrepreneurs of Re-use Hawai‘i and Uproot, so non-economic values are initially more weighed on the scale. Besides, the involvement of stakeholders in terms of the weight of stakeholder interest or the number of stakeholders would change the balance of the scale toward either economic or non-economic direction. In Diagram 6, stakeholders such as contractors (Green), architects (Yellow) and homeowners (Orange) are resources-providers who somehow are aware of their activities would lead to the positive impact on environment, but their interests are primarily toward left side of scale because of the services which Re-use Hawai‘i providing would minimize the operation cost and maximizes the profit. Shareholders (Purple) and customers (Blue) in this case are initially understand their involvement that would drive the sustainability of new venture in the long-term base, so they are posited toward the right side of the scale. Governments (Deep Blue) provides the favored tax policies to the entrepreneurs regarding the participation of circular economy. Last, the initial funding as “capital resource” from Hawaii Community
Foundation (Red) helped Selina Tarantino and Quinn Vittum to establish Re-use Hawai‘i, and Hawaii Community Foundation (Red) played as a critical stakeholder at here.

Figure 12: Uproot and Stakeholders Relationship

Source: Own Illustration

In Figure 12, construction companies (Green), designers (Orange), private businesses (Yellow) of Uproot are considered as critical stakeholders who provide physical resources (e.g., wooden waste) as one of critical conditions which have enhanced the capability needed for motivating the entrepreneurial engagement towards the circular economy. Also, those stakeholders are very likely social and environmental driven due to voluntarily their co-operation with those entrepreneurs so they are posited toward the right side of the scale. Furthermore, non-profit organizations (Red) and customers (Blue) are very likely motivated by the primary objective of entrepreneurs and support the action of those “eco-dedicated” entrepreneurs via funding or purchasing, so they are posited on the right side of sale.
5. Discussion, Limitations and Conclusions

Based on the result of empirical research regarding the concept of Växjö Reuse Village, the researchers have found out that the interviewed prospective entrepreneur (Black Triangle) displayed in the below Figure 13, has showed a greater economic-interest towards the concept of Växjö Reuse Village, and such value would be converted into one of important criteria for the decision-making of entrepreneurial engagement regarding setting up a new venture towards the concept of Växjö Reuse Village. In Figure 8, this prospective entrepreneur has showed a strong tie towards the interest of her own organization based on the interview, so in this case the researchers have weighed the motive of this particular entrepreneur towards the left side of the scale regardless the existence of unidentified prospective stakeholders in this potential project.

Figure 13: Prospective Entrepreneur and Stakeholders Relationship Illustration in the Concept of Växjö Reuse Village

Source: Own Illustration

According to the questionnaire survey result conducted by Växjö Kommun (Appendix VII) regarding public opinion including business owners and citizens toward reusable items and perhaps the concept of Växjö Reuse Village deliberately, there were more than 60% of surveyed
business owners and more than 80% of surveyed citizens responded positive to the importance of donating reusable items at the future Växjö Reuse Village. Therefore, the researchers have posited business owners (Orange) and citizens (Purple) along with the interest of politician (Red) on the right side of the scale in Figure 13. Meanwhile, as previously mentioned that the neutral interest of civil servants (Green, in Figure 7) as the initiators of Växjö Reuse Village have to compromise between the objective of Växjö Municipality and the aspect of economical sustainability regarding the concept Växjö Reuse Village.

Due to the limitation of insufficient of number interview conduction, the balance illustration (in Figure 13) only shows one of many scenarios which the influence of those prospective stakeholders altogether would shift this prospective entrepreneur to the right side of the scale towards non-economic values. Throughout the study of relevant entrepreneurial literatures regarding economic perspectives, seeking profitability is frequently perceived as a primary objective to entrepreneurs, and for this logic, those entrepreneurs are more attached to those opportunities with profitable prospect. Yet, the lack of sufficient resources would result in the entrepreneurs’ inability to fully realize the opportunity or the entrepreneurs’ unwillingness to exploit the opportunity. Therefore, in order to comprehend the potential of an opportunity in terms of products or services completely, “the entrepreneur needs to possess other resources and capabilities necessary for effective exploitation” (Choi & Shepherd, 2004, p.380).

