

# Designing a Socially Sustainable Impact Sourcing Model for Integrating Immigrants in Sweden

Ahmad Allouh  
Fiona Walker  
Rebecca Heather Wilcox Gwynne  
Robert Maurer



Blekinge Institute of Technology  
Karlskrona, Sweden  
2017

---

Examiner: Henrik Ny Ph.D.  
Supervisor: Professor Karl-Henrik Robèrt  
Primary advisor: Merlina Missimer  
Secondary advisor: Pierre Johnson

# Designing a Socially Sustainable Impact Sourcing Model for Integrating Immigrants in Sweden

Ahmad Allouh, Fiona Walker, Rebecca Heather Wilcox Gwynne,  
Robert Maurer

Blekinge Institute of Technology  
Karlskrona, Sweden  
2017

Thesis submitted for completion of Master's of Strategic Leadership Towards Sustainability,  
Blekinge Institute of Technology, Karlskrona, Sweden.

## **Abstract**

This research proposes a socially sustainable impact sourcing model (SSISM), pertinent to the field of socially responsible outsourcing and offers recommendations for integrating immigrants in Sweden by using this model. The model brings businesses, communities and people together to create benefits for all stakeholders in a sustainable way.

Sweden has a long history of accepting immigrants, yet, has a comparably low success rate of integrating non-Swedish people into society. If SSISM is applied in Sweden, there is a potential for businesses to save money, for challenges like the integration problem to be mitigated, and for communities to benefit from an increased tax base as well as building stronger, more diverse communities.

The universal model for SSISM was developed through the analysis of existing practices and the use of the Framework for Strategic Sustainable Development (FSSD), a sustainability planning tool. The research process included informal interviews with businesses, communities and government agencies, formal interviews with businesses, and a survey with immigrants. The interviews and survey helped maintain relevance to the Swedish context and identified potential obstacles and enablers for implementation. From the results, recommendations on how to best apply the model for integrating immigrants into Sweden were developed in the discussion.

## **Key Words:**

Immigration, impact sourcing, integration, low cost domestic outsourcing, social sustainability, strategic sustainable development

## **Statement of Contribution**

The “Impact Team” or Mötley Crew dynamic was lively and motivated to contribute to the field of impact sourcing. Everyone contributed to the design, conceptualisation, goals, data gathering, analysis, planning, discussion to consensus, and motivating the rest of the team on the days where individual energy fluctuated. Everyone read, analysed the documents, and contributed to the presentation. Of course, some took the lead for different sections.

Ahmad – Networking, arranging interviews and participants for the surveys, translations to and from Arabic, lead on glossary, project support and enforcer of break time.

Ahmad has contributed to the thesis with his openness, humour and generosity. Since Ahmad is an immigrant from Palestine, he supported us with first-hand information about the migration situation in Sweden. With his great networking skills, he enabled us to organize the informal interviews and recruit participants for the surveys as well as help facilitate the personal interactions. A congratulations is in order as he received his Swedish Citizenship two weeks before the completion of the thesis.

Fiona – Primary researcher, analyst and writer, referencer, and keeper of the details.

Fiona has contributed to the thesis with her motivation, criticality and focus. Her systematic way of thinking and direct communication helped in understanding the topic and creating the thesis. With her great sense of humour and her openness, she always contributed to a good group climate. Her quality of work was always excellent and her tasks on time. Further, thanks to her work force, this was crucial for our work. She continuously offered support to the group. Moreover, formatting and referencing is her artwork.

Rebecca – Methods, data gathering for the interviews and surveys, coder and maintainer of the devil’s advocacy.

Rebecca laid the foundation for our work by proposing the topic. She contributed to the thesis with her wisdom, experience and drive. Her way to think is different and challenged the thinking from different angles leading to constructive discussions. Rebecca kept a calm mind under pressure which changed the atmosphere in the room and eased the pressure. Her immigration background provided important background information supporting understanding of the topic and increased the motivation of the group to make a positive impact with writing the thesis. She dedicated massive amount of time in doing research, organising interviews, asking the right questions at interviews and conducting surveys.

Robert – Project management, methods, design, figures, tables and presentations, not to mention the almighty keeper of the time.

Robert stepped into the role of project management and exerted his skills of efficiency to all our benefit leading the way to a cleaner, more strategic approach to the work. He also maintained the integrity of the group in both good and challenging times and could be relied upon to keep the spirit of the group lively and positive. Furthermore, he contributed his design skills to the various figures, models and presentations.

We are grateful for having learned from each other and from this unique experience. We are grateful for the fun and for the challenges. Most importantly, we are grateful for the opportunity

to make a contribution to the field of impact sourcing. We feel confident that what is presented here is the best we could do with the time and resources we had and that it is a step in the right direction.



Ahmad Allouh



Fiona Walker



Rebecca Heather Wilcox Gwynne



Robert Maurer

Karlskrona, Sweden 24 May 2017

## Acknowledgements

We would first like to thank Merlina Missimer, our primary advisor and Program Director of MSLS at BTH University. Merlina gave us the opportunity to email her whenever we ran into a trouble spot or had a question about our work. She consistently gave us fast replies, concrete feedback, and also steered us in the right the direction. Without her, our work would not be at the level it is now. Hopefully she approves. We would also like to thank our secondary advisor, Pierre Johnson, who also gave us valuable input and cleared up some of the concerns we had in our writings. A special thanks goes to Daniel Svenson who brought us the thesis subject of “rural shoring to employ immigrants” which opened the path we followed for approximately four months.

Heartful thanks goes to Lubna Allo from Lycka Sverige AB and Fakhri Barzandeh from Nykterhetsrörelsens Bildningsverksamhet (NBV), who took a part in the beginning of the thesis work by sharing their expertise in the field and clarified points for us that led us to understand the situation more deeply and expanded the possibilities for our interview network. Other informal interviews, which were integral to our understanding of the Swedish context, included the representatives from Ericsson, Torsås Kommun, gungus AB, Arbetsförmedlingen, Integrationscentrum, Svenska Förinvelandere, and Business Networking International. We are very grateful for their input.

Many thanks goes to all the businesses who welcomed us to their organisations and spent their time giving us valuable insight and information. A warm thanks goes to all the immigrants who shared their precious time with us filling out the surveys so we could see their point of view. Everyone’s perspectives contributed to the SSISM.

To our cluster groups who presented other ways to approach the thesis process and our peer-review groups who gave us valuable feedback - thank you! And of course we thank all the MSLSers who gave a helping hand when needed and whose support came in many different ways. Your motivation and good spirits...and often...patience, contributed positively to our work.

### *Our personal thanks...*

Ahmad – All the thanks goes to my parents, Khaled Allow and Sahar Abu-Rashed, without them I wouldn’t be able to move any step in my life, as everything good happened in my life is because of them may god keep them healthy all the time. Big thanks goes also to my oldest brother, Ghassan, my godfather in Sweden. Heartful thanks goes to my sister Lubna as she helped steer us in the beginning of this thesis. Millions of thanks to my doctor brother, Mohammed, always watching from a distance and there if needed. And lastly, to my sister, Tasneem, who always has my back, covering for me if I went and got into trouble - all the time. Big kisses goes to all of my family members mentioned above. And Lastly for my Thesis group who made this journey enjoyable and fun. Love you all.

Fiona – First and foremost, a massive thank you to my fellow thesis teammates, the Motley Crew, for making the whole experience as fun and meaningful as possible and for being so supportive. I have loved working with you all! A special thanks goes to my awesome buddies at Karlskrona Muay Thai for supporting me through the odd stress induced mini meltdown by having a good chat, the occasional fika and, of course, a good sparring session or two. And,

finally, to Faith No More, the best rock band in the world ever, thank you for an astounding back catalogue of most excellent music, that kept me motivated and inspired every time I entered the writing zone. I literally could not have done this without you!

Rebecca – A big thanks to the MSLS community. The knowing encouragement of graduates, patience of the staff, my cohort's love and joy in passing as we stormed by in thesis clouds; all of it was appreciated and took the edge off. And to you my thesis mates, amazing job putting up with me. I appreciate your patience and acceptance of my intensity which allowed me to just focus on the work. This has been a great team experience. My biggest thanks goes to my husband, Gunnar Gustafsson (xo), who has supported every part of this endeavour from providing the foundation to go to school to loaning the car to my thesis mates to take me away on writing trips.

Robert – My biggest thanks goes to my family. Your support and love laid the foundation for my MSLS year in Sweden and enabled me to write this thesis. A massive thanks goes to my fellow thesis mates. You made our thesis journey to an awesome experience that I will always remember. Final thanks goes to all the beautiful people that I have met during the year. You listened when I needed to talk, you helped when I needed support and you celebrated when I needed to party.

## **Executive Summary**

The purpose of this research was to design a socially sustainable model of impact sourcing (SSISM) to address sustainability challenges such as immigrant integration and the depopulation of rural areas. This research identifies potential obstacles and enablers for implementation of SSISM for integrating immigrants in the Swedish context and makes recommendations on how best to apply the model.

### **Introduction**

The sustainability challenge which humanity faces today may involve the very survival of the human species. The way society works and operates needs to be changed in order to ensure survival. This requires a transition away from unsustainable practices which damage the socio-ecological system. The Strategic Sustainable Development (SSD) approach supports planners to understand the overall complexity of systems perspectives, to work with the adaptive capacities of society, and to provide guidelines to move towards a sustainable society.

Climate change is one symptom of the sustainability challenge and the literature shows that the consequences of climate change have already contributed to the stressful factors leading to the Syrian war in 2011, such as farmers displaced by drought moving to the cities, which exacerbated the social issues in the cities. Moreover, it is expected that in the long-term, climate change will affect more individuals, which will lead to more people leaving their homes in order to find sanctuary in other countries. This movement will add increased pressure on the infrastructure and social systems of the receiving countries.

Sweden is one of the main countries where refugees are seeking sanctuary. Although Sweden has a long history of accepting immigrants, it has a low success rate for integrating non-Swedish people into society. Some of the factors affecting integration in Sweden include culture, housing, family reunification, citizenship, lack of cooperation between government and department programmes and a lengthy asylum process.

In addition, the rural regions in Sweden have not benefited from Sweden's increasing population growth trend, but have actually experienced negative net population growth. Rural municipalities experiencing depopulation face a bleak future. As this urbanisation trend continues, this will cause further challenges to the system.

To address these challenges this research asked the question: *what recommendations can be made for how socially sustainable impact sourcing could be best applied for integrating immigrants in the Swedish context?* The SSISM was developed to be applied in any context. However, this business model can be utilized to help address the specific challenges regarding integration in Sweden today. The application of the model needs to be done in a sustainable way to avoid causing further challenges for the planet or society through its use. In addition, the research identified potential obstacles and enablers, and makes recommendations that can be made for implementing the model for integrating immigrants into the Swedish context.

### **Methodology**

The SSISM was developed by reviewing the existing literature about current practices of impact sourcing and other similar concepts. Two frameworks were used to map and analyse the

information. First, the information was structured using the 5 Level Framework (5LF) which is a generic framework for planning in complex systems and consists of five levels: Systems, Success, Strategic, Actions and Tools, through which a picture of how impact sourcing is currently applied in the field was created. Second, the sustainability of the current picture of impact sourcing was assessed through the lens of the Framework for Strategic Sustainable Development (FSSD) by conducting a gap analysis to identify social sustainability aspects that are currently incorporated in the model as well as aspects that are missing. The FSSD is a rigorous framework that uses the structure of the 5LF and incorporates Strategic Sustainable Development (SSD). It supports planners to gain a systems perspective, provides scientifically derived boundary conditions (eight sustainability principles), provides strategic guidance for sustainable development, helps develop actions to move towards success, and helps to create and classify tools to support the actions. Finally, the measures to address the identified social sustainability gaps were incorporated in the impact sourcing model and the SSISM was created.

After designing the SSISM, the potential obstacles and enablers for implementing this model into the Swedish context were assessed. First, interviews with business representatives were conducted in order to identify potential obstacles and enablers from a business perspective to implement the model in the Swedish context. In parallel to the interviews, surveys with immigrants were conducted to identify potential obstacles and enablers from the immigrants' perspective. Together this helped develop the recommendations pertaining to applying the model in Sweden.

## **Results**

*The SSISM was designed to apply impact sourcing in a sustainable way and in any context.*

*Systems Level:* The planner must understand the wider system of society within the biosphere and scope down to the necessary sub-systems relevant to the impact sourcing venture. An intersystems perspective identifies and analyses the interconnections and relationships between the systems. The subsystems include community, government, businesses and organisations and others that are relevant to the venture. An analysis of adaptive capacity as applied to the systems is also important to assess social sustainability.

*Success Level:* Success includes the creation of a common vision between the stakeholders which addresses their description of a goal(s) that speaks to their vision of success. In the SSISM, sustainability is the key aspect determining success. Therefore, sustainability is defined as staying within the boundaries of eight sustainability principles (SPs) as defined by the Framework for Strategic Sustainable Development (FSSD). Further, specific criteria for success were created to address each of the social sustainability principles in the context of impact sourcing.

- SP4 The governing bodies and businesses take into consideration the protection and support of the people, including physical, mental, emotional health, and welfare. The maintenance of access to health in all these categories is protected for all within the parameters of the project.
- SP5 Opportunities are provided to participate in influencing the systems in which the stakeholders are involved and structural obstacles to participation removed. The visioning process and creation of the project itself is defined by the stakeholders.
- SP6 Opportunities to learn and develop skills and competencies necessary for the

- project are provided without hindering the individual or collective development.
- SP7 All stakeholders are treated equally and not subject to discrimination in any shape or form, thus observing the principle of no structural obstacles blocking impartiality.
- SP8 All stakeholders have the freedom to create individual and collective meaning, including creation of the vision, which they define themselves and are not blocked in achieving.

*Strategic Level:* The strategic level starts with backcasting from the vision of success for impact sourcing. Several guidelines for choosing actions in key areas are suggested, while keeping in mind that each guideline needs to be assessed according to the specific context. The identified key areas are creating the vision, common meaning and trust; choosing strategy; selecting location; recruitment and staffing; and additional support for the project.

In addition, three questions were identified in order to prioritise specific actions:

1. Does this action lead in the right direction towards the vision and sustainability as applied to impact sourcing?
2. Does this action provide a flexible platform, or stepping stone, to future actions?
3. Is this action likely to create sufficient social and financial return on investment to carry the venture into the future?

*Actions Level:* The SSISM suggests a variety of specific and concrete actions for moving towards success. Actions universal to all impact sourcing ventures were identified. In addition, some actions are developed specifically to each impact sourcing venture.

*Tools Level:* Some tools are identified to support the achievement of success, including systems, strategic and capacity tools. Additional tools are identified and utilised according to each context of the impact sourcing venture.

