

## Multisectorial Entrepreneurship - Acting On Both Commercial And Social Arenas

Björn Trägårdh\*

*Entrepreneurship is regarded as the vehicle of a great deal of the growth in the commercial sector, but also a driving force behind the expansion of the social sector. However, entrepreneurship is normally regarded as a one arena activity, e.g. the entrepreneur is either active on a commercial or a social arena. The prime objective of this article is to explore “multisectorial entrepreneurship”, i.e. the combination of commercial and social entrepreneurship. The purpose is to answer two questions: How can individuals combine commercial and social entrepreneurship and why do some people engage themselves in both sectors? Four multisectorial entrepreneurs have been interviewed and observed in a series of research projects. The results show that it was a heterogeneous category in many aspects, but they all combined commercial and social entrepreneurship by engaging public authorities into entrepreneurial activities in order to develop the community. Acting on both arenas might be a more common phenomenon in the future, since a larger part of entrepreneurs discover the mutual dependence between commercial and social conditions and want to act in order to improve both. The results indicates that multisectorial entrepreneurship is more predominant in a rural or small town setting, both because it is easier to see the links between commercial and social development in such settings and there is a demand for combined commercial and social innovations in such settings. Thus, demographic conditions, rather than individual traits, seem to determine the frequency of multisectorial entrepreneurship. The notion of multisectorial entrepreneurs demonstrates that, even in specialised post modern societies, distinctly different communities of practice or societal sectors can be united, at least partly, in single individuals.*

**Field of Research:** Entrepreneurship, entrepreneurial development in the commercial and social sectors.

### 1. Introduction

Classic entrepreneurship literature defines enterprise and entrepreneurs as commercial and profit oriented, e.g. Paul Burns who wrote: ‘Entrepreneurs use innovation to exploit or create change and opportunity for the purpose of making profit’ (Burns 2001: 7). However, a competing and growing approach regard the commercial-type entrepreneurialism as just one context in which people act. Thus, entrepreneurship is about entrepreneurial attitudes and skills in all contexts, i.e. innovating to create change and opportunity, in whatever sphere of life (Bridge et al 2003; McMullen, 2011; Thompson et al 2011). From this perspective, entrepreneurship is both an extensive and a comprehensive phenomenon. One way to deal with this complexity is to describe it in different dimensions, thus creating e.g. Smith 1967, Miner et al 1991, Johannisson et al 2003). As a result, entrepreneurship tends to be presented in different boxes covering distinct types of “maps’ containing many sorts of separate or even contradicting entrepreneurship (see entrepreneurship. Another result of the naming and framing might be that we become puzzled when we ‘discover’ entrepreneurship that do not fit into the schemes, thus treating it as either non-existent or examples of new categories of entrepreneurship, i.e. arguments for a re-mapping process.

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\*Dr Björn Trägårdh, Dept. of Business Administration, School of Business, Economics and Law, Gothenburg University, Box 610, SE 405 30 Göteborg, Sweden. e-mail: [bjorn.tragardh@handels.gu.se](mailto:bjorn.tragardh@handels.gu.se)

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This article argues for a type of entrepreneurship not yet described, analysed or discussed in the entrepreneurship literature: entrepreneurs combining and constantly crossing the border between the economic sphere of commercial development and the social sphere of social development, thus activating themselves in private, public and civic organisations. In Sweden, this combined entrepreneurship used to be very common before and in the beginning of the industrialisation era, but later became rare in line with the individualistic modern/post modern society. In this way, we can talk about a “re-discovery” – a phenomenon that once was common, then disappeared and now seems to appear and grow again. Furthermore, the phenomenon does not seem to exist in just one line of business; in this article entrepreneurs representing different trades are described and discussed.

Thus, the prime objective of this article is to describe and analyse individuals who master the combination of commercial and social entrepreneurship, labelled as “multisectorial entrepreneurship”. The purpose is a) to describe how some entrepreneurs act in order to combine commercial and social entrepreneurship and b) to analyse the preconditions for such entrepreneurship.

