

# **Creating 1 Million Jobs for People with Autism Spectrum Disorder**

*- A Case Study of Specialisterne and  
the Specialist People Foundation*

## **Master thesis**

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## Executive Summary

The purpose of this thesis is to assess the achievability of Specialisterne and Specialist People Foundation's (SPF) mission of creating 1 million jobs worldwide for people with ASD (autism spectrum disorder). Specialisterne/SPF is a social enterprise seeking to exploit the traits of autism as a competitive advantage in the labor market.

The analysis has been conducted based on two proposed parameters of which this mission, among others, is dependent. These parameters are 1) Shared value creation, and 2) Market potential. The first parameter aims at analyzing how and as to what extent Specialisterne in Denmark creates shared value. This has been chosen since Specialisterne in Denmark largely functions as a showcase for Specialisterne operations all over the world. The second parameter aims at analyzing the market potential of Spain compared to that of Denmark. This has been chosen, since Spain is an important European market, and since SPF is currently setting up an operation here. These parameters have been investigated based on a Theoretical Framework consisting of a range of theories including CSR by Carroll and Shabana, shared value creation by Porter and Kramer, social entrepreneurship by Dacin *et al*, as well as models of PESTEL and SWOT.

The main conclusion of this thesis is that the mission of creating 1 million jobs for people with ASD currently is unrealistic and unachievable. This is due to the fact that the first parameter of shared value creation shows both potential and challenges with regards to the mission. Specialisterne Denmark does create shared value, but the impact may not be the same in other countries. The second parameter of market potential is unsatisfying with regards to the mission, seeing as the market of Spain presented challenges that outweighed its potential. Furthermore, the market of Denmark presented favoring conditions for a Specialisterne operation, and only 35 jobs had been created here in 10 years. Finally, Specialisterne and SPF show a lack of overall strategic approach in scaling methods and market research, which further limits the potential of the mission.

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# 1. Introduction

*”We each have the opportunity to choose; do we see a weed or a valuable plant? At Specialisterne and the Specialist People Foundation we see a valuable plant, every time”* (translated from Specialisterne, 2014).

This quote by Thorkil Sonne, founder of Specialisterne and Specialist People Foundation (SPF), refers to the dandelion, the logo of the organization, and how this, dependent on the context, can be viewed either as a weed or a valuable plant. The same goes for people with a diagnosis within the autism spectrum disorder (ASD)<sup>1</sup>. Dependent on the context, they can either be a valuable employee or a burden to society. The quote largely expresses the core of Specialisterne/SPF, the case company of this thesis, and to some extent the key element of social enterprises in general. Building a viable business on the competencies of an otherwise socially marginalized group of people. It all depends on the context you put them in. Specialisterne and SPF create job opportunities for people with ASD. By choosing to see the *valuable plant* in these people, Specialisterne is able to employ a group of people, where the majority previously is left on early retirement by the age of 18.

The importance of being socially aware is a not a new trend within business society. In the last few decades, companies worldwide have experienced governmental and societal pressures to be socially and environmentally aware and responsible in all elements of business (Vogel, 2005). This has led many large corporations to create explicit corporate social responsibility (CSR) programs. However, most often these CSR initiatives are used only as peripheral activities isolated from core business as well as used a means to improve company reputation among stakeholders (Crane & Matten, 2007). CSR, though, has not yet proven to lead to sustainable growth on both economic and societal fronts, and it is difficult to measure monetary and non-monetary results of CSR (Epstein, 2008). Moreover, CSR initiatives are often limited by company budgets, and therefore the results of the initiatives are somewhat short-termed and done only when budget allows.

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<sup>1</sup> Throughout this thesis, the terms ASD and autism will be used interchangeably. When autism is used, it should be understood as the autism spectrum disorder (ASD).

Michael Porter and Mark Kramer (2011) argue that an emerging trend is reshaping the capitalist landscape and that it should supersede CSR in guiding the investments of companies – namely that of creating shared value (CSV). Shortly defined shared value is about creating both social benefits and economic value simultaneously. It is about enhancing company competitiveness through meaningful value propositions that not only boost shareholder value but serve as facilitators in advancing social conditions in the communities in which it operates. Porter and Kramer (2011:4) believe shared value to be the next evolution of capitalism stating that incorporating societal issues into strategy and operations is “*the next major transformation in management thinking*”.

There is a clear link between the concept of creating shared value and the social enterprise, which by Dacin *et. al.* (2010:44) is defined as “*an actor who applies business principles to solving social problems*”. In an interview, Porter even suggests that social entrepreneurship is an important channel towards the creation of shared value and a capitalist system in which meeting social needs is a core aspect of every business, and not just an add-on activity (Driver, 2012).

The need for companies that have a social mission seems to have grown during the last five to ten years. Among other things, negative impacts from the recession have put restraints on governments worldwide leading to cut-downs, public downsizing, increased unemployment rates, and, in some cases, lowering of welfare (Erhvervs- og Vækstministeriet, 2013) Christian Stadil, a well-renowned Danish businessman, expresses the importance hereof in an interview with Børsen: “*The world is in need of companies with a social element. I believe without a doubt that we will see many more of these types of companies in the years to come. More and more people are talking about it, among others Bill Gates and Warren Buffet....*” (Translated from Børsen, 2013).

Besides emphasizing the significance of social businesses, Stadil also states that social entrepreneurship is an important trend in business, which is evident both in the growing number of social enterprises worldwide as well as increased focus from various institutions (Driver, 2012). Business schools all over the world are, for instance, integrating social entrepreneurship as a subject. Moreover, social enterprises are the cornerstone of the EU Social Business Initiative (EESC, 2012), and the UN Global Compact is focusing on improving conditions for social enterprises worldwide in an attempt to find proper solutions for global

challenges (UN Global Compact, 2014). Thus, the importance of social enterprises seems undeniable.

In Denmark, den sociale kapitalfond (the Social Capital Fund) was established in 2011, Denmark's first social venture fund, with the purpose of investing capital and competencies in promising social entrepreneurs to scale their social impact and economic performance (Den Sociale Kapitalfond, 2014). Primarily these companies integrate a socially marginalized group of people into the labor market. And the need hereof is strong. About 800,000 Danish citizens in the working age are dependable on either temporary or permanently public support (Danmarks Statistik, 2014a), and people below the age of 45 on early retirement make up 6% of publicly supported people (Danmarks Statistik, 2014b).

One of the social enterprises that Den Sociale Kapitalfond has invested is the case company of this thesis, Specialisterne (Den Sociale Kapitalfond, 2013). Specialisterne is a social enterprise seeking to exploit the traits of autism as a competitive advantage in the labor market. People with ASD are a socially marginalized group with few opportunities of employment. Being the father to a son with autism, the founder of Specialisterne, Thorkil Sonne, had realized that the traits of autism – a remarkable eye for detail, pattern matching skills, and a high tolerance for repetitive tasks – fitted well to jobs within the IT sector, such as software testing and the like. He had realized the *valuable plant* in people with autism. It seems that this realization is important. The number of people getting diagnosed with ASD is increasing continuously. It is estimated that around 1-1.2% of the world's population may have autism (Autism-Society, 2014 & The National Autistic society, 2014), which is equivalent to 78 million people worldwide. And according to the Autism Society of America (2014) more than 80% of these are unemployed. Moreover, the costs of autism are high. In the US it amounts to about US\$ 137 billion per year (Autism Speaks, 2013), and in the UK to around UK£ 25 billion per year (FP, 2007). It is, thus, possible to establish that there is a global need of bringing the unutilized resources of people with autism into the labor market. Specialisterne and SPF have therefore made it their mission to *create 1 million jobs for people with a diagnosis within ASD worldwide* (Specialistpeople, 2014).

Considering the fact that total number of people with autism worldwide is 78 million, and that more than 80% of these are unemployed, this mission at first glance seems relatively easy achievable. However, looking deeper into it, this mission of creating 1 million job

opportunities is rather ambitious. SPF assumes that out of the 78 million people with autism worldwide, 3% of these (2.3 million) will be able to possess the job creations made by SPF. This is based on elements such as working age, intelligence, relevant interests and education, and workability capacity (Appendix 3.). SPF has just recently begun setting up Specialisterne operations in 11 countries besides Denmark, and it seems that the process hereof is long. Moreover, when looking at their webpage for numbers of how many jobs have been created in Denmark so far, the result is unsatisfying. You can easily find that they have a mission of creating 1000 jobs in Denmark and 1 million worldwide; and if you spend a little time, you can find a report explaining that they have employed 35 people with ASD. This number seems relatively low considering that Specialisterne has existed for 10 years, which implies that they have created 3.5 jobs per year (Specialisterne, 2014). Taking this into consideration, the mission of creating 1 million jobs worldwide seems both ambitious and challenging.

I have chosen Specialisterne and SPF as a case company for this thesis because they represent an interesting case of combining an idealistic approach with a business approach. They are explicitly working with elements included in the framework of shared value creation, trying to move beyond being good corporate citizens, as is understood by the concept of CSR. Moreover, they are socially innovative in that no other company in the world builds its business model on hiring employing people with ASD. However, what really caught my eye were their huge and impressive mission and the achievability hereof. Creating 1 million jobs for people with autism, while at the time building profitable Specialisterne operations around the world seems challenging.

Often what drives social entrepreneurs is the social cause that they are fighting for. The same goes for Specialisterne. What drove Thorkil Sonne to found Specialisterne was the motivation to secure a proper future for his son. However, being a for-profit business, it is important that the benefits created go beyond solely social aspects. Moreover, the scalability and market potential of the operation is crucial if the mission of creating 1 million jobs should be achieved. The mission could bear great societal impact, and therefore I find it relevant to look into the achievability of the mission in this thesis.

## **1.1. The Research Question of the Thesis**

In relation to the above problem discussion, I find it relevant to ask the following research question:

**To what extent is the mission of creating 1 million jobs for people with ASD worldwide achievable for Specialisterne and SPF?**

In order to answer my research question, I have chosen to look into two parameters of which I believe this mission to be dependent. The first parameter is shared value creation, and the second parameter is market potential (will be explained in more detail below). It is important to mention, though, that the achievability of the mission depends on other variables besides the two chosen parameters. However, in order to stay within the scope of this thesis, I have delimited it to include these two areas of focus.

Based on the two proposed parameters, I have operationalized my research question into two questions of analysis. The intention of these questions is that they will have a clarifying and delimiting purpose in relation to my research question, as well as being the basis of my analysis. In the following, I will argue for the choice of these questions and parameters.

## **1.2. Questions of Analysis**

In order to answer my research question adequately, I have formulated the following two questions of analysis based on the two determined parameters:

### **1. How and as to what extent does Specialisterne in Denmark create shared value?**

I have chosen the creation of shared value as one parameter for SPF in achieving their mission of creating 1 million jobs, since Specialisterne in Denmark largely functions as a showcase for Specialisterne operations all over the world. It is therefore important to be able to demonstrate the value and impact of a Specialisterne operation in order for them to expand worldwide. Thus, this question of analysis functions as a base for analyzing the potential for creating the 1 million jobs for people with autism worldwide.

In determining how and as to what extent Specialisterne creates shared value, I have chosen to base part 1 of my Theoretical Framework on theoretical foundations of corporate social responsibility (CSR) by Carroll & Shabana (1991, 2010) and Porter & Kramer (2006), the concept of creating shared value (CSV) by Porter & Kramer (2011), as well as the relation between CSV and social enterprises by Dacin *et. al*, (2010) and Driver (2012). Empirically, this question of analysis is based on data from an Impact report, annual report, observations from seminars, as well as interviews with relevant people from Specialisterne/ SPF.

## **2. What is the market potential for a Specialisterne operation in Spain compared to that of Denmark?**

I have chosen to base the second parameter of market potential on the market potential of Spain compared to that of Denmark. This has been chosen, since SPF is currently setting up an operation here, and since Spain is an important European market. Moreover, scalability and realization of market potential are of vital importance in order for SPF to reach this worldwide mission. By comparing the Spanish and Danish market, I will be able to relate the current achievement of Specialisterne in Denmark to the market conditions of each of the countries. Therefore the market potential of Spain will be sounder, and provide an overall indication of the market potential for Specialisterne/SPF. Further arguments for choosing the market of Spain will be dealt with in Part 2 of the Analysis (cf. section 5.2.1.).

For this second question of analysis, I have chosen to base part 2 of my Theoretical on a PESTEL and a SWOT model. Two PESTEL analyses will compare the markets of Spain and Denmark, and the SWOT analysis will focus on the opportunities and threats of the market potential for a Specialisterne operation in Spain. The results hereof combined with empirical findings from observations as well as interviews with relevant people, will allow me to draw conclusions about the market potential for Spain and thereby give an indication of the overall European market potential.

The results of the two parameters will open up for a discussion about my research question about the achievability of creating 1 million jobs for people with ASD, which will lead to my conclusions.

## **2. Company Profile of Specialisterne / SPF**

The following section will deal with the history, background and profile of Specialisterne and the Specialist People Foundation (SPF) in order to fully understand the case company of this thesis. This section will be based on information obtained from the homepages of Specialisterne and SPF, as well as information gathered from interviews with Thomsen and Dufour from SPF, and observations from seminars.

### **2.1. Specialisterne**

Thorkil Sonne founded Specialisterne in September of 2003 (Specialisterne, 2014). Specialisterne is a for-profit social enterprise and the first company in the world to base its business on employing people who have a diagnosis within the autism spectrum disorder (ASD).

Specialisterne employs people with autism or similar diagnoses as IT consultants. All the consultants working at Specialisterne are diagnosed with ASD and approximately 75% of all the employees have a diagnosis (Specialisterne, 2014). Specialisterne demonstrates how the special abilities that many people with ASD possess, should not be viewed as a handicap but rather as an advantage in a job that requires a high degree of attention to detail, strong logical and analytical sense, persistence and repetitive assignments etc. These abilities make them capable at solving a broad spectrum of tasks within the IT business such as data-entry, software testing, digitalizing, and securing of quality for instance with product testing (Specialisterne, 2014).

The motivation behind creating Specialisterne was that Thorkil Sonne's son had been diagnosed with ASD. He now faced a lifelong handicap with no cure or treatment (Austin *et. al*, 2008). Fearing for the future of his son, he started thinking of solutions that could secure a prosperous life for him. He became active in the Danish Autism Association (DAA) and was the president there for three years. This provided him with an excessive amount of knowledge about autism and about the possibilities for people with this diagnosis. He found that the Danish welfare system had no clear guidance or service-offers for providing care for people above the age of 18 with an invisible handicap, such as autism. This meant that early

retirement by the age of 18 was common, since people with a diagnosis of autism often had difficulties keeping a job over a longer period of time, seeing as characteristics such as being a team-player, showing empathy, flexibility, and the ability of handling stressful situations, are rarely seen (Appendix 2.d.). Therefore Sonne started searching for organizations and/or institutions offering job possibilities for people with autism, but his search did not give any results.

Little by little, Sonne noticed many useful capabilities in his son. Among other things, he had an extremely strong memory, a capacity to concentrate on detail, and a willingness to submit to an exacting standard – capabilities that Sonne often looked for in employees in his professional life as an IT-manager in a large telecommunications operator (Austin *et. al*, 2008). Having many years of experience in this business area, he knew that these characteristics were valuable in employees especially concerning software and system testers. So began the way for the initialization of Specialisterne – a company that hires people with autism as IT consultants.

## **2.2. The Specialist People Foundation (SPF)**

The Specialist People Foundation (SPF) owns the Specialisterne concept and trademark, and is a not-for-profit organization established in 2008. It has made it its mission to create 1 million jobs for people with autism and similar challenges worldwide (Specialistpeople, 2014).

SPF strives to change how society views people with autism and similar challenges. By bridging the gap between the business community and people with autism, they wish to change the mindset from viewing autism as a handicap to a potential competitive advantage in the business market. The vision of the foundation is a world, where people are given equal opportunities in the labor market (Specialistpeople, 2014). SPF does this by working with stakeholders around the world, such as SAP (the largest software company in Europe), sharing knowledge and best practices, and by spreading the Specialisterne model (Specialistpeople, 2014). Today, Specialisterne and the SPF are setting up operations in 11 different countries besides Denmark, namely Poland, Iceland, Norway, Ireland, Austria, Switzerland, Germany, Spain, the U.S., the UK and Canada. However, the process of setting up these operations is long and involves several steps, such as: a planning process, finding local partners and



founding customers, developing a business plan, as well as establishing the local business operations.

In order to reach the goal of enabling 1 million jobs for people with autism worldwide, the strategy of SPF is to (Specialistpeople, 2014):

- Replicate Specialisterne operations around the world to showcase and demonstrate the skills and contribution of specialist people.
- Assess and train specialist people for an active role in the labor market.
- Assess the markets in which specialist people can perform valuable tasks.
- Develop and share a management model (The Dandelion Model, refers to the logo explained in the Introduction) that will enable companies and workplaces to hire and manage specialist people.
- Increase awareness in society of the positive contributions of specialist people

### **3. Methodology**

Throughout the introduction, problem discussion and research question, the issues of the thesis have been presented. The purpose of this chapter is to deal with the methodological approach taken to answer my research question.

As I wish to explore the achievability of the mission of Specialisterne/SPF in creating 1 million jobs for people with autism worldwide, inevitable questions about which assumptions, paradigms and methodological approaches that lie behind my research arise. These have to be clarified, since they involve important assumptions about the way in which I view the world, and will help clarify and guide the research design of my thesis (Saunders *et al.*, 2007).

#### **3.1. Research Paradigm**

For this thesis, both my epistemological and ontological position is grounded in the tradition of social constructivism. Overall, social constructivism argues that reality is subjective and internal, and that meaning and knowledge is constructed by individuals in social settings through social interaction (Esmark *et al.*, 2005). This means that situations are complex and unique, a set of particular circumstances and individuals.

I find it reasonable to base my research on a social constructivist approach. Seeing as I am investigating the ability of Specialisterne and SPF to create value and jobs for people with autism, I find it necessary to conduct my research among people rather than objects. Moreover, I want to investigate impressions of these people rather than facts, which also fits the social constructivist position. First of all, I believe that working with elements such as the work of social enterprises and social value from having a job is far from objective, as would fit the positivistic tradition. Rather, I believe that this value creation is socially constructed; it is subjective to the specific individual and created through the interactions of humans. One person's particular construction of reality might be shared with many other people, but other people could construct the same reality in quite different ways (Wenneberg, 2000). Second of all, the external market analysis of Spain and Denmark also fits the social constructivist view, seeing as the markets are changing continuously and never are constant (Gillespie, 2007). I believe that the market is brought about by the social actions of individuals and that individuals

come to know the market through their socialization in a particular community and their personal experiences with e.g. buying and selling goods and services.

I do, however, refrain from the part of social constructivism related to the physical world being socially constructed, which is seen in one of the forms of *ontological* social constructivism, as presented by Wenneberg (2000). He presents four positions within the social constructivist tradition, namely *the critical perspective*, *a social theory*, *the epistemological* social constructivism, and the *ontological* position. The *ontological* position holds that not only knowledge about the world, but the reality itself is socially constructed. It comes in two forms; one that says that the social world is socially constructed, and another that says that also the physical world socially constructed through our acknowledgement of it.

Taking the radical position of the *ontological* social constructivism would mean that if two people were to decide that a table was not a table, it just would not exist. To me, this cannot be accepted. In this sense, I follow a more pragmatist view as the one presented by Andersen (2003:35). He argues that it might be reasonable to presume that part of our observed reality reflects a material as well as a socially constructed reality. Hereby meaning that a table is a table, despite what two people might agree, and that it is part of the material reality. Relations to friends and family, on the other hand, are socially constructed, and can never be described truthfully or definitively. Therefore, only the part of ontological social constructivism arguing that the social world is socially constructed is relevant for this thesis.

Grounding my epistemological position within social constructivism means that knowledge is not absolute, and that, I, as a researcher, am no longer outside the system, but part of it (Easterby-Smith *et al*, 2012). This means that I actively affect the outcomes of my research based on the choices I make, for instance via choice of theories, choice of data collection methods, choice of interviewees etc. Moreover, the way in which I interpret the data will also affect the outcome of my results.

Therefore social constructivist research cannot produce absolute truths (Esmark *et. al*, 2005). Truth is, however, time- and context-specific, meaning that truth can change according to the point in time and the context of the problem. This fits my research, since I do not seek to produce an outcome that is applicable to all industries. I am merely focusing on understanding

what is going on in Specialisterne and SPF, as well as assessing the achievability of their mission to create 1 million jobs based on two chosen parameters. This means that I will not be able to create law-like generalizations, as proposed in the positivist view, since my findings will be more idiosyncratic. I will, however, create a contextual truth that might provide valuable insights for parties involved such as Specialisterne/SPF and other social enterprises working to create job opportunities for socially marginalized groups of people. The matter of validity of the thesis will be further dealt with later in this chapter (section 3.4.).

### **3.2. Research Design**

The following will explain the choice of overall research design including the case study design, research purpose, and research approach.

#### **3.2.1. Case Study**

This thesis is based on the case of Specialisterne and SPF and their ability to create 1 million jobs worldwide. Thus, this thesis is carried out as a single, holistic case study. Yin (1994:13) defines a case study as an “*empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are clearly evident*”. The case in question is Specialisterne/SPF and an assessment of their mission based on two proposed parameters – their ability to create shared value and their market potential in Spain.