*The following are the combined results from the formal interviews and surveys contributing to the potential obstacles and enablers from stakeholder points of view.*

### *Business*

Potential obstacles include negative perceptions of immigrants, lack of respect for the Swedish culture, small communities are not as attractive as cities, government entrenchment, better infrastructure needed, not enough support for improving Swedish language competencies, Swedish salary requirements and union regulations, lack of skilled employees, insufficient amenities, and lack of buy in and short term thinking. Potential enablers include a welcoming community, value of cross-cultural exposure, government support, wide variety of amenities, strong co-created community vision by stakeholders, lower costs, language competence and cultural acclimatisation, ambition, right skills, and meaningful professional development.

### *Immigrant surveys*

Potential obstacles to moving to a rural area for immigrants include preference for employment in existing occupation, Swedish language, finding housing, Swedish culture, and lack of suitable amenities in rural areas. The potential enablers for immigrant in regards to moving to a rural area include the willingness to learn a new occupation, availability of amenities, willingness to move to rural location if there was a job, and appealing factors, such as nature, healthcare and good schools.

## Discussion

The discussion brings the results of the two research sub-questions together to answer the overarching research question, “*What recommendations can be made for how socially sustainable impact sourcing could be best applied for integrating immigrants in the Swedish context?*”

There are a number of recommendations falling under the scope of the Swedish government which are intended to address factors relating to the nature of the systems in which an organisation implementing SSIM operates in Sweden. These recommendations cover the following:

- i. The introduction of educational programs to address discrimination against immigrants and change cultural perceptions.*
- ii. The introduction of new forms of government support for businesses.*
- iii. Involve unions in developing systems for helping immigrants join the labour market.*

There were also recommendations which fall within the scope of the individual organisations to implement as part of the SSIS venture:

- i. Provide opportunities for immigrants to co-create the community and participate in the decision making process.*
- ii. Provide professional development opportunities that are relevant and meaningful for immigrants.*

Finally, there were general recommendations, such as including the environmental aspect of the FSSD with the development of the venture to include all aspects of sustainability.

## Conclusion

In the light of the sustainability challenge, factors such as increasing demand of resources, while the supply of resources is decreasing will cause further challenges for the world and society. Therefore, forced migration is likely to continue, adding further pressure on the receiving countries. To maintain wellbeing of society on a global scale, humanity has to find a way to address these challenges while not creating new problems. SSISM was created as response to the integration challenge which Sweden has to face today, addressing both the depopulation of rural areas and the integration of immigrants.

Based on the research findings, recommendations for how to implement the SSISM specifically into the Swedish context are summarised in the discussion for the Swedish government, businesses and organisations, and general recommendations. For governments, businesses and organisations wishing to implement SSISM, the structure of the model provides guidance in a structured manner for how to do so, starting at the Systems Level and progressing through Success, Strategic, Actions and Tools Levels.

Additionally, SSISM provides a systems perspective and clear principles and guidelines for applying impact sourcing in a socially sustainable way. Successful application of the model requires the specific circumstances of each venture to be considered. The Socially Sustainable Impact Sourcing Model (SSISM) created as a generic model can be applied universally in almost any location. While further studies are necessary for robust results, the model and recommendations take a systems perspective to address impact sourcing in a sustainable way which should allow for a flexible platform for future actions.

## Glossary

**Arbetsförmedlingen:** Known as the Swedish Public Employment Service in English. It provides employment services to jobseekers and employers and is also responsible for the introduction of newly arrived immigrants to the labour market.

**Backcasting:** A strategic planning method beginning with defining a vision, then assessing the current situation in order to plan strategic actions leading towards the envisioned future.

**Business Networking International:** An international business networking and referral organisation. Members meet regularly to discuss business and support each other's businesses.

**Climate Change:** A change of the prevailing weather conditions averaged over a series of years which is attributed directly or indirectly to human activity that alters the compositions of the global atmosphere.

**Domestic outsourcing:** A strategy used by businesses to transfer some of the operations of the work to another organisation that is specifically within the same the country.

**Establishment Program:** Known as Etableringsersättning in Swedish. A government program that is mandatory for all refugees aged between 20-65 once they have gained legal residency in Sweden. The program aims to aid the integration process by providing Swedish language and cultural lessons in addition to activities in support of finding employment.

**Five Level Framework for Planning in Complex Systems (5LF):** A conceptual framework that aids in analysis, decision-making, and planning in complex systems. It consists of five distinct, interrelated levels - Systems, Success, Strategic, Actions, and Tools.

**Forced Migration:** The displacement or involuntary movement across national borders or within a single country as a result of environmental disasters, conflict, famine or large-scale development.

**Framework for Strategic Sustainable Development (FSSD):** The application of the Five Level Framework for Planning Complex Systems to a planning endeavour with sustainability as the desired outcome.

**Immigrant:** An individual who moves to another country usually for a long term residence.

**Impact sourcing:** A socially responsible outsourcing business model which usually targets marginalised communities or marginalised groups of people for development.

**Integration:** The process in which an immigrant becomes a part of the host society through basic language skills, validation and recognition, demonstrated through equal work wages, non-discrimination and transition into work, by which the immigrant gains acceptance by that society and reaches a level of functionality necessary for operating in the host social structure.

**Integrationscentrum:** Also known as the Integration Centre in English. An organisation provided through the municipality that collaborates with other administrations and companies

within the municipality, organisations, authorities and associations to facilitate the integration of newly arrived immigrants into Swedish society.

**Intersystem Analysis:** A method of inquiry defining the relationships between subsystems within the overall system, which is useful in identifying areas to be addressed by sustainability measures.

**Migrant:** A person that relocates to another place in order to find work or better living conditions.

**Migration:** The act of relocating of a person to another place in order to find work or better living conditions.

**Ministry of Employment:** Known as Arbetsmarknadsdepartementet in Swedish. The government ministry responsible for labour market policy.

**Nearshoring:** A concept where a business moves its work to another country in close proximity.

**Offshoring:** Outsourcing business functions to another country to reduce cost.

**Organisation for Economic Cooperation and Development:** Commonly known as the OECD. An organisation through which governments of member countries promote policies for improving the economic and social well-being of people around the world.

**Outsourcing:** A strategy used by businesses to transfer some of the operations of the work to another organisation instead of completing it internally in order to save costs.

**Refugee:** A legal term describing a person who has been forced to move from his or her country due to persecution, war or violence. They are protected by international law and must not be expelled or returned to situations where their lives or freedom may be at risk.

**Rural:** Relating to the countryside rather than a town.

**Rural Area:** Describes a town, city or region that has a lower population in relation to major cities and typically has features and characteristics of the countryside. In regards to impact sourcing, the location size is relatively smaller to the outsourcing business' current location.

**Rural Development:** A concept that focuses on the improvement of the quality of life of people in rural area.

**Rural Shoring:** outsourcing in the same country to a rural location, usually to lower costs, which often benefits the local economy.

**Socio-Ecological System:** The combined system that is made up of the biosphere, human society, and their complex interactions.

**Strategic Sustainable Development:** A way of planning towards sustainability in a rigorous, meaningful and systematic manner.

**Sustainability Principles:** The eight basic principles defining the boundary conditions for a sustainable society within the biosphere, as defined by the Framework for Strategic Sustainable Development.

**Svenska För Invandrare:** Also known as Swedish For Immigrants in English, or SFI. A program of free Swedish language courses for immigrants to Sweden.

**Swedish Council for Higher Education:** Known as Universitets- och Högskolerådet in Swedish. The government agency responsible for the evaluation and recognition of foreign qualifications.

**Swedish For Immigrants:** Also known as SFI, or Svenska För Invandrare in Swedish. A program of free Swedish language courses for immigrants in Sweden.

**Swedish Migration Board:** Also known as the Swedish Migration Agency, or Migrationsverket in Swedish. The government agency responsible for the evaluation of and decisions on applications for those seeking temporary residency, permanent residency, citizenship, or seek protection from persecution in Sweden e.g. refugees and asylum seekers.

**Swedish Public Employment Service:** Known as Arbetsförmedlingen in Swedish. It provides employment services to jobseekers and employers and is also responsible for the introduction of newly arrived immigrants to the labour market.

**Swedish Social Security Agency:** Known as Försäkringskassan in Swedish. A government agency that administers the areas of social insurance relating to the provision of financial security including introduction benefits for newly arrived immigrants who have an introduction plan/establishment plan.

**System:** A set of interconnect parts working together as a mechanism or interconnecting network as a complex whole.

**Urbanisation:** The increase of population of people living in cities.

**United Nations High Commissioner for Refugees:** Also known as the United Nations Refugee Agency or the UNHCR. A global UN program whose mandate is to protect and support refugees, forcibly displaced communities and stateless people.

## **List of Abbreviations**

5LF	Five Level Framework
EU	European Union
FSSD	Framework for Strategic Sustainable Development
IS-5LF	Impact Sourcing Five Level Framework Model
IT	Information Technology
OECD	Organisation for Economic Cooperation and Development
RQ	Research Question
SFI	Swedish For Immigrants
SIS	Sustainable Impact Sourcing
SSISM	Socially Sustainable Impact Sourcing Model
SMB	Swedish Migration Board
SP	Sustainability Principle
SPES	Swedish Public Employment Service
SSD	Strategic Sustainable Development
SQ	Sub-Question
UNHCR	United Nations High Commissioner for Refugees

# **Table of Contents**

Abstract .....	i
Statement of Contribution .....	ii
Acknowledgements .....	iv
Executive Summary .....	vi
Glossary.....	x
List of Abbreviations.....	xiii
List of Figures and Tables.....	xvi
1. Introduction .....	1
1.1 The Sustainability Challenge.....	1
1.1.1 Example: Syria.....	2
1.2 The Situation in Sweden.....	3
1.2.1 Migration to Sweden.....	3
1.2.2 The Integration of Immigrants in Sweden .....	3
1.2.3 Internal Migration Within Sweden .....	6
1.3 Addressing the Challenges in Sweden .....	8
1.3.1 Impact Sourcing as a Potential Solution .....	8
1.4 Sustainability and Strategic Sustainable Development (SSD).....	9
1.4.1 The Framework for Strategic Sustainable Development (FSSD) .....	11
1.5 Purpose .....	12
1.5.1 Research Questions .....	12
1.6 Scope and Limitations .....	12
2. Methodology .....	14
2.1 Research Design .....	14
2.2 Methods Overview .....	15
2.2.1 Research Question .....	15
2.2.2 Research Sub-question 1 .....	15
2.2.3 Research Sub-question 2 .....	16
2.2.4 Quality .....	18
2.3 Ethical Considerations.....	18
3. Results .....	20
3.1 Sub-question 1 Results .....	20
3.1.1 Impact Sourcing Analysis Using the Five Level Framework (IS-5LF) .....	20
3.1.2 Impact Sourcing: IS-5LF and FSSD Gap Analysis.....	25
3.1.3 Socially Sustainable Impact Sourcing Model .....	27

3.2 Sub-question 2 Results .....	31
3.2.1 Interview Results: Potential Obstacles and Enablers for Businesses .....	31
3.2.2 Immigrant Survey Results: Potential Obstacles and Enablers for Immigrants ...	35
4. Discussion .....	38
4.1 Validity Discussion .....	39
4.2 Relevance of the SSISM to Sweden .....	40
4.2.1 Recommendations for the Swedish Government .....	42
4.2.2 Recommendations for Businesses and Organisations .....	43
4.2.3 General Recommendations.....	44
4.3 Future research .....	44
5. Conclusion.....	46
References .....	47
Appendices .....	54
Appendix A - IS-5LF/SSISM Tools.....	54
Appendix B - Interview Questions for the Business Owners.....	57
Appendix C - Results from Business Owner Interviews.....	58
Appendix D - Immigrant Survey .....	62
Appendix E - Results for Migrant Survey Data .....	66

## **List of Figures and Tables**

Figure 2.1	Research Design .....	14
Table 4.1	SSISM Summary .....	37
Table 4.2	Summary of Potential Obstacles and Enablers for Businesses and Immigrants .....	38

# 1. Introduction

## 1.1 The Sustainability Challenge

The challenges faced in the world today speak to dramatic conflicts, whether it is the complex circuits of cause and effect of climate change feedback loops (Steffen et al. 2004) or shifting political themes. The relationship between the cause and effect of a problem can get lost due to the distance between the two (Kelley et al. 2015). One such challenge is the increase of the human population which goes hand in hand with the degradation of the ecological system. The increasing population will need more resources to satisfy their needs and avoid scarcity. To achieve this, more space from the ecological systems is needed, leading to the production of more resources, such as food, which leads to a further increase of the population (Whiteley 1995; Hopfenberg and Pimentel 2001), thus exemplifying a positive feedback loop. The steadily increasing demand for and the rapidly decreasing supply of natural resources which increase pressure on nature and society's stability is known as the sustainability challenge, a problem humanity must face to ensure its survival on earth into the unforeseeable future (Broman and Rob rt 2017).

Another simple, but not always clearly understood, feedback mechanism that controls the equilibrium between the subsystems involving climate change involves the relationship between greenhouse gases and weather (Steffen et al. 2004, 4). This is an example of interconnected systems within the sustainability challenge. This natural relationship between the system and subsystems, and therefore the equilibrium, has changed dramatically in the last 100 years. This phenomenon is called "climate change" (Steffen et al. 2004; IPCC 2014). According to the United Nations Framework Convention on Climate Change, climate change is defined as a change of climate which is attributed directly or indirectly to human activity that alters the compositions of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods (United Nations 1992).

Furthermore, these subsystems have a relationship which feeds into the sustainability challenge. The biggest driver of global climate change is the rapid increase of the human population and their activities (Hopfenberg and Pimentel 2001; IPCC 2014). Activities such as deforestation and greenhouse gas (GHG) emissions has led to high concentrations of carbon dioxide, nitrous oxide and methane within the atmosphere (IPCC 2014). This impact on the earth has caused changes in the natural feedback systems. These changes are already happening and consequences such as global warming, rising sea levels, shrinking biodiversity, ocean acidification and droughts have become a reality (Steffen et al. 2004; IPCC 2014). Not only does climate change have an impact on the environment; it also effects human activities which rely on particular climate conditions, particularly climate sensitive activities such as farming (Verner et al. 2013). In fact, climate change is impacted by population size, economic activity, lifestyle, energy use, land use patterns, technology and climate policy (IPCC 2014). As human activities increase, the positive feedback loop of increasing changes in the weather increase (Ibid). With population growth and changing climate the prediction for the 21st century is that there will be scarcity of water and food with increasing pressures on human health and security, not to mention the added pressures on urban centres; all of which impacts all life (Ibid).

The increasing pressure on resources means that social problems such as starvation, xenophobia or discrimination will more likely result in conflicts or wars (Zhang et al. 2007; Roser and Ortiz-Ospina 2013). These problems will force the affected individuals to leave their homes and

migrate to economically strong areas. Society becomes much more vulnerable because of high and long-term temperature changes (Zveryaev 2000; Zhang et al. 2007). This is likely to occur with increasing frequency as the problem is aggravated by how society is influencing the ecological system of the Earth (Zhang et al. 2007). Even measures intended to preserve resources can interrupt natural flows in the Earth's systems and create new challenges (IPCC 2017). The challenges driven and affected by climate change are an intricate ebb and flow of feedback loops of intersystems which is all part of the sustainability challenge. As the Intergovernmental Panel on Climate Change (IPCC) states regarding the challenges faced in the world today, "climate change can indirectly increase risks of violent conflict by amplifying well-documented drivers of these conflicts, such as poverty and economic shocks" (IPCC 2017, 73).