The paper is organized in five sections. In the next section, previous literature connected to multisectorial entrepreneurship within the entrepreneurial field is discussed. In section 3, the methodology of the study is described and discussed. In section 4, empirical findings are described and analysed. Finally, in section 5 conclusions are drawn and further research is discussed.

## 2. Literature Review

The notion of ‘multisectorial entrepreneurship’ as an individual phenomenon does not seem to exist in the entrepreneurship literature. However, the need for multisectorial cooperation between organizations has drawn a lot of attention. Since entrepreneurship is seen as a prerequisite for regional renewal, there are strong links between entrepreneurship and the on-going discourse of regional development, cluster and innovation system development. The Triple Helix model (Etzkowitz & Leydersdorff 2000, Leydersdorff 2012), i.e. close co-operation between industry, university and government, have been used as a model for regional development, especially in organising regional innovation systems. Similar to the entrepreneurship literature, individuals and organisations are presupposed to belong to – and act from – one sector only. Since actors from industry, government and university act in different but complementary ‘communities of practice’ (Brown & Duguid 2000; Kline & Barker, 2012), they ought to co-operate according to the model, a tough challenge as it seems (Trägårdh, 2004). Another term for combined entrepreneurship is “public-private partnership” (e.g. Grossman, 2012). To some extent, entrepreneurs active in different sectors but influencing each other in e.g. decision-making has been described (Lakshmanan & Chatterjee, 2011), but again as a collective phenomenon.

However, individual entrepreneurs combining influences from different societal sectors have been discussed to some extent. For example, Kossek & Lautsch (2012) wrote about work-family boundary management styles in organizations, a single sectorial approach close to the “spilling-over”-debate which was popular in the 1970’ies. Dees & Anderson, 2003 investigated another type of single sectorial entrepreneurship combining different schools of thought, i.e. social entrepreneurs also striving for profit, a prolonging of the issue “what business can learn from non-profits” as Peter Drucker

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(1989) called one of his articles. Another possible candidate presenting the idea of individual but multisectorial entrepreneurship is the notion of 'institutional entrepreneurship' (Eisenstadt 1980, 1995; Colomy, 1998; Aldrich, 2012; DiVito, 2012; Greenwood & Suddaby, 2012; Hyvönen et al, 2012; Kahl et al, 2012; ). However, the concept is constrained to explain institutional change in neofunctional and neoinstitutional schools of theories, i.e. the kind of action that entrepreneurs use to trigger large scale change. Another candidate is the notion of 'moral entrepreneurs' (Becker et al 1963), since that kind of entrepreneurs are obsessed with a will to change the world in one way or another, using all kinds of methods to reach their goals, including the use of coercive, manipulative or persuasive techniques (Eisenstadt 1995: 190). However, none of these large scale change entrepreneurship seem to cover combinations of entrepreneurship in different spheres of life, though it probably have an effect on both commercial and social conditions. Rather, they describe groups and individuals organised around a project who adopt leadership roles in episodes of institution building (Colomy & Rhoades 1994).

Quite a few types of entrepreneurship oriented towards changes in the *social* sphere have been presented in the literature. One is 'social entrepreneurship' (e.g. Leadbeater 1997, Bacq & Janssen, 2011; Cukier et al, 2011; Dacin & Dacin, 2011; Seelos 2011; Miller et al, 2012;) describing entrepreneurship applied in the social field. Another social entrepreneurship category is 'community entrepreneurship' (e.g. Lotz 1989, Johannisson & Nilsson 1989, Boyett 1995, Johannisson 1990, de Bruin 1998, Haugh & Pardy 1999, Johannisson et al 2002, Dutton 2004; Sundin, 2011; Welter, 2011,) describing local venturing processes by entrepreneurs in order to develop communities. Thus, the community entrepreneurship literature separates entrepreneurship in a social context from entrepreneurship in a commercial context, but still they describe a form of single sector entrepreneurship. As Dutton (2004), in his working definition of community entrepreneurship, stated: 'Community entrepreneurship involves the creation, co-ordination and exploitation of local resources to improve the social and economic well being of the locality by positively affecting the volume of local mainstream entrepreneurial activity'. Thus, social or community entrepreneurship deals with entrepreneurship in one sector, not a combining type of entrepreneurship.

