

## Summary in English

In response to a world dominated by a business centred, efficiency-driven and profit-maximizing approach to value creation, new operators with other goals and other values are emerging (Prahalad and Ramaswamy, 2002).

Social enterprises are operating with a new paradigm of social responsibility and sustainability that aim to change the world while making a profit.

Empirically, this dissertation is based on a case study of six social enterprises (N1-6) that have demonstrated that it is possible to mix monetary and non-monetary value creation and to operate across borders especially in developing countries. They base their value creation on design thinking, social interest and indignation, entrepreneurial power, networking and principles such as “love and trust” or “ownership to all”.

The purpose of the dissertation is to examine how design thinking can contribute to the social and economic value creation of social enterprises. Especially design thinking proves to be the main contributor of the enterprises’ value creation.

Please note that design thinking is considered a verb in this dissertation and thus as an act (to design); i.e. not in the meaning of designing objects but rather as an action that includes cognitive processes, body, emotions, intuition, materials, metaphors etc., which is a very complex phenomenon.

An important element of design thinking is the phenomenon design attitude. This indicates that all new projects have inherent possibilities and that the basic premise of any problem should be questioned.

Since it is not possible to identify a direct causal relationship between each input (action, asset or used resource) and the each layers of created value in a given case, it is assumed that the registered parameters used (design parameter and non-design parameters) result in the value created by the enterprises.

The purpose of the dissertation’s literature review is to identify and describe the major literary works of the phenomenon design thinking as well as to enrich the case descriptions.

The literature review forms the basis of both a theoretical analysis framework and an analytical tool that consist of 116 design parameters. These parameters are used in the analysis for identifying the disciplines, philosophies, principles, methods and operational tools used by N1-6.

The overall research approach is qualitative, a method that allows you to go in depth and in detail, furthermore, it is characterised by precision. The case study research

method was chosen because it allows you to capture the dynamics that are at play in the dissertation's six cases and because it provides a multi-dimensional perspective of the context.

The primary results of the project are as follows:

- 1) The literature review and the main analysis of this thesis show that there is a great potential for value creation in social enterprises that use design thinking.
- 2) Design thinking represents a complex phenomenon that appears to be dominated by opened and exposed parameters such as open planning, but also by complex parameters such as the ability to recognize patterns.
- 3) The analysis shows that a large number of these parameters can lead to value creation in social companies. Among other things this relates to design attitude, reflexive practice, prototypes and tests, the language including questions, facilitation, storytelling (about the social cause), exploration, exploitation, system thinking, liquid state and crystallisation and visualisation of a desired future.
- 4) In particular, design thinking seems to create value when it is combined with other disciplines and methods such as creative power, networking, independence and strong living principles such as "happiness in life is the goal", or by managing complexity.
- 5) The study shows that the potential of design thinking can be further developed through the use of the more complex design parameters, through identification of causality between the used design parameter and the output and through prioritisation of exploitation and execution.
- 6) One of design thinking's particular strengths is to always question the problem's existing premise, to involve and engage stakeholders by means of participatory design and multi-stakeholder value creation.

The six focus persons have the three-year international entrepreneurship education The Kaospilots in Århus in common. The analysis shows that the education as a whole offers a programme that contains a large number of design subjects and disciplines, while the term design thinking is not mentioned. The analysis also shows that the training far from exploits the full potential of design thinking.

The analysis shows that both N1-6, the contents of the education and the existing literature about design thinking have two things in common: 1) the exploration is prioritised to exploitation and 2) the easily accessible parameters are prioritized over the deep cognitively complex parameters.

Based on the above and on the basis of the overall study, it can be concluded that there is a huge potential for developing design thinking and social enterprising in both practice and in theory.