In this circumstance, the influence of those prospective stakeholders is interpreted as the linkage to the availability of resources, such as reusable waste donated by business owners (Orange) and citizens (Purple) as well as the favored government policies lobbied by the politician (Red). For instance, the collected wood waste from Norremark Recycling Center in Table 1 indicated that wood waste (in tonnes) generated by the public gradually increased from 2013 to 2015, and such growth trend could be interpreted as a forecast of steady resources availability in the long-term for prospective entrepreneurs. However, there is one scenario which those determined values of this prospective entrepreneur would be significantly so powerful to overrule the influence of prospective stakeholders and resulted in the non-engagement of this potential project. In this case, the researchers suggest that an efficient and detailed communication between prospective entrepreneurs and critical stakeholders is required to avoid such drawback. Noticeably, this paper has uncovered and explained a list of possible entrepreneurial values, and which would be defined
as active attributes to influence the decision-making of prospective entrepreneurs toward a certain project. Moreover, those identified values from this research would somehow serve as a list of standard criteria for potential entrepreneurs to look up to because the disclosure of those possible values would minimize the uncertainty of the project as well as risk reduction. Accordingly, entrepreneurs could collect needed information to minimize uncertainties and construct the need of resources capability before decision-making on new market entry and opportunity exploitation (Choi & Shepherd, 2004, p.378).

Due to the inability of retrieving sufficient financial data from Alelyckan Recycling Park, the researchers were unable to determine the condition of profitability as the part of this research which the initiators of Växjö Reuse Village would not be able to completely forecast the feasibility of the project in the reality. Even though the researchers possessed the data of the total reused item sold from 2013 to 2015, but without the availability of cost value, the researchers were unable to calculate the profit value and conclude the profitability status. Additionally, the researchers tried to conduct more interviews with more entrepreneurs to understand their different point of views however due to the limited time frame and access to existing or potential entrepreneurs they couldn’t do that.

Entrepreneurs act as investors where they face uncertainty when investing their capital into the Reuse Village. They do not know if the investment they make in the project of the Reuse Village will yield the outcome they expect. On the other side of the equation, the municipality through the creation of the Reuse Village acts as the community which provides the location, needed infrastructure and workforce in exchange for tangible benefits such as economic benefits with returns from the entrepreneurs who invested and environmental benefits such as decreasing bulky waste levels.

Assuming that a local citizen arrives to the Reuse Village with 10 sofas, 5 bicycles and 3 beds that he/she wishes to donate, how will these items be distributed fairly among the entrepreneurs who are considered important stakeholders in the Reuse Village? Accordingly, the Reuse Village personnel have to allocate the resources they receive fairly among its stakeholders so as to ensure that the stakeholders, in this case the entrepreneurs, are receiving the value needed from these transactions. The researchers therefore suggest that the best solution for this dilemma is to let the
stakeholders, in this case the citizens, choose where they want to place their valuable items based on which entrepreneur or enterprise they feel that they can connect to. This will create positive competition among involved entrepreneurs who will be engaging in activities that express different added environmental and social values to appeal more to customers. In turn customers who share these values will tend to donate to these entrepreneurs as well as purchase any item they need from their store rather than a competitor’s store who does not practice similar values. Customers thus will be contributing to increasing the entrepreneur’s profit and enabling them to continue doing good to the environment and society.

Moreover, the different involved stakeholders, specifically the entrepreneurs will care about each other’s interest and cooperate rather than compete especially at the early stages of launching the village in order for the Reuse Village as a whole to succeed. The success of the Reuse Village will reflect on the willingness of more entrepreneurs to engage in it. On the other hand other stakeholders for example the local citizens of Växjö will feel a high level of personal satisfaction once they have donated valuable items for the benefit of the society both environmentally and socially and will regard themselves as socially responsible individuals. Entrepreneurs participating accordingly in the Reuse Village will be regarded by their local community as individuals/organizations contributing to the good of their city.

Moreover, the municipality will be providing the needed infrastructure by creating the Reuse Village for the stakeholders, specifically the entrepreneurs to operate in. If the entrepreneurs feel that the value they receive is high in terms of services, they will invest more resources. With that said, the products that are produced will be better valued by the customers and will not be regarded as cheap second hand products. This implies an increase in demand for the products which will lead to growth in sales. This growth provides more value to the entrepreneurs and yields profit that they can reinvest in their ongoing operation to keep on doing good. This will ensure that these entrepreneurs are sustainable at all levels including social, environmental and economic and are practicing economic and non-economic values whereby they are allocating the needed resources to make profit and continue doing good to the society while contributing to the city’s environmental wellbeing especially by decreasing the amount of bulky waste going for incineration.
Moreover, values differ from one person to another and are mostly based on the experiences and previous background of the individual especially when we refer to the creation of an organization and the fact that it is risky to attempt it. Even in cases where an extension of the already existing organization is required, there is a lot to consider before making the final decisions. Everything must be taken into account before the entrepreneur concludes if it is worth taking the risk or not. The tendency that more and more people are becoming environmentally conscious and companies and organizations have a more social profile nowadays shows that we are moving towards an era where people have concerns and show their willing to help both on an individual and collective level. In addition to that, the concept of circular economy plays also an important role, which could be perceived as an apparatus or as a mean, with which the community of Växjö will be able to both preserve and also boost the environmental sustainability. Circular economy is actually becoming an important economic factor in the creation of jobs, since it is one of the sectors that kept growing through the economic crisis (Laurent Ulmann, Editor-in-chief, The European Files, 2015).