A third term for social oriented entrepreneurship is "civic entrepreneurship" (Henton et al 1997; Feiock & Bae, 2011; Oborn et al, 2011; Westlund & Gawell, 2012), which seems to be used as a broader term for all kinds of people, professions and sectors within a society that contribute to the welfare of the community. However, these civic entrepreneurs acting as *either* business entrepreneurs in a firm context *or* as civil society entrepreneurs. Rather, it strengthens the calculative 'civic matters' arguments (e.g. Putnam 1993; Kilkenny et al 1999; Putnam 2000) stating that mutual support and trust between commercial and social activities create more successful business and wealthier communities. Yet another type of social entrepreneurship is 'cultural entrepreneurship', acting in the field of culture (e.g. Scott, 2012). According to Spilling (1991), 'cultural entrepreneurs' need to link the economic and social spheres of life, since cultural expressions in the adventure economy calls for broad alliances in the community. However, no empirical evidence of combined business and social entrepreneurship has been presented.

To conclude, the idea that social and commercial activities are fundamentally different - and even contradictory - has deep and strong roots in classic sociology and business administration. One might think of Ferdinand Tönnies' contradictory terms

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'gemeinschaft' and 'gesellschaft' (Tönnies 1887/1957) or Emile Durkheim's 'mechanical solidarity' in the feudal peasant society versus 'organic solidarity' in the industrialised, modern society (Durkheim 1964). This is true for entrepreneurship literature as well. Even when broad definitions have been used, entrepreneurs seem to be oriented either towards the commercial sector, the public sector or the civic society sector. Quite often collaboration between entrepreneurs are described (e.g. Henton et al 1997, Austin et al, 2006) or even wanted (e.g. Etzkowitz & Leydersdorff 2000; Battley & Rose, 2011), but we lack empirically grounded illustrations and analysis of entrepreneurs that *simultaneously* develop enterprises in more than one sector.

### 3. Methodology

The purpose of the article is to explore two questions: *How do 'multisectorial entrepreneurs' combine commercial and social enterprise and why some entrepreneurs engage themselves in both commercial and social development?* The questions are, in other words, qualitative in nature and thus qualitative methodology is used. Furthermore, since the notion of "multisectorial entrepreneurship" has not been studied in depth before, this is an explorative study. It is therefore neither possible, nor desirable, to use questionnaires or other quantitative methods and ask a large sample of respondents. Among the qualitative methods, interviews seem to fit best in order to fulfil the purpose of the study. In depth-interviews among a small but carefully chosen sample of respondents is therefore the main method used in this study. But observations is also used as a complement in order to create a "thick description" (van Manen, 1990; Roberts, 2012) answering the first question.

The idea of "multisectorial entrepreneurship" came up as an unintended by-product of other research projects. The original research projects, which took place during the first decade of the century, were not designed to explore the idea of multisectorial entrepreneurship; each of them had their own purpose and logic. For example, some studies investigated how an industrialised rural district coped with industrial down-sizing, another research project focused on organising events and a third project dealt with town branding. However, when comparing data in different research projects we found a pattern – some entrepreneurs crossed the border between commercial and social development. Entrepreneurship is always socially embedded as proposed by Granovetter (1985; Wang & Altinay, 2012), but carried out by individuals. We found that the entrepreneurs combined a passionate work for their private enterprises and a passionate work for developing the municipalities they lived in. As a result of this discovery, we made complementary interviews and observations focusing on how they acted as both commercial and social entrepreneurs. Since we studied the entrepreneurs in earlier studies as well, the total amount of data is quite comprehensive. The interviews were taped and transcribed; older interviews and research reports connected to the entrepreneurs were re-read from the point of view of the research questions above. One might argue that four cases of multisectorial entrepreneurship is an empirically weak foundation to built conclusions on. This might be true in most cases. But in this case we argue that the study is exploratory in nature and the purpose is to describe and analyse a phenomenon seldom described and discussed in contemporary research.