### 1.1.1 Example: Syria

One example of distant cause and effect factors can be seen in the forced migration from Syria; climate change did not cause the civil war, but enhanced other stress factors until the tipping point was reached and the civil war began (Kelley et al. 2015). Since March 2011, a peaceful protest in Syria mutated into a militarised confrontation that started between the Assad regime and the opposing Free Syrian Army (FSA), which has grown into a convoluted situation with multiple parties with indistinct boundaries (Lucas 2016). As a consequence of this civil war at least 300,000 Syrians have been killed and approximately 12 million people were forced to leave their homes (Ibid).

Between 2007 and 2010 Syria experienced the most severe multilayer drought ever recorded in the Fertile Crescent (Trigo, Gouveia, and Barriopedro 2010; Kelley et al. 2015), leading to several cascade effects such as water scarcity and near zero agricultural production (Kelley et al. 2015). As a result, farmers in the rural areas were forced to move to the big cities (Ibid). Additionally, Syria was forced to import huge amounts of wheat and rice, increasing prices for these resources enormously, resulting in increasing poverty and frustration (Massoud 2010). Moreover, due to the Iraq war between 2003 and 2011, a substantial number of refugees found sanctuary in Syria and approximately one million Iraqi refugees still remained in the urban areas (Wilkes 2010). Therefore, the mass migration of rural farmers to the urban areas caused even more tension within the society and these rapidly growing urban areas were marked by poor infrastructure, crime, unemployment, illegal settlements and overcrowding (Massoud 2010). As stated, climate change did not cause the civil war, but contributed to stressful conditions (Kelley et al. 2015), causing many to flee their homes and seek refuge in other countries, particularly across the European union, including Sweden (OECD 2014).

In the long term, the Syrian crisis will not be an individual case as climate change will most likely continue to affect millions of people and force them to leave their homes, seeking sanctuary in other countries (Biermann and Boas 2010). For example in 2015, the European Union, Norway and Switzerland collectively received 1.3 million forced migrants and have faced increased pressure on their infrastructure and social systems as well as the subsequent challenges that such a situation brings (Connor 2016).

## 1.2 The Situation in Sweden

### 1.2.1 Migration to Sweden

Sweden had been taking the highest numbers of refugees per capita in the EU until 2014 (OECD 2014). Since then, Hungary has taken the lead in 2015 (BBC 2016). Already in 2013, 16% of the population in Sweden was foreign born with another 5% born to foreign parents (OECD 2014, 4). That number has increased in the past two years, rising to 17.9% of the population being foreign born by 2016 (Statistics Sweden 2016a).

Although Sweden has a long history of accepting immigrants, the country has a low success rate of integrating non-Swedish people into society (Wiesbrock 2001; UNHCR 2013; Aldén 2014; Andersson 2014; OECD 2014; Riniolo 2016). A multi-stakeholder discussion led by the Organization for Economic Cooperation and Development (OECD) with Swedish leaders from across a multitude of sectors identified a range of issues around integration in Sweden and potential solutions to those issues (OECD 2014). The discussion was prompted by the observation that even though Sweden has the most progressive policies for integration in comparison to other EU countries, Sweden contrarily has the worst integration as primarily measured by job acquisition and economic standing of immigrants (Ibid; OECD 2015). Regardless, Sweden is in a good position to accept more refugees and other arrivals; however, there needs to be new programs which can be flexible in the current fast pace of change (Riniolo 2016, 20).

### 1.2.2 The Integration of Immigrants in Sweden

The United Nations High Commissioner of Refugees (UNHCR) defines integration as “the results of the adaptation of persons of foreign origin into their new home society and the acceptance by that society of the foreigner” (UNHCR 2009, 24), and the goal of Swedish integration policy is “equal rights, obligations and opportunities for all, regardless of ethnic or cultural background” (Regeringskansliet 2009, 1). The introduction of a new law, The Establishment Reform of December 2010, shifted the focus of integration policy in Sweden to having a greater focus on the labour market (UNHCR 2013; OECD 2014) and on refugees in particular (UNHCR 2013).

With labour market integration being at the core of current integration policy in Sweden (UNHCR 2013; OECD 2014; OECD 2015), it is understood amongst agencies that are working with the integration of immigrants, that integration has been achieved when an immigrant is successful in obtaining employment (Arbetsförmedlingen 2017; Integrationscentrum 2017). The resulting financial stability enables greater possibilities for integration in other areas such as housing and social acceptance as outlined below. Despite many factors aiding and enabling the integration of immigrants in Sweden, there are also a number of challenges that the country is facing as discussed below.

#### *The Asylum Process*

One of the goals of Swedish Integration Policy is to have an effective system for the reception and introduction for the new arrivals with a labour market perspective, from their first day in Sweden (Regeringskansliet 2009; UNHCR 2013); however, the reality is often different. For immigrants who arrive as refugees, the asylum process itself is lengthy and whilst waiting for

a decision on their status, the refugees have no legal rights and are unable to work, study, or gain access to non-emergency medical care (UNHCR 2013). A dramatic increase in the number of refugees arriving in Sweden in 2015, and subsequently the number of asylum applications (Migrationsverket 2017), put added pressure on the system. This caused increasing delays in the process, now taking up to two years before a refugee gains legal residency and can begin the integration program (Arbetsförmedlingen 2017; Integrationscentrum 2017). The waiting period represents lost time that could have been spent working or studying (Ibid; UNHCR 2013). In cases where there has been a quick decision regarding asylum and residency status, it has been found to aid integration (UNHCR 2013).

There are also shortcomings in the processes for the assessment, validation and recognition of the qualifications, skills and experience that refugees have (Ibid, OECD 2014). The resulting situation is that many refugees, an estimated 30% of those who are highly educated (OECD 2014), are employed below their education or experience level, or spend additional years in the education system retaking courses and qualifications (Ibid; UNHCR 2013). The longer a highly skilled refugee works in an unskilled sector, the more difficult it is for them to return to their previous profession (UNHCR 2013). It is considered impossible to do so after 6 years (Ibid). This is further exacerbated by the difficulties faced by refugees who have lost their documentation of their previous education and experience as there is limited expertise in the Swedish Employment Service for assessing refugees' backgrounds (Ibid).

#### *Government Departments and Programs*

The Ministry of Employment holds the responsibility for integration policy in Sweden and the Swedish Public Employment Service (SPES), or Arbetsförmedlingen in Swedish, holds responsibility for managing the integration activities for refugees (Regeringskansliet 2009; UNHCR 2013; OECD 2014). Additionally, responsibility for integration is mainstreamed through all government bodies nationally, regionally and locally, with municipalities holding responsibility at a local level for activities relating to housing, education, social work, income support and other important functions (UNHCR 2013). There are a number of other key actors in the process including the Swedish Social Insurance Agency, the Swedish Migration Board (SMB), the Swedish Council for Higher Education, Swedish for Immigrants (SFI) amongst others (Ibid). Poor coordination between these key actors has been identified as a factor affecting the integration process negatively (UNHCR 2013; OECD 2014; Arbetsförmedlingen 2017; Integrationscentrum 2017).

The Swedish government has introduced measures to aid the integration of immigrants. One such measure is the Establishment Program, which is mandatory for all refugees aged between 20-65 once they have gained their legal residency status, and creates an individual establishment plan and provides financial support (UNHCR 2013). The program, which relies on collaboration between various government agencies aims to enable refugees to successfully integrate and find employment (UNHCR 2013; OECD 2014). The program includes a civic orientation course to give an understanding of Swedish society, which is available in the refugee's native language, Swedish language lessons through SFI to gain basic competency, as well as educational and professional experiences, internships and support in finding a job (UNHCR 2013). As it is widely agreed that competency in the Swedish language is important for integration (Regeringskansliet 2009; UNHCR 2013; OECD 2014; OECD 2015), language courses are available through SFI for all immigrants, with some courses in Stockholm focusing on vocational profiles to enable immigrants in select professional contexts (UNHCR 2013). On a local level, some regions have introduced programs including sports and other activities

specifically with the purpose of driving social integration, such as the small town of Haparanda in Northern Sweden and Jämtland County (Ibid).

### *Citizenship*

Changes in citizenship law in recent decades has shortened the number of years of permanent residency required for foreign born residents to apply for naturalisation and Swedish citizenship (Bevelander and Pendakur 2012; UNHCR 2013). The required period has been shortened to two years for Nordic citizens, five years for non-Nordic citizens (Bevelander and Pendakur 2012), two years for refugees able to prove their identity with a passport, and eight years for refugees who are unable to prove their identity in this way (UNHCR 2013).

This aids integration as the longer an immigrant lives in Sweden, the greater the likelihood that their social and economic situation will become near the same as native Swedes (Envall 2012, 314-315). Gaining Swedish citizenship is considered an enabler to employment integration as it signals commitment to employers and reduces the transaction costs of hiring (Bevelander and Pendakur 2012). Although non-citizen residents are able to vote in municipal and county elections, gaining Swedish citizenship enables immigrants to vote in national elections, thus furthering their participation in the political process (UNHCR 2013). Immigrants who have gained citizenship are more likely to vote than those who have not gained citizenship (Ibid).

### *Cultural Integration*

Swedish people generally have a positive attitude towards immigration and cultural diversity, viewing themselves as anti-racist and anti-nationalist (Johansson Heinö 2009). Northern municipalities that are experiencing depopulation, in particular, view immigrants in a positive light as they help to maintain the population balance, although these municipalities also tend to have fewer employment opportunities (UNHCR 2013). However, the situation in these smaller municipalities has aided successful integration in other ways as housing is often easier to find and contact with native Swedes is more frequent compared to large cities (Ibid). The level of integration generally increases with networking with the dominant people group (Kóczán 2016).

Despite the generally positive attitude amongst Swedes towards immigrants, discrimination does occur and has a negative impact on integration (Ibid). According to a survey conducted by Mella and Palm (2012), one third of the Swedish population never interacts with non-European immigrants and 66% of respondents believed that there are groups of immigrants who fail to integrate into Swedish culture. Discrimination occurs in public institutions including health care services, social insurance and employment offices (Frykman 2006). Islamophobia also occurs and immigrants from Muslim countries or with Arabic sounding names are vulnerable to discrimination from employers (UNHCR 2013). Furthermore, immigrants, particularly refugees, are often assumed to be less skilled, regardless of their age or language competence, even when their skills are comparable to native Swedes (Peromingo 2014) and may be passed over for interviews (Knocke 2000).

### *Housing*

With the exception of resettled refugees, immigrants are able to choose where they live (UNHCR 2013). Economic integration can be enhanced by choosing to live in larger cities that have a large private sector and more employment opportunities, areas with a more traditional labour market, or those without a university (Ibid). Similarly, choosing to live in areas with large immigrant populations and networks, particularly from the same country, can aid economic integration through employment opportunities that may arise through the network

(Ibid). In addition to aiding economic integration, the acquisition of a job aids overall integration by providing the financial means to no longer be dependent upon income support and to meet the requirements for private landlords, enabling the potential of more choice of accommodation options (Ibid).

However, choosing to live in a larger city can also negatively affect the integration process as housing shortages are common, particularly of accommodation with more than three rooms, which would be necessary for families (Ibid). Refugees in particular with limited financial resources who must rent housing may have more difficulties because of the housing shortage and the inability to meet landlord's' requirements regarding employment (Ibid). This often results in overcrowded living conditions (Ibid). The resulting negative impact from the housing situation on the physical and mental health of the refugees affects their concentration and ability to learn Swedish as well as find employment or engage in a social life (Ibid). Similarly, refugees living in short term accommodations experience a negative impact on their integration due to moving often to find housing (Ibid). On the other hand refugees able to arrange their own housing through family or friends have better housing and economic integration over time (Ibid).

Whilst living in areas that have a large immigrant population provides an element of familiarity, immigrants have little or no contact with native Swedes and find it difficult to make Swedish friends and achieve social integration (Ibid). Additionally, living in areas with high numbers of refugees receiving income support negatively affects the possibilities of finding employment as it is not an ideal way to network and find out about jobs (Ibid).

Resettled refugees have no choice in where they live and are assigned accommodation before they arrive in Sweden, usually in municipalities that have higher than average unemployment rates (Ibid). This can further exacerbate the problems.

#### *Family Reunification*

For refugees, the ability to reunite with their family members is a key factor affecting their ability to integrate into Swedish life as most who are unable to reunite with their family members experience feelings of guilt, anxiety, loss and uncertainty (UNHCR 2013). This can affect their ability to begin the integration process, focus and concentrate on their Swedish language or other studies which in turn affects their ability to gain employment (Ibid).

Since 2010 the rules allowing family reunification have become stricter and applicants wishing to be reunited with family members in Sweden, who must have been granted permanent residence, are required to submit a valid passport or other national identity document (Ibid). For refugees from countries where they are afraid to visit local authorities, it is difficult to obtain these documents (Ibid). Additionally, minors without a legal custodian are unable to apply for family reunification, as are those with Swedish residency whose children are over the age of 18 years old (Ibid).

### **1.2.3 Internal Migration Within Sweden**

In addition to the challenges resulting from migration to Sweden, internal migration trends within Sweden are also creating challenges for Sweden. Its population of 9,981,799 people is growing steadily (Statistics Sweden 2016a), and is predicted to reach an estimated 11 million people by 2024 (Statistics Sweden 2016b). Despite the overall population growth, rural regions

in Sweden have actually experienced a negative net population growth trend (Boverket 2016, 26). In the period since the 1960s Northern Sweden, where the majority of rural areas are located, has experienced a depopulation of 25-50% (Formas Fokuserar 2008).

Rural municipalities that are experiencing depopulation face a bleak future. As the younger population migrates to urban and metropolitan areas for a more diverse lifestyle and employment opportunities, their “home” towns and municipalities are left with an ever-decreasing workforce (Amkoff 2008). Fewer residents of working age combined with an ageing population means that many rural municipalities are facing a reduced tax base from which to fund essential services, such as education, healthcare and social care (Ibid; Carlsson 2015), and thus struggle with a higher ratio of children and older persons who are dependent on an increasingly smaller population of working-age people (Amkoff 2008). Not only is it more difficult for the rural municipalities to build a thriving economy and community under these circumstances, but many risk “dying out” as it experiences a “brain drain” of skills and talents causing local businesses and industries close down. In fact, this has become a normal feature of everyday life in many municipalities in Sweden (Carlsson 2015).