The main features of a case study are the depth of and focus on the research object (Ghauri, 2004). Moreover, the case study method is particularly suited to cross-border/cross-cultural settings. In this case, I am studying Specialisterne/ SPF and the market potential of Spain in order to assess the achievability of their mission of creating one million jobs. In doing a case study, one can gain a rich insight into the context of the research and the processes being investigated (Saunders *et al.*, 2007), which is what I strive to achieve in my thesis.

Despite the fact that case studies have become a commonly used tool for research, this type of research has received quite a lot of criticism compared to other forms of inquiries, such as surveys and experiments (Yin, 1994). Some of the concerns have been that research is done sloppy and allows for biased views to influence findings and conclusion. Another concern is that case studies provide little basis for scientific generalization. Specifically to my thesis, I do not wish to create a result that is generalizable to other companies or industries, but rather my

focus is on exploring the specific situation of Specialisterne and SPF, as mentioned above. I strive to make my research as reliable as possible, however, I am aware of the fact that doing semi-structured interviews, some bias is inevitable (Saunders *et al.*, 2007). These issues will be further dealt with later in this chapter (cf. section 3.4.).

### **3.2.2. Research Purpose**

The research purpose of this thesis is based on an exploratory design, as I wish to explore and investigate the possibility of SPF in reaching the mission of creating one million jobs for people with autism. In assessing this mission, I am exploring two chosen parameters: shared value creation and the market potential. Moreover, I wish to seek new insights and clarify my current understanding of social enterprises and the problem of employing a socially marginalized group of people (Saunders *et al.*, 2007). In order to do so, I have chosen to engage in three semi-structured interviews as well as attend two seminars as an observant. This is much in line with the social constructivist approach, as this tends to be exploratory and since I, as a researcher, focus on the thickness and richness of the data collected instead of having large sample sizes.

### **3.2.3. Research Approach**

Throughout my thesis, I combine an inductive and deductive research approach. This means that I have used inductive and deductive methods in a continuous process, where empirical data from the induction has been linked to theoretical insights from deduction (Easterby-Smith, 2012). Andersen (2003) argues that it is actually difficult to separate inductive and deductive approaches, as these are intertwined and happens simultaneously throughout the process, which has also been the case in my thesis.

The initial inspiration for this thesis was the case of Specialisterne and SPF. The ambitious mission of creating 1 million jobs worldwide was what first caught my attention, so the achievability hereof was what I wished to explore. This means that my point of departure was taken in empirical evidence rather than a theoretical problem, which fits the inductive approach (Andersen, 2003). Moreover, no one single theory was applicable in answering the entirety of my research question. I therefore had to explore several theoretical perspectives in order to find the most relevant ones that led to my Theoretical Framework (cf. section 4.).

Parts of the research have a more deductive approach. For instance, I went back a few times to change parts of my research question and questions of analysis based on my findings along the

way. Moreover, I have collected data based on my two proposed research parameters and based my analysis on my Theoretical Framework. Thus, this part of the research approach is deductive in that it is based on existing theories (Blumberg *et al*, 2008). The deductive approach enables me to draw on established knowledge used to create my own results. By applying my Theoretical Framework on empirical data, I open up for an analysis that leads to answering my research question about the achievability of creating 1 million jobs. This use of theories gives structure to the project and provides support for my arguments.

### **3.3. Collection of Empirical Data**

The following section will deal with my collection of empirical data by explaining my qualitative approach, my intentions behind three semi-structured interviews and observations from seminars, as well as my considerations about my secondary data.

#### **3.3.1. A Qualitative Approach**

I have chosen to collect my data based on a qualitative approach, which is concerned with describing meaning, rather than with drawing statistical inferences (Blumberg *et al*, 2008). The qualitative approach is most appropriate for this thesis, since it enables me to derive more meaning from my research and have a deeper analysis of the situation within Specialisterne/SPF and the achievability of their mission. It also enables me to extract more in-depth data about the value created by Specialisterne and SPF as well as their global market potential – getting into the core of the problem.

Moreover, the qualitative approach is suited for my research paradigm of social constructivism and my exploratory case study design. My qualitative data is in the form of three semi-structured interviews and observations from two seminars, which will be dealt with in the following section.

In doing my research qualitatively, I am aware of the fact that the level of reliability is lower than had I done it quantitatively, since I, as a qualitative researcher, am inescapably subjective and research findings are co-created between me and the respondents. However, following my social constructivist position, focus is less on validity and more on providing a comprehensive picture of life and behavior in organizations (Andersen, 1996). The matter of validity will be further discussed in section 3.4. of this chapter.

It should, though, be mentioned that part of my analysis is based on quantitative data collected by others than my self. In analyzing the shared value creation by Specialisterne, I deal with a qualitative impact of social value, but also a more quantitative impact of economic value. For the economic part of my analysis, quantitative data from the Impact Report (cf. Appendix 5.) and financial statements from Specialisterne will be used.

### **3.3.2. Semi-structured Interviews**

As mentioned, the generation of knowledge about the achievability of SPF's mission takes its point of departure in the fact that knowledge is created as a socially constructed phenomenon (Wenneberg, 2000). Therefore it is important that I am aware and reflective about the way in which I construct my constructions. Hereby I mean that when I, for instance, interview someone from Specialisterne/SPF or make observations at seminars, these people do not tell me how they want to be observed, but it is only through my observation that I have the possibility of observing them. My empirical data comes in the form of three semi-structured interviews as well as observations from two seminars, as mentioned earlier.

The purpose of the semi-structured interviews was to get as much information about the case company, Specialisterne/SPF and the achievability of their mission of creating 1 million jobs. The point of departure of these interviews was based on the two proposed parameters for exploring this mission, namely shared value creation and the market potential of Spain. During each interview I had some specific questions in a specific order, but I had the possibility of adding or omitting questions along the way and changing the order if it seemed appropriate. For me, the advantages of conducting semi-structured interviews include the ability to gain participants' trust, as well as a deeper understanding of responses. Moreover, using this approach, I, as an interviewer, have the freedom to be more friendly and sociable. In this way, I obtained the answers that I needed, and there was also the possibility of discovering new information.

The three semi-structured interviews were conducted with Bryan Dufour, Business Analyst at Specialisterne/SPF, Henrik Thomsen, COO at SPF, and Robert D. Austin, professor from Harvard and Copenhagen Business School. All three respondents also took part in one of the seminars that I attended as an observant. This gave me the opportunity to talk to them a few times, and to figure out if they possessed the information and knowledge that I needed, which

was advantageous. The following will shortly explain my reasons for interviewing them.

Bryan Dufour is a Business Analyst at Specialisterne/ SPF. He has a background of economics, political science, and business, and he has written and done all the calculations in the impact report published by Specialisterne. Thus, he has excessive knowledge on both the social and economic impact and value created by Specialisterne. His knowledge will therefore be especially useful in answering my first question of analysis related to the creation of shared value (CSV). Moreover, Bryan is part of the international development, where he supports those (new countries) that want to set up a Specialisterne operation. This means that he also has great knowledge of the international possibilities of Specialisterne and SPF, as well as the tools behind reaching their mission of creating 1 million jobs.

Henrik Thomsen is the COO (Chief Operating Officer) of SPF, which means that he travels around the world training the different Specialisterne operations in how to assess being a Specialisterne operation. He shares knowledge and all relevant information and hands-on experience regarding creating job opportunities for people with autism. Before that he was the CEO of Specialisterne Denmark for many years. Thus, his knowledge of the entire operation is extensive, and having worked in different departments of Specialisterne and SPF provides him with a kind of helicopter view of the entire organization, which is very useful for my research. Henrik has also taken part in setting up Specialisterne Operations in five different countries, one of them being Spain. This means that he has hands-on experience about the market opportunities for SPF, as well as concrete knowledge about the development of Specialisterne in Spain. This is useful in answering my research question, especially regarding my second question of analysis about the market opportunities in Spain compared to those of Denmark.

Robert D. Austin is a Professor of Management of Creativity and Innovation at Copenhagen Business School. Before moving to Denmark, he was a professor of Technology and Operations Management at the Harvard Business School. Austin has published a number of articles including a Harvard Business School case about Specialisterne. Thus, besides being a well-renowned professor, he possesses a great amount of knowledge about Specialisterne and SPF in general. The interview with Austin proved to be beyond the scope of this thesis, and will therefore not be referred directly to. It has, however, created a seed to some of my thoughts regarding Specialisterne and SPF, and will therefore still be included in the Appendix (cf. Appendix 1.c. and 2.c.).



A few weeks before conducting each interview, I had been in contact with the interviewee to explain the purpose of the thesis. It is of great importance to consider ethical aspects when conducting research in order to avoid conflicts. Ethics address the question of how to conduct research in a moral, responsible, and appropriate way (Blumberg *et al*, 2008). I have considered the ethical issues of my research and taken actions to prevent these. Just before beginning the each interview, I thanked the respondent for agreeing to meet with me. Moreover, the respondent was given the choice of remaining anonymous as well as given the possibility of leaving the answers and results of the thesis confidential. Additionally, I asked their permission to record the interview electronically.

I once again shortly explained to the respondent the purpose and scope of the interview, and summarized the themes being covered during the interview, so that the respondent had a clear idea of what and which subjects was about to be dealt with. Each interview lasted about 45 minutes to one hour. Interview guidelines of each interview can be found in Appendix 1., and the recordings of them in Appendix 2.

The reliability of the interviews cannot be accounted for in a logical-empirical sense, seeing as I would never be able to repeat my interviews and investigations under the exact same conditions as when I conducted them. For instance the time of conducting the interviews might have affected the results. Had I done the interviews in a different time where the social conditions might be different, so would the outcome of my results probably.

Moreover, considering the fact that I interview two persons from within the organization as well as one strong supporter of the organization leaves me with a certain degree of bias, seeing as the outcome of my interview will be biased in the advantage of Specialisterne/SPF. In order to respond hereto, I will adopt a critical stance towards the data collected. However, still questions about the validity of the results can be raised. This is in line with the social constructivist approach taken in this thesis, and which will be dealt with in section 3.4.

### **3.3.3. Observations**

In addition to the semi-structured interviews, I have collected primary data in the form of observations. I have attended two seminars held by Specialisterne. The first seminar was held the 21<sup>st</sup> of November 2013 and was part of “De Hemmelige Helte” program hosted by

Væksthus Hovedstadsregionen. This seminar lasted for half a day and was held at the location of Specialisterne and SPF. The purpose of the seminar was for people with any kind of interest in Specialisterne or social entrepreneurship in general to gain insight of the company, see their work place, as well as have the possibility to network with relevant people. For me, as an observant, this seminar has mainly been used as a source of inspiration, a way of attaining knowledge about the case company directly from the source itself at a very early stage of my research process. Moreover, it was a way for me to introduce myself, and tell them about the purpose of my thesis. This has been beneficial for me, since they from that on provided me with relevant company material. In general, all the employees of Specialisterne that I have been in contact with have been very helpful and taken an interest in my thesis.

Having attended the first seminar, I was also invited to a second seminar of two days. This seminar was hosted by Specialisterne and took place at the IT University of Copenhagen the 28<sup>th</sup> and 29<sup>th</sup> of January 2014. The seminar was called “Tours and detours for the future workforce of people with autism” and consisted of various speeches from employees from Specialisterne and SPF, companies having hired specialists (people with autism) through Specialisterne, a Specialist, a Psychologist, Robert D. Austin and many others. Moreover, the seminar consisted of breakout sessions, where participants of the seminar were to discuss different perspectives in groups. For me this seminar was beneficial in that it gave me many new insights to the problem of employing people with autism. Some of which directly usable for my research, and others that I could not use, but that gave me a well-rounded impression of the issue. The presentations from the seminar that I refer to during the thesis are included in Appendix 2.d., 2.e., and 2.f.

I am aware of the fact that being an observer to two seminars planned by Specialisterne exposes me to a certain amount of bias. Specialisterne had decided what to include and what not to include in order for them to present themselves in the best possible manner. Therefore, I cannot be value-free, and issues such as the atmosphere at the seminars positively affects the way in which I have interpreted the data. As with my semi-structured interviews, I try to look at these data objectively, but I know that this is not possible, since I, as a social constructivist, am no longer outside the system, but an integral part of what is being observed (Wenneberg, 2000).

#### **3.3.4. Secondary data**

Besides primary data, I use secondary information to support my primary data in answering my research question. In regard to this thesis, the advantages of using secondary data have been that it has provided a comparative and contextual insight, but also that it is more permanent in the sense that it has been reviewed by peers (e.g. data from Business Source Complete). Furthermore, parts of the data that I need in order to answer my research question have to some extent already been collected and presented. For instance, the analysis of shared value creation (question of analysis 1) is partly based on empirical data in the form of observations and interviews, but also on secondary data, such as the Impact Report, financial statements of Specialisterne, and power point presentations (cf. Appendix 3-6). Once again, I am aware that material given to me by Specialisterne/SPF might create bias, and I have therefore been careful to regard the data used in a critical way, which is also in line with the social constructionist position of this thesis. The critical position to my data has been taken in order to keep a higher level of reliability. Another advantage in using secondary data is that it is often less time-consuming than had I had to collect it all myself. Time saved from not collecting the data can thus be spent on time and effort in analyzing and interpreting it.

The disadvantages of using secondary data could be that I have no real control over the data quality and that the initial purpose of the research may have affected how the data have been presented (Saunders *et al*, 2007). Consequently, I have had this in mind when going through the data and considered the possible errors when applying data produced for promoting my case company, Specialisterne. But taking all this into consideration, the information I have used has been relevant and useful, as it has provided me with facts that I could not get a hold of elsewhere. In searching for reports, articles, etc. I have used Business Source Complete and Google Scholar, as these provide me with scientific data that has been peer reviewed.

#### **3.4. Validity**

In collecting and analyzing the data, I have strived to obtain a proper level of credibility. This has implied ensuring reliability and validity. The ways in which I have attempted to ensure reliability and validity are, for instance, via the formulations of the questions for the interviews, avoiding bias and participant error, as well as the use of widely recognized secondary data. According to Yin (1994), there are four ways of triangulating research to make a case study

more convincing and accurate. These four types are multiple data sources, multiple methods, multiple investigators, and multiple theories. I have strived to triangulate my research using multiple data sources in that I have collected primary data in the form of interviews and observations, as well as relevant secondary data. Moreover, a theoretical triangulation has been used, since my Theoretical Framework consists of multiple theories used a base for conducting my analysis and answering my research question.

Despite the fact that I mention validity and how I have strived to keep a high level hereof, classical ideals of validity and reliability cannot be applied to position of social constructivism that I have chosen for this thesis. Social constructivism rejects the possibility of recognizing reality independently of the social (Easterby-Smith, 2012). This means that I cannot produce reliable and truthful descriptions about the achievability for Specialisterne/SPF in creating 1 million jobs, since my observations are socially conditioned. Thus, reliability is up to the *eye of the beholder*. This implies that I can describe something as valid, while others might see the same thing as invalid (Wenneberg, 2000). Moreover, in accordance with the social constructivist view, I offer my own interpretation of how the interviewee responds in my semi-structured interviews. This means that I cannot be completely value-free, since human interests guide how I investigate the world (which questions I ask) and how I construct my knowledge (how I define the results) (Blumberg *et al*, 2008).

I do, however, try to separate myself from the observations of a layman, and strive to create reliability regarding my empirical data by ensuring transparency concerning my choice of data collection methods as well my theoretical and analytical choices. Moreover, as mentioned earlier, I will strive to create a contextual truth that might provide valuable insights for parties involved such as Specialisterne / SPF and social enterprises in general.

## **4. Theoretical Framework**

I have created a Theoretical Framework that combines various theoretical foundations. The goal of bringing these theories together is that they will build the foundation needed to answer my research question. The selection of theories has been based on the two proposed parameters of which I wish to assess the achievability of the mission of creating 1 million jobs for people with autism, i.e. 1) Shared value creation, and 2) Market potential.

The Theoretical Framework is therefore divided into two parts fitting the overall structure of my thesis. Part 1 will cover the perspective of creating shared value by using Carroll & Shabana (1991, 2010) and Porter & Kramer (2006) on the concept of CSR, as well as Porter & Kramer (2011) on the concept of creating shared value (CSV). Moreover, Dacin *et al*, (2010) and Driver (2012) have been used on the relation between CSV and social enterprises. Part 2 my Theoretical Framework will cover the perspective of market potential by using two practical tools, a PESTEL and SWOT model.

In the following, Part 1 and Part of my Theoretical Framework be presented. The chapter will end with a presentation of an operationalization of my Theoretical Framework explaining how I plan to use the chosen theories in my analysis.

### **4.1. Part 1 of the Theoretical Framework: The Perspective of Creating Shared Value**

In the following section I will present Part 1 of my Theoretical Framework about the perspective of creating shared value (CSV). This part will include a presentation of the concept of corporate social responsibility (CSR) by Carroll & Shabana (1991, 2010) and Porter & Kramer (2006), the concept of shared value creation by Porter & Kramer (2011) and how this differs from CSR, as well as a presentation of the relation between CSV and social enterprises using Dacin *et al*, (2010) and Driver (2012). These theories combined will be the foundation for my understanding of the value creation of Specialisterne Denmark, and will be the theoretical basis of question 1 of my analysis concerning how and as to what extent Specialisterne Denmark creates shared value.

#### 4.1.1. Corporate Social Responsibility

The concept of corporate social responsibility (CSR) will be an integrated part of part 1 of my Theoretical Framework concerning the perspective of creating shared value. This has been chosen, since the two concepts overlap, and since the concept of CSV has emerged from CSR. I therefore believe that it is important to have an understanding of both concepts.

Corporate social responsibility (CSR) has received much attention in business communities in the last few decades. Companies worldwide have experienced governmental and societal pressures to be socially and environmentally responsible in all elements of business (Vogel, 2005). Therefore many corporations have created CSR initiatives, each with their respective area of focus. This means that CSR has developed into a sort of “umbrella-term” including overlapping concepts such as corporate citizenship, business ethics, stakeholder management and sustainability (Carroll & Shabana, 2010: 86).

The European Commission defines CSR as: *"the responsibility of enterprises for their impacts on society"* (EC, 2014). The Commission further encourages that enterprises *"should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders"*. For this thesis, however, the definition of CSR will not focus on the environmental part, since Specialisterne and SPF only focus on the social aspect of CSR, a social issue of creating jobs opportunities for a socially marginalized group of people.

Another widespread definition of CSR is based on the CSR pyramid presented by Carroll (1991), which explains four categories of responsibilities. Economic and legal responsibilities are “required” of organizations by society, ethical responsibilities are “expected”, and philanthropic responsibilities are “desired” at a given point in time (see figure 1 on the next page). However, as CSR addresses the responsibilities of companies beyond legal and financial requirements, it can be argued that CSR primarily relates to the top two levels of the pyramid; the ethical and philanthropic expectations and desires of society (Carroll & Shabana, 2010). For the purpose of this thesis, I will combine the definitions made by the European Commission and Carroll (1991) in that I view CSR as companies taking a social responsibility and being good corporate citizens. That they are aware of the negative effects their business might have on society, and that they take action in preventing these. My definition does not

include the environmental aspect, as mentioned above, and CSR initiatives can either be linked to corporate strategy or be more peripheral.



**Source:** Carroll (1996)

*Figure 1*

In general, CSR has been subject to much criticism throughout the years. However, more recently, most academics and practitioners have come to accept that CSR constitutes an important part of the business operation and that it is a way of improving stakeholder relations (Dyllicks & Hockerts, 2002). I do still find it important to include a few of the primary critical aspects to CSR in this thesis, since the framework of CSV by Porter and Kramer (2011) attempts to constitute an answer to some of these critical aspects.

One of the main opponents to CSR was Friedman (1970), who advocated a free market, and argued that social issues should not be the concern of businesses. Their only responsibility should be to focus on the needs of shareholders and profit maximization (Carroll & Shabana, 2010). Relating this to the pyramid of Carroll above, Friedman's perception of corporate responsibility is only equivalent to the lower two levels. Friedman did, however, come a little around when he later argued that if CSR could improve company reputation in some way, without taking focus away from increasing profits, it was okay (Huffington, 2013).

Another point of criticism came from Davis (1973), who argued that managers are oriented towards finance and operations and do not possess the necessary expertise (social skills), to

make socially oriented decisions (Carroll & Shabana, 2010). This is backed up by Epstein (2008), who argues that managers experience pressures of increasing short-term profits and do neither have the resources nor energy to integrate CSR as an integral part of their management decisions. Epstein (2008) also argues that the results of CSR are too difficult to measure, and often companies find that the costs of CSR are relatively higher than the benefits hereof (Carroll & Shabana, 2010). Moreover, many critics argue that CSR initiatives are used mostly as a means to improve company reputation, rather than focus on the actual issue (e.g. Crane & Matten, 2007, Epstein, 2008). Also, since CSR initiatives are often limited by company budgets, the results of the initiatives are somewhat short-termed and done only when budget allows (Epstein, 2008).

There are also those that advocate the business case of CSR (e.g. Porter & Kramer, 2006, Carroll & Shabana, 2010 and Vogel, 2005), i.e. CSR initiatives that make sense from a corporate/financial perspective. Carroll and Shabana (2010:101) argue that these strategic CSR initiatives can lead to four categories of advantages: 1) reducing cost and risk, 2) strengthening legitimacy and reputation, 3) building competitive advantage, and 4) creating win-win situations through synergistic value creation. Linking this to Carroll's pyramid, the business case of CSR does include all four elements, since the economic responsibilities should be linked to the more philanthropic ones.

