Comparing Mission Statements of Indian and South African Social Enterprises in the New and Renewable Energy Sector: A Computer-Assisted Text Analysis (CATA) Approach

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Comparing Mission Statements of Indian and South African Social Enterprises in the New and Renewable Energy Sector: A Computer-Assisted Text Analysis (CATA) Approach

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Abstract

Social enterprises have been playing a significant role as change agents in the socio-economic reformation of the fastest growing emerging economies, often addressed the as BRICS countries - Brazil, Russia, India, China, and South Africa. A critical sector of development in all these economies is new and renewable energy. Quite inevitably, be it for-profit or not-for-profit, many organizations have emerged to create their own impact in this space. Social enterprises are worth mentioning in the context of new and renewable energy, because they are unusual organizations, which try to create social value with business modeling, to reach out to the last mile consumer in need of electricity. Traditionally, mission statements of organizations have been considered to be the starting point of strategy. This particular research identifies the difference in the strategic intent and objectives of new and renewable energy social enterprises in India and South Africa (two BRICS countries) by applying in-depth computer-assisted text analysis (CATA) on their mission statements. The results were highly intriguing.

Keywords: *BRICS, Mission Statements, Renewable Energy Sector, Social Enterprises,*

1. Introduction

Emerging economies are set on a sharp trajectory of growth. From governments to entrepreneurs, from agriculture to rocket technology, the BRICS countries are frequently making news. Entrepreneurship plays a significant role in fueling economic growth that is one of the key drivers to the socio-economic mobilization of these economies. Despite several constraints owing to the regulatory pressure, lack of sufficient economic support, and an environment of hostility, these hot seats of business/ technology / social innovation develop their own approach and agenda for positioning themselves in the competitive environment (Manimala and Wasdani, 2015). And among these, there are rare breeds of entrepreneurs who believe that economic and social wealth creation can be a parallel process, and does not necessarily need to be at the cost of each other. These entrepreneurs are popularly known as 'social entrepreneurs' and their enterprises are known as 'social enterprises' or 'social businesses'. And these social enterprises are spread in a wide diversity of sectors in the emerging economies, including the new and renewable energy sector (NRE).

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The authors were not able to identify any earlier research study on what drives social enterprises in this sector, what is their strategic intent, and how do they position themselves in terms of value creation and competitive advantage. To start with, traces of these can be observed in the vision and mission statements of businesses/enterprises (Khalifa, 2011). Therefore, the authors found it important to conduct qualitative research through software-aided content analysis of the mission statements of sample Indian and South African social enterprises in the new and renewable energy sector, to identify how the mission statements of social enterprises from these two emerging economies differ from each other in the usage of language as well as in the clarity of purpose. This paper answers the following research questions:

RQ1: How do the mission statements of NRE Indian social enterprises differ from NRE South African social enterprises in usage of language?

RQ2: How do the differences in the usage of language between the mission statements of NRE Indian social enterprises and NRE South African social enterprises reflect difference in their purpose?

2. Literature Review

2.1 Mission Statement

A mission statement is a formal document that captures the core purpose of the enterprise/ organization. In as early as 1977, Peter Drucker mentioned that the clarity of mission statements is a critical indicator of the clarity of the objectives of an organization. Mission statements have been researched in the past to prove their importance and their linkage with firm performance (Sufi & Lyons, 2003). Pearce and David, 1987, also discovered common factors in the mission statements of enterprises with top performance. In recent years, there has been an escalation in the significance attached with mission statements, thereby attracting more and more research (Cheney, Christensen *et al.*, 2004; Bartkus and Glassman, 2008).

2.2 New and Renewable Energy

High CO_2 emissions in emerging economies as a consequence of rapid economic growth, has become a matter of concern (Pin˜eiro Chousa *et al.* 2008). New and renewable energy solutions, which can be affordable and accessible, have been emerging as a key area of development in recent years (Kolk and Buuse, 2012). The BRICS countries have been giving raising importance to new and renewable energy, both in terms of policy, as well as enabling large and small enterprises to enter this sector in different capacities (Kolk and Buuse, 2012). While for-profit corporate enterprises cater to markets with potential for profit-generation, social enterprise enable rural electrification with off-grid energy solutions.

2.3 Social Entrepreneurship and Social Enterprises

Social entrepreneurship phenomenon has attracted many policy-makers, practitioners, and academicians, as this organizational format has the potential to bring sustainable change (Wilson and Post 2013). The key purpose of creating solutions for social problems through the business modeling, for bringing managerial efficiency and social innovation on the same page, thereby creating social change, is the key point of difference between social enterprises and commercial enterprises (Battilana *et al.* 2012). In an exhaustive systematic literature review conducted on the social entrepreneurship phenomenon in the developing world, Sengupta and Sahay (2017) found out that a social enterprise can be identified as a hybrid organization that tries to achieve both market orientation and social value creation for creating a double bottom-line of economic as well as social wealth. However, quite unfortunately, none of the BRICS countries have legally defined social enterprises, which makes this study all the more difficult, at the same time

significant in terms of knowledge creation in the context of social entrepreneurship.