The urban and metropolitan destinations that people are migrating to also experience many negative effects resulting from this trend. The growth in population of the urban areas puts further pressure on the infrastructure, particularly in regards to public transport, roads and housing (Glesbygdsverket 2007; Englén et al 2015). Life is becoming increasingly more complicated and congestion has become the norm, whether in relation to obtaining accommodation or road traffic around the cities; and yet, the cities are still attracting more domestic migrants (Englén et al. 2015). Large cities such as Stockholm, Göteborg and Malmö are renowned for their housing shortages, particularly housing that is financially accessible to the new arrivals. Stockholm, for example, whose migrants mainly originate from other municipalities such as Uppsala, Umeå, Örebro and Linköping, has been described as “growing by two SL (public transport) buses a day” (Englén et al. 2015, 8). Although internal migrants from rural areas tend to be young people under the age of 28, many internal migrants originating from other towns or cities also include refugees who were received elsewhere in Sweden and then move to Stockholm (or other large cities) as their final place of settlement (Englén et al 2015). The disparity between rural and urban areas in Sweden appears to be a key challenge that the government is facing.

Furthermore, the environmental impact of urbanisation trends has been documented. Cities depend on a constant input of materials and natural resources to feed their citizens and support the infrastructure (Rees 2001; Wackernagel et al. 2006), and the resource needs are long term (Wackernagel et al. 2006). As cities grow, so does their Ecological Footprint, a measure of environmental impact, as their dependence on the Earth’s resources, the waste they produce and their impact on surrounding natural areas also grow (Rees 2001, Wackernagel et al. 2006). One example is that building cities causes a lower density of plant life, which leads to changes in the weather as well as challenging resources necessary for humans (IPPC 2017). Urbanisation is considered to be a danger to natural habitats and a variety of species (Yli-Pelkonen and Niemelä 2005). If Sweden’s urbanisation trends continue, there will be increasing pressure on the socio-ecological system and an increasingly negative impact on the sustainability of society as a whole. Therefore, the need to address the depopulation of rural areas and ease the pressure on cities in Sweden will become more important over time.

## **1.3 Addressing the Challenges in Sweden**

The wave of forced migrants from Syria and the challenges faced by many countries is just one wave of more to come (Biermann and Boas 2010). Especially, if larger international policies such as The Paris Agreement in 2016 regarding climate change control fail, the consequences will be even bigger. Considering that the challenge of climate change and forced migration is likely to continue being an issue for the world (Kelley et al. 2015), creating sustainable methods of mutually beneficial integration of cultures learning to live and work together will likely be of increasing interest to policy makers and community builders. The migration challenges that Sweden currently faces, including urbanisation trends, could be addressed by programs aiming to address population imbalance and the integration of immigrants into the dominant culture (Wiesbrock 2001; Amkoff 2008; Formas Fokuserar 2008; UNHCR 2013; Aldén 2014; Andersson 2014; OECD 2014; Riniolo 2016; Carlsson 2015). The development of a model designed to integrate several populations, such as immigrants, towns suffering depopulation and innovative businesses could positively impact the rural areas of Sweden and Sweden as a whole by adding contributing members to the community, thus aiding the survival of rural areas in Sweden and contribute to the sustainable development of the country as well as balancing the effects of urbanisation.

### **1.3.1 Impact Sourcing as a Potential Solution**

One such model that could address the situation in Sweden is impact sourcing. Impact sourcing, also known as socially responsible outsourcing, is a model that has traditionally been used in the IT industry whereby organisations seek to employ marginalised or disadvantaged individuals or communities, typically targeting workers at the base of the pyramid in countries such as India (Sandeep and Ravishankar 2016). Impact sourcing as a business model could potentially be implemented for the purpose of rural development in Sweden to address key challenges such as the integration of immigrants and the depopulation of rural areas in Sweden. Additionally, a similar model under the name “rural shoring” has been used successfully in developed countries such as the USA, where organisations have located their operations in disadvantaged rural communities in their home country to decrease costs and bolster the local economy (Lester and Menefee 2014). Although streamlining operations and benefiting from reduced costs is a key driver for organisations in choosing to locate their operations in rural areas (in comparison to urban locations), impact sourcing as a model seeks to create a positive impact on and improve the chosen community (Sandeep and Ravishankar 2016). Impact sourcing could build a bridge between immigrants wishing to integrate into Swedish society and the labour market, assist organisations seeking new opportunities and lower costs, and support rural communities that urgently need economic development to grow and thrive again. To do impact sourcing in a sustainable way that does not add to the pressure on the ecological and social systems, it needs to be evaluated from a systems perspective and developed in a systematic way in order to analyse the intersystems for potential negative effects as well as leverage points for optimum success. Furthermore, a systematic approach ensures that a comprehensive and effective plan can be designed within the currently known parameters. The Strategic Sustainable Development approach offers one such method.

## 1.4 Sustainability and Strategic Sustainable Development (SSD)

One of the most well-known definitions of sustainable development was published in 1987 in the United Nations' "Report of the World Commission on Environment and Development: Our Common Future", commonly referred to as the Brundtland Report. The report defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (United Nations 1987). This definition is an example of the lack of clarity in the sustainability field. It does not provide concrete guidance on how to reach sustainability or include specific aspects of "meeting needs" such as trust and common meaning, as discussed (section 1.4.1). Nor does the Brundtland's definition include definitive standards for establishing sustainability or strategic guidelines and, as such, its suitability for addressing complex problems effectively is questionable. A suitable approach with definitive standards and strategic guidelines is needed to address complex challenges in order to work in a strategic way that will reach the intended goal of sustainability. Standards define contextual boundaries while the guidelines define the criteria in which decisions are made to effectively reach a goal. In this way the particular challenge being identified and analysed is understood within a holistic frame and then approached strategically with a systematic organisation for reaching the intended goal with a time specific, detailed plan.

The Strategic Sustainable Development (SSD) approach has the potential to address this challenge because it provides a clear scientific definition of sustainability including both the social and ecological aspects of sustainability (Broman and Rob ert 2017). The SSD approach supports organisations, or even whole societies, to build an effective strategic planning process enabling the transition towards sustainability by taking a whole-systems approach within complex adaptive systems (Broman and Rob ert 2017). This is important particularly when addressing complex social systems such as impact sourcing applications. The area of social sustainability is a new discipline and still developing which makes a principled approach as described in the core principles of the Framework for Strategic Sustainable Development (FSSD)(section 1.4.1)(Broman and Rob ert 2017). When looking at the complex adaptive characteristics of those systems and the principles related to social sustainability which create the boundaries as discussed in the SSD it is even more valuable to define basic societal needs (Missimer 2015).

At the core of the SSD approach is the FSSD, a strategic planning framework for addressing challenges in complex systems in a sustainable way (Broman and Rob ert 2017). The development of the FSSD is based on a 25 year continuous learning process between practitioners and scientists which utilised methods such as literature studies, logical reasoning and peer review in its development (Ibid). Furthermore, it has been successfully applied by several regions, municipalities and businesses (Ibid). The principle based boundary conditions from the FSSD provide a definition of success through eight sustainability principles (SPs) which is widely applicable and sufficient to guide the development towards sustainability which also helps address the shifting challenges of complex systems (Ibid). Not only do these eight principles create boundaries for minimum sustainability to be achieved in both ecological and social realms (Ibid), they are also phrased in such a way, "not subject to systematically increasing" (Rob ert et al. 2013) and "not subject to structural obstacles" (Missimer 2015), as to ensure the universal application of the standards for such activities as impact sourcing ventures, particularly within a larger system context.

The FSSD provides structural guidance through the Five Level Framework (5LF), a conceptual framework for planning in complex systems and supports decision-making, strategic planning and acting towards a specific definition of success (Broman and Robért 2017). The clear structure of the 5LF uses an intersystems perspective enabling an understanding of the interconnections between the systems, subsystems and various levels (Ibid):

- Systems Level:* Describes the overall system, its subsystems and functions that are relevant to the goal. Therefore, it includes all the information needed to understand the system, subsystems and interrelations between those (Ibid).
- Success Level:* Specifies the overall goal and necessary conditions to achieve it (Ibid).
- Strategic Level:* Contains the strategic guidelines used for prioritisation of actions and therefore for the decision making process. Moreover the guidelines are structured to prioritize actions which are most effective for achieving success (Ibid).
- Actions Level:* Includes the prioritized actions to be implemented to move towards achieving the overall goal (Ibid).
- Tools Level:* Includes tools and concepts supporting achievement of the goal (Ibid).

The FSSD provides a clear and principle based definition of sustainability that gives clear structure making it possible to select additional tools, concepts and frameworks for addressing specific criteria (Broman and Robért 2017). This enables planners to understand the interrelations between the various sub-systems that make up the whole system being assessed and their links to the sustainability challenge, ensuring that strategic planning is conducted with these interconnections in mind.

In contrast, the United Nations Global Compact (UNGC), a tool which might seem applicable to impact sourcing at first because it specifically addresses sustainability in relation to business, including social responsibility, was excluded from consideration. Despite its development after the Brundtland definition, in the year 2000, to further explain sustainability for implementation (Kell 2011, 329), it fails to meet the same level of criteria as the FSSD. It does not address specific understanding about the biosphere and its interconnection with society in the context of the sustainability challenge. The social principles of the UNGC are defined by specific challenges rather than actual principles defining boundary conditions. Furthermore, as the guidance for prioritising is weak, it makes acting in a strategic way difficult.

In regards to the application of socially sustainable impact sourcing in Sweden, the complex nature of the problem associated with forced migration and the complex societal challenges in Sweden demands a clear, principled and strategic tool to analyse the components necessary in designing a model intended for integrating immigrants in Sweden. The holistic, comprehensive and systematic approach of the SSD has the capacity to place the challenges regarding Sweden within the global context, analyse the various internal intersystems involved and help establish a plan toward sustainability while maintain clarity for planning throughout the process. Considering that social sustainability is at the crux of the integration challenge in Sweden, the SSD approach is especially relevant to sustainable impact sourcing in Sweden. Thus the SSD

and its framework was used throughout this research process as a structural guideline and analytical tool.

#### 1.4.1 The Framework for Strategic Sustainable Development (FSSD)

The FSSD as a conceptual framework enables complex issues to be systematically structured and categorised in a way that aids understanding and leads towards sustainability (Broman and Robért 2017). The following reflects the application of the FSSD to the thesis.

##### *Systems Level*

The FSSD facilitates in-depth analysis and understanding of the socio-ecological system in which society is positioned and planning for sustainability (Ibid). It enables a systems perspective, including the ecological and social aspects of sustainability. From the social sustainability perspective, society and all its systems and interconnections are seen as complex adaptive systems with five essential elements that are necessary to remain adaptive according to Missimer et al. (2017):

Diversity:	Ensures the variety of responses and ideas which increases the chances to find appropriate solutions for problems. Therefore it increases the resilience of the system.
Trust:	Is the agent that keeps the single parts of the system together. Therefore, it can be seen as the quality of connections within the system and indicator of how the system maintains integrity when facing complex issues.
Capacity for learning:	Allows the system to develop mechanisms to prototype different responses to a continuously changing environment. Systemic learning is just as important as individual learning.
Capacity for self-organisation:	Is a spontaneous process in which all parts of the system interact with each other to perform adaptations to change.
Common Meaning:	Is basic to the expression of humans as a meaning-making species. Human systems create meaning by default, both as social systems and individuals. They need a clear purpose in order to thrive and exist (Missimer et al. 2017a, Missimer et al. 2017b).

##### *Success Level*

FSSD defines a vision of success that is framed by eight sustainability principles (SPs). These eight principles create boundaries for minimum sustainability to be achieved in both ecological and social realms (Ibid).

The SPs state that:

“In a sustainable society, nature is not subject to systematically increasing....

1. ...concentrations of substances extracted from the Earth’s crust;
2. ...concentrations of substances produced by society;
3. ...degradation by physical means;

And, in that society, people are not subject to structural obstacles to...

4. ...health;
5. ...influence;
6. ...competence;
7. ...impartiality;
8. ...meaning-making.” (Robért et al. 2015, 40)

#### *Strategic Level*

The FSSD utilizes backcasting from success as the approach to create strategies (Ibid). Moreover, it includes three basic prioritisation questions to prioritise actions: Does this action lead in the right direction? Does this action provide a flexible platform? Does this action provide sufficient return on investment (Broman and Robért 2017)?

#### *Actions Level*

Creates concrete, definable and measurable actions which lead towards sustainability and align with the strategic guidelines (Ibid).

#### *Tools Level*

Selected concepts, models and tools which can be utilised for applying the FSSD and supporting the means through which success is achieved (Ibid).

## **1.5 Purpose**

The purpose of this research is to design a socially sustainable impact sourcing model for integrating immigrants in the Swedish context. The final outcome brings different stakeholders; businesses, communities and people together in order to create positive growth. Policy makers and businesses in Sweden could potentially utilise this model to address the integration of immigrants whilst simultaneously addressing the needs of rural areas in need of development.

### **1.5.1 Research Questions**

The research questions guiding this thesis are:

Research Question: *What recommendations can be made for how socially sustainable impact sourcing could be best applied for integrating immigrants in the Swedish context?*

Sub-question 1: *What might a socially sustainable impact sourcing model look like?*

Sub-question 2: *What are the potential obstacles and enablers for businesses and immigrants to implementing a socially sustainable impact sourcing model in Sweden?*

## **1.6 Scope and Limitations**

The scope of this research for the creation of the Social Sustainable Impact Sourcing Model (SSISM) was the social aspects of sustainability as defined by the Framework for Strategic Sustainable Development (FSSD). The ecological aspect of sustainability were excluded from

the research, but should be considered when applying the model. Due to the intention for the specific application of the model to be directed at Sweden, an emphasis on incorporating research based in Sweden was stressed. This particularly was applied in the scoping of the definitions of “immigrant”, “integration” and the Swedish social context. In addition, the research also focused on the development of rural areas, therefore it does not address challenges with regards to urbanisation.

The recommendations on how to best apply the model are primarily designed for two groups of stakeholders; businesses and government. Due to the limited amount of time, the researchers focused only on immigrants as the potential employees in the design of the SSISM and not native Swedes.

## 2. Methodology

The research design is inspired by a type of action research called “engaged scholarship”. This approach involves stakeholder participation as a collaborative approach to guide the process (Coghlan and Brydon-Miller 2014) which was used throughout the research engagement through informal interviews and maintaining contact as necessary with sources when questions arose. This involved designing the methods to integrate stakeholder perspectives (Ibid). Engaged scholarship principles include focusing on a specific real-world problem, engaging actual stakeholders throughout the process to maintain relevance, and creating a practical solution designed for application (Ibid). To fulfill these principles the methodology included understanding the real world problem of integration in Sweden, engaging stakeholders throughout the process through informal and formal interviews, and developing a model for socially sustainable impact sourcing for application in the Swedish context, complete with recommendations based on data from stakeholder representatives.