Porter and Kramer (2006) are also strong advocates of the business case of CSR. However, they stress that in order for CSR to lead to competitive advantage, it has to be closely linked to overall corporate strategy, and not used only as a peripheral activity. They argue that business and society should be interlinked, and that when used strategically, CSR can lead to competitive advantage (e.g. Porter & Kramer, 2002, 2006, 2011). Here they introduce the concept of strategic CSR, which refers to those initiatives that, besides having a positive effect on society, make sense from a business perspective. In general, Porter (1985) have argued that there are two ways of gaining competitive advantage, either through cost leadership or differentiation. Strategic CSR is about choosing a unique position – doing things differently from competitors in a way that lowers costs or better serves a particular set of customer needs – thereby gaining competitive advantage (Porter & Kramer, 2006).

However, despite many arguments favoring CSR as a strategic tool for gaining competitive advantage, it seems that there are inconsistencies in the results of the direct link between CSR



and financial performance (Carroll & Shabana, 2010). And still most companies use CSR as an add-on activity done only when budget allows satisfying stakeholders and maintaining company reputation. CSR is to a large extent still thought of as doing good, being a good corporate citizen, and not as a strategic tool for a differentiating method from competitors. So when Porter and Kramer (2006) first introduced the concept of CSV, it was a reaction to this fact that many companies were stuck with the societal issues at the periphery, and not the core. They stressed the importance of bringing business and society back together introducing a new concept separate from, though still overlapping with, the concept of CSR, namely that of creating shared value (CSV).

#### **4.1.2. Creating Shared Value**

Porter and Kramer (2011: 6) define the concept of creating shared value as: *“policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in which it operates”*. Creating shared value (CSV) means enhancing competitiveness through meaningful value propositions that not only boost shareholder value but also focus on advancing social conditions in the communities in which the company operates. Thus, the concept of value is not defined on benefits alone, but on benefits relative to costs (Porter & Kramer, 2011). It is clear that the concept of CSV overlaps with strategic CSR, however, it differs from traditional CSR in the sense that emphasis here is put on both economic and societal gains relative to cost. It is about putting the social problem at the core of corporate strategy, and about focusing on social issues that can improve the competitiveness of the business. With CSV, Porter & Kramer thus suggest that companies should move past generic CSR principles of doing good, and instead learn how societal influence is becoming the new frontier of competitive advantage (Porter & Kramer, 2011).

Porter and Kramer present some key points, where the concept of shared value and traditional CSR differ from one another (Porter & Kramer, 2011:16, see figure 2 on the next page). This differentiation will be the basis for my understanding and interpretation of the two concepts throughout the thesis.



Figure 2

Source: Porter & Kramer, 2011, page 6

Porter and Kramer (2011) identify three ways for companies to create shared value. Companies can do it by: 1) Reconceiving products and markets, 2) Redefining productivity in the value chain, and by 3) Enabling local cluster development.

These ways of creating shared value, relates mostly to traditional businesses and not social enterprises that already have a focused social agenda. Thus, for this thesis, it has not been of relevance to go deeply into this. Still, the first way of *reconceiving products and markets* will be explained, since this can be related to initial ideas that Thorkil Sonne had when establishing Specialisterne.

Porter & Kramer (2011) state that by addressing society's needs, it is possible to create new product or market opportunities, *reconceive products and markets*. They argue that instead of businesses focusing on creating demand for their product, they should rather focus on identifying a societal need that their product might meet (Porter & Kramer, 2011). Examples of societal issues might be related to health, education, poverty, environment etc.

In the case of Specialisterne, this is what Thorkil Sonne did, when creating the organization. He had identified a societal need of lacking opportunities for people with a diagnosis within ASD on the labor market and created a product (company) that could meet this need.

Moreover, Porter and Kramer (2011) argue that great prospects can arise by serving disadvantaged communities or developing countries. Companies will have the opportunity for differentiation, repositioning as well as expanding market dramatically, since they will have the possibility of reaching millions (or even more) of new customers. This is quite interesting considering that Specialisterne and SPF are seeking to expand considerably in order to create the 1 million jobs for people with autism.

#### **4.1.3. Linking Shared Value to the Social Enterprise**

As mentioned in the Introduction (section 1), a social enterprise has the social issue as the core and primary driver of its business model. For this thesis, the definition by Dacin *et al.* (2010) has been chosen, who define four types of entrepreneurship; *conventional entrepreneurship*, which is a classical entrepreneur focusing primarily on profits, *institutional entrepreneurship*, which focuses on influencing or changing institutional rules, *cultural entrepreneurship*, which focuses on creating cultural enlightenment, and lastly *social entrepreneurship*, which focuses on applying business principles in order to solve social problems. From this, it is clear that Specialisterne can be categorized as a social enterprise, since they are seeking to solve the societal problem of integrating people with autism into the labor market. According to Dacin *et al.* (2010), the primary motive of a social enterprise is to create social change either as a not-for-profit or for-profit organization, which both fits Specialisterne (for-profit) and SPF (not-for-profit). Moreover, they argue that profit goes to shareholders or stakeholders, which in the case of Specialisterne goes to SPF, since it owns the Specialisterne concept and Specialisterne Denmark. Finally, the product of a social enterprise is often based on the promotion of an ideology or social change, which is what Specialisterne and SPF is striving to do. In their mission of creating 1 million jobs for people with autism worldwide, they seek to make a social change – change the world so that everybody has equal opportunities in the labor market (Specialisterne, 2014).

The link between creating shared value and the social enterprise is clear, since these are businesses fighting for a social cause, while at the time focusing on the business side of this cause, as with Specialisterne. Porter and Kramer (2011) argue that social enterprises are a step ahead in realizing the opportunities of social responsibility compared to traditional

corporations, since they, from the beginning, are not stuck in a narrow conventional way of doing business.

In an interview with Michael Porter made by Michaela Driver, a professor of business administration at Western State Colorado University (Driver, 2012: 421), Porter suggests that *“social entrepreneurship is an important transitional vehicle toward the creation of shared value and a capitalist system in which meeting social needs is not just a peripheral activity but a core aspect of every business”*. He argues that social entrepreneurship can be different from corporate social responsibility, as it often focuses both on business and social value, and that it therefore fits well with the idea of shared value creation (Driver, 2012).

Porter and Kramer (2011:10) state that: *“real social entrepreneurship should be measured by its ability to create shared value, not just social benefit”*. Moreover, they argue that social enterprises that create shared value have the ability to scale up faster compared to purely social programs. This is relevant, since the company, Specialisterne/SPF is currently scaling up its business, expanding to various countries, in order to reach the mission of creating 1 million jobs. So proving that Specialisterne Denmark is creating shared value is of great importance for SPF in its scaling opportunities.

## **4.2. Part 2 of the Theoretical Framework: The Perspective of Market Potential**

In the following section, I will present the part 2 of my Theoretical Framework. This part will include a presentation of the PESTEL and SWOT analysis, and how these are relevant for the research of my thesis. These theories combined will be the theoretical foundation when answering my second question of analysis concerning the market potential for a Specialisterne operation in Spain compared to that of Denmark.

### **4.2.1. The PESTEL**

In order to uncover the Spanish market potential for Specialisterne/SPF and be able to compare this with the Danish, a PESTEL analysis is applied on both Denmark and Spain. A PESTEL analysis is a strategic tool that explores the overall external factors that companies cannot affect themselves, but which can influence company performance (Gillespie, 2007).

The abbreviation PESTEL stands for Political, Economic, Social, Technological, Environmental, and Legal factors (Gillespie, 2007). For this thesis, however, I have chosen to leave out Environmental factors, since environmental issues such as climate changes neither

are of vital importance for the market potential, and nor will it affect these market potential of a Specialisterne operation in Spain.

For this thesis, the PESTEL analysis is relevant to apply, since it facilitates my understanding of the business environment of Spain, a country in which Specialisterne/SPF has recently set up an operation. By doing a PESTEL analysis of both Denmark and Spain, I am able to compare the external conditions of the two countries. Seeing as I know how Specialisterne is performing in Denmark, I will be able to compare the situations and draw some conclusions about the market potential in Spain.

It is important to mention that the PESTEL analysis is a snapshot of the market at a given point in time, and it may be necessary to review the analysis in order for it to be up to date (Gillespie, 2007). The information obtained from the PESTEL analysis will be used for doing a SWOT analysis, which will be explained later in this section.

#### **4.2.2. Critique of the PESTEL**

Even though the PESTEL analysis has been chosen for this thesis, certain critical points need to be addressed. The PESTEL analysis has been accused of being based only on the past. However, it can be argued that the analysis is used to forecast the future, which often is best explained by looking into the past (Gillespie, 2007). Despite the fact the model helps identifying relevant external factors, it does not provide tools for dealing with these. The model does, however, provide a good starting point for a further discussion about relevant factors regarding market opportunities.

#### **4.2.3. The SWOT**

The abbreviation SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and is a tool for analyzing an organization and its environment (Johnson *et al*, 2008). A SWOT analysis combines the internal capabilities of strengths and weaknesses with the external analysis of opportunities and threats. It can thus be useful when assessing the interrelationship between the environmental impacts and the strengths and weaknesses of a Specialisterne operation in Spain. Strengths and weaknesses will be based on information obtained from my Company Profile and Part 1 of my Analysis about the Perspective of Creating Shared Value. In this sense, these sections will function as my “internal” analysis of the company. The opportunities and threats

that lie ahead for Specialisterne/SPF in the Spanish market will be based on results from the above-mentioned PESTEL analysis.

By taking my point of departure in the SWOT analysis, I will be able to draw conclusions about the market potential for Specialisterne/SPF in Spain. The conclusions about the Spanish market potential will form the basis of a discussion leading to answering my overall research question about the achievability of the mission.

#### **4.2.4. Critique of the SWOT**

SWOT is often criticized of being too general, as it does not explain the underlying reasons for the internal capabilities and external environment. Therefore SWOT is not useful in itself, but it is helpful when combined with a more in-depth analysis, such as internal and external analyses. This has been accounted for in this thesis, since I base my findings in the SWOT analysis on an “internal” analysis, by using the Company Profile and results from Part 1 of my Analysis about shared value creation, as well as an external analysis based on results from the PESTEL analyses. Moreover, the SWOT analysis will be combined with empirical data about the current development in Spain.

### **4.3. Operationalization of my Theoretical Framework**

The presented Theoretical Framework consists of two different parts. Where part 1 is grounded in theoretical foundations of CSR and CSV, Part 2 presents two rather practical models of PESTEL and SWOT. These theories have been selected, since I believe that they will provide a good theoretical foundation for answering the two questions of analysis leading to answering my research question. The limitations of this Theoretical Framework might be that there is no single theory directly applicable to answering my research question of the achievability of the mission of creating 1 million jobs. This means that I have been forced to make some adjustments to current theoretical foundations and combine several perspectives. My choice of theories must be weighed against whether or not different theoretical foundations might be able to assess the two parameters more adequately. In the following, I will explain how I use the chosen theories in my analysis.

Part 1 of the Theoretical Framework will be used to analyze part 1 of my Analysis about the perspective of creating shared value. Carroll & Shabana (1991, 2010) and Porter & Kramer

(2006) have been selected on the concept of CSR, and well as Porter & Kramer (2011) on the concept of creating shared value (CSV). These have been chosen in order to provide a sound understanding of what shared value creation entails, since it overlaps, differs, and emerges from the concept of CSR. Moreover, Dacin *et al.* (2010) and Driver (2012) have been used on the relation between CSV and social enterprises in order to better link the theoretical foundations to the case company of this thesis, Specialisterne/SPF. Overall, these theoretical foundations should secure a deep understanding to the extent of shared value creation of Specialisterne.

In a more practical sense, when actually measuring the creation of shared value, a framework of four steps presented by Porter *et al.* (2012) will be used (will be dealt with in more detail in part 1 of the Analysis, which follows next, cf. section 5.1.1.). These four steps explain the purpose of shared value measurement and approaches to do so. The steps are: Step 1: Identify the social issues to target, Step 2: Make the business case, Step 3: Track progress, and Step 4: Measure results and use insights to unlock new value. These will guide Part 1 of my Analysis using the elements of Part 1 of the Theoretical Framework as a foundation to do so.

Part 2 of the Theoretical Framework will be used to analyze Part 2 of the Analysis about the perspective of market potential using two practical tools, a PESTEL and SWOT model. These have been chosen in order to present the external market factors relevant for a Specialisterne operation, and combine them with the strengths and weaknesses of the entire Specialisterne network. This way, conclusions about the market potential for Specialisterne/SPF in Spain compared to Denmark can be drawn.

Since the PESTEL and SWOT are two rather practical tools, they will be applied as they are in my analysis. The PESTEL analysis will look into the Political, Economic, Social, Technological, and Legal factors relevant for a Specialisterne operation of Spain and Denmark, excluding Environmental factors, as explained in Part 2 of the Framework. The SWOT analysis will look into the strengths and weaknesses of the Specialisterne network (Specialisterne, SPF, Specialisterne Spain), and the opportunities and threats using the information obtained from the PESTEL.

The results of Part 1 and 2 of my Analysis will lead to a discussion including both parts of the analysis. The discussion will then lead to the answer of my research question. Practically, the this operationalization of my Theoretical Framework presents itself in the model below:

<b>The mission of Specialisterne/ SPF: Creating 1 million jobs for people with ASD</b>	
<b>Parameter 1:</b> Shared Value Creation	<b>Parameter 2:</b> Market Potential
<b>Theoretical Framework part 1:</b> Carroll & Shabana (1991, 2010), Porter & Kramer (2006, 2011), Dacin <i>et al.</i> (2010), Driver (2012)	<b>Theoretical Framework part 2:</b> PESTEL, SWOT
<b>Analysis part 1</b> Step 1: Identify the social issues to target, Step 2: Make the business case, Step 3: Track progress, and Step 4: Measure results and use insights to unlock new value	<b>Analysis part 2</b> PESTEL: Political, Economic, Social, Technological, and Legal Factors SWOT: Strengths, Weaknesses, Opportunities, Threats
<b>Discussion</b> (Part 1 and Part 2 of the Analysis)	
<b>Achievability of mission</b>	



## 5. Analysis

The purpose of this thesis is to assess the achievability of Specialisterne and SPF's mission of creating 1 million jobs by asking:

**To what extent is the mission of creating 1 million jobs for people with ASD worldwide achievable for Specialisterne and SPF?**

In order to answer my research question, I have selected two parameters of which I deem this mission to be dependent. These parameters have formed the basis for the formulation of the two questions of analysis, which will guide my Analysis.

Part 1 of this Analysis will look into the parameter of creating shared value by analyzing how and as to what extent Specialisterne in Denmark creates shared value. This part will be based on relevant empirical data, as well as Part 1 of my presented Theoretical Framework including Carroll and Shabana (1991, 2010), Porter & Kramer (2006, 2011), Dacin *et al.* (2010), and Driver (2012).

Part 2 of this Analysis will look into the parameter of market potential by analyzing the market potential of a Specialisterne operation in Spain compared to that of Denmark. This part will be based on relevant empirical data, as well as Part 2 of my presented Theoretical Framework, which includes the models of PESTEL and SWOT.

Overall the results from Part 1 and 2 of my Analysis will form the basis for a discussion that will lead to my answer of the overall research question.

### 5.1. Analysis Part 1: Creating Shared Value

Part 1 of the Analysis will focus on answering the first of my questions of analysis, namely:  
**How and as to what extent does Specialisterne in Denmark create shared value?**

As mentioned in the Introduction (section 1.2), I have chosen the creation of shared value as one parameter for SPF in achieving their mission of creating 1 million jobs. This has been chosen, since Specialisterne in Denmark largely functions as a showcase for other countries, and it is therefore important to be able to demonstrate the value and impact of a Specialisterne

operation. Thus, this part of the analysis functions as a base for analyzing the potential for creating the 1 million jobs for people with ASD worldwide.

This part of the analysis will be based on part 1 of my Theoretical Framework, as well as data from an impact report, annual report, observations from seminars, and interviews with Bryan Dufour and Henrik Thomsen from Specialisterne/ SPF.

The following section will explain the use of structure for part 1 of my Analysis.

### **5.1.1. Measuring Creating Shared Value**

As explained in Part 1 of the Theoretical Framework (section 4.1.), creating shared value focuses on creating social and economic value simultaneously. It is about companies creating measurable business value by identifying and addressing societal issues (Porter & Kramer, 2011). Unlike CSR, CSV goes beyond the aspect of doing good, and focuses on the creation of meaningful economic and social value – benefits that should exceed the costs for the business and society. Despite the fact that many companies worldwide have embraced the concept of CSV as a tool for presenting the business case of CSR, many of these still struggle with tools to measure the results hereof (Porter *et al.*, 2012).

In an article from 2012 published by FSG (a nonprofit consulting firm specializing in strategy, evaluation, and research), Porter *et al.*, explain the purpose of shared value measurement and approaches to do so. These approaches will guide the structure of this part of the analysis. The article occurred at an FSG-hosted Shared Value Summit with the focus of creating a field-building platform designed to drive adoption and improve implementation of shared value strategies (Porter *et al.*, 2012). I am aware that using the measurement steps presented in this article might give a biased impression. The reason for this is that the authors of the article all favor the concept of shared value creation. They joined forces at a Shared Value Summit with the intention of proving that shared value works and getting companies to adopt the premises hereof. This means that my analysis might be biased in favor of shared value creation. Taking this into account, though, the measurement tools presented in the article (which be explained next) provide a good foundation for the purpose of Part 1 of my Analysis. It is a way of separating CSV from CSR (cf. Part 1 of my Theoretical Framework), and it gives good structure to the analysis. Therefore I find it relevant to use these measurement steps in guiding my analysis about how and as to what extent Specialisterne Denmark creates shared value.

Porter *et al.* (2012) argue that measuring shared value should aim at tracking the progress and results of both social and business initiatives. Their parallel goals are to address a social problem and improve business performance. Moreover, as mentioned in Part 1 of the Theoretical Framework, it is important that efforts in creating shared value is integrated with business strategy, and not used only as a peripheral activity, as often seen with CSR initiatives. However, being a social enterprise, Specialisterne naturally has the social cause as the primary driver of its corporate strategy – hence, this should not be an issue for them.

Porter *et al.* (2012) identify four steps that an integrated shared value strategy and measurement process hereof should include. These will guide my analysis in order to measure how and as to what extent Specialisterne creates shared value, and are the following:

- Step 1: Identify the social issues to target.
- Step 2: Make the business case.
- Step 3: Track progress.
- Step 4: Measure results and use insights to unlock new value.

The following section will analyze how and as to what extent Specialisterne Denmark creates shared value by looking into each of these four steps of shared value measurement.

### **5.1.2. Step 1: Identify the social issues to target**

For Specialisterne, being a for-profit social enterprise, means that their primary motive is to create a social change and apply business principles in order to do so (Dacin *et al.*, 2010). Therefore the social issue of lacking job opportunities for people with ASD had already been identified by the establishment of Specialisterne (Porter *et al.*, 2012).

As explained in part 1 of my Theoretical Framework, Porter and Kramer (2011) explain three ways companies can create shared value. One of which can be related to Thorkil Sonne, the founder of Specialisterne, and the establishment of Specialisterne, namely that of *Reconceiving products and markets*. They argue that in order to create shared value companies should focus on identifying a societal need that their product might be able to meet. This is what Sonne did when identifying the social issue he wished to target, i.e. lacking opportunities for people with a diagnosis within the autism spectrum disorder (ASD) in the labor market.

From his time in the Danish Autism Association (DAA), Sonne gained an excessive amount of knowledge about ASD and about the possibilities and lack thereof for people with the diagnosis. He realized that an increasing number of people were getting a diagnosis within ASD. It is estimated that approximately 1-1.2% of the world's population may have ASD, which corresponds to 78 million people worldwide (ASD Autism-Society, 2014 & The National Autistic society, 2014). And the unemployment rate for people with autism is around 80% (Autism-Society, 2014). Moreover, the costs of autism are high. In the US, it amounts to US\$ 137 billion per year (Autism Speaks, 2013), and in the UK, to UK£ 25 billion per year (FP, 2007). Thus, employing people with autism, Specialisterne might help to lower these costs, as it would create savings from either publicly or privately having to provide for people with ASD. Moreover, it would, create revenues from garnered taxes etc. This will be dealt with the section *Economic Value Creation* later this chapter (section 5.1.5.2).

As mentioned in the Company Profile (section 2.1), the Danish welfare system offered no guidance to people with autism, which often meant early retirement by the age of 18 due to difficulties of keeping a job such as being a team-player, being flexible, and being able to handle stressful situations (Appendix 2.d.). Moreover, no other organization focused on offering jobs for people with autism. Taking all this into account, it is possible to identify that there is a societal, and even global, need of bringing the unutilized resources of people with autism into the labor market.

Having a son with autism, Sonne saw the difficulties that he had with social interactions on a daily basis (Austin, 2008). However, occasionally his son presented some unusual capabilities. For instance, one day he began drawing a very elaborate diagram. At first, Sonne could not figure out what it was, but gradually as it took shape, he realized that it was an index page from a book of European maps (Austin, 2008). The drawing was a map with numerous numbers that indicated pages in the book with more details about the specific region. Having seen this map on car holiday, Sonne's son had remarkably reproduced the entire numbering scheme from memory – without a single error (cf. Appendix 4). This showed a remarkable eye for detail, pattern-matching skills, and a high tolerance for repetitive tasks, which generally are characteristic for people with autism (Appendix 2.d.). Having experience from the IT-sector, Sonne realized that these capabilities would fit well with tasks such software testing. And since

no other organization was focusing on hiring people with ASD for these tasks, he had identified a societal need that his product (the creation of Specialisterne) could meet.