3. Applying CATA

This study runs content analysis/textual analysis on the mission statements of NRE-ISEs (new and renewable energy Indian social enterprises) and NRE-SASEs (new and renewable energy South African social enterprises). The reason for choosing Indian and South Africa because in case of Brazil many enterprises had their mission statements written in Spanish/Portuguese, in case of Chinese enterprises, many mission statements were available in Chinese, and in case of Russian enterprises, most mission statements were in Russian. It was only in case of Indian and South African social enterprises, that the mission statements were available in English. Since neither the government of India nor South Africa legally defines social enterprises, a consolidated government listing of such enterprises is absent. Quite consequentially, this study identified NRE-ISEs and NRE-SASEs from the list of social enterprises mentioned on the websites of Ashoka India and Ashoka South Africa. Eventually ten NRE-ISEs and ten NRE-SASEs were selected for this study, which had their mission statements mentioned in the websites. The identity of the enterprises are not disclosed in this paper as the objective is not to discussion specific enterprises, but to observe country-specific differences in strategic intent of social enterprises.

Subsequent to this, content analysis for analysis of textual data was applied. This helps detect distinctions in the mission statements (Weber 1990). DICTION software, which is a widely acknowledged computer-sided text-analysis (CATA) tool, generated the results. DICTION has been considered as a reliable tool that significantly diminishes speed and cost in coding process that would have otherwise been done manually (Rosenberg *et al* 1990). Different word characters studied in each mission statements. Table 1 and 2 show the quantified results of the analysis of word characters in the mission statements on NRE-ISEs and NRE-SASEs respectively. The quantification of tonal and characteristic elements in textual data enables positivist interpretation of data within the realm of qualitative data analysis. Quantification also enables easier interpretation of textual data, and enables parametric testes for larger and randomized samples.

The subsequent section would discuss the interpretation of these results. The values, which are within the prescribed range, show reasonable presence of that characteristic. Above the range

Table 1: CATA Results of Word Characters in Mission Statements of NRE-ISEs

Word Characters Analyzed	Low	High	NRE-ISE 1	NRE-ISE 2	NRE-ISE 3	NRE-ISE 4	NRE-ISE 5	NRE-ISE 6	NRE-ISE 7	NRE-ISE 8	NRE-ISE 9	NRE-ISE 10
Numerical Terms	0.3	15.04	0	0	0	0	0	0	0	3.6	37.04**	0
Ambivalence	6.49	19.21	7.87	0	0	0	0	8.62	0	0	0	0
Self-reference	-1.18	15.1	0	0	0	0	0	0	0	0	0	0
Tenacity	23.32	39.76	11.03*	20.83*	0	35.71	0	8.62*	10.87*	25.18	18.52*	0
Leveling Terms	5.02	12.76	7.87	20.83**	55.56**	0	20.83**	0	0	0	0	0
Collectives	4.04	14.46	7.87	0	0	0	0	8.62	21.74**	7.19	0	16.67**
Praise	2.77	9.59	0	0	0	0	0	17.24**	0	0	18.52**	0
Satisfaction	0.47	6.09	0	0	0	35.71**	0	0	0	0	0	0
Inspiration	1.56	11.12	7.87	20.83**	0	35.71**	0	0	10.87	3.6	0	0
Blame	0.06	4.16	0	0	0	0	0	17.24**	0	3.6	0	0
Hardship	1.26	10.48	0	0	0	0	0	0	10.87**	7.19	0	0
Aggression	1.07	9.79	0	0	0	0	0	8.62	0	3.6	0	0
Accomplishment	4.96	23.78	31.5**	20.83	0	0	41.67**	28.33**	32.61**	35.97**	18.52	33.33**
Communication	2.21	11.79	0	0	0	0	0	0	0	3.6	0	0
Cognition	4.43	14.27	7.87	20.83**	0	35.71**	0	8.62*	10.87	3.6*	0	0
Passivity	2.1	8.08	3.94	0	0	0	0	0	0	3.6	0	0
Spatial Terms	4.17	19.85	15.75	0	0	0	20.83**	60.34*	21.74**	35.97**	55.56**	66.67**
Familiarity	117.87	147.19	145.67	83.33*	55.56*	71.43*	83.33*	129.31	184.78**	122.3	111.11*	166.67**
Temporal Terms	8.36	21.82	3.94*	0	0	0	0	17.24	0	10.79	0	0
Present Concern	7.02	16.66	11.58	20.83**	0	0	20.83**	44.98**	10.87	7.19	18.52**	33.33**
Human Interest	18.13	45.49	31.5	0	0	0	0	25.86	0	17.99*	18.52	33.33
Concreteness	10.7	28.5	7.53*	0	0	0	41.67**	8.62*	10.87	24.77*	18.52	0
Past Concern	0.97	6.19	0	0	0	0	0	0	0	0	0	0
Centrality	1.18	7.54	3.94	0	0	0	0	8.62**	0	7.19	18.52**	33.33**
Rapport	0.42	4.26	0	0	0	0	0	0	0	7.19	0	0
Cooperation	0.36	8.44	3.94	0	0	0	20.83**	17.24**	10.87**	3.6	0	16.67**
Diversity	0.07	3.81	0	0	0	35.71**	0	0	10.87**	0	0	0
Exclusion	-0.03	4.31	0	0	0	0	0	0	10.87**	0	0	0
Liberation	-0.46	4.72	0	0	0	0	0	0	0	3.6	0	0
Denial	2.57	10.35	0	0	0	0	0	0	0	3.6	18.52**	0
Motion	0.17	4.35	0	0	0	0	0	0	0	0	0	0
** Above Range												
* Below Range												