Furthermore, the entrepreneurs represent different trades – entertainment, product development, handicraft and retailing. However, they all live and work in more rural municipalities. Thus, the phenomenon is illustrated with descriptions of four multisector

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entrepreneurs acting from four types of enterprise – “Mr Music”, “Mr Design”, “Mrs Handicraft” and “Mr Retail”. The specific interviews were carried out in the end of the period, i.e. 2009. The in depth- interviews were divided in four sections – the background of the respondents in order to find out the importance of family, education etc., the commercial entrepreneurship, the social entrepreneurship and finally how and why they combined both types of entrepreneurships.

### 4. Results/Analysis

Entrepreneurship has traditionally been regarded as an individual and private business phenomenon among SME:s. However, as discussed above, such a narrow definition has been questioned, since there is a demand for entrepreneurship in all kinds of organisations. Mr Design and Mr Retail were both classic examples of the SME entrepreneur; young founders of fast growing companies. *Mr Design* was the head of a strategic marketing bureau and had been listed as one of the most influential marketing individuals in Sweden. *Mr Retail* was the owner of a company that bought and sold quality clothes to low prices. *Mr Music* was also a young SME entrepreneur, but he acted more as a member of an entrepreneurial team in the music business. The team had established a national music centre called Rock city including events, festivals, educations, marketing companies etc. *Mrs Handicraft* was a middle-aged director of a university college specialised in handicraft educations and organised in the public sector. She was the leading member of a team that had established the school at the national and international handicraft education scene. Thus, we notice that this sample of multisectorial entrepreneurs represented both private and public sector, young and middle-aged people, single and team entrepreneurship and different service and knowledge industries. In sum, the entrepreneurs were known as successful entrepreneurs within their trades. But they did not act as social entrepreneurs simply in order to create better business opportunities. Rather, commercial and social activities were regarded as connected fields of action.

The entrepreneurs represented different backgrounds. *Mr Design* was a son of school teachers without entrepreneurial traditions who immigrated to Sweden in the 1970'ies. *Mr Retail* was brought up in a sports oriented working class family in a small town and never went on to higher education. *Mr Music* also grew up in a working class family in a rural town. *Mrs Handicraft* was brought up in a larger city, a daughter to a head master and liberal parliament member as a mother and a sea captain and ombudsman as a father. As shown, both working class and middle class, as well as rural and city, background were represented among the entrepreneurs. Notable is that none of them came from entrepreneurial families. As usual, social heritage is a strong predictor for higher studies – the entrepreneurs with working class background never attended university. All of them took independent initiatives when they were young. A striking feature is that they already as youngsters played leading roles as social entrepreneurs, e.g. they were elected representatives or volunteered for social reasons. But at the same time they started – or prepared for starting - business of their own.

As commercial entrepreneurs, our examples had built up enterprises resulting in strong brand names, expanding organisations and economic growth. Though they all were skilful professionals, they had different attitudes towards the business they lead. Mr Design and Mr Retail regarded themselves as strongly attached to their trades and as advanced professionals of the designing/retailing business communities. As such, they wanted to play an active role in the industry development. In contrast, *Mr Music*

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regarded rock music business mainly as a tool to develop the town and *Mrs Handicraft* had an even greater distance towards the type of business she was managing.