### **5.1.3. Step 2: Make the business case**

Having identified the societal need of bringing people with autism into the labor market, Specialisterne has *reconceived* current market conditions by actually looking at these people as a valuable asset in the work force. They have realized the valuable plant in them, referring to the dandelion metaphor and logo of Specialisterne (Specialisterne, 2014).

When making the business case, Specialisterne hypothesized that being a part of Specialisterne would improve one's social and professional skills, quality of life and independence level (Specialisterne, 2014). Moreover, it would provide people with ASD with the opportunity of becoming integrated in society on more equal terms, to a greater extent than one would be without joining Specialisterne. Moreover, by developing and making use of their competences, people with ASD will become a resource to the labor market, solid taxpayers to society and in less need of social welfare contributions.

Overall, the argument was that it would be beneficial for the Danish society to bring people with ASD into the labor market, where the majority of these were on some sort of public support. This would garner tax revenues and create savings in the welfare system from not having to support these people anymore. Moreover, Specialisterne would create individual value for people with ASD from going from unemployment to employment. Specialisterne argued that they could do all this, while at the same time building a profitable business seeing as people with autism will be a competitive advantage for the companies hiring them due to their particular skills (Specialisterne, 2014). Step 4, *Measure results and use insights to unlock new value* (section 5.1.5.), will analyze to what extent this business case is valid.

### **5.1.4. Step 3: Track progress**

Specialisterne has developed an impact report, which combined with my observations from seminars, an annual report, and interviews with Thomsen and Dufour will form the basis for tracking and measuring the shared value creation. Impact measurement is widely used to understand and communicate economic, social and/or environmental outcomes created by an

organization, and Porter *et al.* (2012) argue that shared value measurement should not replace current measurement approaches. Rather it should go beyond the fragmented reporting of financial, social, and environmental results to link social progress to business success.

The primary focus of the impact report is to assess the changes created among the employed people with autism (Appendix 5.c.). This is done by considering the situation as it is (i.e. Specialisterne employing a number of individuals with ASD) and by comparing it to the situation as it could have been (i.e. without Specialisterne to employ these individuals). The report builds on data from a five-year period from 2008-2012, where 35 consultants have been employed. The data stems from nine consultants, equivalent to 25.7% of Specialisterne's workforce. The reason for this low representation is that measurement is only done for those consultants employed within six to 18 months in order to better capture the change induced by employment, before this change becomes a part of normal life. The questionnaire is filled out once a year, which means that the sample population will increase continuously (assuming that Specialisterne hires additional people with ASD). It is important to mention that these results from the report are true for the people with autism employed by Specialisterne, but should not be extended to the entire ASD population.

As mentioned in the Methodology section, I am aware that having being handed material by the case company itself, Specialisterne/SPF, exposes me to certain biases, since the company has chosen what material to hand me and what not to hand me. This should therefore be accounted for when making my analysis. With regards to the Impact Report, however, I do perceive the data to be reliable, despite the fact that it has developed and presented by Specialisterne. The reason for this is that it has been developed in collaboration with Deloitte, a well-renowned Danish accounting and consulting firm (Appendix 2.b.). Moreover, seven different stakeholders have reviewed the report and provided feedback and recommendations in order to provide a more solid verification of the data. Therefore I will neither go deeply into how the different numbers have been calculated, nor will I recalculate them. Rather I will focus on the results that are useful for my analysis. Still, I know that there is a risk of Specialisterne talking up their positive impacts, since basically that is what an impact report is for, and since they themselves have chosen what to bring into the report, and what to leave out of it. I will therefore adopt a critical approach to data sources, and consider whether the statements are too

good to be true (Easterby-Smith, 2012). This is in line with the social constructivist approach taken in this thesis, as explained in the Methodology chapter (section 3.1.).

#### **5.1.5. Step 4: Measure results and use insights to unlock new value**

The following section will measure the results of the shared value creation by Specialisterne in Denmark. The first section will analyze social value creation, which will be followed by a section of economic value creation. Finally, a section of other types of value creation will be analyzed – types of value that might lead to new insights that could unlock new value, as proposed by Porter *et al.* (2012).

##### **5.1.5.1. Social Value Creation**

Since Specialisterne is a social enterprise, they have a clear social goal driving their business model. Creating job opportunities for people with ASD should naturally create elements of social value for the parties involved. However, according to Dufour, social value is difficult to define and measure, since it is rather individual. He argues that: *“Everyone has his or her own definition of social value. That was also a challenge, when we made the impact report ..... It’s an important part, but it’s very hard to put a figure on it. It is hard to grasp it”* (Appendix 2.b.).

Based on the impact report, however, it is clear that being employed at Specialisterne has had an overall positive impact on the lives of people with ASD. None of the respondents had experienced any negative impacts on their lives after employment. Still, some of the answers varied to the degree of the positive impact. This should not come as a surprise, since people with autism – despite having the same diagnosis – are not all the same (Appendix 2.d.). This is elaborated by Helle Frederiksen, a woman with autism employed at Specialisterne since 2000, who spoke at the seminar: *“I think it is important to remember that the things that I value are not necessarily valued in the same way by other people with autism. The differences between what we value and how we define happiness are just as many among us as among other people. Of course, we have a lot of things in common, but there are also many differences”* (Appendix 2.e.). This is in line with the social constructivist view, which argues that reality is internal and subjective and that every situation is complex and unique (cf. Methodology, section 3.1.).

Despite differences among the group, strong indicators about the impact of employment at Specialisterne can however be depicted. One of the impacts that had the largest positive effect is “social and economic independence” (Appendix 5.c.). 89% state that being a consultant at Specialisterne has had a positive effect hereon. This includes being financially independent, needing less social support etc. Helle Frederiksen elaborates: *“A lot of positive outcomes have been important to me. Being able to go to work and have colleagues and getting paid for it. Actually the paycheck is very important for me in order to feel independent”* (Appendix 2.e.). This is, however, a rather general outcome when a person goes from unemployment to employment, since getting a paycheck and pension provision means more money between your hands. Nevertheless, it is a value created, and it is probably even more emphasized among people with autism, where the majority did not have a job previous to Specialisterne.

78% of the respondents claimed that being employed at Specialisterne has had a positive effect on their “overall well-being” (Appendix 5.c.). This includes being in a better mood, having more energy, being better at getting up in the morning etc. From the interview with Thomsen, he explains that he has seen that the simple thing of having a job creates “joy value”, which in turn positively affects your well-being (Appendix 2.a.). *“When you’re happy, you get less sick. You go less to the doctor. You have a feeling of contributing to society when working. So basically a positive circle is created”*, he says. Despite the fact that his arguments are rather empty phrased and border on cliché, the issue that physical and mental health is connected is of increased focus in society (Psykiatrifonden, 2014). Among other things, it has been proven that longer periods of unemployment can lead to depressive conditions (MetroXpress, 2013). Helle Frederiksen also feels a relief in being in a job: *“Being in a job has released my level of stress. I know where I have to go in the morning and what I have to do when I go to work. I have more energy. I am doing better and better for each day”* (Appendix 2.e.).

Not having a job is often looked down upon. According to Thomsen, it is a fundamental societal opinion that you have to be of use and contribute to society (Appendix, 2.a.). This is not just the case for people with autism. An investigation made by Analyse Danmark from 2013 shows that 40% of the unemployed feel looked down upon by people in their network (Ugebrevet A4, 2013). Whether or not people actually do look down on those who are unemployed is not clear, however, the fact that people feel looked down upon creates a



negative spiral, and makes it even harder to get a job. Therefore employment in itself is a social value created by Specialisterne. I can be argued that this value is even higher for people with autism, seeing as their opportunities in the labor market were few to none before the establishment of Specialisterne. Helle Frederiksen substantiates this by saying: *“Being without a job in a way cast doubt on you. At least that was how I felt. So I don’t know if anybody looks at me differently now that I have job, but I feel differently. I feel better and have more self-confidence”* (Appendix 2.e.). However, it is important to remember that up until now Specialisterne has created 35 jobs for people with ASD. Thus, this is not a general societal value created by Specialisterne, but merely an individual value for the people involved.

More than 50% of the respondents claimed that being employed at Specialisterne has improved their self-esteem, their labor market resources, their working skills, and their participation in society in society has increased from having more friends and colleagues etc. (Appendix 5.c.). Only “social network” and “self-confidence” were perceived to have a positive effect by less than 50% of the respondents. Still no negative impacts were claimed.

Overall it can be concluded that being employed at Specialisterne creates individual social value for the people involved primarily by improving their well-being and independence.

#### **5.1.5.2. Economic Value Creation**

Results from the impact analysis show that by employing people with autism, Specialisterne creates economic value in the form of savings to the Danish welfare system and increased tax revenues (cf. Appendix 5.a, 5.b.).

The impact report demonstrates that over a five-year period Specialisterne generates DKK 24.8 million for the Danish state from tax and pension contributions. Moreover, by not having these individuals with ASD on social support, unemployment support, pre-retirement etc., calculations reveals that the Danish state saves DKK 24.6 million. Total value created then accounts for DKK 49.4 million over five years (Appendix 5.a, 5.b.)

After deducting the public investments made to support individuals with ASD in their job, which could be a publicly funded five-month assessment period, flexjob refunds made to Specialisterne, refunds from sick leaves made to Specialisterne etc., the total net value created by the company over five years accounts for DKK 13.5 million. In other words, the Danish welfare system earns approximately DKK 87,263 each year per supported individual with ASD at Specialisterne. It is important to mention that the analysis does take into account that

Specialisterne cannot claim that a 100% of its currently employed consultants would be unemployed without Specialisterne.

This means that if the Danish welfare system supports individuals in having a job at Specialisterne, either a flexjob, a subsidized job etc., the investment put into one individual will create around DKK 87,000 each year. When the welfare system earns money, it means that there is more for somebody else, which leads to an overall improvement of society. This value creation may therefore both be considered a social and economic.

Thus, these results make well the case of Specialisterne in Denmark as a showcase for other countries. However, it is important to remember that this value creation is dependent on the Danish welfare system supporting individuals in jobs at Specialisterne. Therefore this value creation may not be the same in other countries where levels of social support are different. This issue will be further dealt with in Part 2 of the Analysis (section 5.2.4) as well as the Discussion (section 6.).

Another economic value created by Specialisterne, is the fact that they create pure economic business value in the form of a profitable business. Looking into the annual report for the year 2012, it is clear that revenues amounted to around DKK 21 million, and that profit for the year was DKK 76,000 (Appendix 6.). Total profit for the year is not considered high; actually the margins are very slim. However, this is often the case with social enterprises. Managing special consultants (with autism) is not always easy and requires many resources. The important thing is, however, to keep focusing on creating a profit, which according to Dufour is of great importance to Specialisterne. *“It is of great importance to us to always create a profit in order to be able to show that it is possible to build a viable business on a societal cause. Therefore we have been focusing on more lean processes and only hiring more staff when earning increases”* (Interview – Dufour).<sup>2</sup> However, the fact that margins are slim can raise concerns, seeing as the financial stability of a Specialisterne operation is then uncertain. This issue will be further dealt with in the Discussion (section 6).

Overall, however, this shows that the work that Specialisterne is doing has a clear link between social and economic value – a societal issue leading to economic progress both for society as

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<sup>2</sup> The annual report will not be dealt with in detail here. The important thing for my analysis was to show the amount of profit created by Specialisterne Denmark.

whole as well as for the company itself, which by Porter & Kramer (2011) is argued to be the essence of shared value creation.

#### **5.1.5.3. Other Types of Value Creation – New Insights to Unlock New Value**

From the interview with Dufour, he stated that besides creating social value to the employed people and economic value to society and the company, Specialisterne creates another type of value. *“That is the indirect value of influence – inspiring other companies to do the same as us”* (Appendix 2.b.). A lot of other companies are doing similar things inspired by Specialisterne, but are not part of the Specialisterne concept. For instance, Specialisterne entered a partnership with SAP (a German IT-software company) and it was actually SAP that contacted SPF. They thought it sounded interesting and wanted to see what they could gain from it. The same thing happened in Denmark with IBM. They entered a partnership, where Specialisterne was in charge of recruiting and possessed the knowledge of training and preparing people with autism to work. So IBM hires people with autism that have been recruited through Specialisterne, but does not work at Specialisterne. This is actually an important value, since it positively affects a shift in the mind-set of people regarding those with autism. Making them see the valuable plant in the dandelion (cf. the logo of Specialisterne and SPF). And this shift in mind-set is of vital importance for Specialisterne and SPF in order for them to achieve their mission of creating 1 million jobs.

Another value created by Specialisterne is the value the consultants bring to other companies in terms of getting qualified consultants, or specialists, to handle a task with great detail to an exacting standard (Specialisterne, 2014). However, Specialisterne can also inspire other companies to implement CSR strategies – being good corporate citizens (Carroll & Shabana, 2010). By including people with autism and similar challenges, the company becomes part of a global movement rooted in inclusion. At the seminar, Rasmus Damsgaard, owner of Clearidium A/S (a company that does anti-doping controls), explained how this had mattered to him (Appendix 2.f.). The nature of his company required tasks of manual data-entry; tasks that he had previously had difficulties finding proper employees for due to the monotony nature of the tasks which led to a high degree of errors. Hiring consultants with autism through Specialisterne has helped in this matter due to their remarkable eye for detail and high tolerance for repetitive tasks. Moreover, Damsgaard argued: *“Despite the fact that these people from Specialisterne do a remarkable job, it allows me, as a company, to take a social*

*responsibility in including a socially marginalized group of people into the workplace. So for me, it is a win-win situation”* (Appendix 2.f.).

#### **5.1.6. Sum-Up of Part 1 of the Analysis**

Part 1 of this Analysis has focused upon answering how and as to what extent Specialisterne Denmark creates shared value. The analysis shows that Specialisterne Denmark does create shared value, since they create social and economic value simultaneously (Porter & Kramer, 2011). The social values are primarily created on an individual level. Being employed at Specialisterne positively affects overall well-being as well as social and financial independence. It was clear that the basic element of having a job created this social value. The economic value created by Specialisterne can be divided into two parts, an economic value for society and one for the company itself. The analysis showed that the Danish welfare system would benefit quite a lot if supporting people with ASD in working at Specialisterne. Moreover, Specialisterne shows that it is possible to build a profitable business (despite slim margins) on social issue of creating job opportunities for people with autism.

The analysis also uncovered other types of value created by Specialisterne. One value creation is that hiring consultants from Specialisterne can function as a CSR initiative for other companies. Another is that Specialisterne creates an indirect value of influence – inspiring other companies to do the same.

It is of great importance to demonstrate Specialisterne’s ability to create shared value when considering their mission of creation 1 million jobs worldwide. As argued by Porter *et al.* (2012), a clear economic scenario for the business case in solving social problems removes investor skepticism.

However, the analysis did also give rise to some concerns regarding the overall mission of creating 1 million jobs for people with ASD. For one thing, the shared value creation in Denmark may not be the same in other countries. The economic value of welfare savings has been calculated on the basis of social benefits in Denmark. Thus in other countries with lower rates of social benefits, this saving will be lower. Moreover, the fact that the profit margin of the Specialisterne operation was slim raises concerns about the financial stability of an operation in other markets. These issues will be further dealt with in the SWOT analysis in Part 2 of the Analysis (section 5.2.4.) as well as the Discussion (section 6).

## **5.2. Analysis Part 2: The Market Potential**

Part 2 of the Analysis will focus on answering the second of my questions of analysis, namely: **What is the market potential for a Specialisterne operation in Spain compared to that of Denmark?**

As mentioned in the Introduction (section 1.2), I have chosen the market potential of Spain as a second parameter for SPF in achieving their mission of creating 1 million jobs. This has been chosen, since scalability and realization of market potential are of vital importance in order for SPF to reach their worldwide mission. By comparing the Spanish and Danish market, I will be able to relate the current achievement of Specialisterne in Denmark to market conditions of each of the countries. This way, the market potential of Spain will be sounder, and provide an overall indication of the market potential for Specialisterne/SPF. My reasoning for choosing Spain will be dealt with in section 5.2.1. of this Analysis.

This second part of my Analysis takes its theoretical departure in a PESTEL and SWOT analysis (cf. Part 2 of my Theoretical Framework, section 4.2.) comparing the markets of Denmark and Spain. The results hereof combined with empirical findings from observations as well as interviews, will enable me to draw conclusions of the market potential for Spain and thereby give an indication of the overall potential of reaching the mission of 1 million job creations.

The following section will firstly deal with the reasons for choosing the market of Spain, followed by two PESTEL analyses covering the external factors relevant for a Specialisterne operation in the Spanish and Danish market. Finally, a SWOT analysis will look into the threats and opportunities of a Specialisterne operation in the Spanish market.

### **5.2.1. Reasons for Choosing the Market of Spain**

I have chosen to use the market potential of Spain as a second parameter for the achievability of the mission of Specialisterne/SPF in creating 1 million jobs worldwide. The following will explain my reasoning behind this choice.

I have chosen to look into the market potential of one of the countries in which SPF is currently setting up a Specialisterne operation. The reason for this is that the market is more

current and relevant, seeing as SPF has already found a local partner there wishing to be part of the operation and run it locally. This will allow me to cross-reference my results of the PESTEL and SWOT analyses with information about the current development of Spain. Thus, by combining my own market research with the current development of Specialisterne in Spain, my analysis will have a more sound and deep understanding of the market potential.

Spain is an important market, since it is one of the largest countries in Europe with a total population just below 47 million. It is the world's 12<sup>th</sup> largest economy, the fifth largest in Europe, with a BNP of US\$ 1.4 billion (Dansk Industry, 2014). The basic fact that Spain is a large country with a large population size means that a high amount of people with autism exists here – thereby there are grounds for a larger potential. It is assumed that 1-1.2% of the world's population may have ASD, which means that about 470,000 people might have autism in Spain. Of these Specialisterne assumes that 3% is equipped to possess a job (cf. Appendix 3.), which give a total of 14,100 employable people with autism in Spain.

The financial crisis has taken its toll on the Spanish economy, which has suffered extensively from a burst housing bubble (will be explained in more detail in the Economic Factors of my PESTEL analysis, section 5.2.3.1.2.), and has led to one of the highest unemployment rates in all over Europe. This indicates that there is a need for creating new job opportunities, which fits well with the purpose of Specialisterne.

Another reason for choosing Spain is that the country is a member of the EU. Denmark and Spain thus have common rules for the internal market of the EU, and a low level of restrictions regarding trade and investments. This means that there is free mobility of goods, services, people and capital between Spain and Denmark (Udenrigsministeriet, 2014), which in a way simplifies my analysis, since I do not have to take such issues into account.

Spanish is one of the most spoken languages in the world (Europa, 2014), which for Specialisterne creates an indirect link to other Spanish speaking countries in the world. Moreover, the market of Spain is often seen as a stepping-stone to markets such as the Southern Europe, Northern Africa and Latin America (Udenrigsministeriet, 2014) due to advantageous opportunities of trade and re-exportation and of common language. Spain has even formed a bilateral free trade agreement with multiple countries in Latin America. This implies that by setting up a Specialisterne operation in Spain, SPF would create a link especially to the Latin American countries, which is an important market in reaching their mission of 1 million job creations.

With these arguments, I believe the market of Spain to be a suitable parameter in assessing the achievability of Specialisterne and SPF's mission of creating 1 million jobs.

### **5.2.3. PESTEL Analyses**

The following section will analyze the market conditions for a Specialisterne operation in Denmark and Spain. These analyses will be based on a PESTEL analysis covering Political, Economic, Social, Technological, and Legal factors. As mentioned in the Theoretical Framework Part 2 (section 4.2.1.), I have chosen to leave out Environmental factors, since issues such as climate changes do not affect the market potential of a Specialisterne operation. The PESTEL analyses will only bring in external factors relevant for Specialisterne/SPF and those that might affect their operations. Therefore, these analyses will not account for all macro environmental trends within the respective areas.

As mentioned in Part 2 of my Theoretical Framework (section 4.2.1.), the PESTEL analysis is a snapshot of the market at a given point in time (Gillespie, 2007). Thus the validity of my results from the analyses is time- and context-specific and only true for this given point in time. This is in line with my social constructivist view taken in this thesis, which argues that research cannot produce absolute truths (Wenneberg, 2000).

It is important to mention that another tool for analyzing external factors of competitive rivalry, such as Porter's Five Forces, has not been deemed important to bring into this analysis. The reason for this is that Specialisterne is the first of its kind and competition is therefore considered slim to none in the rest of the world. Moreover, SPF argue that they have a positive competition clause, seeing as if other companies "steal" their idea, they would still be spreading the idea of employing people with autism, which would positively affect the potential of their mission (Appendix 2.a.).

#### **5.2.3.1. PESTEL Analysis of Spain**

The following PESTEL analysis will analyze the Political, Economic, Social, Technological, and Legal factors relevant for the market opportunities of a Specialisterne operation in Spain.

#### **5.2.3.1.1. Political Factors**

Politically, the opportunities of a Specialisterne operation is dependent on the stability of government, as well as relevant government investments and initiatives, which will therefore be areas of focus in this section.