Table 2: CATA Results of Word Characters in Mission Statements of NRE-SASEs

Word Characters Analyzed	Low	High	NRE-SASE 1	NRE-SASE 2	NRE-SASE 3	NRE-SASE 4	NRE-SASE 5	NRE-SASE 6	NRE-SASE 7	NRE-SASE 8	NRE-SASE 9	NRE-SASE 10
Numerical Terms	0.3	15.04	0	0	0	0	0	0	0	0	0	0
Ambivalence	6.49	19.21	0	0	0	0	0	0	0	8.06	9.8	0
Self-reference	-1.18	15.1	0	0	0	0	0	0	0	0	0	0
Tenacity	23.32	39.76	13.16*	12.82*	0	30.54	0	33.33	0	24.19	9.8*	17.86
Leveling Terms	5.02	12.76	13.16**	0	0	0	0	0	0	0	0	17.86**
Collectives	4.04	14.46	13.16	0	11.63	0	0	16.67**	0	0	9.8	0
Praise	2.77	9.59	0	25.64**	34.88**	0	50**	16.67**	13.51**	8.06	9.8**	17.86**
Satisfaction	0.47	6.09	0	0	23.26**	0	0	0	0	8.06**	0	17.86**
Inspiration	1.56	11.12	0	12.82**	0	5.26	50**	16.67**	0	8.06**	9.8	35.71**
Blame	0.06	4.16	0	0	0	0	0	0	13.51**	0	0	0
Hardship	1.26	10.48	13.16**	0	0	5.26	0	16.67**	27.03**	0	0	0
Aggression	1.07	9.79	13.16**	6.41	0	0	0	0	13.51**	4.03	0	0
Accomplishment	4.96	23.78	13.16	25.64**	29.91**	36.84**	0	16.67	54.05**	16.13	19.61	17.86
Communication	2.21	11.79	0	0	0	0	0	0	0	0	0	0
Cognition	4.43	14.27	0	0	0	5.26	0	0	13.51	0	0	0
Passivity	2.1	8.08	0	0	0	0	0	0	0	0	0	0
Spatial Terms	4.17	19.85	52.63**	38.46**	31.79**	26.32**	0	0	40.54**	0	29.41**	17.86
Familiarity	117.87	147.19	131.58	76.92*	104.65*	115.79*	100*	166.67**	81.08*	104.84*	127.45	125
Temporal Terms	8.36	21.82	0	0	0	0	0	0	0	0	0	17.86
Present Concern	7.02	16.66	13.16	25.64**	30.98**	14.9	100*	0	49.51**	16.13	34.31**	17.86**
Human Interest	18.13	45.49	39.47	25.64	69.77**	10.53*	50*	16.67*	13.51*	8.06*	49.02**	17.86*
Concreteness	10.7	28.5	13.16	38.46**	11.63	15.79	0	0	0	32.26**	9.8	0
Past Concern	0.97	6.19	0	0	0	15.79**	0	0	0	0	0	0
Centrality	1.18	7.54	0	25.64**	11.63**	5.26	0	0	0	0	9.8	17.86*
Rapport	0.42	4.26	0	0	0	0	0	0	0	0	0	0
Cooperation	0.36	8.44	13.16**	38.46**	11.63**	15.79**	0	0	67.57**	0	9.8**	0
Diversity	0.07	3.81	0	12.82**	0	5.26	0	0	13.51**	8.06**	0	0
Exclusion	-0.03	4.31	13.16**	0	0	0	0	16.67**	0	0	0	0
Liberation	-0.46	4.72	0	12.82**	0	0	0	0	0	0	19.61**	17.86**
Denial	2.57	10.35	0	0	0	0	0	0	0	0	9.8	0
Motion	0.17	4.35	0	0	0	10.53**	0	0	13.51**	8.06**	0	0

** Above Range

* Below Range

would mean over-exaggeration of that characteristic; whereas below the range would mean insufficient presence of that characteristic.