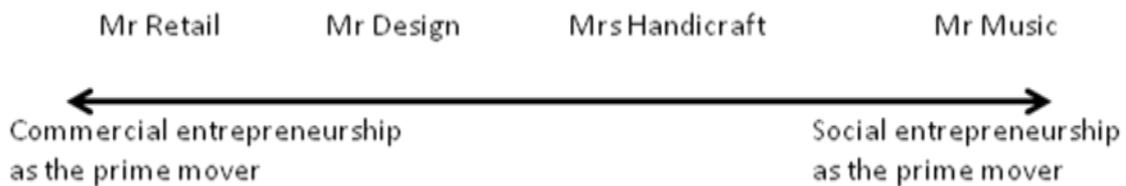
As social entrepreneurs, their methods varied as well, here some examples are described. *Mr Retail* spent one day a week in meetings and small talk with business people and authorities in the town in order to strengthen the town in different aspects, e.g. creating a trade association that functioned as a support group and lobby organisation vis-à-vis local, regional and national government. *Mr Music* joined the municipal council for a period but found himself trapped in party politics and preferred to act as a 'free agent' from his commercial platform. In order to make the town well known, he and his colleagues named the rock festival after the name of the town. *Mrs Handicraft* and her colleagues organised a 'knowledge park', an 'incubator' for developing handicraft business ideas as well as an education in entrepreneurship, giving the students better possibilities to stay in the neighbourhood and start a handicraft business. She invited animation companies to establish themselves in the school area and thus created job opportunities. By constantly importing and exporting people and ideas to the otherwise static town, the region got dynamic impulses. *Mr Design* had – according to a ranking marketing magazine – 'put the town on the map' as a meeting place for design. The company arranged and paid for an internationally recognised event which was rapidly evolving to a festival with seminars, shows and possibilities for design people from all over the world to get to know each other. Besides, To summarise, the entrepreneurs acted actively as social entrepreneurs in different ways. They were also speaking partners to local politicians and civil servants how to develop the communities and worked actively to make the town attractive.

Our data shows four attitudes in balancing between commercial and social commitment. In one extreme we have *Mr Retail* who basically regarded *commercial entrepreneurship as the prime mover* and social entrepreneurship as a necessary condition for commercial success. Establishing the business in the town was basically built on rational commercial arguments i.e. there were strong historic business traditions, deep knowledge and a large network in the municipal; without these prerequisites the entrepreneur had probably moved his business to another municipal. In the other extreme we have *Mr Music* who basically regarded social entrepreneurship as the prime mover and the commercial entrepreneurship as a necessary condition for town development. Here we have the local entrepreneur who planned to be faithful to the town for the rest of his life; therefore it was necessary to create job opportunities. In between these extremes we have *Mr Design*, the entrepreneur who regarded the town and private business as *partners for mutual help*. The basic attitude was a will to be faithful and helpful to the local town, but with a large self interest – he expected the town to 'pay back' in some sense. Another entrepreneur in between the extremes, but closer to *Mr Music*, we have *Mrs Handicraft*, who regarded town development and development of her own enterprise as *separate but equal duties*. She saw commercial and social development as totally intertwined without any pay-back responsibilities.

Thus, in one extreme, social development was regarded as the ultimate objective and commercial entrepreneurship was the main tool to reach that goal, in the other extreme it was the other way around. In both cases, they needed to act as both commercial and social entrepreneurs. This can be illustrated by the following figure:

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Figure 1: Prime movers for multisectorial entrepreneurs.



The multisectorial entrepreneurship also combined commercial and social activities in another way, e.g. by connecting the brand name of the enterprise they were in charge of and the brand name of the town they lived in, thus increasing the attractiveness of the town. If possible, they acted entrepreneurial by *renewing old local traditions*, much in the same way as Anderson (2000) reported from the Scottish Highlands where entrepreneurs moved in and by restoring old castles or vessels started modern business. In the same way, Mr Retail moved into a town with long traditions in producing and selling clothes. He created a modern retail business and took initiatives to renew the town by creating a town image – the fashion centre with historic traditions in quality production of clothes. Mrs Handicraft did the same but in another context, i.e. created a centre in educating and producing handicraft in a town with handicraft traditions. However, if the town lacked suitable local traditions the entrepreneurs *invented new local traditions*. Mr Music lived in a town where the dominating industry had its prime time in the past. He and his colleagues discovered that their hobby could be transformed to business. Since rock music is a relatively new phenomenon and the festival started in the early 1980'ies, the town was seen as a traditional rock music centre already in the 1990'ies, at least among young people. Mr Design lived in a larger town with a more diverse industry. He personified a new idea what design was all about and established an event that challenged and partly renewed the image of the town. In the fast changing and fashion oriented world of design, repetitive social events are regarded as traditions even quicker than in the rock music industry.