### 2.1 Research Design

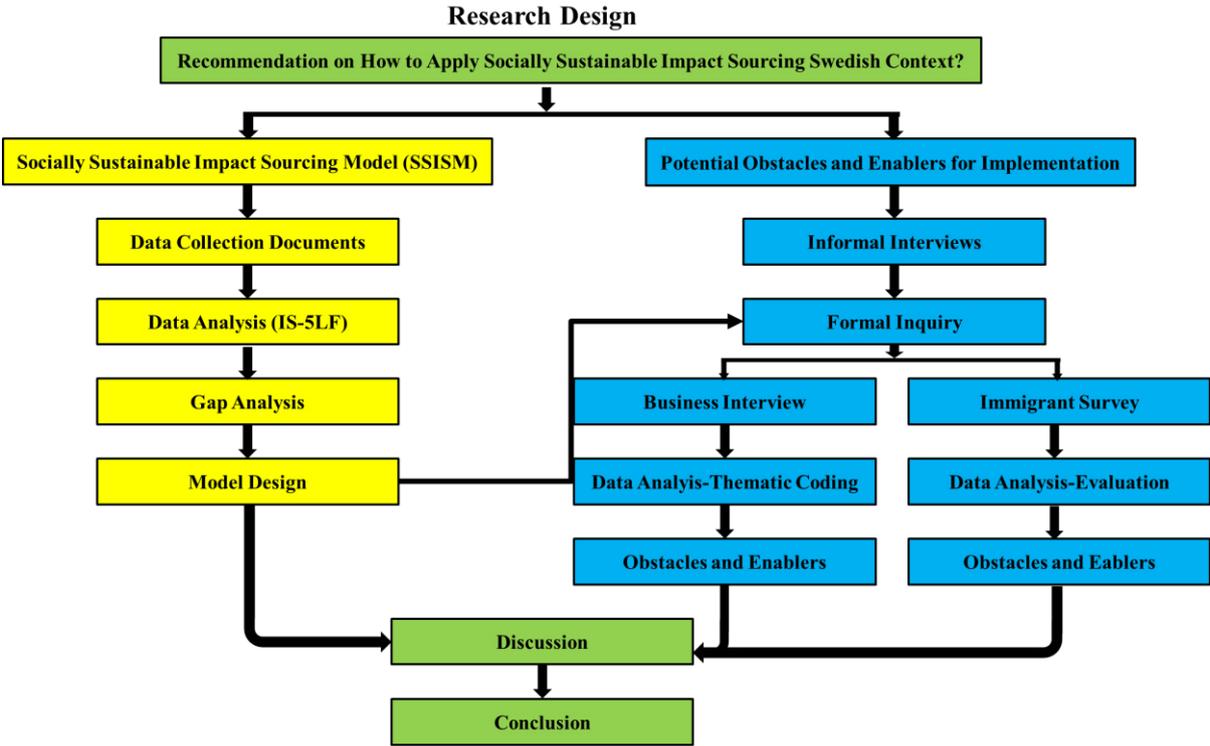


Figure 2.1 Research design

The research process (Figure 2.1) began with the creation of the research question:

*What recommendations can be made for how socially sustainable impact sourcing could be best applied for integrating immigrants in the Swedish context?*

In order to answer the research question, two sub-questions (SQs) were asked:

*SQ1: What might a socially sustainable impact sourcing model look like?*

*SQ2: What are the potential obstacles and enablers for businesses and immigrants to implementing a socially sustainable impact sourcing model in Sweden?*

Two conceptual frameworks, the 5LF and FSSD, as described above were used during the research process to map and analyse the information as well as provide a basic structure for designing the SSISM as discussed above. The two models help in application of the SSD approach as described (section 1.4) to analyse the complexity of information involved with determining the relevant aspects of forced migration and the complex societal challenges in Sweden.

## **2.2 Methods Overview**

### **2.2.1 Research Question**

Answering SQ1 led to the design of the socially sustainable impact sourcing model (SSISM), whereas SQ2 identified the potential obstacles and enablers for businesses and immigrants to implement the SSISM in the Swedish context. The research process involved two different tracks (Figure 2.1). The design of the sustainable impact sourcing model was created by mapping the information on the status quo of the field through the 5LF and using this structure for analysis. The FSSD provided the standards for the analysis of the sustainable version of impact sourcing. This served as the foundation for the identification of the missing sustainability aspects through a comparison of the two analyses. The identified gaps were incorporated in the impact sourcing model and the sustainable impact sourcing model was designed. In answering SQ2, interviews of business owners and immigrant surveys were completed to identify the potential obstacles and enablers from their perspectives regarding the application the SSISM in Sweden. The findings from both research questions were combined in the Discussion to answer the research question and give recommendations on how the sustainable impact sourcing model can best be applied in the Swedish context.

### **2.2.2 Research Sub-question 1**

*What might a socially sustainable impact sourcing model look like?*

#### *Data Collection through Document Content Analysis*

The first step in designing the model was an analysis of existing literature regarding the current reality. The literature in the field for impact sourcing was limited due to the newness of the terminology referring to impact sourcing and related models, and the recent evolution of the practice itself. Therefore, preference was given to documents that were less than 10 years old in order to further ensure timely relevance, adding to the quality of the contribution of the research to society. This document content analysis was chosen because it helped to understand the whole research environment, and gave the possibility to evaluate a large amount of information in a short period of time.

The data selection began with mapping and clarifying the various terminology and concepts that describe outsourcing to a rural area. Beginning with the IT term of rural shoring, further relevant and meaningful terminologies were identified through snowballing from found articles. Finally, approximately ten similar terms including, “impact sourcing”, “rural development”, “nearshoring”, “offshoring”, “rural shoring”, and “domestic low cost outsourcing” were identified. The search engines used for the whole research process were: “Scopus”, “Google Scholar” and “Summon@BTH”.

The relevant documents for further analysis were selected by analysing the abstracts, introductions and conclusions. Moreover, the documents were evaluated regarding credibility (findings represent reality), representativeness (literature is related to impact sourcing), meaningfulness (contribute to the research) and peer-review (external expert confirmed the worth of the article) including case studies, empirical studies and reports. This ensured the ability to incorporate multiple viewpoints and perspectives in the research. Fifteen documents were included for further analysis.

#### *Data analysis using the Five Level Framework*

The relevant data from the literature was extracted and mapped into five different categories provided by the 5LF. This analysis enabled a picture of what impact sourcing currently looks like in the field to be created.

#### *Gap analysis*

The sustainability of the current version of impact sourcing was then assessed through the lens of the FSSD by conducting a gap analysis to identify social sustainability aspects that are currently incorporated in the model as well as aspects that are missing. The environmental principles were excluded primarily due to the focus on the social challenges in Sweden regarding immigration and the need to scope down the thesis project.

#### *Designing the Model*

Through comparison analysis the elements necessary to address the identified social sustainability gaps were incorporated in the impact sourcing model and the socially sustainable impact sourcing model (SSISM) was created.

### **2.2.3 Research Sub-question 2**

*What are the potential obstacles and enablers for businesses and immigrants to implementing a socially sustainable impact sourcing model in Sweden?*

#### *Informal Interviews*

Informal interviews were completed throughout the process which helped the researchers gain an understanding of the context and maintain relevance throughout. There were interviews with the initiator of the thesis idea, gungus AB and Ericsson AB. However, the largest impact on the formal interview design was through the SSISM designed in SQ1. The primary informal interviews which had a direct effect on the development of the immigrant surveys were with representatives from organisations working with integration of immigrants in Sweden; Lycka Sverige AB, Arbetsförmedlingen and Integrationscentrum. This helped to gain a general understanding of the integration situation in Sweden. The information gained from these interviews, in addition to information from the SSISM model designed in SQ1, informed and

provided guidance for the design of the surveys with immigrants and the interview questions for businesses in the next stage of the process.

#### *Data Collection - Formal semi-structured interviews with businesses*

For the interviews with the businesses a semi structured approach was chosen to gather the information needed. It enabled the flexibility to respond to participants' comments, allowing more depth in the answers given. The interview structure was reviewed by the thesis advisor. The interview process included four interviews in total. The businesses interviewed came from three sources: one from previous student project connections, two from connections made at a Business Networking International meeting, and one from the personal network of the researchers. The businesses were selected because of their experience and perspective in operating a business and demonstrated willingness to contribute to the development of the model. For purposes of confidentiality the names of the businesses and persons are withheld. The following businesses were interviewed:

Interview A - Owner, Manufacturing industry, 55 employees, Småland County

Interview B - Owner, Information Technology industry, Entrepreneur, Stockholm County

Interview C - Owner, Business consulting, Consultant, Blekinge County

Interview D - Owner, Construction industry, Consultant, Blekinge County

The business owners interviewed were asked questions regarding the application of the SSISM to Sweden as described to them by the interviewer. This was after informed consent was received to record the interview and to use the information anonymously.

#### *Survey with the immigrants*

In order to determine the potential obstacles and enablers for the immigrants in regards to moving to a rural area, a survey was chosen in order gain a wide range of information that could be compared to the model as well as determine the variable necessary for immigrants to be motivated to move to rural areas. The surveys were conducted in English and Arabic according to language capacity. To ensure the quality of the survey, it was confirmed by the thesis advisor. Arising from the informal interviews with the Integrationscentrum and gungus AB, the participant contacts were selected through the network. Surveys ensued at SFI, Integrationscentrum and rural shoring project in association with gungus AB. This led to a snowball effect of networking to reach other immigrants in the community for a total of 22 persons.

#### *Data Analysis - Semi-structured interviews with businesses*

The interview results were transcribed verbatim, cut and coded thematically. The thematic categories were organised by obstacles and enablers. From these specific obstacles and enablers, recommendations for implementation of the SSISM to Sweden were identified.

#### *Survey with the Immigrants*

The surveys conducted in Arabic were translated into English by one of the researchers who is fluent in both languages. The answers from both English and Arabic surveys were then compiled into numbers and visualized into graphs for quantifiable results. Open questions with free answers were compiled into lists. This enabled identification of potential obstacles and enablers for the immigrants to integrate into the Swedish society.

## 2.2.4 Quality

Cross-examination of multiple sources of information (literature, surveys and interviews) ensured quality in the research giving different perspectives and therefore a fuller picture of both the best practices for impact sourcing and the context in Sweden, thus leading to more useful recommendations to address the challenges specific to Sweden. In addition, a triangulation of the analysis of the data from each of the four researchers was applied. This was realised through discussion about the results to gain multiple perspectives and identify potential gaps. The results were reviewed by each researcher independently, then compared and discussed together in order to keep consistency in the interpretations and findings. This discussion included a number of questions that were addressed: How have the perspectives of the source material coloured the findings? How have the bias of the researcher influenced the findings? Are there any omissions which need to be addressed? Are there areas of improvement? Lastly, methodological congruence between the research question, the methodological approach, data collection and analysis was maintained through constant adaptation of the methods and research questions as necessary during the research process.

## 2.3 Ethical Considerations

Qualitative research tends not to involve conducting of experiments, however, ethical considerations are still important and necessary because the research methods involve the participation of human beings and therefore must ensure that they are protected from psychological, physical, social and economic harm (Savin-Baden and Howell Major 2013, 322). The conditions of this research falls in the minimal risk zone according to Savin-Baden and Howell Major (2013, 327), and the following is considered relevant to the research.

Firstly, the Swedish laws and regulations about personal data protection, the Personal Data Act (1998:204), were observed. Therefore the processing of data was handled in a proper manner, it was only used for the purpose it was collected for, erased if it was incorrect (Regeringskansliet 1998), and not kept beyond the specified time period required by the university.

Secondly, participants gave informed consent for their participation in the research. This included ensuring that participants had a clear explanation of the purpose of the research, their role in the research, how their information would be used, risks and benefits they may experience as a result of their participation, stating clearly that their participation was voluntary and explaining measures that would be taken to ensure their privacy and the confidentiality of their information (Savin-Baden and Howell Major 2013, 332-336).

Thirdly, special conditions for stakeholders were considered. For example the immigrants included an element of risk in relation to the benefits because they included people who could be considered 'vulnerable people'. A vulnerable person is someone who is considered unable to provide informed consent due to their age, incompetence or because they have an unequal relationship with the researcher (e.g. having a disability, being a member of a minority group, or language difficulties) (Ibid, 328). Immigrants included refugees, therefore there was a possibility that some people fall into this category. The level of risk was reduced by ensuring that participants were selected through appropriate channels such as the government's Swedish For Immigrants (SFI) language programme, ensuring the possibility of selecting participants with a minimum level of language competency.

Lastly, all communications were cleared by the thesis advisor, the network contact and in the written description of the informed consent, particularly clarifying that there was no personal benefit given due to participation, e.g. avoiding confusion misleading the participants into thinking that their participation will result in a job.

## 3. Results

### 3.1 Sub-question 1 Results

The result for SQ1 is the design of the socially Sustainable Impact Sourcing Model (SSISM). The assessment of the current reality of how impact sourcing in the field IS-5LF is presented in Section 3.1.1. This is followed by the results of the gap analysis of IS-5LF in comparison to the FSSD in Section 3.1.2. Finally, The Socially Sustainable Impact Sourcing Model (SSISM) is presented in Section 3.1.3.

#### 3.1.1 Impact Sourcing Analysis Using the Five Level Framework (IS-5LF)

During the research fifteen articles were analysed using the 5LF. Data from the different documents was extracted and structured within the five levels. The information within the categories was structured and summarised in order to map the status quo and build a picture of what impact sourcing currently looks like in the field (IS-5LF).

##### *i. IS-5LF Systems Level*

The literature identifies many terms used in the field to describe impact sourcing and related models. These include impact sourcing (Sandeep and Ravishankar 2015; Sandeep and Ravishankar 2016), rural sourcing or rural outsourcing (Lacity, Rottman and Khan 2010; Lester and Menefee 2014), domestic outsourcing (Mayer and Provo 2016) rural business process outsourcing (Ravi and Raju 2013) and rural development (Naldi et. al. 2015; RCCI 2001). The system is identified in the literature as the interconnections between business and the community, or communities, in which the project(s) were implemented and includes several nested sub-systems such as government and organisations.

The communities themselves are defined as individual small villages or towns (Lacity, Rottman and Khan 2010; Ravi and Raju 2013; Lester and Menefee 2014; Sandeep and Ravishankar 2015), a network of small villages within a region (Sandeep and Ravishankar 2016), a rural city (Ravi and Raju 2013) a county (Lester and Menefee 2014), or a region (RCCI 2001; Naldi et.al. 2015). The system itself is also interconnected with several sub-systems.

##### *Community*

The community includes the individuals, families and organisations within a community that can influence community affairs (RCCI 2001). The culture which is embedded in the area may include systems within the community, such as strong patriarchal, caste (Sandeep and Ravishankar 2016) or tribal systems (RCCI 2001), in addition to unwritten social norms and values which can influence job distribution, and development (Sandeep and Ravishankar 2016). Furthermore, the community is the container for the social lifestyle of the area including factors such as various types of amenities (Lacity, Rottman and Khan 2010).