In addition to the discussion of economic and non-economic values toward entrepreneurial engagement in the circular economy, the emergence of stakeholders in this context must not be neglected. Stakeholders are considered as “individuals or groups” who usually possess critical resources such as “funding, management capacity or public support”, which are associated with the performance of entrepreneurs (Schlange, 2009, p.14). Therefore, mobilizing those resources in terms of human and non-human actors from stakeholders are essential to enhance the capability of entrepreneurs to overcome difficulties (Quy & Zott, 2007). Because of the complexity relationship between prospective entrepreneurs and relevant stakeholders in reality, this research has merely provided a brief glimpse of how to visualize the interaction between prospective entrepreneurs and their stakeholders, and a systematic approach is needed for the future research in the field. As a whole, the impact of stakeholder’s involvement toward entrepreneurial activities shall be continuously studied in the future for all entrepreneurial scholars.
References


B Corporation: Redefining Success in Business and Creating Social Value


Elkington, J., 2004. Enter the triple bottom line. The triple bottom line: Does it all add up, 11(12), pp.1-16.


Savitz, A., 2013. The triple bottom line: How today's best-run companies are achieving economic, social and environmental success--and how you can too. John Wiley & Sons.


Online References


**Appendix I**


<table>
<thead>
<tr>
<th>Overall Category</th>
<th>Category</th>
<th>Description</th>
<th>Yearly Amount (tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Metal Scrap</td>
<td>Metal packaging and metal scrap, cables.</td>
<td>2013: 1,135, 2014: 1,107, 2015: 1,138</td>
</tr>
<tr>
<td></td>
<td>Wood</td>
<td></td>
<td>2013: 3,490, 2014: 3,717, 2015: 3,923</td>
</tr>
<tr>
<td></td>
<td>Glass</td>
<td>Glass packaging</td>
<td>2013: 244, 2014: 156, 2015: 156</td>
</tr>
<tr>
<td></td>
<td>Heavy Masses</td>
<td>Heavy masses from bulldozing and preparing earth for building. Also, tiles, porcelain, etc. Mostly used for filling out the landfill.</td>
<td>2013: 2,931, 2014: 1,151, 2015: 3,559</td>
</tr>
<tr>
<td></td>
<td>Residual waste</td>
<td>Glass packaging, gypsum (plaster), food waste (only windfallen fruit).</td>
<td>2013: 2,728, 2014: 2,732, 2015: 2,728</td>
</tr>
<tr>
<td></td>
<td>Compost</td>
<td>Waste from parks and gardens</td>
<td>2013: 5,662, 2014: 2,498, 2015: 2,884</td>
</tr>
<tr>
<td></td>
<td>Hazardous Waste</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Amount</td>
<td></td>
<td>2013: 18,558, 2014: 14,126, 2015: 17,034</td>
</tr>
</tbody>
</table>

Sources from: Norremark Recycling Center, Växjö Kommun.


<table>
<thead>
<tr>
<th>Waste Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combustible</td>
<td>934.76</td>
<td>1,055.52</td>
<td>1,048.76</td>
</tr>
<tr>
<td>Large Combustible</td>
<td>454.32</td>
<td>531.14</td>
<td>600.62</td>
</tr>
<tr>
<td>Non-combustible</td>
<td>1,064.04</td>
<td>1,144.52</td>
<td>1,426.14</td>
</tr>
<tr>
<td>Brick and Concrete</td>
<td>1,090.26</td>
<td>1,190.58</td>
<td>1,185.54</td>
</tr>
<tr>
<td>Impregnated Wood</td>
<td>228.78</td>
<td>227.08</td>
<td>248.18</td>
</tr>
<tr>
<td>Wood</td>
<td>2,158.56</td>
<td>2,359.16</td>
<td>2,469.96</td>
</tr>
<tr>
<td>Plastic</td>
<td>169.32</td>
<td>145.68</td>
<td>159.52</td>
</tr>
<tr>
<td>Tires</td>
<td>31.14</td>
<td>43.42</td>
<td>40.64</td>
</tr>
<tr>
<td>Garden Waste</td>
<td>497.4</td>
<td>486.9</td>
<td>536.3</td>
</tr>
<tr>
<td>Drywall</td>
<td>161.12</td>
<td>146.9</td>
<td>116.56</td>
</tr>
<tr>
<td><strong>Total Amount</strong></td>
<td><strong>6,789.7</strong></td>
<td><strong>7,330.9</strong></td>
<td><strong>7,832.22</strong></td>
</tr>
</tbody>
</table>