In spite of the fundamental differences between the multisectorial entrepreneurs, they had one thing in common – they used their strong enterprise platforms in order to *influence local government people in developing their communities*. Politicians and civil servants did not listen to Mr Music until he and his colleagues had demonstrated business success. Then they started to regard the good business results as a sign – a new world had arrived to the local town and the carriers of that promising world should be listened to. The transformed attitude of the town authorities towards Mr Music and his colleagues - from naughty rock music boys to the future hope of the town - took some years. Nowadays, local government come to visit Rock City, not for criticising but to get inspiration and proposals how to renew the town. Mrs Handicraft had developed a strong platform as a university dean. The local government listened to her proposals and invested in integrating handicraft and town development. Mr Retail, from his commercial platform, acted as the strong man in the trade association and linked it to town development issues. Mr Design created the design event from his platform as a design entrepreneur. Although he had developed relations to the local university and government since he was a student, he was yet not as successful as the others. In spite of the success of the big design event they ignored his proposals.

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Thus, one can argue they all combined commercial and social entrepreneurship by simultaneously running/developing their own businesses and co-operating with public authority/civic society in order to develop their home town..

### 5. Conclusions

In this article it has been argued that combining commercial and social development is a kind of boundary crossing between two opposite logics – the ‘homo oeconomicus’ logic of the commercial world and the ‘homo sociologicus’ of the social world. However, such a simple dualism is not a very trustworthy one. Both private business and public organisations have to deal with all kinds of organisational subjects and dilemmas (see e.g. Morgan 1986). Furthermore, private and public organisations are becoming more alike each other, especially since public organisations, the main actor in town development, have imported management ideals from the private sector, usually summarised as ‘new public management’ (Hood, 1995; Assmo & Wihlborg, 2012). The isomorphic phenomenon (Powell & DiMaggio 1991; Salomon & Wu 2012) is probably not just a phenomenon within a specific organisational field, but also between different organisational fields. Therefore, acting as entrepreneur simultaneously in both commercial and social development should be less difficult and maybe more common in the future.

However, ‘multisectorial entrepreneurship’ has not been described in the research literature. This investigation implies that multisectorial entrepreneurs exist and have a few things in common. One of those things seems to be an ability to communicate accurately and can produce promising images of the future of the social setting where they engage themselves – they seem to contribute to a positive change of the town image.

Our illustrations also indicate that multisectorial entrepreneurship seems to be a rural or a small town rather than a big city phenomenon. The empirical data of social or community entrepreneurship are usually gathered in rural or peripheral areas (e.g. Haugh et al 1999, Kilkenny et al 1999, Anderson 2000, Johannisson et al 2002, Deb 2012, Mugabo & Ukpere 2012). It seems easier for people in rural areas to be aware of the connections between the commercial and the social world and to simultaneously act on both arenas. Commercial, civic society and public authority communities are usually smaller in rural compared to big city areas – the communities are simply small enough to make it possible for influential people to get to know each other, also on a more personal level. In a classic small town study, Robert Merton (1968) identified two types of influential people at the country-side. ‘Locals’ had their roots in the area; they were local patriots identifying themselves with “the little world” of the town and building their influence in who they knew in the town. ‘Cosmopolitans’ had immigrated from - and were oriented towards - “the big world”, translating global events to local conditions and building their influence in what they knew about big world issues. The Merton study seems to have some relevance to this study. Mr Retail and Mr Music were classical examples of the “local” influential rooted in the town, local patriots who knew every other influential person in the area. On the other hand we have the cosmopolitan Mrs Handicraft from a major city and with experience from other parts of the world, constantly importing and exporting people – teachers, handicraft experts and students from all over Sweden and elsewhere. However, the distinction between ‘local’ and ‘cosmopolitan’ entrepreneur seem to constantly become more blurry. The local entrepreneurs in this study were definitely less local than in the Merton study, instead