##### *Government*

Several levels of government were identified as having influence on impact sourcing ventures in both economic and regulatory terms. At the regional level, State or County government is able to provide (or withhold) support for ventures through their economic development departments as is the case in India (Sandeep and Ravishankar 2016) and the USA (Lacity, Rottman and Khan 2010). In some cases, for example in the USA, state level government also

provides a legal framework and establishes legal parameters influencing business operations (Lester and Menefee 2014). For example, the state of North Carolina in the United States of America (USA) established parameters for the Department of Motor Vehicles which could only be solved by creating a rural shoring venture (Ibid). It could be assumed that the national level government provides the political and legal framework for the country in which the rural area is located, influencing the decision making process of subsystems. In some cases, impact sourcing ventures are influenced by government at an international level, such as the European Union's "Europe 2020 Policy" which sets out economic development policies based on smart, sustainable and inclusive growth (Naldi et al. 2015).

### *Businesses and Organisations*

The literature identified businesses and other organisations in the local area as providers of services necessary for the impact sourcing venture and its employees. For example, educational institutions providing education and training e.g. community colleges (RCCI 2001; Lacity, Rottman and Khan 2010; Lester and Menefee 2014), networks with other businesses (Naldi et al. 2015) and businesses and organisations offering quality of life to employees (Lacity, Rottman and Khan 2010).

### *ii. IS-5LF Success Level*

The literature indicated a number of success criteria that can be categorised by their relevance to business, community and employees.

#### *Business*

The key success criteria for impact sourcing businesses is social value creation by addressing local social problems, such as underemployment, and having a social impact, particularly in marginalised communities (Sandeep and Ravishankar 2015; Sandeep and Ravishankar 2016). Additionally, similar business models identify a goal of business value creation (Sandeep and Ravishankar 2015) including decreasing or lower costs (Lacity, Rottman and Khan 2010; Lester and Menefee 2014; Gerble, McIvor and Humphreys 2016), meeting budget (Lester and Menefee 2014), or more specifically, low cost and higher value in comparison to offshore outsourcing alternatives (Lacity, Rottman and Khan 2010). Another criteria for success identified is to be "sustainable" (Sandeep and Ravishankar 2016), which can be described in different ways. Lester and Menefee (2014) refer to economic sustainability in the form of lower (staff) turnover, less absenteeism and reduced training costs, whereas Naldi et al. (2015) describe sustainable growth in reference to creating a more resource efficient, greener and more competitive economy.

#### *Community*

Success for the communities is identified as economic development, and the development of education and training opportunities in the area (RCCI 2001) in addition to the creation of employment opportunities for the local community (Sandeep and Ravishankar 2016). Communities also aim to achieve "smart growth" (Naldi et al. 2015) which is defined as an economy based upon the development of four key areas: education, knowledge, research and innovation (Ibid).

#### *Employees*

In general, success for employees can be defined as improved lives and the creation of a good quality of life (Lacity, Rottman and Khan 2010; Lester and Menefee 2014).

### *iii. IS-5LF Strategic Level*

There are several strategic areas for guidelines specific to success that are identified in the literature.

#### *Creating the Vision, Common Meaning and Trust*

Clarity in the motivations behind the venture is important. Is supporting regional economic development enough (Lacity, Rottman and Khan 2010) or is there some other motivation which the business can describe what is in it for them (Neumeier 2012)? Even within traditional outsourcing models, focusing only on the bottom line has proved to be insufficient for satisfactory results (Lester and Menefee 2014, 212). Values beyond the bottom line are more in alignment with overall satisfaction (Neumeier 2012).

The establishment of common meaning will contribute to building trust and understanding (Nakatsu and Iacovou 2007; Sandeep and Ravishankar 2016). The engagement of the community and other stakeholders, building the clarity of purpose together, and mutual benefit also helps build consensus in working towards the same goals and mutual success (RCCI, 2001; Neumeier 2012). Cooperation between all the stakeholders, particularly the government bodies and business representatives helps define the goals and success in reaching them (Lester and Menefee, 2014,211; Naldi et al. 2015, 92).

Impact sourcing ventures have multiple considerations such as the sociocultural context and political character (Sandeep and Ravishankar 2015). Understanding the context before committing to establish business can be key to developing an environment of collaborative trust (Sandeep and Ravishankar 2015). Additionally, transparency between all parties can help establish trust and mutual collaboration necessary for effective teamwork (Nakatsu and Iacovou 2007). Furthermore, partnership with a trusted organization or trusted individual already established within the community can open a society to working with outsiders and unknown situations (Sandeep and Ravishankar 2016).

#### *Choosing A Strategy*

##### *Communities:*

Rural communities can become regional ‘hot spots’ of development if the priorities of each specific community are identified carefully (Akgün, Baycan and Nijkamp 2015) Rural communities must understand their own context, determine what they have to offer, and what they need in order to begin the discussion on how to get there (RCCI 2001; Neumeier 2012). Aside from determining their own definitions of success which they can describe (Neumeier 2012), they must determine the depth and breadth of their civic, physical, and social infrastructure (RCCI 2001). Other identifiable characteristics leading to greater potential for success include creative economies, meaning a focus on amenities that attract and retain a creative class, in other words, workers specialised in creative tasks (Naldi et al. 2014, 97). An additional characteristic includes the exchange of knowledge networks which contribute towards growth in alignment with EU standards for rural development (Ibid, 96).

##### *Business:*

A niche focus can help establish a successful trajectory in specific rural areas (Naldi et al. 2014, 95).

Capability levels in areas of project management affect the outcome directly, particularly those of the project leaders (Nakatsu and Iacovou 2007). In fact, many factors increase the risk associated with the venture; for example, lack of wholehearted commitment from top

management; miscommunications and language barriers; lack of project management know-how in managing and outsourced operations; and failure to consider all associated costs (Ibid). Sufficient understanding of the project is key to the success (Ibid).

Building flexibility into the process allows for adaptation to changing or unforeseen circumstances (Ibid). It is also necessary for stakeholder groups and their leadership to respect different operational structures within other groups to manage their own part of the project as this helps to build trust and increase knowledge sharing across stakeholder groups (Ibid).

Businesses must take into consideration the buy in of all stakeholders (Nakatsu and Iacovou 2007; Neumeier 2011). There must be sufficient buy in, or commitment, from a critical mass of stakeholders, including the community and potential employees, according to specific company standards (Neumeier 2012; Naldi et al. 2014). This is necessary for working through the difficulties arising during the complex asset building of community, business and social innovation (Neumeier 2012).

A sense of solid agreement and team culture between management and the team of employees during the relationship building process can also lead toward a more successful outcome (Nakatsu and Iacovu 2007).

Additional business strategic considerations include how to manage the communications, which processes to use and application/adaptation of the current governance model to manage the impact sourcing venture (Gerbl, McIvor and Humphreys 2016). Clear communications are necessary regarding factors relevant to operations across teams and stakeholder groups for valid assessment and strategic decisions in order to keep the project on track and manage expectations (Nakatsu and Iacovu 2007).

### *Selecting a Location*

Choosing the location for an impact sourcing project involves finding a community that would benefit from increased population (Naldi et al. 2014), economic development (Sandeep and Ravishankar 2016) or areas experiencing high unemployment (Lester and Menefee 2014).

The area must have an appropriate infrastructure including everything a growing population needs such as transportation modes, banks, postal service, food services, telephones, internet, schools, and healthcare services to support businesses and the employees (RCCI 2001; Lacity, Rottman and Khan 2010; Naldi et al. 2014). The EU specifically speaks about the need for adequate infrastructure, Internet (or connectivity), amenities in the area that attract people and aggregation of like businesses to support each other in spill off knowledge and mutual infrastructure needs (Naldi et al. 2014). Jobs should be created in areas where people want to live (Lacity, Rottman and Khan 2010).

Businesses working with impact sourcing must match their considerations with the specific location's considerations, unique advantages and resources, including cultural compatibility (Naldi et al. 2014) and answer a specific need for a specific location (Neumeier 2012).

The venture must account for 30-50% cost savings for any kind of rural shoring, support regional economic development and provide a higher value proposition in comparison to alternatives; therefore, the reasoning must be clear as to why this is of benefit (Lacity, Rottman and Khan 2010, 178). An ideal location enables the business to pay lower salaries in comparison to urban salaries whilst still enabling employees to experience a comparable quality of life to

urban locations and lifestyles (Lacity, Rottman and Khan 2010; Lester and Menefee 2014). This is particularly relevant to the type of amenities that attract employees; for example built amenities, such as museums, historic sites, amusement parks, or social amenities, such as local culture, food, crafts and festivals (Naldi et al. 2014).

It is particularly useful to IT (Information Technology) or other knowledge based businesses to locate near a university, especially one with relevant course disciplines (Lacity, Rottman and Khan 2010; Lester and Menefee 2014). The business benefits from collaboration with the University as well as being able to hire graduates more easily (Ibid.).

Impact sourcing depends upon a supportive (Lacity, Rottman and Khan 2010, Neumeier 2012) and proactive (Sandeep and Ravishankar 2015) local government with functional networks that welcomes new opportunities (RCCI 2001). Some describe it as an entrepreneurial spirit (RCCI 2001).

#### *Recruitment and Staffing*

Avoiding the temptation to under-staff as to avoid insufficient staffing and training is crucial to maintaining a project (Nakatsu and Iacovou 2007, 62). Furthermore, impact sourcing involves attracting people to move to a remote area which implies targeting those who have an interest in a rural lifestyle (Lacity, Rottman and Khan 2010), are underemployed, or are otherwise disadvantaged and appreciative of the opportunity to have a living wage job (Lacity, Rottman and Khan 2010; Lester and Menefee 2014).

Recruitment of employees should be competency or merit based (Naldi et al. 2014, 96; Sandeep and Ravishankar 2016). However, because rural areas usually have less educational opportunities, it may be important to consider providing additional training for recruits (Lacity, Rottman and Khan 2010). “Boot camp” training recruits locally to develop the skills necessary to the business can have a positive impact on the development of attracting and retaining talent (Lacity, Rottman and Khan 2010, 183-4).

#### *Additional Support for the Venture*

While buying into a EU standard of operations might yield benefits (Naldi et al. 2014), the accompanying cost considerations must also be realistic (Nakatsu and Iacovou 2007). The exploration of subsidies covering the extra cost of special training could be considered (Nakatsu and Iacovou 2007; Naldi et al. 2014; Gerbl, McIvor and Humphreys 2016). Furthermore, specific intra-regional policies which support each other’s enterprises, whether in agglomeration or otherwise, can help increase flows in a positive way in a region (Naldi et al. 2014).

#### *iv. IS-5LF Actions Level*

The literature identifies few concrete actions for moving towards success.

##### *Actions Regarding Businesses*

- Develop collaborative relationships with other stakeholders (Neumeier 2012) through intermediary negotiators (Mayer and Provo 2016) or through a key relationship with a person or organisation that is trusted by the community (Sandeep and Ravishankar 2015; Sandeep and Ravishankar 2016).
- Tailor communications and the framing of the project to address the different world-views held by different groups within the community (Sandeep and Ravishankar 2015; Sandeep and Ravishankar 2016).

- Decide how to reinvest profit into the development of the community (RCCI 2001)
- Determine extra costs involved in the venture, for example, for special training and social programs necessary to success, advisory committee allocations, or regular community meetings (Sandeep and Ravishankar 2016).
- Research the specific community and related contingencies as each implementation is unique unto itself (Neumeier 20011; Sandeep and Ravishankar 2016).

#### *Actions Regarding Communities*

- Establish an advisory committee in the community that includes representatives from the community and the business to discuss the business's plans and activities and to address problems experienced by the community (Sandeep and Ravishankar 2016).

#### *v. IS-5LF Tools Level*

A number of tools were identified in the literature. Full explanations of each tool can be found in Appendix A.

#### *Six Sigma Tool*

Continuous improvement tools such as Six Sigma tools have been applied by some organisations, particularly the financial services sector, to ensure the quality of business processes that have been outsourced to offshore locations, (Gerbl, McIvor and Humphreys 2016, 1039).

#### *Frame Alignment Processes*

Frame Alignment Processes is a tool that addresses differences in the world views, or framing perspectives, of the different participants in a social venture such as impact sourcing (Sandeep and Ravishankar 2015; Sandeep and Ravishankar 2016). Frame Alignment Processes can be used to adapt and amend communications with the various stakeholder groups involved in the impact sourcing ventures to increase the likelihood of congruence and shared meaning (ibid).

#### *The Pentagon Approach*

The Pentagon Approach is a systemic framework that identifies the most critical factors that impact sustainable rural development (Akgün, Baycan and Nijkamp 2015). The five key categories include factors relating to the Physical, Social, Economic, Locality and Creatives systems that provide the context of the rural area (Ibid).

#### *Land to Lab Approach*

The Land to Lab Approach argues that innovations created in 'labs' often fail to address local problems (Sandeep and Ravishankar 2015). The approach can help impact sourcing organisations to be more sensitive to and better address the needs of local communities when trying to create an impact and solve their problems (Ibid).

### **3.1.2 Impact Sourcing: IS-5LF and FSSD Gap Analysis**

The model of impact sourcing as it currently exists, as presented in the IS-5LF model, was then compared against the FSSD to assess sustainability, as described in the Research Design Section 2.2.1, through a gap analysis. In doing so, similarities between the two models were identified, as were gaps that needed to be addressed in order to be able to create the socially sustainable impact sourcing model.

### ***i. IS-5LF and FSSD Gap Analysis Systems Level***

Impact sourcing as described through the frameworks of both the 5LF and the FSSD define the systems that are referred to. However, the IS-5LF includes a much smaller scope and only defines the relationship between the organisation undertaking the venture and the receiving community. The relationship to the larger system and society within the biosphere is missing, in comparison to the FSSD model. Although the use of the 5LF enables the elements of the Systems Level of the current version of impact sourcing to be organised in a structured way, it was not possible to identify reference in the literature to structured thinking in the IS-5LF approach to how the system is defined.

The IS-5LF identifies several subsystems but an intersystems perspective was not evident in the literature. An intersystems perspective involves an exploration of the interactions and relationships between the subsystems that are nested within and form the larger system that the venture operates within. Furthermore, dynamics relating to the concept of adaptive capacity in reference to social sustainability within complex systems are not apparent or discussed.

### ***ii. IS-5LF and FSSD Gap Analysis Success Level***

A principled definition of success is the key omission from the IS-5LF model in comparison to the FSSD model. Although “sustainability” is identified as a goal for success from the business perspective, there is no clear definition of what this means, although there are references to areas of economic sustainability and sustainable growth.

The existing criteria for success that is set out for the three main stakeholder groups touches on some aspects of success as defined by the FSSD from a social sustainability perspective, but not all. For example, the literature does not touch upon aspects relating to the principles of no structural obstacles to Influence (SP5), Impartiality (SP7) and Meaning Making (SP8), within the success criteria in the IS-5LF model. Additionally, the principle of no structural obstacles to Health (SP4) is only implied in relation to the potential employees’ goal of having improved lives and creating quality of life, and the community’s goal of developing employment opportunities. The goal of the community relating to developing training and educational opportunities touches upon the principle of no structural obstacles to Competence (SP6) to some extent. Where there is an apparent match between the success criteria of a stakeholder groups in the IS-5LF model and a particular SP, it is not addressed for all stakeholder groups. For example, SP4 is only implied as a success criteria for potential employees and not for community or the business itself.