Spain was under fascist regime from 1939 until 1978 under General Franco, and the first Spanish democratic constitution is therefore from 1978 (Udenrigsministeriet, 2014b). This means that the democratic history in Spain is rather short. Spain comprises seventeen autonomous regions that are primarily in charge of hospitals, schools, universities etc., but in most cases they do not collect taxes. The relationship between the local government in the autonomies and the central government is sometimes tense. Especially the region of Catalonia (with the capitol Barcelona) is keen of independence (MagasinetEuropa, 2013).

After eight years with a social-democratic government, the conservative People's Party (PP) removed the Spanish Socialist Workers' Party (PSOE) from power in the 2011 election (Udenrigsministeriet, 2014b). The most important political theme was at that point, and still is, the recessionary conditions of the Spanish economy caused by the global financial crisis. The Government has initiated cut-downs and implemented austerity measures to reduce budget deficit. This means that Spain is experiencing cuts in public wages, welfare benefits, development programs, social spending, as well as reduction in the unemployment pay. Moreover, the austerity has affected tax increases and a rise in the age of retirement from 65 to 67 years (Kristeligt-dagblad, 2011). All these political initiatives have caused anxiety among Spanish citizens and lack of confidence in the political system in general, and of politicians in particular.

These political factors are of interest and relevance for the market potential of a Specialisterne operation because the target group of people with ASD is experiencing cut-downs in public benefits. Moreover, SPF has to establish a business built on the inclusion of disabled people in a country with a short democratic tradition and a declining confidence in the political system. Overall this creates a challenge, which I will come back to in my SWOT analysis (section 5.2.4.).

#### **5.2.3.1.2. Economic Factors**

The economic factors that I have deemed relevant to the market opportunities of a Specialisterne will take its point of departure in the suffering Spanish economy, which has led to one of the highest unemployment rates in Europe.



The Spanish economy has to a large extent suffered from the global financial crisis. After a continuous growth for 13 years, the Spanish economy began declining in 2007 (Datamonitor, 2010). Ever since Spain joined the Euro in 1999 (Ec. Europa, 2012), Spanish banks have been offering cheap real estate loans. Prices on houses kept increasing, which meant that people invested in apartments. But the housing bubble burst and prices in the real estate market declined with 25%. This led to an enormous crisis leaving a large percentage of Spanish people without a job (Ec. Europa, 2012). And without a job, people were not able to pay their mortgage loans, which negatively affected the banking sector. The high unemployment rate also reduced household consumption and negatively affected economic growth.

All this created a negative spiral of financial crisis and left Spain in a recessionary condition. By 2012, The EU agreed to lend Spain up to 100-billion euros to improve conditions, since several initiatives from government did not have the desired affect (Berlingske, 2013).

The recessionary conditions have continued until the end of 2013. Data from INE confirm that the Spanish economy is out of recession with an increase in BNP of 0.1%, and the Spanish economy is expected to experience a slow economic growth rate during the next couple of years (Politiken, 2013). The Government of Spain has therefore decided that economy is strong enough to move on without further loans from the EU (Berlingske, 2013).

The financial crisis is, however, not over for Spain. The country still struggles with extremely high rates of unemployment. The unemployment rate of Spain amounts to 23.8% among people from 24 to 74 years (Eurostat, 2013). This is one of the highest rates of all European countries, only surpassed by Greece of 25.3%. Due to the recession, the unemployment rate of Spain has experienced an enormous increase since the year 2007, where it has gone from 7.0% to just below 25% in 2013 (Eurostat, 2013). Unemployment rates among young people from 15 to 24 years amounts to 55.5%. It is estimated that a total of 6 million people are unemployed in Spain. The Central Bank informs that jobs are still disappearing in Spanish labor market, but that it is happening at the lowest rate since the crisis (Politiken, 2013).

A growing trend in Spain is an interest in social businesses (The Guardian, 2013). Since government focus is primarily on the suffering economy, entrepreneurial people are coming together and starting to build new economic and social initiatives in order to meet some of the country's biggest problems. These include unemployment, struggling economy, ageing society

dependent on state pensions etc., as mentioned above. Universities are, among others, collaborating with young entrepreneurs to support social enterprise initiatives across the country. Esade, a business school in Barcelona, has even teamed up with BBVA, one of the stronger banks in Spain. Together they have created the Momentum Project, which intends to provide social entrepreneurs with training and mentorship in order for them to develop and scale their social businesses (Momentum-project, 2014).

The above-mentioned economic factors are of interest and relevance for the market opportunities of a Specialisterne operation in Spain because the essence of Specialisterne is to create new jobs. Here they have to do it in a country with one of the highest and continuously increasing unemployment rates – greatest lack of jobs – in Europe and recessionary conditions, which suggests a challenge. This will be looked further into in my SWOT analysis (section 5.2.4.).

#### **5.2.3.1.3. Social Factors**

The social factors that I have deemed relevant for the market potential of Specialisterne in Spain consist of Spanish mentality, the value of family, poverty conditions, the Spanish welfare model, as well as opportunities for disabled people in the labor market.

Spanish mentality is rather ambiguous (Udenrigsministeriet, 2014c). It depends on the location of the country. For instance, the mentality of Northern part of Spain reminds more of that of Central Europe compared to the South of Spain. Since Specialisterne is setting up an operation in Barcelona, the mentality therefore is more similar to that of Denmark.

Common for all Spaniards is though the importance of family and emphasis on strong families (Information, 2012). In Spain family is key, and the families are expected to care of each other. This also means that many young people in Spain either live at home until their mid-twenties or are forced to move back home due to the enormous unemployment of around 50% among young people (Information, 2012). The high unemployment rate and cuts in the education system have led thousands of young students to demonstrate (Berlingske, 2012). Thus, frustrations of hopeless futures affect the society of Spain, particularly among the young people.

There has been a dramatic rise in poverty, hunger and inequality across Spain since the outbreak of the economic crisis (Wsws, 2012b). The living standards have decreased, and

increasing amounts of people live under poverty conditions (OECD, 2014). The Red Cross even issued an appeal to raise €30 million in donations to help 300,000 Spaniards by organizing soup kitchens for hundreds of thousands of citizens and distributing blankets to new groups of homeless people. Moreover, Spain has now become the country with the greatest inequality of the 27 countries of the European Union (Wsws, 2012b). This truly emphasizes the economic and social crisis that Spain is in.

The Spanish welfare model is, unlike the Danish, built around the foundation of family, meaning that the Government trust in the families to provide financial safety if needed (Raeson, 2014). However, in current times of crisis and high unemployment, this poses challenges, since many families cannot afford to provide for other family members. Moreover, due to austerity measures, coverage of the Spanish welfare model has become more limited.

In Spain, there is some kind of a social security system for those unable to work (OECD, 2014). But since family is of vital importance in Spanish society, it is often seen that Spanish families take care of disabled people themselves (Raeson, 2014).

Nowhere has it been possible to find information about the job possibilities for people with autism in Spain, which was assumed, since Specialisterne is the first of its kind worldwide. A report made by OECD from 2007 shows that only 30% of the disabled are in employment (OECD, 2007A), which is one of the lowest in the OECD. Thus, it seems that there is a gap in employment for disabled people in Spain.

The above-mentioned social factors are of interest and relevance to the market potential of a Specialisterne operation in Spain because it raises the fundamental question of financing the people unable to work. Dealing with the vital importance of family, Specialisterne might meet the challenges that their economic savings for the welfare state could be marginal (cf. Part 1 of my Analysis). The social factors also suggest a greater need for a Specialisterne operation creating jobs than compared to Denmark. However, frustrations about unemployment among Spanish citizens could overshadow this opportunity. This could imply a reluctance to create jobs for disabled people, when it is not even possible to create jobs for non-disabled people. These factors will be further dealt with in my SWOT analysis (section 5.2.4.).

#### **5.2.3.1.4. Technological Factors**

Technological factors are not of vital importance for the opportunities of employing people with autism in developed countries, such as Denmark and Spain. However, since a majority of jobs created by Specialisterne is within the IT-sector, it is relevant to look at the trends within this sector in Spain.

Overall, Spain has been slow to adopt technological advancements compared to the other EU countries, although policy measures have been undertaken in this regard (Datamonitor, 2010). Despite massive unemployment, the IT-sector shows potential for growth in Spain as in the rest of the world (Goingsglobal, 2011). According to an OECD report from 2012 (OECD, 2012), the IT-service industry came out of the 2009 downturn better than e.g. manufacturing, and already had a positive growth in early 2010. Especially Internet firms continue to drive growth and job creation in the IT industry.

In Europe, it is estimated that there will be 4 million available positions within STEM (Science, Technology, Engineering, and mathematics) and 700,000 available jobs within IT (Eun, 2014). However, in Spain the continuous increase in unemployment currently overshadow this potential, and the market seems uncertain, which again underlines one of the challenges facing Specialisterne.

#### **5.2.3.1.5. Legal Factors**

As mentioned in section 5.2.1, Spain is a member of the EU, which means that Denmark and Spain have common rules for the internal market of the EU, and a low level of restrictions regarding trade and investments. (Udenrigsministeriet, 2014). Thus, this will not be accounted for here. It is, however, relevant to look into Spain's mandatory quota for disabled people in companies, as well as the reform of Spain's labor market legislation.

In Spain, there is a mandatory quota of employing 2% disabled people for firms with 50 or more workers in the private sector. In public administrations, it is 5% of the workforce (Cowi, 2006). Companies that cannot meet the quotas can choose alternative solutions such as buying goods or services from a disabled workshop, providing financial contributions to a workshop for disabled, or provide donations to funds whose purpose is to integrate disabled people into the workforce. However, it is assumed that many companies do not live up to standards of the quotas, since they are not being properly enforced by government (Cowi, 2006). This is reflected in the low percentage (30%) of employed people with disabilities despite attempts to

make it more advantageous. Companies are encouraged to hire disabled people by being offered subsidies and lowering of taxes (EcEuropa, 2012). This underlines the political environment of instability and mistrust by the public.

Worth mentioning is also the reform of Spain's labor market legislation from 2012, which has been implemented in a effort to make the traditionally rigid job market more flexible. The intention of the reform was to make it easier and cheaper to fire employees, and at the same time encourage companies to depart from collective wages deals (OECD, 2013). This reform has been popular among employers and business groups, but has received objections from trade unions and PSOE, the socialist opposition.

The above-mentioned legal factors are of interest and relevance for the market potential of a Specialisterne operation in Spain because the quota system indicates that there is governmental intentions of creating job opportunities for disabled people. Moreover, they are seeking to make the market more advantageous for companies by making the job market more flexible.

#### ***5.2.3.2. PESTEL Analysis of Denmark***

The following PESTEL analysis will analyze the Political, Economic, Social, Technological, and Legal factors relevant for the market potential of a Specialisterne operation in Denmark. The purpose of this analysis is to serve as a frame of comparison to the results obtained in the Spanish PESTEL analysis. My argument is that since the market conditions have proven to be of advantage for a Specialisterne operation in Denmark – or at least make it possible to establish an operation creating a profit – these conditions might serve as a framework of comparison to the potential of the Spanish market conditions. Hereby it will give an overall indication of the opportunities and threats for a Specialisterne operation in the market of Spain, which will be dealt with in the SWOT Analysis, section 5.2.4.

The external factors of political, economic, social, technological and legal character take their point of the departure in the factors included in the PESTEL analysis of Spain in order to provide a direct framework for comparison.

##### ***5.2.3.2.1. Political Factors***

Denmark is governed by a social-democratic government, who came into power in 2011 after ten years with a liberal government (Folketinget, 2014). Despite promises of improving

welfare and equality in the country, the Government has turned to the conservative and liberal parties when carrying out various reforms such as a finance act, and reforms on the unemployment and cash benefit (Beskæftigelsesministeriet, 2014). The incentive is to boost Danish economy, which has also been suffering from the global financial crisis, though not to the extent of Spain. The results of the reforms have been cutbacks for the unemployed, sick, vulnerable, students, and tax cuts for companies and the highly paid (Skatteministeriet, 2013). Overall, the Social-democratic government has been accused of running from electoral promises and leading a more liberal and conservative politic. This has caused an instable political environment, where SF (a social party) left the Government earlier this year due to rebellion from its constituency (Politiken, 2014).

#### **5.2.3.2.2. *Economic Factors***

The global financial crisis has negatively affected the Danish economy, however, not nearly to the same extent as Spain. Especially in 2008 and 2009, many businesses failed and unemployment increased. Despite the fact that the worst of the crisis has passed, Denmark is still faced with economic challenges (Finansministeriet, 2014). In recent years, economy has stagnated, and predictions from OECD (2014) estimate that the Danish economy will recover gradually and experience a growth of 1.6% in 2014 and 1.9% in 2015.

The unemployment rate of Denmark by the year 2013 amounted to 5.8% among people from 24 to 74 years (Eurostat, 2013). This is actually a slight decline, considering a steady increase since the year 2008, where the unemployment has increased from 2.6% to 6.3% in 2012. In general, Denmark has a relatively low unemployment rate compared to other European countries, and particularly low compared to that of Spain of nearly 25%. However, the decline in unemployment could be caused by the reforms of the unemployment and cash benefit. This means that many unemployed people are now receiving other types of benefits that are more difficult to register in statistics (Dansk Erhverv, 2014).

As in Spain, a growing trend in Denmark is the focus on social enterprises. The number of social enterprises in Denmark is increasing (Csr.dk, 2012), and in 2011, Denmark's first social venture fund Den Sociale Kapitalfond (the Social Capital Fund) was established. The purpose of the fund is to invest capital and competencies in promising social entrepreneurs to scale their social impact and economic performance, one of them being Specialisterne.

#### **5.2.3.2.3. Social Factors**

Denmark has a long, proud tradition of taking care of the weakest in society. The Danish welfare model is universal, and built on the principle that all citizens have equal rights to social security and benefits. It is one of the most expensive welfare models in the world (Jensen, 2011). A number of services are free of charge such as health and education systems, and as result hereof, Denmark has one of the highest taxation levels in the world (Jensen, 2011). Despite of the universal welfare model, past years' economic crisis has led to a tightening of social benefits, among others in the form of cuts in the unemployment and cash benefit.

In the case of permanently or temporary disablement, a new reform about early retirement and flex-jobs was set in motion in January 2013 (Beskæftigelsesministeriet, 2014). The idea behind the reform is that the most vulnerable people are getting a more focused help in order to move on with their lives. No one below the age of 40 should be able to get an early retirement. At the same time, the flex-job settlement will be minded at those people with a limited working capacity. These reforms should help to better activate skills of people with disablements.

In general, the Danish people have a casual attitude towards people with a disability. The primary focus is on inclusion for people with special needs, such as autism (DR, 2014), and there are no stringent disability laws and quota systems, as adopted in Spain and other European countries. A report made by OECD from 2007 shows that 58% of the disabled in Denmark are in employment (OECD, 2007a), which is rather high compared to other European countries. However, as explained in the Company Profile (section 2.1), the Danish welfare system offers no clear guidance or service-offers for providing care for young people with autism, an invisible disability. Therefore, most people with ASD are in flex-jobs, sheltered jobs, or on early retirement due to their difficulties in keeping a job. About 800,000 Danish citizens in the working age are dependable on either temporary or permanently public support, and people on early retirement make up 6% of the publicly supported people below the age of 45 (Beskæftigelsesministeriet, 2014).

#### **5.2.3.2.4. Technological Factors**

As mentioned in the Technological Factors of Spain, technological development is not of vital importance to the potential of a Specialisterne operation in developed countries such as Denmark and Spain. Only the development within the IT industry will be included.

The Danish IT industry is currently experiencing a steady growth. According to a survey made by IT-branchen (2013a), 2013 was the best year for Danish IT-businesses since the crisis. The sector experienced a growth of 2.5%. The expectations for 2014 are even higher, and it is estimated that 1000 new jobs will be created within the sector during 2014 (Retailnews, 2014). But despite continuous growth in the sector, one out of four IT-businesses is having difficulties finding qualified employees (IT-branchen, 2013b). 40% of businesses have one or several unfilled positions, and 70% of the businesses are expecting continuous growth, which underlines the issue of lack of qualified working capacity.

#### **5.2.3.2.5. Legal Factors**

In Denmark, there are no quotas for including disabled people in the workplaces. However, the percentage of disabled people included in the labor market (58%) is much higher than that of Spain (30%), as mentioned above (OECD, 2007a).

In 2013, the Danish Government passed a bill that lowers corporation tax from 25 to 22% (Skatteministeriet, 2013). The purpose is to make the environment more advantageous for small and medium sized business in helping them get credit. A lowering of public growth finances the bill.

#### **5.2.3.3. Sum-Up of the PESTEL Analyses – Comparing the Markets of Spain and Denmark**

The PESTEL analyses showed that the market conditions of Spain and Denmark in relation to a Specialisterne operation share few similarities and some fundamental differences. The following section will discuss these.

Regarding economic and political factors, both countries are focusing on boosting the economy after the global financial crisis. This means that the primary focus of governments is on cut-downs rather than spending. However, Spain's economy is suffering to a much larger extent than the Danish. It has experienced recession leading to an increase in poverty and inequality. The Government has had to implement austerity measures in an attempt to improve conditions. This has, among other things, meant cuts in the unemployment benefit and overall welfare in Spain. Where Denmark seems to be out of the crisis showing small improvements in the rate of unemployment, Spain is very much still in the midst of it. The unemployment in Spain keeps increasing and is one of the highest in Europe. It amounts to just below 25% compared to 5.8%



in Denmark. This indeed represents a challenge for the market potential, since the key purpose of Specialisterne is to create jobs. This will be further dealt with in the SWOT analysis (section 5.2.4.). The political and economic environment indicates that the Danish market seems more equipped to handle employing people with autism. However, the need for a Specialisterne operation in Spain seems higher compared to that of Denmark considering to vast lack of jobs. This will be further dealt with in the SWOT analysis (section 5.2.4.).

Regarding the social environment, The PESTEL analyses clearly show some of the key differences between the two countries. Where Denmark is experiencing an optimistic future, Spain is dealing with a continuously increase in unemployment. Where the Danish government provides a safety net for all citizens, Spain is experiencing increasing poverty conditions and inequality. Where Denmark has a universal welfare model, the Spanish welfare model is limited and much more dependent on the capacity of the family to take care of the vulnerable. On the one hand, this means that the potential for creating savings for the welfare system (cf. Part 1 of the Analysis) might be considered marginal due to lower levels of public social support. This therefore poses a challenge for the value creation of a Specialisterne operation, and will be further dealt with in the SWOT analysis. On the other hand, Spanish families are experiencing poverty issues and increased inequality, which means that they have trouble providing financial safety for vulnerable family members - leaving the weakest even worse off. This indicates a stronger need for a Specialisterne operation taking care of one group of the disabled, which will also be further dealt with in the SWOT analysis (section 5.2.4.).

In Denmark, the conditions of the temporarily or permanently disabled are of higher standard compared to Spain. Focus is on inclusion of disabled in the labor market via reforms, and if they are unable to work, they are provided for financially. Spain offers some support for the disabled, but has turned to legal measures in the form of quotas to secure that companies are including disabled people in the labor market. Still many Spanish companies either ignore the quota or compensate in some other way to avoid it. Denmark does not operate with these kinds of quotas, and still a higher percentage of the disabled people are employed in Denmark compared to Spain. This underlines some of the fundamental differences between the two countries. Denmark has a long democratic tradition, providing equal opportunities for everybody, which affects the mind-set of the Danish citizens. Spain only had a democratic constitution in 1978 after many years of dictatorship. Thus, their time of democracy is not as

rooted as the Danish, and their welfare model not advanced to the same level. This might pose as a threat for the market potential of a Specialisterne operation, seeing as Spain does not have the same traditions of including disabled people into the labor market without being forced to it via quotas. This will be further elaborated in the SWOT analysis (section 5.2.4.).

Regarding the IT industry, both countries show potential for growth, which implies a greater chance of job availability for people with ASD. In Europe, it is estimated that the amount of jobs available within the STEM and IT-sector will be huge by 2020. But currently the market conditions seem to favor to Denmark, where the IT industry is already experiencing lack of qualified workers. In Spain, the potential for growth in the IT industry is overshadowed by the continuous loss of jobs – emphasizing the key challenge of the Spanish market.

Both countries are experiencing increased focus of social entrepreneurship, which indicates a market friendliness towards companies such as Specialisterne solving societal issues that the Government does not have the means to solve. This is an advantage in both countries.

Overall, the PESTEL analyses present a picture of two countries moving in two different directions. The market of Denmark is moving in one clear direction of favoring conditions for a Specialisterne operation. Denmark has a long democratic tradition, a universal welfare model, focus on inclusion, and a declining unemployment rate. These are all factors that provide a favorable external environment for a Specialisterne operation.

The market of Spain, on the contrary, moves in more diverse directions. On the one hand, Spain has a short democratic tradition, a declining confidence in the political system, increasing poverty and inequality, a limited cover of welfare, and a continuously increasing rate of unemployment – among the highest in Europe. These external factors present a market of challenges and uncertainty. On the other hand, the market also shows factors of potential via the quota system and a potentially stronger need of a Specialisterne operation due to the enormous lack of job creations in Spain.

Based on the PESTEL analyses above, the following section will present a SWOT analysis, which will analyze the opportunities and threats of the Spanish market potential in relation to the strengths and weaknesses of Specialisterne and SPF.

#### 5.2.4. The SWOT Analysis

The following SWOT analysis will look into the strengths, weaknesses, opportunities and threats of a Specialisterne operation in the Spanish market. Included in the strengths and weaknesses will be an “internal” analysis of the Specialisterne network (including SPF, Specialisterne Denmark and Specialisterne Spain). It will therefore be based on empirical data from my interviews, as well as information from the Company Profile and from Part 1 of my Analysis. The external analysis of opportunities and threats will be based on the PESTEL analyses presented above. This will allow me to draw conclusions about the overall market potential for a Specialisterne operation in Spain. Along with Part 1 of my Analysis, these results will provide the basis for my discussion about my research question about the achievability of the mission.