4. Discussion

The identity of the NRE-ISEs and NRE-SASEs has not been revealed in this discussion to maintain privacy of the enterprises. That does not pose as a limitation of this study as the objective is not to evaluate the strategic intent of specific enterprises, but to seek answers to the research questions of this project, which are more oriented towards understanding country-specific differences.

It is very interesting to see in the results that all NRE-ISEs' mission statements show presence of 'familiarity'; but all NRE-SASEs not only exude 'familiarity', but also talk about issues concerning 'human interest', which some NRE-ISEs don't. This means that while all NRE-ISEs and NRE-SASEs are talking of addressing issues that are familiar to society and are easily recognizable, NRE-SASEs do a better job. It is also interesting to note that NRE-SASE 1, NRE-ISE 1 and NRE-ISE 6, are the only social enterprises in this study who have a within-range score for 'familiarity' as well as 'human interest', which makes them good examples. They address familiar issues in their mission statements like addressing energy needs of BOP households, empowerment of women through women-centric sales network, access of energy to remote communities, empowering local and future entrepreneurs, and giving urban poor the access to energy.

Most NRE-ISEs and NRE-SASEs show presence of 'tenacity', 'accomplishment', 'spatial terms', and 'present concern', whereas most NRE-SASEs additionally show traits of 'praise' and 'inspiration' in their mission statements, with far lesser NRE-ISEs showing these two traits. This particular finding is quite intriguing that while NRE social enterprises in both countries show resoluteness ('tenacity') in addressing immediate and critical human concerns ('familiarity', 'human interest', 'spatial terms', and 'present concern'), NRE-SAEs do a far better job in exuding a positive and optimistic outlook ('praise' and 'inspiration'). For example, NRE-SASE 2 shows optimism by talking about offering lifestyle that is achievable by underserved energy communities. NRE-SASE 6 connects with its stakeholders by saying that their efforts enable building inclusive societies to restore dignity of people harmed by apartheid. NRE-SASE 9 gives a very good sense of positivity and inspiration as it talks about empowering people through access to energy so as to have the freedom of choice in their lives. NRE-ISE 7 inspires by talking about uplifting under-served rural population from the bottom of all priorities to top priority.

All NRE-ISEs and NRE-SASEs show a total lack of 'self-reference', which is a good thing as it shows a total absence of any kind of self-centric remarks. Interestingly, all NRE-ISEs show lack of 'past concern', and 'motion', which are found to exist only in one NRE-SASE. It talks about its mission to start micro-utility businesses in renewable energy across rural sub-Saharan Africa to improve the lives of people who have been living in darkness since distant past and have not seen electricity till date.

All NRE-SASEs show lack of 'numerical terms' and 'rapport', but are observed in some NRE-ISEs. For example, one of the NRE-ISEs talks about its mission to provide 450 million rural people access to consistent electricity. There are a few NRE-ISEs which show traits of using language that show endorsement of common/group opinion related to the issues they are working on, which is again not common among the rest of the NRE-ISEs or any NRE-SASE for that matter. Theses few NRE-SEs endorses youth and community feelings, or refers to grameen banks and micro-finance institutions. It is also an interesting thing to note that NRE-ISE 1 and NRE-ISE 8 are the only two social enterprises from the sample of enterprises from both countries,

whose mission statements exude maximum word characteristics. It implies that all the rest 18 NRE social enterprises of both countries taken together have simpler and concise mission statements.

5. Conclusion

This study has novelty in being the first study that has used artificial intelligence in analysis of the mission statements of renewable energy social enterprises in the context of emerging economies. It contributes in unearthing the difference in strategic intent of these enterprises so as to understand what makes the Indian renewable energy social enterprises different or similar to the South African renewable energy social enterprises.

This study can be extended further with a more detailed SATA approach wherein the DICTION results of 'DICTION Master Variables' and 'DICTION Calculated Variables' are included in the analysis. The results of these variables can be categorized and clubbed under the 'DICTION Master Variables' and 'DICTION Calculated Variables'. The correlation between the variables and the ANOVA differences between the mission statement contents would bring out in which variables do the mission statements of the renewable energy social enterprises of the two rapidly growing emerging economies are significantly statistically different.

A study of this kind has novelty in the social entrepreneurship sector as prior literature review by the authors did not reveal such a paper on the vision or mission statements of social enterprises. This paper illuminates the strategic intent of enterprises in two of the fastest growing emerging economies. If this can be replicated across social enterprises in multiple sectors in all the BRICS countries, with English translation of the mission statements of social enterprises in Brazil, Russia, and China, it would have the potential of becoming a seminal work.

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