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they were clearly oriented towards events on the global arena, translating international trends into local conditions and even trying to influence the trend setters. At the same time, cosmopolitan entrepreneurs were deeply involved in local matters and building results on strong relations to other local leaders. Thus, the study support the idea of 'cosmo-local' or 'trans-local' (Martindale & Hanson, 1969, Steinbock, 2003, Halilovich 2012, Jin et al 2012 ) entrepreneurs – locally involved and patriotic as well as globally informed and acting as translators between the local community and the 'outside' world.

How can we explain that some entrepreneurs actively develop the commercial and social spheres simultaneously? Are they unique individuals with an extra potential or are they extremely interested in both commercial and social development? Our data do not support such a conclusion. Rather, the entrepreneurs seemed to be ordinary people, however energetic and interested in both commercial and social entrepreneurship. Howard Aldrich argued that entrepreneurship can better be explained by contextual factors since we have no empirical evidence that entrepreneurs have special personal traits (Aldrich, 1999). In our case, all multisectorial entrepreneurs had some strong reason to engage themselves in both commercial and social development as a result of the context they were part of. Two of them can be described as 'cultural entrepreneurs' acting in the field of culture – Mr Music and Mrs Handicraft – thus having a direct link between the economic and social spheres of life. According to Spilling (1991) such cultural entrepreneurs usually want to take part in stimulating local economic development. However, the other two multisectorial entrepreneurs did not fit into the picture of culture entrepreneurship. But as shown above they had other reasons to act in both spheres simultaneously – thus multisectorial entrepreneurship does not seem to be only a phenomenon in the cultural sphere.

The multisectorial entrepreneurs existed in a context where there was a great need for business renewal, but also for ideas how to renew the municipality. Public authorities felt powerless, unable to stop the draining of young people moving to larger cities and to a more prosperous future. Thus, commercial entrepreneurs presenting ideas and plans how to re-establish the municipality were, gradually, accepted as important speaking partners to the public authority and in the civic society. In other words, there was an unspoken and often unconscious demand for multisectorial entrepreneurship. Such a demand seems to trigger this type of entrepreneurship.

To sum up, multisectorial entrepreneurship seems to be a rural or small-town phenomenon. However, it has a broader range of interest, since it demonstrates that distinctly different communities of practice, societal sectors or other examples of divergent elements can be united, at least partly, in single individuals. The Polish sociologist Zygmunt Bauman (1999) wrote that currently dominating political and democratic theories try to separate the private and the public spheres of life. Bauman proposed that those theories instead should focus on the connections and mutual interdependences between the sectors and regard it as a promising and fluid interface (Bauman, 2011). The old Greeks constructed a term for an arena where the public *polis* and the private household, *oikos*, could meet – the *agora*. According to Bauman, the agora played a decisive role in institutionalising a public sphere resting on autonomous citizens and creating a good balance between the two spheres. As an allegory, maybe we should regard multisectorial entrepreneurs as good citizens breaking up stiff borders and stimulating constructions of modern *agoras*, making commercial enterprises a public matter and public affairs relevant for all citizens. However, this study, in line with the findings in Austin et al (2006), also indicate the tensions between different sectors in

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society and the difficulties for individuals to simultaneously be seriously involved in more than one sectors. This is a subject for further investigation in future studies.

This study explores the phenomenon of 'multisectorial entrepreneurship' as an interesting but in contemporary research still not investigated type of entrepreneurship. However, this study is built on a small sample and the conclusions are still to be regarded as inconclusive. Thus, more studies of 'multisectorial entrepreneurship' are needed.

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