The following SWOT model summarizes the findings of my SWOT analysis, and will be presented in the following pages.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• The first of its kind</li><li>• Strong social brand</li><li>• Core competency of knowledge and training</li><li>• Potential of shared value creation</li><li>• Local change-makers</li><li>• Momentum Project</li></ul>	<ul style="list-style-type: none"><li>• Unclear market strategy</li><li>• Scalability issues</li><li>• Low level of experience about market potential in other countries</li><li>• Low potential of job creation</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Increased focus of social enterprises</li><li>• Potential for growth in IT-sector</li><li>• Government willingness via quota system and labor market legislation</li><li>• Social need due to recessionary conditions, cutbacks in welfare and high unemployment rates</li></ul>	<ul style="list-style-type: none"><li>• Suffering economy</li><li>• Continuously increasing unemployment</li><li>• Short democratic history</li><li>• Declining trust in political system</li><li>• Scalability issues due to setting up in Catalonia</li><li>• Lower impact due to family tradition and lower rates of social benefits</li></ul>

#### 5.2.4.1. Strengths

A key strength of a Specialisterne operation is that they are the first of its kind. By this, I mean that no other company in the world builds its business around creating job opportunities for people with autism (Specialisterne, 2014). Their story is unique and inspirational, which provides them with a strong social brand.

Specialisterne's core competency of knowledge, training and recruitment of people with autism is another important strength when expanding to the Spanish and other markets. According to Dufour (Appendix 2.b.), their core competency of knowledge is what makes other companies dependent on them, instead of hiring people with ASD themselves. Specialisterne and SPF know what it takes to make the traits of autism into a valuable employer. Thomsen elaborates: *"We have a form of intellectual property in our knowledge of working with these people (people with ASD). Other countries or companies that we cooperate with are then allowed to make use of this property as long as we are cooperating. If our marriage, due to some reason, dissolves, then we take our knowledge with us, and they are not allowed to use it anymore. We have a clause hereon"* (Appendix 2.a.).

Another strength for Specialisterne regarding their Spanish market potential is that they explicit work with elements of shared value creation, and have demonstrated that it is possible to build a business on employing people with autism in Denmark (cf. Part 1 of the Analysis, section 5.1.). From Part 1 of my Analysis, it is clear that Specialisterne in Denmark creates social value in the form of individual improvement of overall well-being and independence from having a job. Moreover, they create economic value in the form of savings to the welfare state as well as the creation of company profit. This is an important strength for Specialisterne when expanding, seeing as it is a demonstration of possible value creation within the Specialisterne network.

As explained in the Methodology (section 3.3.2.), Henrik Thomsen from SPF has taken part in setting up the Specialisterne operation in Spain. In the interview with him, I was then able to ask him about the current development of the Specialisterne operation there. From the interview with Thomsen, he explained that the current development in Spain taking a positive turn (Appendix 2.a.). Two Spanish professors heard about the Specialisterne concept at a lecture Thorkil Sonne did in Barcelona. They found the concept interesting and wanted to take

part in running it locally in Barcelona. Moreover, one of the professors had financial funding that he was able to put into Specialisterne in Spain. Hereby, they have divided the owner structure between the two professors and SPF. Thomsen argues that: *“It is of great importance that SPF finds local change-makers that wish to run the business locally... the feasibility of a Specialisterne operation depends to a large extent on the local partners, their involvement in the project as well as their economic funding”* (Appendix 2.a.). So it is a key strength that SPF has found local change-makers in Spain who are passionate about the project and have become finically tied to the organization. This way, responsibility is shared and the risk is lower.

Another strength relating to the current development in Spain is that Specialisterne has been chosen to be part of the Momentum Project (Momentum-project, 2014), as explained in the Economic Factors of my Spanish PESTEL analysis. The idea behind the project is to provide social entrepreneurs with training and mentorship in order for the to develop and scale their social businesses. This means that Specialisterne could have the possibility of expanding to other parts of Spain besides Barcelona, where they are currently located, in order to reach a greater impact (Appendix 2.a.). It should, however, be mentioned that Specialisterne in Spain is still in the process of being trained and prepared by Henrik Thomsen in order to obtain the knowledge of working with people with ASD. They have not yet started employing people with autism (Appendix 2.a.).

#### **5.2.4.2. Weaknesses**

A weakness of the Specialisterne model is that they do not have a clear global market strategy. One concern is the issue of scalability in this matter, since their method of expanding is based on a case-to-case approach. Dufour explains: *“It is location specific each time. It is always different set-ups.... The kind of set-up depends on the country: what is possible legally here, what do the local partners want, what fits their needs and our needs the best, and so on”* (Appendix 2.b.). This means that when SPF is setting up an operation in a new country, they have to start over each time. The reason for this is that working with an element such as autism is sensible to local adaptation. However, the process of scaling their business model could benefit from being more standardized. The advantages of standardization are the consistency of concept and cost savings from having identical procedures (Grant, 2010). The issue of cost savings is especially important for Specialisterne and SPF, since profit margins are slim in a social enterprise (cf. part 1 of the Analysis, section 5.1.5.2.). Dufour realizes this when saying:

*“It is a tough business and the margins are very slim, so you have to be pretty smart if you’re going to make it flow”* (Appendix 2.b.). Currently, however, Specialisterne and SPF seem to do the opposite of what Dufour is saying. The case-to-case approach is long and time-consuming, which means that it is more expensive compared to a standardized approach (Grant, 2010). This also makes their budget and investment planning difficult, seeing as each operation is unique and the frame of comparison between the different operations is lacking. Furthermore, the uniqueness of each operation impedes the possibility of learning from experience.

The only thing common for all Specialisterne operations – the transferability of the organization – is the know-how and training (the intellectual property and core competence of SPF) that is shared by SPF to each of the operations (Appendix 2.a.). The process hereof, however, is a weakness as well. Henrik Thomsen travels back and fourth between Denmark and the specific country in order to share knowledge and best practices about how to utilize the skills of people with ASD in a work situation. This is both time-consuming and expensive.

Another weakness in assessing the Spanish market is that SPF has decided to scale up in many different countries simultaneously (cf. Company Profile, section 2.2.). This means that they have little experience from failures and successes, about what works and what does not work, in each specific country. *“Right now focus is on scaling, than actually looking at impact. Though one shouldn’t prevent the other”*, Dufour explains (Appendix 2.b.). He realizes that it is a problem that they are not looking into whether or not they are actually making an impact in the specific country. They are merely focusing on setting up operations in order to reach their mission. But the problem is that they have not done a proper market research in this regard. They have based their mission of 1 million job creations on overall world potential of people with autism (Appendix 3). They assume that there is a need and/or demand for their service, but they do not actually know whether this is the truth (Appendix 2.a.). Their strategy is that the social purpose of including people with autism in the labor market will secure the mission.

A final weakness of Specialisterne is the potential of job creations. Nowhere in the Specialisterne network has there yet been proven potential of creating jobs for people with ASD in a large scale. Specialisterne has up until now created 35 jobs in Denmark in 10 years (Specialistpeople, 2014). This number is rather low considering the ambitious mission of

creating 1000 jobs in Denmark and 1 million jobs worldwide. The average job creation per year has then been 3.5. This raises the question of their capability of creating jobs for people with ASD in a large scale, which is a key weakness with regards to their mission.

#### **5.2.4.3. Opportunities**

From my PESTEL analyses, it became clear that the market of Spain presents key challenges. It did, however, also present some opportunities. These will be accounted for in the following. The general trend of the increasing focus on social enterprises in Spain, as well as the rest of the world, is an opportunity for a Specialisterne operation. The EU social business initiative and the UN Global Compact are among others focusing on improving the market conditions for social enterprises (EESC, 2012 & UN Global Compact, 2014). Moreover, the Spanish IT-sector shows some potential for growth during the next couple of years despite of the continuously increasing unemployment rate (Goinggglobal, 2011). This increases the opportunity for jobs creations for people with ASD. These market aspects combined with the fact that Specialisterne in Spain is driven by local change-makers that believe in the mission present a case of opportunity. The local change-makers in Spain will, besides being socially passionate, also be financially motivated to make the business case of Specialisterne in Spain due to their financial enticement (Appendix 2.a.). Moreover, being part of the Momentum Project (cf. Strengths of the SWOT analysis, section 5.2.4.1.) increases the opportunity of developing Specialisterne to include other areas of Spain.

The labor market legislation is beneficial for a Specialisterne operation, seeing as it lowers the risk of setting up a business in Spain. The legislation has made the labor market more flexible and easier for companies to fire employees (OECD, 2013). The quota system introduced by the Spanish government indicates a governmental willingness of including disabled people into the labor market (cf. Legal Factors of Spain, section 5.2.3.1.5.), which at first glance is an opportunity for Specialisterne. However, companies are not meeting the requirements of this quota system due to lack of enforcement from the Spanish government, and only 30% of Spanish disabled people are in employment (OECD, 2007A). The quotas do not seem to have the desired social effect, which underlines the instable political environment of declining trust in the political system and politicians (will be dealt further with in the Discussion, section 6.)

Overall, the political, economic and social environment of Spain present some clear challenges compared to that of Denmark (cf. Sum-up of PESTEL analyses, section 5.2.3.3.). Among others, these include a short democratic tradition, a suffering economy, continuously increasing rates of unemployment, increasing poverty and inequality, and cuts in overall welfare. These challenges will be further dealt with in Threats, section 5.2.4.4.

However, the suffering economy and societal crisis can also be an opportunity for Specialisterne, as this indicates a stronger need for a Specialisterne operation. For instance, the continuous increasing unemployment rate of nearly 25% indicates a need for the creation of new jobs. Cuts in overall welfare including conditions for disabled people suggest a need for Specialisterne to provide opportunities for people with ASD. Increasing poverty and inequality suggest that Spanish families have troubles providing for disabled family members, which emphasize the need for the creation of job opportunities for disabled people.

However, the market conditions surrounding the societal need seem to diminish the potential of this opportunity. The immense issues of poverty and unemployment mean that offering opportunities for people with ASD might not be priority number one in Spain. Spanish citizens are more worried about creating jobs for the non-disabled (cf. Social Factors of Spain, section 5.2.3.1.3.). Moreover, the fact that Specialisterne is seeking to create jobs in a market where jobs are continuously lost makes the opportunity seem difficult. These challenges will be elaborated in the following section of Threats.

#### **5.2.4.4. Threats**

In my PESTEL analyses, it became clear that the market of Spain presents key threats and challenges for a Specialisterne operation. These will be accounted for in the following.

Overall, the threats facing the Specialisterne operation in the Spanish market are grounded in the political, economic and social factors. Especially the suffering economy of Spain, poses a huge threat to market potential of Specialisterne (cf. the Economic Factors, PESTEL of Spain).

The suffering economy of Spain has caused unemployment to increase to nearly 25% (Eurostat, 2013). This means that Spain is experiencing one of the greatest lack of jobs in all of Europe. Despite some stagnation in the Spanish economy, there is no indication of a decline in the rate of unemployment in the near future. On the contrary, loss of jobs increases every day,



though in a slower rate (Politiken, 2013). Therefore, the opportunity for Specialisterne to create jobs for people with ASD is limited due to the fact that Spain currently presents a more or less jobless market. Thus, the identified strengths and opportunities of potential growth in the IT-sector, local change-makers, and the Momentum project show little potential if the very essence of Specialisterne is not possible – i.e. to create jobs. So it is not a question of establishing a societal need, which evidently is there due to poverty conditions, lowering of welfare and unemployment (cf. Opportunities above). It is a question of job market potential. A potential, which currently is not there.

The suffering economy and high rates of unemployment has increased poverty and inequality, as mentioned in the Social Factors of the Spanish PESTEL analysis (section 5.2.3.1.3). Increasing amounts of people live under poverty conditions (OECD, 2014). Even the Red Cross has issued help by organizing soup kitchens for hundreds of thousands of citizens and distributing blankets to new groups of homeless people, which emphasize the seriousness of the Spanish situation. These huge societal problems can also be a threat to a Specialisterne operation, seeing the problem employment for people with ASD is not the most important societal issue in Spain. Moreover, frustrations over lack of job creations for non-disabled people are of higher importance than frustrations over lack of jobs for disabled people (cf. Social Factors of Spain, section 5.2.3.1.3.).

Another threat identified in the PESTEL analysis is that Spain's time of democracy is fairly short compared to that of Denmark and the welfare model not as rooted (cf. Political Factors of Spain, section 5.2.3.1.1.). This might pose as a threat for the market opportunities of a Specialisterne operation, seeing as Spain does not have the same traditions of including disabled people into the labor market without being forced to it via quotas (cf. Legal Factors of Spain, 5.2.3.1.5.). And the quotas do not seem to have the desired effect anyway (cf. Opportunities above).

The political environment is also characterized by tensions between local governments in the autonomies and the Central Government. This indicates political uncertainties. Particularly, the region of Catalonia (with the capitol Barcelona) is keen of independence and separation from the rest of Spain. Since SPF has chosen to set up a Specialisterne operation in Barcelona, this can pose as challenges of scaling. Firstly, scaling to the rest of Spain may be more difficult due

to levels of independence from the Catalan region. Secondly, the argument that entering the Spanish market could create indirect links to particularly Latin-American countries (cf. section 5.2.1.), will not have the same effect due to language differences between Catalan and traditional Spanish.

The importance of family and cuts in welfare poses another threat for a Specialisterne operation in Spain. The reason for this is that a big part of the identified shared value creation (cf. Part 1 of the Analysis) of Specialisterne in Denmark lies in the economic savings for the welfare state. The Danish welfare state would earn approximately DKK 87,000 per employed individual with ASD per year. However, seeing as families in many cases take care of disabled family members and that the rates of social support in Spain are much lower compared to Denmark, economic savings for the welfare state will prove to be marginal. Thus, some of the identified shared value creation will be lost in the Spanish set-up. It would be limited to include individual social value from having a job, likely improvement of family conditions, as well as the economic value from a possibly profitable business (cf. Part 1 of the Analysis).

#### ***5.2.4.5. Sum-Up of the SWOT Analysis***

The SWOT analysis has analyzed the strengths, weaknesses, opportunities and threats in relation to the market potential of a Specialisterne operation in Spain. The analysis shows strengths in the fact that SPF has been able to find local change-makers in Spain that are both financially tied to and socially motivated by the purpose and mission of SPF. This means that they have a similar drive as Specialisterne in Denmark, which can prove important. Moreover, SPF has shown that it is possible to create shared value within the Specialisterne network (cf. Part 1 of the Analysis), and Specialisterne in Spain has become part of a Momentum Project, which will help with the development of the operation. These current strengths combined with market opportunities of increased focus on social entrepreneurship, potential for growth in the IT-sector, willingness by government to include disabled people in the labor market (via the quota system), as well as a societal need due to unemployment and cuts in welfare seem to provide a good foundation for a Specialisterne operation in Spain.

However, this market potential is threatened, and may even be outweighed, by the challenges facing Specialisterne in the Spanish market. Currently, the Spanish market is facing immense challenges of increasing poverty and an unemployment rate among the highest in Europe. This

means that offering opportunities for people with ASD might not be the first priority in Spain, since Spanish citizens are more worried about creating jobs for the non-disabled. Moreover, the fact that unemployment continues to increase means that the opportunity for Specialisterne to create new jobs is limited.

Another weakness threatening the potential of a Specialisterne operation in Spain is that nowhere in the Specialisterne network has there yet been proven potential of creating jobs for people with ASD in a large scale. During 10 years in Denmark, 35 jobs have been created, which raises concerns about the job potential in Spain, especially considering the challenges of unemployment. Moreover, a lack of market research about actual demand for their services raises concerns about the potential in Spain, and in the rest of the world.

#### **5.2.5. Sum-Up of Part 2 of the Analysis**

Part 2 of this Analysis has focused upon answering what the market potential for a Specialisterne operation in Spain is compared to that of Denmark. The analysis showed that Spain and Denmark present two different markets of potential. The Danish market moves in one direction of favoring conditions for a Specialisterne operation, and the Spanish market moves in diverse directions of both potential and challenges. It is therefore difficult to give a clear answer as to the extent of the potential. However, it seems that the gravity of the current challenges facing the market of Spain will overshadow the current signs of market potential. It is therefore clear that the Spanish market potential is currently lower than that of Denmark. Considering that 35 jobs have been created in Denmark in 10 years, which is a market with favoring market conditions raises concerns about their overall market potential. Moreover, a lack of strategic approach and market research about actual demand for their services raises concerns in this sense as well.

These issues will be further dealt with in relation to my research question about the overall achievability of the mission in the Discussion, which follows next.

## **6. Discussion**

In the following chapter, I will discuss the results obtained from Part 1 and 2 of my Analysis in relation to my overall research question. My analysis has been divided into two parts based on two chosen parameters of which my research question, among other things, is dependent. The two parameters are 1) Shared value creation, and 2) Market potential. The following will discuss the analytical results regarding these parameters in relation to my Theoretical Framework and empirical data. The discussion will form the basis of the overall conclusions of my research question and thesis in general.

The following is divided into three sections. The first section looks into the issues of shared value creation, followed by a section of the issues of the Spanish market potential. Finally, a section of the issues of lacking strategic approach will be discussed.

### **6.1. Issues of Shared Value Creation**

Part 1 of my Analysis has looked into the perspective of shared value creation as one parameter in assessing the achievability of SPF's mission of creating 1 million jobs. The analysis shows that Specialisterne Denmark does create shared value, which according to Porter and Kramer (2011) is characterized by the policies and practices that enhance competitiveness of the business while at the same time advancing the economic and social conditions of which it operates. The way in which Specialisterne in Denmark creates shared value is by having identified the societal issue of lacking job opportunities for people with ASD. Specialisterne has been able to reconceive market conditions by seeing the valuable plant in people with autism in a work situation (Specialisterne, 2014). Moreover, Specialisterne creates shared individual value in the form of improved well-being and independence for the employed people with ASD, as well as economic value in the form of a profitable business (though slim margins) and creating earnings for the welfare state. It has been calculated that the Danish welfare system would earn around DKK 87,000 per year per individual by supporting people with ASD in employment at Specialisterne. Thus, Specialisterne in Denmark seems to create a win-win situation of multiple value creation.

With regards to my research question about the overall achievability of the mission of creating 1 million jobs, this finding is important, since Specialisterne Denmark has to work as a showcase for other Specialisterne operations around the world (Appendix 2.b.). The fact that they are able to create shared value highlights the value proposition in the market for people with autism. Moreover, Porter *et al.* (2012) argue that a clear economic scenario for the business case in solving social problems removes investor skepticism, which is important when expanding due to significance of inspiring local change-makers (cf. Part 2 of my Analysis, section 5.2.4.1.). Therefore, the shared value creation is a good foundation when scaling Specialisterne operations to other countries in order to reach the mission.

These empirical findings are in accordance with the theoretical perspective presented in Part 1 of my Theoretical Framework about the link between social entrepreneurship and shared value creation. Moreover, this suggests that the work of Specialisterne in Denmark goes beyond being good corporate citizens, doing CSR (Carroll & Shabana, 2010, Porter & Kramer, 2006), as they focus both on business and social value.

However, the results of the shared value creation analysis also present some issues of concern with regards to the mission of creating 1 million jobs. It was clear that the economic value creation of business profit was fairly slim (Appendix 6.). Profit created in 2012 amounted to 76,000, which does not leave much room for errors. Therefore economic value, in the sense of business profit, is not necessarily a given when scaling to other countries. The business profit is crucial for the sustainability of the Specialisterne model, since each operation is for-profit.

Moreover, as was made clear in Part 2 of my Analysis, Denmark has one of the most developed social security systems in the world (Jensen, 2011). Other countries may not have the same level of universal welfare and providing for those in need, which was the case with Spain (cf. Part 2 of the Analysis, section 5.2.3.1.3.). Here the family plays a central role in providing for vulnerable family members, and social benefits for disabled people are at a lower rate than that of Denmark. Thus, this poses a threat to the welfare earnings of DKK 87,000 per individual when expanding to other countries. The reason for this being that there will not be the same potential of welfare savings, since this calculation is based on current Danish social benefits for people with ASD (cf. Appendix 5.a, 5.b.).

As mentioned in Part 1 of my Theoretical Framework (section 4.1.3.), Porter and Kramer (2011:10) state that: *“real social entrepreneurship should be measured by its ability to create shared value, not just social benefit”*, and that social enterprises creating shared value have the ability to scale up faster compared to purely social programs. But when some of the potential for creating savings for the welfare system is lost, it has consequences. The creation of shared value will lose weight with regards to the overall mission, seeing as a large part of the value created – the value with the most significant societal effect – will not be possible to create to the same extent in other countries. In these countries, primary value creation will be of improved well-being for employed people with ASD, a possible improvement for the families taking care of the disabled, as well as a potentially profitable Specialisterne operation. In this sense, Specialisterne operations will primarily create social benefits, which according to Porter and Kramer (2011) could lower the scaling potential, and move away from the shared value creation. This will overall limit the potential of the mission of 1 million job creations.