Sources from: Per Hogedal, Alelyckan Recycling Park (Kretsloppsparken Alelyckan), the City of Gothenburg.
Appendix II

Case Study 1: Re-Tek, Scotland, United Kingdom

Re-Tek is a Scottish company from United Kingdom which was established in 1996, and currently the company has 32 employees with business involvement in Europe, America and Asia (Zero Waste Scotland). Re-Tek has been operating its daily business based on the re-furbishment and re-sale of functional used IT products (e.g., PCs, laptops, flat screen monitors, printers, etc.) collected from medium/large businesses and public organizations, and also the company shares its revenue with these entities (Re-Tek Official Webpage). According to Zero Waste Scotland, as an IT disposal partner, Re-Tek has reused 80% of received used IT equipment, and approximately 19% of the total was non-functional/non-value handled by Re-Tek’s recycling partners and only 1% resulted in the landfill (Weir, 2015). Re-Tek offers a full-range of the industry’s leading solution to its clients regarding handling the sensitive data recorded on the equipment (e.g., PC hard drives). In addition, Re-Tek also assists its clients to participate in the benefits of circular economy (e.g., charity donation) and maximize the lifecycle of used equipment (Re-Tek Official Webpage). As Kevin Culligan, the co-founder of Re-Tek was interviewed by Zero Waste Scotland, he emphasized that:

“So what we doing in Re-Tek is contributing to the development of a circular economy ultimately what that means is stronger and more sustainable economy scope (Zero Waste Scotland).”

Some identified key facts about Re-tek include adopting “incentivized return” circular economy business model, and possessing a large scale of used resources (e.g., PCs, laptops, flat screen monitors, etc.) from large Original Equipment Manufacturers (OEMs), medium/large private businesses and public organizations. More key facts about Retek mentions that they possess a large number of established global retailers (a fully-developed distribution channel) and offer a full-range of hassle-free and industrial standard services to its clients: secure logistics, secure data erasure, IT re-sale, WEEE recycling, on-site HDD shredding, on-site data erasure, decommissioning, re-furbishment & re-deployment and asset reporting. Another fact about Re-Tek is that it promotes the concept of circular economy with charities. (Sources retrieved from Re-Tek Official Webpage)
Appendix III

Case Study 2: Re-use Hawai‘i, Hawaii, United States

According to the description of Re-use Hawai‘i official webpage, Re-use Hawai‘i is a non-profit organization that was established by Selina Tarantino and Quinn Vittum in 2006 (Re-use Hawai‘i Official Webpage). The objective of Re-use Hawai‘i is to reduce reusable material from the landfill and promote resources and environmental sustainability. Re-use Hawai‘i has been salvaging reusable material such as “lumber, doors, kitchen cabinets, sinks, windows, light fixtures, tile and more (Re-use Hawai‘i)” from construction demolition and donation, and the organization has been distributing those reclaimed material to the public at affordable prices via its warehouse shop on the island (Re-use Hawai‘i). Accordingly, Quinn Vittum co-founded Re-use Hawai‘i with the fund grant from Hawaii Community Foundation (Pacific Business News, 2015).

Some identified key facts about Re-use Hawai‘i is that they salvage reusable material from construction demolition that would end in the recycling center and landfill. They offer deconstruction (by hand) service to the contractors and homeowners, and a tax-deduction will be granted by the government via deconstruction donation to Re-use Hawai‘i. They possess a sufficient number of partners who provide support to the organization in terms of “fund, material equipment, other resources (Re-use Hawai‘i)”. They operate a warehouse shop that resells all reclaimed material from deconstruction 7 days a week.
Appendix IV

Case Study 3: Uproot Vancouver, Canada

Uproot is a social start-up which was founded by a group of students (Kevin Kimoto, Joe Brickson, Dayna Stein, Danielle Vallee and Natradee Quek) from Simon Fraser University (SFU) of British Columbia, Canada in 2015 (Gallop, 2016). The initiative of Uproot is to reuse “100% of Vancouver’s wood waste from the landfill” and convert the reclaimed wood material into “sustainable and useful products” (Yoon, 2015). Uproot reclaims those wood waste from the landfill by working closely with local construction companies and private businesses, and transform reclaimed wooden material into economic value.