### ***iii. IS-5LF and FSSD Gap Analysis Strategic Level***

Although the IS-5LF model of impact sourcing identifies numerous strategic guidelines for many key areas relating to both the business and the community, in comparison to the FSSD model, it is lacking in two important areas. First, there is no guidance relating to an overall approach to take when determining the impact sourcing strategy, whereas the FSSD utilises backcasting as an approach to creating the strategy. Second, the IS-5LF model does not provide any guidance for how to select specific actions within the identified strategic areas. The FSSD, on the other hand, provides three prioritisation questions providing a strategic approach to selecting actions and organising the specific project within the parameters of sustainability and for achieving the vision of the stakeholders.

#### ***iv. IS-5LF and FSSD Gap Analysis Actions Level***

The IS-5LF model identifies actions for businesses and communities to aid towards achieving success. However, as there is no guidance given in the Strategic Level for how to select the actions, there is also no indication of further actions that can be taken to continue the process. Additionally, although many actions are suggested for the business undertaking the impact sourcing venture, only one action is recommended for the community involved.

#### ***v. IS-5LF and FSSD Gap Analysis Tools Level***

Although the IS-5LF model identifies specific tools to utilise in the implementation of the venture, they are not categorised and are therefore more difficult to select in order to fulfil a particular strategic purpose. This is likely due to the lack of clarity and guidance in both the Success and Strategic Levels of the IS-5LF. The FSSD model, on the other hand, enables relevant tools to be categorised according to their intended purpose as either systems tools, strategic tools or capacity tools. The lack of categorisation in the IS-5LF model means that it is not clear what wider purpose each tool serves beyond its specific scope.

### **3.1.3 Socially Sustainable Impact Sourcing Model**

The Socially Sustainable Impact Sourcing Model (SSISM) was created by taking the 5LF model of impact sourcing, integrating the concepts of the FSSD and including additional measures to address the gaps from a sustainability perspective that had been identified during the 5LF and FSSD Gap Analysis. The result is a model for impact sourcing that is relevant in the field, incorporates sustainability, and takes into consideration the primary intersystems.

#### ***i. SSISM Systems Level***

The definition of the system starts with the wider system of society within the biosphere and scopes down through the subsystems nested within. At a minimum, the systems that should be included are the social, political and economic systems. The inclusion of the impact sourcing business and the receiving rural community represent a smaller subsystem within the larger nested systems.

The definition and clarification of what is meant by the “community” is important and will depend on the context of each individual impact sourcing venture. The rural “community” could be defined as small villages or towns, a network of small villages or towns in a region, a rural city, rural county or rural region.

The explanation of the subsystems relevant to the impact sourcing venture includes an intersystems perspective that identifies and analyses the interconnections and relationships between them. The subsystems include community, government, businesses and organisations and others that are relevant to the individual context of each impact sourcing venture.

As the main focus of impact sourcing in this context is social sustainability, an analysis of adaptive capacity as applied to the systems is important. This includes the key features of adaptive capacity; diversity, trust, self-organisation, learning and common meaning, which help to identify social sustainability principle (SSP) violations which by remaining inside those parameters maintains a system within the boundaries of minimum opportunity for people to meet their needs and flourish (Missimer 2015). Consequently the primary systems for social sustainability are maintained.

## *ii. SSISM Success Level*

The stakeholders participate together to create a common vision addressing their description of the goal(s) that speaks to each stakeholder's vision of success. The sustainability of the venture itself and of society as a whole, is a key aspect of what determines success in the SSISM. Consequently, the venture must not hinder sustainability at the larger systems level and must address structural obstacles to social sustainability relevant to the venture. Therefore, sustainability is defined as staying within the boundaries of the eight sustainability principles, as outlined in section 1.4.1. Within the Swedish context, SSIS has the potential to contribute to social sustainability at the larger systems level as well as contributing to addressing already existent structural obstacles to sustainability.

The environmental sustainability principles are excluded in the SSIS model due to the scope of this research. However, they are necessary to address full sustainability. Primarily it is the social sustainability principles which are necessary to address within the social systems of impact sourcing. Further, specific criteria for success are created to address each of the social sustainability principles in the context of impact sourcing that are applied to each of the key stakeholder groups; business, community and employees. This ensures consistency in the application of sustainability as success criteria across all stakeholder groups.

- SP4 The governing bodies and businesses take into consideration the protection and support of the people, including physical, mental, emotional health, and welfare. The maintenance of access to health in all these categories is protected for all within the parameters of the project.
- SP5 Opportunities to participate in influencing the systems in which the stakeholders are involved are provided and structural obstacles to participation removed. The visioning process and creation of the project itself is defined by the stakeholders.
- SP6 Opportunities to learn and develop skills and competencies necessary for the project are provided without hindering the individual or collective development.
- SP7 All stakeholders are treated equally and not subject to discrimination in any shape or form thus observing the principle of no structural obstacles blocking impartiality.
- SP8 All stakeholders have the freedom to create individual and collective meaning, including creation of the vision, which they define themselves and are not blocked in achieving.

Additional success criteria are included for each of the key stakeholder groups that are specific to their context:

### Businesses

- Social value creation by addressing local social problems and creating a social impact.
- Decreasing business costs.
- Achieving economic sustainability through meeting budget, lower staff turnover, less absenteeism and reduced training costs.
- Sustainable growth through the creation of a more resource efficient, greener and competitive economy.

### Communities:

- Economic development within the community.
- Development of education and training opportunities in the area.

- Creation of employment opportunities.
- Smart growth through the development of education, knowledge, research and innovation.

Employees:

- Improved lives.
- Creation of good quality of life.

### *iii. SSISM Strategic Level*

Each impact sourcing project must have a unique strategy based on the needs of the various groups of stakeholders. The process of selecting strategic actions begins with backcasting from the vision of success for the impact sourcing venture. This includes the sustainability principles a frame to the impact sourcing venture.

Because each project will have potentially large differences and varying priorities, the strategies and priorities will have different descriptions. A number of guidelines are suggested for determining actions in key strategic areas. As the context of each impact sourcing venture is different, each is assessed according to the specific needs of the business and key stakeholders involved in the venture. These include:

*Creating the Vision, Common Meaning and Trust:*

- Clarify motivations for undertaking the venture in addition to economic development.
- Establish common meaning and clarity of purpose together and engage the stakeholders to gain consensus in the vision.
- Understand the context of the area e.g. sociocultural context and political character.
- Enable transparency between all parties.
- Partner with a trusted organisation or individual already established within the community.

*Choosing Strategy:*

Communities

- Determine own context and what the community is able to offer, e.g. physical, social and civic infrastructure, creative economies, exchange of knowledge networks, vibrancy.

Businesses

- Consider adopting a niche approach in the area.
- Ensure sufficient capabilities, understanding of the project and commitment from top management.
- Build flexibility into the process and respect different operational structures within other groups.
- Ensure the collective buy in of a critical mass of key stakeholders including management, the community and potential employees.
- Foster agreement and a team culture between management and the team during relationship building.
- Ensure clear communications across stakeholder groups and consider how to manage the communications, which processes to use and how to adapt/apply the current governance model to manage the impact sourcing venture.

*Selecting the Location:*

- Population should benefit from increased population or economic development.

- Must have appropriate infrastructure, amenities that will attract people and offer an area where people want to live, and offer an aggregation of businesses to support each other.
- Match the firm's considerations to those of the location's considerations, advantages and resources within cultural compatibility and answer a specific need in the specific location.
- The venture should account for a 30-50% cost saving in comparison to alternatives, enabling the payment of lower salaries whilst providing comparable quality of life to urban areas.
- IT and knowledge based businesses, in particular, should consider proximity to a university with relevant course disciplines.
- A supportive, proactive local government with functional networks is important

#### *Recruitment and Staffing:*

- Target people who want a rural lifestyle, are underemployed or are otherwise disadvantaged.
- Employ a competency or merit based recruitment process.
- Provide 'boot camp' and other training as necessary to attract and retain talent in circumstances where potential recruits are lacking in the relevant skills, education or experience.
- Avoid temptation to under-staff.

#### *Additional Support for the Project:*

- Explore subsidies to cover extra costs of training or other operational costs.
- Explore intra-regional policies that support enterprises.

The three FSSD prioritisation questions are then applied to select actions within each of the key areas, therefore enabling the creation of a strategic plan.

1. Does this action lead in the right direction towards the vision and sustainability as applied to this impact sourcing venture?
2. Does this action provide a flexible platform, or stepping stone, to future actions?
3. Is this action likely to create sufficient social and financial return on investment to carry the venture into the future?

#### *iv. SSISM Actions Level*

Specific concrete actions for moving towards success are selected based on the recommendations of the guidelines in the Strategic Level and are specific to each individual impact sourcing venture. Actions for both the business undertaking the impact sourcing venture and the receiving community are included. As a result of this process, short, medium and long term actions are identified as part of a strategic plan for the impact sourcing venture.

Some actions are applicable universally and are recommended for all impact sourcing ventures:

#### *Businesses*

- Build collaborative relationships with all stakeholders involved in the impact sourcing venture by partnering with a trusted person or organisation that is already established in the community.
- Tailor communications and the framing of the impact sourcing venture to the different worldviews of the stakeholders involved.
- Determine how to reinvest profits into the development of the local community.

- Determine extra costs involved in the venture, for example, for special training and social programs necessary to success, advisory committee allocations, or regular community meetings.
- Research the receiving community and develop related contingencies.

#### *Community*

- Establish an advisory committee that includes members of the business and the community to discuss the business's plans and actions and problems experienced by the community that arise.

#### **v. SSISM Tools Level**

The identified tools to support the achievement of success are categorised according to their intended purpose, enabling more effective selection by the impact sourcing venture:

Systems Tools: Enable measurement in the system to monitor effects e.g. improvements (Broman and Robért 2017).

- Examples: No specific examples identified.

Strategic Tools: Aid in understanding if actions fit with the overall strategy and the strategic guidelines given in the Strategic Level (Broman and Robért 2017).

- Examples: Six Sigma, Pentagon Approach, Land to Lab

Capacity Tools: Aid stakeholders in learning about sustainability (and the venture), group learning, systems thinking and co-creation (Broman and Robért 2017).

- Examples: Frame Alignment Processes.

Additional relevant tools are identified and utilised according to the context of each impact sourcing venture.

## **3.2 Sub-question 2 Results**

The results for SQ2 identify potential obstacles and enablers for businesses and immigrants to implementing the SSISM in Sweden.

### **3.2.1 Interview Results: Potential Obstacles and Enablers for Businesses**

During the interview process four different business representatives were interviewed. To ensure anonymity the business representatives are named A,B,C and D (see section 2.2.3) . The business owners interviewed were asked questions regarding the application of the socially sustainable impact sourcing model (SSISM) to Sweden (Appendix B). The answers do not align with the questions as the results were coded thematically to align with the model (Appendix C) and then potential obstacles and enablers were identified.

#### *Potential Enablers- Swedish culture*

Three interviewees (B, C, D) stated that Sweden needs innovative integration ideas and that integration opens possibilities for Sweden. The same interviewees also stated that Sweden has strong cultural norms such as cultural subtleties and prioritising group activities (some positive,

some need to change) and that changing the perspectives of the Swedes could embrace opportunities. Two interviewees (B, D) thought that mixing cultures is beneficial and cross cultural exposure is good for immigrants and Swedes. Both mentioned that it is Swedish custom to organise group activities which can be used for integration. Interviewee C stated that Swedes need to see beyond “people taking our jobs” to more jobs are created when we get to know other cultures. The interviewee also views migration as a normal part of civilisation, wanting to be with like groups as normal, and segregation as normal and should not be changed. Additionally, the same interviewee mentioned city planning and there needs to be regulations concerning how many people can work/live in a specific area. Interviewee A stated that immigrants contribute to economy and Sweden can benefit from immigrants’ competencies when integrated and Sweden needs to have to use everyone using their skills to build the country. One interviewee (D) thinks that Swedes need certain professions/skills/competencies which are not already in Sweden. The same interviewee also stated that Sweden itself is responsible for immigrants if they do not learn or integrate.

#### *Potential Obstacles- Swedish culture*

All interviewees (A, B, C, D) stated that a lot of Swedish people have a fear to lose good opportunities to immigrants and perceive them as a threat to the Swedish social stability. Interviewee C stated that the Swedish democrats are feeding the fear of immigrants . Interviewee C also mentioned divides along the lines of issues that combine social and political factors as an obstacle and the different religions and cultures contribute to the division between immigrants and Swedes. Interviewee C also stated that the Swedish system is not designed to handle the challenges of so many immigrants and that there is a problem with housing, which means that too many refugees living all at the same place. Interviewee A stated that small communities are not attractive (e.g no choice of amenities) and that people think cities are a better place to live. There is a need to hire Swedish people first was also mentioned by Interviewee A. Finally, interviewee B mentioned wage dumping, when businesses hire purposefully people outside the system to pay significant lower wages, as an obstacle and needs to be stopped.

#### *Potential Enablers- Government support*

Three interviewees (B, C, D) mentioned that unions are a strong force in Sweden and they should help to develop a system for immigrants’ rights, workforce and regulations. Two interviewees (A, B) stated that the government should support on-the-job language skills. In addition, two interviewees (A, D) mentioned that the government should arrange coaches and educate businesses in integration. That would help to integrate the immigrants into their workplace language (translation) and cultural understanding. A need for a in-between mentor and interpreter was also mentioned by the same interviewees. Interviewee A and C stated that the government could educate businesses on “how to work with immigrants in a good way”, including: hire them without fear, learn to see opportunities in working with immigrants instead of threats and address cross-cultural communication problems. One interviewee suggested that Arbetförmedlingen or Migrationsverket should help with immigrant wages because companies would not pay the full wages for immigrants to lower businesses’ risk and that politicians need to make good political decisions to support integration and the businesses (Interview A). Interviewee B mentioned that government support for projects, tax benefits or some kind of government break is needed such as government incentives designed to encourage compliance across time. For example, the government could construct an incentive plan that breaks down the compliance into various stages which address multiple dimensions and ensures reaching the intended target and so the design cannot be corrupted. Finally, interviewee B who mentioned gamification in a variety of contexts explicitly suggested the gamification of

incentives to reward the participant as each stage is completed. Lastly, interviewee D mentioned that the government should cooperate with the businesses, should not make it more difficult, keep the process simple, facilitate documents and support organisations for integrations.