## **6.2. Issues of the Spanish Market Potential**

Part 2 of my Analysis has looked into the market potential of Spain compared to that of Denmark as a second parameter in assessing the achievability of SPF’s mission of creating 1 million jobs. The analysis revealed that the two countries are moving in two different directions with regards to the potential of a Specialisterne operation. The market of Denmark moved in one clear direction of favoring conditions for a Specialisterne operation with regards to inclusion of disabled, a universal welfare model, declining unemployment rates, and signs of economic growth (cf. PESTEL analysis Denmark, section 5.2.3.2.).

The market of Spain, on the other hand, shows a form of duality of potential and challenges. Potential lies in the fact that the societal need for a Specialisterne operation in Spain is considered higher than in Denmark. This is primarily due to the global financial crisis, which has caused recessionary conditions in Spain, and has resulted in one of the highest unemployment rates in Europe, increasing poverty conditions and issues of inequality (cf. PESTEL analysis, Spain, section 5.2.3.1.). Government has been forced to implement austerity measures, which has caused an overall lowering of welfare. Thus, these serious societal problems suggest that the need for Specialisterne to create jobs and opportunities for disabled people, those with ASD, is high. The Spanish government shows willingness in this regard in that it has implemented quotas for companies to include a certain percentage of disabled employees,

which can be of advantage for Specialisterne. However, the problem is that the Government does not enforce the quota system, and only 30% of Spanish disabled are in employment (OECD, 2007A). This underlines the political instability and declining trust from citizens, which I established in my PESTEL analysis (section 5.2.3.1.1).

The current development of the Spanish Specialisterne operation is, however, a case of potential. SPF has already found local change-makers wishing to run the operation locally (Appendix 2.a.). These local change-makers have the financial means as well as dedicated attitudes towards the project, which is important for the local development. Moreover, the fact that they have been selected to be part of the Momentum Project creates an opportunity of potential. Specialisterne in Spain has not yet begun employing people with ASD, so the true job market potential in Spain for people with ASD has yet to be revealed. However, current unemployment rates of nearly 25% challenge the potential of the Specialisterne operation, despite efforts from local change-makers.

The key problem of the market potential of Spain is exemplified in the issue above. The strengths and opportunities seem challenged, and even outweighed, by the weaknesses and threats. The opportunity of societal need and strength of Momentum Project and local change-makers are challenged by the current economic and societal crisis in Spain (cf. PESTEL analysis Spain, section 5.2.3.1.). The recessionary conditions of the Spanish economy have created one of the highest unemployment rates in Europe of nearly 25% – an unemployment rate that does not show potential for decline, but rather keeps increasing (Politiken, 2013). It therefore seems difficult and unrealistic for Specialisterne in Spain to succeed in a more or less jobless market, since the very essence of their operation is to create jobs. In accordance with this, potential for creating a profitable business in Spain is problematic considering the slim margins of the Danish operation (cf. Part 1 of the Analysis). This is also considering the potential that local change-makers believe in the mission, and have financed the training provided by Henrik Thomsen. If there are no jobs in the market, the mission will have difficulties in succeeding despite altruistic willingness.

The high levels of unemployment have caused immense social issues of poverty and increased inequality. The Red Cross has even issued help by organizing soup kitchens for hundreds of thousands of citizens, which marks the enormous issue of poverty in Spain (Wsws, 2012b).

This means that the market conditions established as an opportunity of societal need, diminishes itself due societal issues of more vital character. The societal issues in Spain suggest seriousness beyond the opportunity of societal need. Offering opportunities for people with ASD might not be priority number one in Spain. Spanish citizens are already plagued by anxiety about hopeless futures, and about creating jobs for themselves (cf. Social Factors of Spain, section 5.2.3.1.3.). Moreover, government focus in on boosting the economy in order to create jobs and decrease poverty, and therefore conditions of disabled people are not first priority here either.

Overall, SPF is establishing a business based on including a marginalized group of people into the labor market in a country with a short democratic tradition, a declining confidence in the political system, poverty conditions and continuously increasing unemployment. This makes the market potential of job creations for people with ASD in Spain uncertain and challenging. And considering that Denmark, a country with favoring conditions for a Specialisterne operation (cf. PESTEL analysis Denmark, 5.2.3.2.), has created 35 jobs in 10 years, makes the market potential in Spain seem quite unrealistic.

### **6.3. Issues of Lacking Strategic Approach**

With regards to achieving the overall mission of creating 1 million jobs worldwide, the SWOT analysis presented key strategic weaknesses of SPF (cf. section 5.2.4.2.). SPF does not have a clear global market strategy as to how the mission should be reached.

One concern is the issue of scalability in this matter. SPF is basing their global strategy of reaching 1 million jobs on a case-to-case approach (Appendix 2.b.). This means that they have to start over every time they enter a new country. This model is both time-consuming and expensive. And considering the slim margins of the operations, the process of scaling their business model could benefit from being more standardized. The advantages of standardization are the consistency of concept and cost savings from having identical procedures (Grant, 2010). One of the disadvantages of standardization is the loss of local adaptation, which is important for a Specialisterne operation dealing with a sensible issue of disablement and autism. However, this could be met by focusing on a scaling strategy of “global localization”. This is a challenging strategic approach, but deals with the trade-off between the benefits of standardization and local adaptation (Grant, 2010). Global localization makes a company able to standardize product features and company activities, and differentiate where national



preferences are strong. By choosing this strategy instead of a case-to-case approach, Specialisterne and SPF would have the possibility of planning their investments, seeing as ownership structures and procedures of setting up operations would be similar. The approach would be less time-consuming, meaning less expensive. Furthermore, they would be able to learn from experience from operation to operation due to the conceptualization of the operations. At the same time, they would be able to locally adapt the way of doing local training and sharing of know-how to fit the specific culture.

Another lack of global strategy presents itself in the fact that SPF has entered many different countries simultaneously (cf. Company Profile, section 2.2.). This means that they have little experience from failures and successes, about what works and what does not work, in each specific country. Moreover, the factors of time frame and investment in each country are also an issue, as presented above. But the real problem in this regard is that they have not done a proper market research. Besides calculating world potential of employment of people with ASD (cf. Appendix 3.), they have not figured out if there is an actual market demand for their services. They are hoping that the altruistic part of their mission will weigh enough to create demand in each country (Appendix 2.a.). They hope that they are able to inspire local change-makers, as themselves, to continue on with the mission. From a business perspective, however, this seems uncertain and naïve. It indicates a lack of strategic professionalism with regards to the overall mission.

Because objectively, experience tells them that they are able to create 3.5 jobs per year in a country where tradition, culture, and welfare focus on inclusion of society's vulnerable, and put great effort into here. This raises the question of their capability of creating jobs for people with ASD in a large scale. Moreover, it emphasizes the lack of market research about actual demand for hiring people with autism instead of only looking at overall world potential. This low number of job creations could indicate a lack of demand. Based on their 10 years of existence, the current level of job creations does not favor the achievability of the global mission of creating 1 million jobs.

It is easy to get carried away with the good effort and purpose of a social enterprise. There is no doubt that Specialisterne has a unique product. They have been able to socially innovate and reconceive market conditions for people with ASD. Moreover, their mission of creating 1

million jobs worldwide is admirable. And if succeeded it can have an important societal and individual impact.

However, whether or not the Specialisterne project will prove to be primarily an altruistic project – going from CSR to CSV in Denmark and then back to CSR globally (cf. Carroll & Shabana, 2010 and Porter & Kramer, 2011) – or if they will be able to build profitable operations around the world, they could benefit from a more professional strategic approach. By using a more standardized approach, they will be able to keep costs down, and still adapt to issues of national differentiation. By making proper market research, instead of looking at overall world potential, they could set up operations in countries with an actual demand and favoring market conditions. This way, they might not reach the same amount of countries, but their social impact would be greater and potential for creating a profitable business higher.

Currently, however, SPF has a more idealistic and altruistic approach than a strategic market approach in relation to creating 1 million jobs globally. The mission therefore seems unrealistic.

## 7. Conclusion

This thesis has assessed the achievability of Specialisterne and SPF's mission of creating 1 million jobs worldwide for people with ASD. This has been done by looking into two proposed parameters of which the mission, among others, is dependent. These parameters are 1) Shared value creation, and 2) Market potential. The parameters have guided the formulation of two questions of analysis that have been the basis of this thesis in answering the overall research question.

Part 1 of the Analysis has analyzed how and as to what extent Specialisterne in Denmark creates shared value. This has been based on part 1 of the presented Theoretical Framework, which includes the concept of CSR by Carroll & Shabana (2010) and Porter & Kramer (2006), the concept of creating shared value (CSV) by Porter & Kramer (2011), as well as the relation between CSV and social enterprises by Dacin *et al*, (2010) and Driver (2012). Empirically, it has been based on interviews with relevant people from Specialisterne/SPF as well as observations from two seminars held by Specialisterne.

Part 1 of the analysis showed that Specialisterne in Denmark does create shared value seeing as they create social and economic value simultaneously. The social value is created on an individual level. Being employed at Specialisterne has particularly improved overall well-being as well as social and financial independence for people with ASD. The economic value created by Specialisterne shows in the form of created savings for the Danish welfare system, and a profitable business (despite slim margins). However, the analysis did also give rise to concerns regarding the overall mission of creating 1 million jobs for people with ASD. The shared value creation in Denmark may not be the same in other countries due to a potentially lower impact of the welfare system earnings, and the slim profit margin raises concerns about the financial stability of an operation in other markets.

Part 2 of the Analysis has analyzed the market potential for a Specialisterne operation in Spain compared to that of Denmark. This has been based on part 2 of the presented Theoretical Framework, which includes a PESTEL and SWOT analysis. Empirically, it has been based on interviews with relevant people from Specialisterne/SPF as well as observations from two seminars held by Specialisterne.

Part 2 of the analysis showed that Spain and Denmark present two different markets of potential. Where the Danish market moves in one direction of favoring conditions for a Specialisterne operation, the Spanish market moves in diverse directions of both potential and challenges. The Spanish market showed potential in the fact that SPF has been able to find local change-makers in Spain and that they have become part of the Momentum project. Moreover, signs of opportunities showed in potential for growth in the IT-sector, willingness by government to include disabled people in the labor market (via the quota system), as well as a societal need due to high unemployment and cuts in welfare for disabled.

However, this market potential is threatened, and seems outweighed, by severe challenges. Currently, the Spanish market is facing immense challenges of increasing poverty and an unemployment rate among the highest in Europe of nearly 25%. This means that offering opportunities for people with ASD might not be the first priority in Spain. Moreover, the fact that unemployment continues to increase means that the opportunity for Specialisterne to create new jobs is limited; and may not even be possible. It is therefore difficult to give a clear answer as to the extent of the potential of the Spanish market. However, it seems that the gravity of the current challenges facing the market of Spain will overshadow the current signs of market potential.

With regards to the overall mission of creating 1 million jobs, it also became clear that Specialisterne and SPF lack a clear strategic approach. Their method of scaling is built on a case-to-case approach, which is both time-consuming and expensive. Here it was suggested that they could benefit from a more standardized approach of global localization. Moreover, they have not done any market research about actual demand for their service, but rather based their mission on overall world potential. This lack of market research is emphasized in the fact that they have only been able to create 35 jobs in Denmark in 10 years – a market, which is clear from my analysis, shows favoring conditions for a Specialisterne operation. Thus, it is concluded that Specialisterne needs a clear professional strategic approach if this mission should have higher potential of succeeding.

Whether or not Specialisterne will prove to be a social project or a project of shared value creation, this thesis shows that the mission of creating 1 million jobs is challenging. The first parameter of shared value creation shows both potential and challenges with regards to the

mission in that Specialisterne Denmark does create shared value, but that the impact may not be the same in other countries. The second parameter of market potential is unsatisfying with regards to the mission, seeing as the market of Spain presented challenges that outweighed the potential. Finally, Specialisterne and SPF show a lack of overall strategic approach in scaling methods and lack of market research, which limits the potential of the mission.

Based on the results of my analysis, it is therefore concluded that the mission of creating 1 million jobs for people with ASD is currently unrealistic and unachievable

## **8. Implications and Further Research**

This thesis has shown that Specialisterne and SPF's mission of creating 1 million jobs for people with ASD currently is unrealistic and difficult to achieve. Currently, a lacking strategic approach of scalability and market research limits the potential of the mission – both from a purely social aspect, and from a shared value perspective.

Taking a point of departure in the theoretical framework of CSR and shared value creation, the arguments presented by Porter and Kramer (2011) is that shared value creation should make sense from a strategic point of view. It has to go beyond the concept of CSR, and create both economic and social value. Specialisterne and SPF have been able to create shared value in Denmark. However, when scaling to other countries, the strategic creation of both economic and social value is difficult. The mission is to a large extent dependent on finding local change-makers in each country that have the same passion and mind-set as Specialisterne in Denmark – and most importantly, local change-makers with the necessary financial funding. Despite the fact that Specialisterne in Denmark has been able to move beyond the concept of CSR and create shared value, the current international approach of idealism points them back in the direction of CSR of doing good, focusing primarily on social value creation, and not on shared value creation.

Given the scope of this thesis, there are research topics that were not presented and that represent valuable areas for future research. In assessing the achievability of the mission, I have looked into two parameters of shared value creation and market potential. Other variables besides these two parameters also define the mission. The parameter of market potential has been delimited to include the market of Spain. Other relevant markets for Specialisterne operations should also be researched in order to fully grasp the parameter of market potential. A key issue here is also to look into demand in these markets. My thesis showed that SPF currently relies on overall market potential of people with ASD, and not actual demand. The analysis showed a clear lack of strategic approach, which therefore also suggests an important area for further research.

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# Appendix

## 1. Interview Guidelines

### 1.a. Henrik Thomsen

Type of interview: Semi-structured interview

Estimated time: 45 minutes

### Opening Questions

- Please tell me about your job at Specialisterne / SPF
  - How is your daily routine?
  - For how long have you worked at Specialisterne / SPF?

### Part 1 – Questions about Specialisterne DK

- How would you describe Specialisterne and its history
- What kind of value (if any) do you believe Specialisterne create?
- Besides the social cause, does Specialisterne create economic value?
  - If so, please elaborate in which way?
- Does Specialisterne have any competitors?
  - If so, who is/are the key competitor(s)?
- Who are the primary customers to the Specialisterne operation?

### Part 2 – Questions about the Specialist People Foundation (SPF)

- Why was SPF created?
- How do you (SPF) feel about other companies hiring people with ASD without involving Specialisterne / SPF?
- Can you tell me about the partnership with SAP?
  - How does this work?
  - Have you seen any results since partnering up with SAP?
- How do you engage in partnerships?

- Do you contact them or vice versa?
- SPF is a foundation – not-for-profit – but it owns an organization that is for-profit – how is that situation? Are there ever any challenges with this kind of set-up?
- How do you weigh the social goal vs. the financial aspect, actually earning revenue?

### **Part 3 – Questions about SPF and scaling opportunities**

- How does SPF scale internationally?
  - What is the procedure / process?
- Does the way of scaling process differ from country to country?
  - Which areas in particular will need to be adapted to the specific country?  
Culture, norms, values etc.
- Are there any sharing of knowledge, experience etc. among the different Specialisterne operations?
- Which factors are the most important in order for SPF to reach its goal?
- What are the primary challenges now and in the years to come for SPF to reach its goal?

### **Part 4 – Questions about measurement tools**

- You have a mission of creating 1 million jobs for people with ASD. Why that exact number?
- How have you calculated the world potential of job for people with autism?
- How do you plan to measure the 1 million jobs created?
- How do you measure jobs created now?
- How many jobs have you created internationally?
- When do you estimate to reach 1 million jobs?
  - Do you believe the goal to be realistic?
- What will SPF do, when the goal is reached?
  - What is then the purpose of SPF?

## **Part 5 – Questions about the Spanish market – Specialisterne Spain**

- You've told me before that you took part in setting up a Specialisterne Operation in Spain.

How did you go about that? Can you describe the process of doing so?

- Please elaborate
- Were there any obstacles / challenges a long the way?
  - What was easy, what was difficult?
  - If so, please elaborate
- Are there any clear differences between the Spanish set-up and the Danish?
  - E.g. norms, codes, values, way of living, welfare, the demands and expectations of the community, the way in which they view people with disabilities etc.
  - How does that affect the different set-ups?
  - Please elaborate
- How do you perceive the potential for Specialisterne in Spain?
  - Greater or minor than that of Denmark? Why do you think that is?
- What are the future steps for Specialisterne in Spain?

Do you have anything you would like to add?

Any doubts about the questions asked?

Thank so much you for your time



### **1.b. Bryan Dufour**

Type of interview: Semi-structured interview

Estimated time: 45 minutes

#### **Opening Questions**

- Please tell me about your job at Specialisterne / SPF
  - How is your daily routine?
  - For how long have you worked at Specialisterne / SPF?

#### **Part 1 – Questions about Specialisterne DK**

- What kind of value (if any) do you believe Specialisterne create?
- Besides the social cause, does Specialisterne create economic value?
  - If so, please elaborate in which way?
- Is Specialisterne financially independent?
  - Please elaborate
- How do you weigh the social goal vs. the financial aspect, actually earning revenue?

#### **Part 2 – Questions about SPF and scaling opportunities**

- How does SPF scale internationally?
  - What is the procedure / process?
- Does the way of scaling process differ from country to country?
  - Which areas in particular will need to be adapted to the specific country?  
Culture, norms, values etc.
- Are there any sharing of knowledge, experience etc. among the different Specialisterne operations?
- Which factors are the most important in order for SPF to reach its goal?
- What are the primary challenges now and in the years to come for SPF to reach its goal?

### Part 3 – Questions about measurement tools

- You have a mission of creating 1 million jobs for people with ASD. Why that exact number?
- How have you calculated the world potential of job for people with autism?
- How do you plan to measure the 1 million jobs created?
- How do you measure jobs created now?

### Part 4 – Questions about the Impact Report made by Bryan for SPF

You have written the impact report analyzing both the social and economic impact made by Specialisterne during the past five years.

- How was the process of writing this report?
- What would you say is the key economic impact created by Specialisterne?
  - The most important economic impact?
  - Please elaborate
- Based on the empirical data you've collected, what would say is the key social impact created by Specialisterne?
  - The most important social impact?
  - Please elaborate
- The Impact analysis concludes that Specialisterne has created total value of 49.4 million through savings made to the Danish welfare system and in income generated from extra taxes and pension contributions. After deduction of the public investments made to support individuals with ASD in their job, this total value created translates into a net value of **DKK 13,5 million**
  - Can you elaborate on this finding?
- By supporting individuals with ASD through employment at Specialisterne, the Danish welfare system earns approx. 87.263 crowners every year per individual supported.
  - Can you elaborate on this finding?
  - Is the Government currently supporting people with ASD through employment at Specialisterne?
- **100% of Specialisterne's consultants** stated that their job has had a positive impact on at least two of the eight items measured in our social impact assessment.

- Can you elaborate on this finding?
- Do you believe that Specialisterne improves the life of people with ASD?

Do you have anything you would like to add?

Any doubts about the questions asked?

Thank so much you for your time

### **1.c. Robert D. Austin**

Type of interview: Semi-structured interview

Estimated time: 30 minutes

#### **Opening Questions:**

- What is your job here at CBS?
- What are your primary areas of research?

#### **About Specialisterne in general:**

- What is your knowledge of Specialisterne / SPF?
- Why did you choose to write the Harvard Business School case about Specialisterne? What was the reason behind writing it?
- Why do you believe that Specialisterne to be an interesting company?

#### **The values that they create:**

- What do you believe is the key strength of Specialisterne?
- What do you perceive to be the key values that Specialisterne creates?
- What is your overall impression of Specialisterne?
- Do you see any challenges for Specialisterne / SPF in the years to come?

#### **Innovation and management:**

- Do you believe Specialisterne to an innovative company? If no/ yes, how so?
- In your lecture at the seminar, you mentioned that there has been a shift in the way value is created → from efficiency to innovation. Can you please elaborate hereon? Why has there been this shift?
- The case for hiring "outliers"? Can you elaborate on your argument for hiring outliers?
  - What is your key argument of hiring outliers?
- Do you think this advocacy of hiring outliers will spread to other industries / companies? How so?

- You talk about the fact that human society can't afford to set aside people who are different. How should this be interpreted?

**The mission:**

- How do you perceive the potential for them scaling their business model internationally?
- The mission of creating 1 million jobs? Do you think this is realistic? How so?
- Would you say that advocacy of hiring outliers, and not leaving talent on the table, needs to spread and become a part of management thinking in order for them to succeed with this mission?
- What do you believe to be their biggest challenge in their quest for reaching the 1 million jobs?

Do you have anything you would like to add?

Any doubts about the questions asked?

Thank so much you for your time

## **2. Audio Files**

The audio files can be accessed via the following links.