Uproot has been operating this social venture by targeting businesses, organizations and projects as well as individuals who are interested in purchasing reclaimed wood material and custom-designed products (e.g., planter boxes, benches, stools, art installation, etc.) via its online marketplace. Since Uproot was established in the beginning of 2015, the start-up has reused 15 tonnes of wood waste from the landfill and has engaged in plenty of environmental projects for various organizations such as Greenpeace, the Langara Environmental Club and CityStudio (Recycling Council of British Columbia, 2015). As Kevin Kimoto and Joe Brickson were interviewed by Kerrisdale Playbook regarding their motivation toward this project, and they answered that:

“I am not sure what the origin of this is, but we’re both very passionate about waste and the environment. I think it’s just a part of our generation, which is understanding that we need to live on this planet more sustainably… (Yoon, 2015).”

Some identified key facts about Uproot is that it adopts the concept of a circular economy business model and is engaged in the environmental sustainability development by reusing wood waste from the landfill as they have access to a large scale of wood waste (resources) from local construction companies and private businesses. Their products include reclaimed wooden material and custom-design products. Their market targets are public installations, custom projects and individuals; Their sales channel includes an online marketplace. They have partnered with other ventures (e.g., Basic Design) and they practice community engagement regarding environmental sustainability (e.g., workshops, leads dialogues and blogging).
Appendix V

Entrepreneur Semi-Structured Interview

[Interviewer]: “How long you have been working at this social enterprise?”

[Entrepreneur]: “I have been in this job for over 20 years.”

[Interviewer]: “What would be your concerns toward the involvement of the organization you work for in the concept of “Växjö Reuse Village?”

[Entrepreneur]: “Well, there are many of them. First, my main concerns are the cost of new location rental and new people hiring; Second, the existing shop would face the competition from of the reuse village; Last, I think the visitors of reuse village would not stop for shopping after dropping off the reusable items as they are always in a hurry.”

[Interviewer]: “What is your preference in this case regarding the role of the organization you work for in the project?”

[Entrepreneur]: “It would be easier for us just to place a container at the reuse village, and people could drop donated items there and our staff would bring back the donated items back to our store at the end of day.”

[Interviewer]: “Have you heard about the concept of reuse village also including the establishment of workshop and cafeteria?”

[Entrepreneur]: “No, that would be interesting.”

[Entrepreneur]: “Well, our interest remains until we will see some positive outcomes from this reuse village.”
Appendix VI

Politician Semi-Structured Interview

[Interviewer]: “In your mind, how do you picture the concept of reuse village?”

[Politician]: “I want to see the reuse village is a cozy place where people will come here to donate and purchase reusable items, and a social place where people can communicate and relax.”

[Politician]: “I want the reuse village to become the new brand of the city (Växjö) so people will visit it when they are in Växjö.”

[Interviewer]: “In your opinion, what is the important factor of motivating new entrepreneurs?”

[Politician]: “I believe the reuse village must be well-designed with considerable-size and a number of tenants, so it will attract more entrepreneurs.”

[Interviewer]: “What is your opinion about the possible competition between the stores at the reuse village?”

[Politician]: “I believe that competition already exists in the market and this will get the organizations to involve in positive competition and improving their image to attract more customers.”
Appendix VII

Växjö Kommun: this is a short summary of the results of a survey we made in 2015. The purpose of the survey was to examine what the citizens and business owners in Växjö Municipality thought of our recycling centers, especially the opening hours. Two questions are focused on re-using and the Reuse Village, and these are the questions summarized here. The survey was made by phone interviews. 100 businesses were interviewed, along with 601 citizens. The businesses interviewed were randomly picked, but all have a subscription to leave waste at the recycling centers. The citizens were randomly picked.

Business Owners
They have given an answer on scale from 1 to 5, where 1 is not important at all, and 5 is very important.

1. How important is it to be able to leave things for re-using at the recycling center?

   **Figure 1.1** Q1: How important is it to be able to leave things for re-using at the recycling center?

2. How important is it to be able to buy things that are re-used?

   **Figure 1.2** Q2: How important is it to be able to buy things that are re-used?
For Citizens
The same questions were asked to 601 citizens.
They have given an answer on scale from 1 to 5, where 1 is not important at all, and 5 is very important.

1. How important is it to be able to leave things for re-using at the recycling center?

**Figure 1.3** Q1: How important is it to be able to leave things for re-using at the recycling center?

2. How important is it to be able to buy things that are re-used?

**Figure 1.4** Q2: How important is it to be able to buy things that are re-used?