### **2.a. Interview Henrik Thomsen**

<http://bit.ly/1iQhR3k>

### **2.b. Interview Bryan Dufour**

<http://bit.ly/1iQhR3k>

### **2.c. Interview Robert D. Austin**

<http://bit.ly/1iQhR3k>

### **2.d. Seminar – Bente Andersen-Ledet**

<http://bit.ly/1o5GXAN>

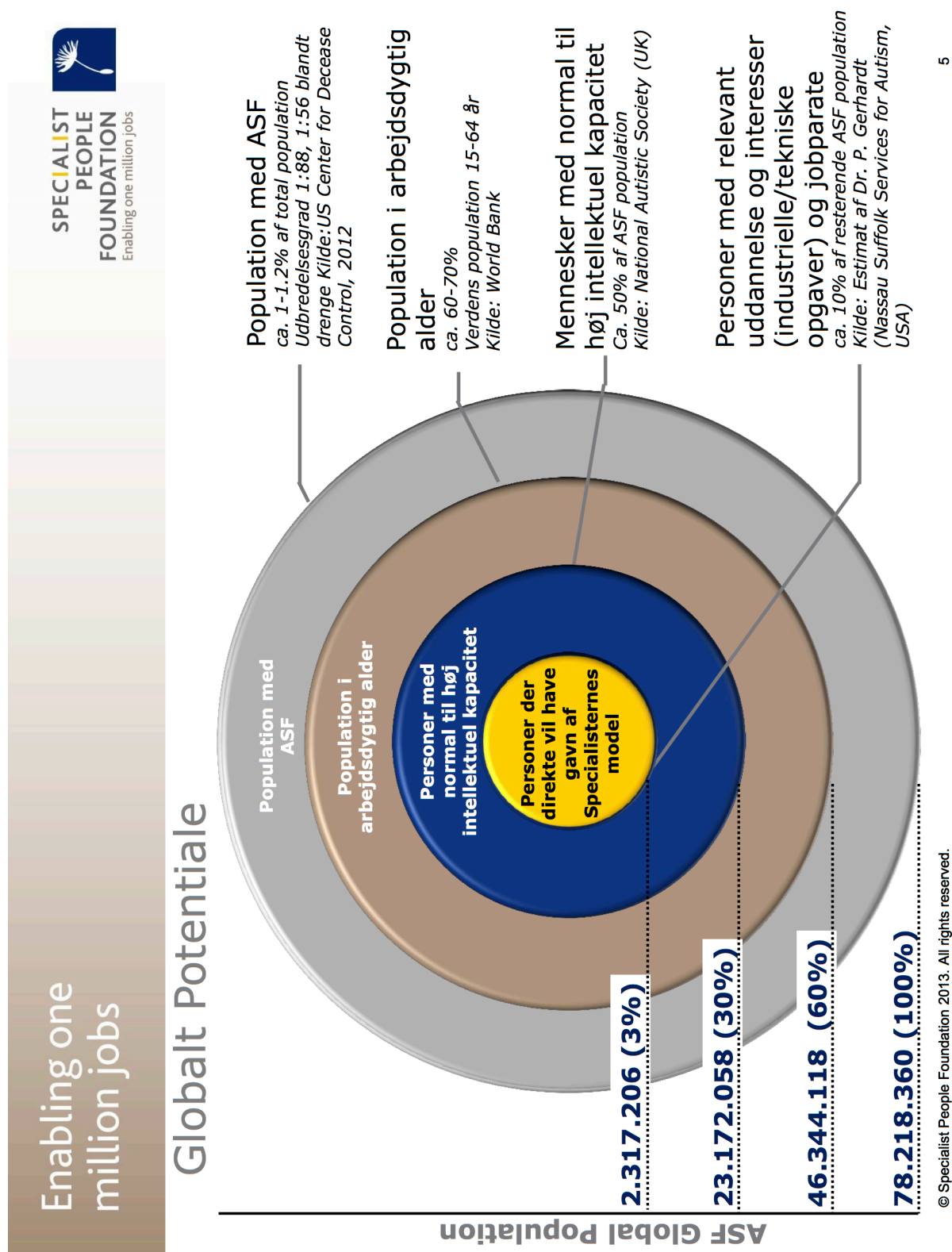
### **2.e. Seminar – Helle Frederiksen**

<http://bit.ly/1o5GXAN>

### **2.f. Seminar – Rasmus Damsgaard**

<http://bit.ly/1o5GXAN>

### 3. Autism World Potential

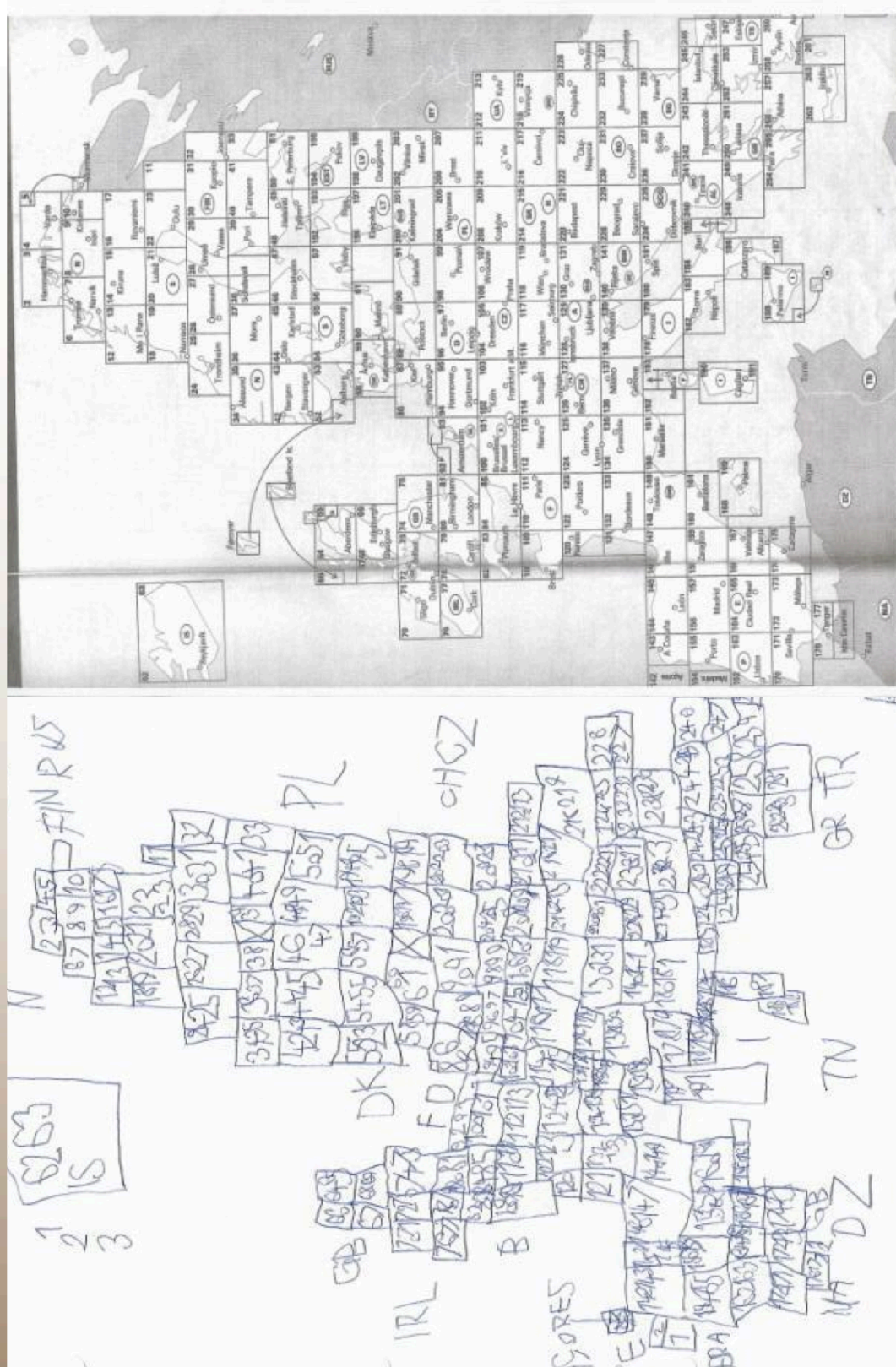


## 4. Map



**SPECIALIST  
PEOPLE  
FOUNDATION**  
Enabling one million jobs.

Enabling one  
million jobs





## 5. Impact Report

### 5.a. Impact Summary

From January 2012 to December 2012, Specialisterne employed **35 consultants**. This number has fluctuated during the analyzed period (2008-2012) and our report takes these fluctuations into account. We also chose to reflect the fact that some individuals may have been able to secure a job without the help of Specialisterne. We have chosen, therefore, not to include the entire consultant population in our analysis, in order to come to a more realistic assessment of the impact.

**35**

**49,4m**

Over the five-year period in question (2008-2012), Specialisterne has created a total value of **DKK 49,42 million** through savings made to the Danish welfare system and in income garnered from extra taxes and pension contributions...

...After deduction of the public investments made to support individuals with ASD in their job, this total value created translates into a net value of **DKK 13,5 million**. In other words, by supporting individuals with ASD through employment at Specialisterne, the Danish welfare system earns approx. 87.263 crowners every year per individual supported.

**13,5m**

**2,2x**

Every crown invested in supporting the employment of individuals with ASD at Specialisterne yields **2,2 times more return** in garnered taxes and pension contributions than if the same resources were invested in the same individuals without jobs.

**100% of Specialisterne's consultants** stated that their job has had a positive impact on at least two of the eight items measured in our social impact assessment. The largest acknowledged impact is the perceived increase in social and economic independence (89%) and in overall wellbeing (78%).

**100%**

## 5.b. Calculations

### Impact summary

	Indicators	Alternative Scenario		Specialisterne Scenario		Net value created	
		Total	Average	Total	Average	Total	Average
Inputs	Activation costs	16.369.167	105.608	6.413.000	41.374	9.956.167	64.233
	Social benefits	11.250.236	72.582	0	0	11.250.236	72.582
	Unemployment benefits	4.612.140	29.756	0	0	4.612.140	29.756
	Sick leave benefits	993.400	6.409	1.972.813	12.728	-979.413	-6.319
	Preretirement pensions	2.530.257	16.324	3.747.168	24.175	-1.216.911	-7.851
	Flexjob refunds	0	0	23.346.232	150.621	-23.346.232	-150.621
	Subsidised jobs	0	0	434.987	2.806	-434.987	-2.806
	<b>Total inputs</b>	<b>35.755.200</b>	<b>230.679</b>	<b>35.914.201</b>	<b>231.705</b>	<b>-159.000</b>	<b>-1.026</b>
Outputs	Labour market contribution	1.348.462	8.700	2.917.664	18.824	1.569.201	10.124
	Bottom-bracket tax	836.943	5.400	1.730.734	11.166	893.791	5.766
	Municipality tax	3.684.115	23.768	8.078.238	52.118	4.394.123	28.349
	Health contribution	1.129.671	7.288	2.474.315	15.963	1.344.644	8.675
	Indirect taxes	4.161.979	26.851	8.480.767	54.715	4.318.788	27.863
	Pension	0	0	1.164.179	7.511	1.164.179	7.511
	<b>Total outputs</b>	<b>11.161.170</b>	<b>72.008</b>	<b>24.845.897</b>	<b>160.296</b>	<b>13.684.726</b>	<b>88.289</b>
	<b>Net outputs</b>	<b>-24.594.030</b>	<b>-158.671</b>	<b>-11.068.304</b>	<b>-71.408</b>	<b>13.525.726</b>	<b>87.263</b>

\*Average per individual per year

IMPACT ASSESSMENT**			
Aggregate	Total value	Average value	Aggregate description
Net costs saved on the alternative scenario	24.594.030	158.671	Total avoided costs (i.e. savings) occurring when supporting Specialisterne
Total outputs from the Specialisterne scenario	24.845.897	160.296	Total outputs (tax and pension contributions) collected when supporting Specialisterne
<b>Total value created</b>	<b>49.439.926</b>	<b>318.967</b>	Total value created by Specialisterne: Savings (net costs in the Alternative Scenario) + total outputs
Inputs to the Specialisterne scenario	35.914.201	231.705	Total inputs from the public sector to support Specialisterne
<b>Net value created</b>	<b>13.525.726</b>	<b>87.263</b>	Net value created by Specialisterne: Total value - inputs going to Specialisterne

\*\* More details on impact calculation and its rationale pages 7 to 11

The impact analysis shows that over a period of five years, Specialisterne generates a total output of DKK 24,8 million for the Danish state. Study of the Alternative Scenario reveals that in the same period, DKK 24,6 million is saved by having individuals with ASD under supported employment. This accounts for a total value created of **DKK 49,4 million** over 5 years.

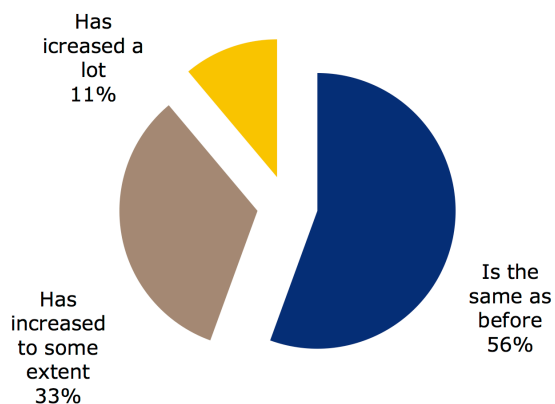
Once deducted the public inputs to support Specialisterne's consultants into their job, the net value created by the company over 5 years accounts for **DKK 13,5 million**. This translates into an average net value of **DKK 87.263** per supported individual per year.

## 5.c. Social impact

### Social network

To what extent would you say that your involvement with Specialisterne has improved your social network, e.g.:

- You have made new friends
- You have more social interaction with other people
- You are spending more time with friends or colleagues
- You are more comfortable when acting in larger groups
- You are participating more in social events at work, or in your spare time

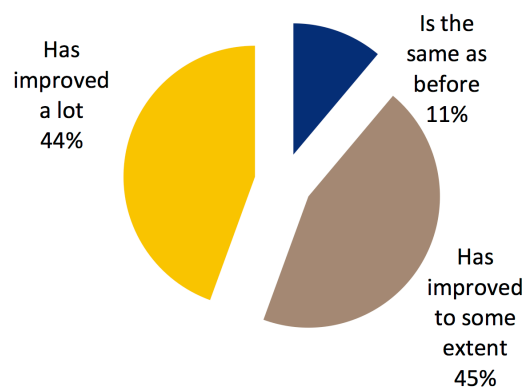


Quote from the survey: *"I have found nice, friendly colleagues whose company I really enjoy."*

### Economic and social independency

To what extent would you say that your employment with Specialisterne has contributed to improving your social and economic independence, e.g.:

- You need less social support
- You need less supervision and follow-up
- You experience less constraints from authorities
- You have less need for public-funded benefits
- You are able to make a living based on own income

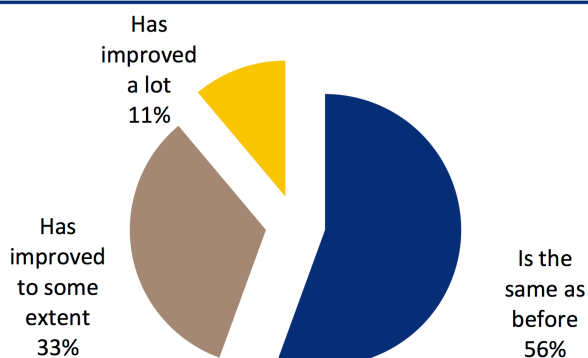


Quote from the survey: *"I can live now!"*

### Self-confidence

To what extent would you say that being a part of Specialisterne has improved your self-confidence, e.g.:

- You are able to do things that you could not do before
- You are able to take on new assignments
- You are more comfortable when interacting with other people

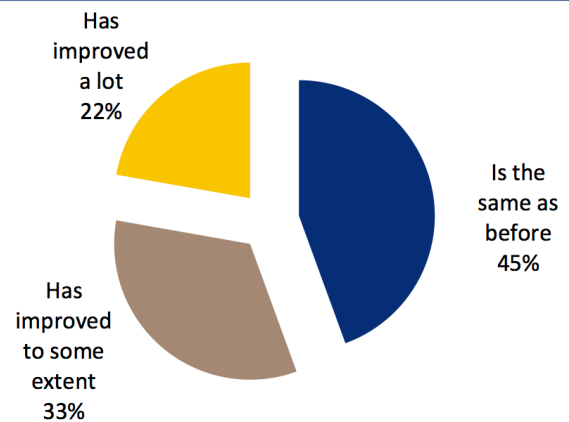


Quote from the survey: *"I am better at talking to people (...) and take more initiative"*

### Self-esteem

To what extent would you say that being a part of Specialisterne has given you an opportunity to contribute to creating value, e.g.:

- It has made you believe that you can make a difference, e.g. by solving a given task, or helping a colleague with a task

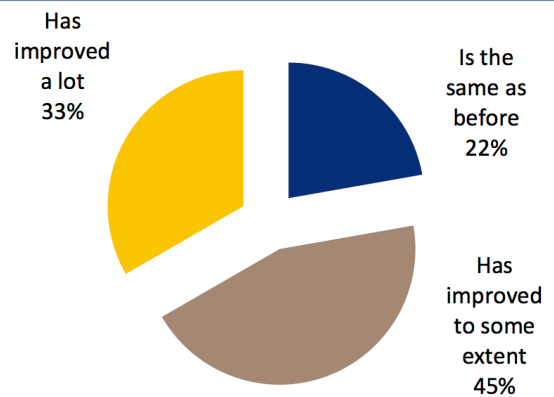


Quote from the survey: *"It feels good to be part of a team and to know that others are counting on you"*

### Overall well-being

To what extent would you say that your employment with Specialisterne has improved your overall well-being, e.g.:

- You have more good days than bad days
- You are eating more healthy food
- You do more things in a different way based on your own initiative
- Your level of energy has improved
- Your ability to get up in the morning, and get to work on time, has improved
- You are generally in a better mood

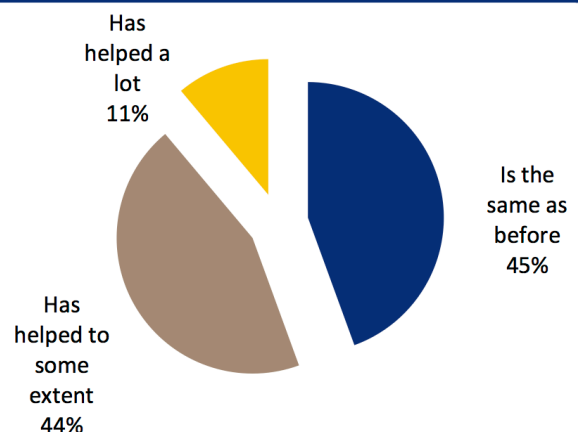


Quote from the survey: *"I became a happier and healthier person, both at work and at home"*

### Labour market resources

To what extent would you say that your employment with Specialisterne has helped you to recognise your own labour market resources, e.g.:

- Specialisterne has helped you to recognise interests and skills within different working areas
- Specialisterne has helped you to recognise your value in various working situations and tasks
- Specialisterne has helped you to recognise your ability to participate in a workplace in general
- Specialisterne has helped you to recognise your ability to interact with colleagues

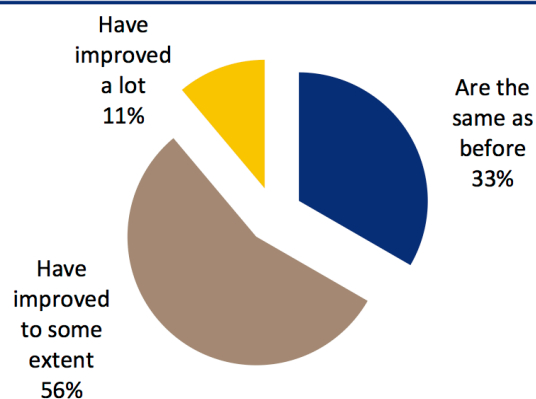


Quote from the survey: *"I have gradually become more open to new assignments"*

### Competence development

To what extent would you say that your competences have developed and improved during your employment with Specialisterne, e.g.:

- Your IT skills have improved
- Your ability to solve more complex tasks has improved
- Your skills regarding working in teams have improved
- Your skills regarding working with customers have improved
- Your enjoyment of work has improved



### Equality and participation in society

To what extent would you say that your employment with Specialisterne has improved your equality and participation in society, e.g.:

- Being more involved in social groups such as friends, colleagues, leisure time activities
- Contributing to society in different ways such as paying taxes, doing social work, participating in debates
- Interacting on more equal terms in both professional and social groups and/or networks
- Voting during elections



## 6. Annual Report

Specialisterne ApS

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### Resultatopgørelse for 2012

*Income statement for 2012*

	<b>Note</b> <i>Notes</i>	<b>2012</b> <b>DKK</b>	<b>2011</b> <b>DKK'000</b>
Nettoomsætning <i>Revenue</i>		20.829.671	19.643
Andre eksterne omkostninger <i>Other external expenses</i>		(4.998.245)	(5.347)
<b>Bruttoresultat</b> <i>Gross profit/loss</i>		<b>15.831.426</b>	<b>14.296</b>
Personaleomkostninger <i>Staff costs</i>	1	(14.946.411)	(13.201)
Af- og nedskrivninger <i>Amortisation, depreciation and impairment losses</i>	2	(477.064)	(455)
<b>Driftsresultat</b> <i>Operating profit/loss</i>		<b>407.951</b>	<b>640</b>
Andre finansielle omkostninger <i>Other financial expenses</i>	3	(318.787)	(369)
<b>Resultat af ordinære aktiviteter før skat</b> <i>Profit/loss from ordinary activities before tax</i>		<b>89.164</b>	<b>271</b>
Skat af ordinært resultat <i>Tax on profit/loss from ordinary activities</i>	4	(12.728)	(74)
<b>Årets resultat</b> <i>Profit/loss for the year</i>		<b>76.436</b>	<b>197</b>
<b>Forslag til resultatdisponering</b> <i>Proposed distribution of profit/loss</i>			
Overført resultat <i>Retained earnings</i>		76.436	197
		<b>76.436</b>	<b>197</b>