#### *Potential Obstacles- government support*

Three participants (A, C, D) stated government entrenchment, due to the difficult nature to change the system, is a problem. Specifically interviewee D stated that current challenges seem to be impossible to solve because politicians are not interested in changing the system; they are just interested in solving the problems in their party and because they are politicians by career that makes them uninterested in changing a system in which they benefit. Interviewee A stated that Sweden is not doing enough to help immigrants to learn the language and that the government system needs to change. Interviewee A also stated that subsidies will not work because they are just a temporary solution. One interviewee (C) stated that the government regulations keep people from being employed (e.g. too high wage requirements) and that there is no salary scale for entry level immigrants.

#### *Potential Enablers- infrastructure*

All interviewees (A, B, C, D) mentioned infrastructure as an important element, while different elements were named by different interviewees. All the interviewees stated the elements of food shopping and other needs, family necessities and basic life needs. Three interviewees (A, B, C) named transportation in general. Two interviewees mentioned affordable transportation (Interview A, C), good schools, child care (Interview A, D), place to live (Interview C, D) and internet connection (connectivity) (Interview B, C). Single named elements were: access to global/international travel (Interview B), satisfaction of having city functions (amenities) (Interview A, C) and a strong community that take care of each other (Interview D).

#### *Potential Obstacles- infrastructure*

Two interviewees stated that rural areas need better infrastructure (A, C) and that old buildings are often higher in ancillary costs (e.g. heating the building) and in maintenance (Interviewee C). Therefore the total costs are sometimes worse in the countryside (C). In addition, the interviewees (A, B, C, D) stated that potential transportation (e.g. public transport to work) issues in the rural areas needs to be a priority.

#### *Potential Enablers- amenities and advantages of rural areas*

Three interviewees (B, C, D) stated that good amenities for people are important. The same interviewees named as important amenities: nature parks, beauty, forest, places to meet and functions to meet people for common interests and social organisations to build relationships. Two interviewees (B, C) mentioned restaurants as amenity and a relaxed and quiet environment as advantage. Cinema was stated by one interviewee (C). Interviewee A stated personal advantages for living in a rural area: less stress and mental issues, rural areas are better for people and offer better quality of live. In addition, the same interviewee mentioned that larger cities nearby increase choices of amenities for smaller towns. Other stated advantages for living in an rural area were: nature and quietness a balanced life (Interview C), independence, open society (Interview D), good neighbourhoods, creative environment (Interview B) and equivalent to urban areas (Interview A). Finally, interviewee D mentioned as an advantage that people in rural communities help each and take care of each other.

#### *Potential Enablers- community in a rural area*

Three interviewees (A, B, C) mentioned that the community should be built (designed) by the stakeholders, particularly by the immigrants in order to make them responsible for their own

common buildings and the whole community (locals and immigrants) could benefit from diversity in many ways, particularly by learning new things and opening up opportunities (Interviewee B). Two interviewees (C, D) stressed the importance of social organisations within the community to provide places for people to meet. Interviewee A stated that the community needs a strong vision, needs to understand what exactly they want and need to attract people to their area. One interviewee (C) mentioned that the community should co-create towards the goal. Finally, Interviewee D stated that the community should take care that each member of the family has the opportunity for a job and that rural communities are very welcoming to new businesses and arrivals.

#### *Potential Enablers- business*

Three interviewees (A, B, C) mentioned that businesses and communities should work together. Two interviewees believe that the businesses can profit from a strong community vision (Interview A,B) and co-creation towards the goal (Interview B,C). In addition, gamification of the vision was mentioned by Interviewee B. Three interviewees (A, B, C) mentioned that rural areas are more affordable which leads to cost savings for businesses. Two interviewees (C, D) stated that the businesses could benefit from knowing other cultures and cross cultural businesses, especially with Arabic countries. This could lead to more global connections and expansion of the market. Two interviewees (B,C) mentioned the social benefit (e.g. close connection between businesses in the same area) and that businesses need to think of the bigger picture/long-term instead of the typical short-term measurements such as saving costs and time. In addition, the interests of all stakeholders can be addressed when doing a business (Interview B, C). The availability of space in rural areas and the existence of amenities was mentioned by two interviewees (Interview A,C). Two interviewees (C, D) mentioned that in order to do successful business in a rural area, thinking outside of the box is necessary and to understand that business is about helping each other. In addition, businesses that operate in English would benefit from immigrants (Interview A, B) and mentors at work, apprentice systems and businesses mentoring each other would support the success of the venture (Interview B, D).

Interviewee B mentioned several enablers and advantages for businesses in rural areas through bringing immigrants into the area, including diversity, diversity of knowledge and cross cultural ideas. The interviewee also mentioned growth opportunities for businesses, the possibility to collaborate with universities nearby for innovations and research to strengthen the business and to benefit from immigrants competencies. The interviewee saw this as an agglomeration of benefits for businesses moving to an rural area. Finally, interviewee B stated pre-conditions for businesses in order to move successful to an rural area. the pre-conditions are: creating milestones for measuring success, buy-in of stakeholders which include the understanding of the goals and believe in the vision, collaboration and community discussion about solutions, pilot projects to gain momentum, measure social return on investment and the project in the rural area has to be interesting. Interviewee C stated that businesses needs to be seen as problem solver and that they are making money through solving problem. Moreover, the businesses need to determine the overall costs and entrepreneurial development could create everything that is needed for businesses in the rural areas. Finally, interviewee D mentioned that businesses need to be educated about the benefits of the SSISM and named networking and professional mentors as important.

#### *Potential Obstacles- business*

Two interviewees (A, D) stated that based on their personal and professional experience, a mutual lack of respect for the different cultures and differences is a problem. Interviewee B

mentioned that rural areas have weaknesses if the business requires traveling. In addition, deal breakers mentioned by interviewee B were insufficient internet, poor facilities, insufficient collaboration with community, insufficient buy-in from community, and community silence (no communication with the businesses). Interviewee A stated that there is currently a lack of skilled employees in rural areas which makes the hiring of competent staff more difficult. One interviewee (B) stated that a lot of businesses only care about costs, have no buy-in and have short term, narrow thinking.

#### *Potential Enablers- immigrants as employees*

All interviewees (A, B, C, D) mentioned that immigrants need to learn Swedish to be conversational and understood. Three interviewees (A, B, C) stressed that the immigrants need to have a good understanding and respect of the Swedish culture, they need to learn Swedish soft skills, and they need to understand the cultural differences. The same interviewees agreed that employee competencies that are already in the company should be developed because hiring new employees is a risk. Introducing feedback systems for employees increase their self-esteem and offer a way to contribute to the venture and society was mentioned by three interviewees (A, B, D). It was stated that investing in development of individuals is important and employees need good support (Interview A, B, D). Interviewee B stated that the employees need to be motivated, ambitious, willing to communicate and to learn. Moreover, the interviewee mentioned that math skills are required in some IT areas. The selected team needs to have a good vision and goals and that gamification would be inspiring for both, businesses and employees. One interviewee (A) thinks that immigrants can become more Swedish than Swedes and that they are usually motivated and loyal. Interviewee D mentioned that rural areas inspire continuity in staff. In addition, businesses can utilize individual strengths of the diverse employees, complementary skills, and how different people's brains work (Interview D).

#### *Potential Obstacles- immigrants as employees*

Two interviewees stated that Swedish is difficult and that a lot of people fail in learning it which leads to language barriers (A, D). Interviewee A stated that hiring employees without good skills in the Swedish language has an increased risk because they are likely to make dangerous mistakes at work in the industrial sector. Swedish is necessary, particularly to be successful in work (Interviews A, C, D).

#### *Conclusion*

The business owners expressed their understanding of the sustainable impact sourcing model (SSISM) as relevant to addressing challenges in Sweden (Interviews A, B, C, D). They also concurred that Sweden could benefit by application of the SSISM through increased integration, incorporating the competencies of the immigrants, increasing the rural tax base, cross-cultural innovation and collaborations, and the three way win for the communities, businesses and immigrants.

### **3.2.2 Immigrant Survey Results: Potential Obstacles and Enablers for Immigrants**

The immigrants surveyed were accessed through the Integration Centre as mediated by the Integration Centre, Swedish For Immigrants (SFI) with their permission and a rural shoring project in Karlskrona which was facilitated by one of the business contacts. The survey focused on two main categories of information; demographic data and information about living in Sweden. In total 16 questions were asked. The complete survey and the numbering of the question is listed in the Appendix D and the figures for selected graphs are in Appendix E.

The questions were mostly in a closed format with one possible answer out of the proposed. Two questions (question 10 and 13) asked for a rating of the proposed factors from 1 (lowest) to 5 (highest), one (question 13) offered the possibility to add further factors and one question was a follow up to elaborate on the previous answer (question 9). In total 3 open questions were asked (question 12, 15, 16) while question 9 and 12 were follow up questions to get information about the reasoning of the choices before.

### *Demographic Data*

A total of twenty-two people were surveyed, including four women and 18 men (question 1). The age spread (question 2) was rather even with five people aged 19-24, eight people aged 25-34, five people aged 35-44, and four people aged 45-54. When asked about the religion (question 3), Islam was the dominant religion represented with 15 people. There were 5 Christians and 2 persons who declared “no religion”. As for the time living in Sweden (question 4), only 2 persons have been living in Sweden for less than one year. 9 persons have been living in Sweden from 1-2 years. 6 persons have been living in Sweden for 2-5 years. 5 persons have been living in Sweden for more than five years. When asking about the willingness to build a life in Sweden (question 14), 14 participants want to live long-term in Sweden while three do not consider this option, 3 were unsure and 2 did not answer this question.

The highest educational levels (question 5) were strongly represented with most people having either a secondary (eight persons) or undergraduate education (ten persons). One person had a primary education as the highest education achieved and no one marked “no education”. There were three persons with a graduate education. The employment background (question 6) largely placed in the skilled manual e.g. carpenter (6 persons) and professional e.g. engineer (5 persons) levels. 3 persons had no work experience, two declared themselves as unskilled manual, 3 had managerial experience, and 2 had higher professional experience. 1 person did not answer.

When asked about preferences about working in the same occupation than before (question 7), 13 people preferred to have the same jobs they had previously, while eight had no preference. One person was not interested in continuing in the same profession. The survey showed that 16 participants would be willing to learn a new profession (question 8) in order to find a job, while 4 did not consider this option and 2 had no preference. The follow up question 9 asked the participants to state their answer on question 8. The answers for yes they would be willing to learn a new profession named: IT (1), technology field (1), cisco systems (1), programming (1), carpenter (3), midwife (1), laboratory (1), tailor (1), construction (2), electrical construction (1), under nurse (1), teacher (1), anything (1). 1 participant was unwilling to learn a new profession and named sewing and cooking as professions that he was unwilling to learn, specifically. 1 participant did not answer this question.

### *Data about living in Sweden*

This part of the survey asked about the important amenities to choose where to live (question 10) by defining their importance (very important, fairly important, important, slightly important and not important). For evaluation this rating was transformed by the researchers to a scale from 1 (not important) to 5 (very important). In addition, an average of the rating was calculated. The amenities presented on the survey were identified from the previous readings when developing the model in sub-question 1. The participants considered most of the named amenities as important. while connectivity, sports facilities and shopping were rated as the most important ones (all 4.4). Arts (2.3) and historic sites (2.9) were the only amenities with a score below 3. The results demonstrate importance in descending order: Connectivity (e.g. high speed internet,

satellite) 4.4, Shopping facilities 4.4, Sports facilities 4.4, Choice of housing 4.3, diversified natural landscapes (e.g. mountains, rivers, wildlife, water features nature) 4.1, Public transport 4.1, welcoming community 4.0, Tourism, cultural significance, local offerings e.g. food, drinks, culture 3.8, Entrepreneurial spirit of local markets 3.9, Access to higher education, creative class workers, self-development 3.7, open space (e.g. nature) 3.6, Specific climate conditions 3.6, Entertainment (e.g. theatre, golf courses, amusement park, games, resorts) 3.5, Places of worship (e.g. church, mosque) 3.1, Historic sites, state parks, cultural heritage 2.9, Arts (e.g. museum, handicrafts, artists, music, festivals) 2.3.

When asked about the willingness to move for a job (question 11), 12 participants would be willing to move for a job into a rural area, 3 persons were not willing to move and 7 were not sure if they would move for a job into a rural area. In addition, the open question “why” was asked (question 12). Examples of statements for yes (“why”) are “Life is where I work”, “Work is important and gives optimism for life” and “I like calm, not noisy place and poor places”. The 3 participants that answered with no named “Reject countryside”, “From Damascus with a big population, motivation (urban vibrancy) and trade movement” and “Used to cities and big population” as reasons for why they would not move to a rural area.

By asking about the factors that would make an rural area appealing for the participants (question 13) the same rating and evaluation was applied as used in question 10. The proposed factors were identified through the previous reading and the model as developed in sub-question 1. The participants considered consistently all the proposed factors from the survey as important (average rating >3). The leading factors are access to nature (4.4), health care (4.4) and good schools (4.3).

By asking open-ended question, “What do you consider to be the biggest challenge(s) to building a life in Sweden?”(question 15), the participants stated these areas: “language” (8), “finding work” (4), “housing” (4), “Swedish culture” (4) and “government” (2) as the main challenges. Finally, in response to asking “What do you consider to be the biggest advantage(s) of living in Sweden” (question 16), the participants named several reasons as they were free to list as many reasons as they wished: “safety” (6), “stability” (4), “clean environment” (2), “calm” (1), “relaxing” (1), “good treatment” (1), “social insurance” (1), “weather” (1), “a chance to get good working conditions” (1), “child-friendly” (1), “healthcare” (1), “to bring my daughter if I have work and have a better future” (1), “personal development” (1), “friendly people” (1), “clever rules/rules above all” (1), “caring” (1), “nature” (2), “equality” (2), “education” (1), “freedom” (1) and “social life” (1), “Swedish culture” (1), “good child care” (1), “Swedish policies” (1) and one no comment.

### *Immigrant Survey Results Summary*

The results from the surveys demonstrated that most participants want to build a life in Sweden long term and are willing to move into another area to learn a new profession to gain employment. In addition, the participants considered all the named amenities as important. Access to nature, healthcare and good schools were considered leading factors making rural areas appealing. Moreover, the educational background is predominantly on an undergraduate level and most participants worked on a skilled or professional job before arriving in Sweden. The language, finding work and housing were considered as the biggest challenges for building a life in Sweden.

## 4. Discussion

This discussion brings the results of the two research sub-questions together to answer the overarching research question, “*What recommendations can be made for how socially sustainable impact sourcing could be best applied for integrating immigrants in the Swedish context?*”. The Socially Sustainable Impact Sourcing Model (SSISM) created as a generic model can be applied universally in almost any location by any organisation. The model is summarised in Table 4.1

*Table 4.1 SSISM Summary*

Systems Level
<ul style="list-style-type: none"> <li>● Takes an intersystems perspective including society within the biosphere and analysis of the relationships between all nested systems; social, political and economic systems; and subsystems; community, government, businesses and organisations.</li> <li>● Defines the community in relation to the context of each specific venture.</li> <li>● Includes and analysis of adaptive capacity as applied to the systems that are relevant to the venture, including; diversity, trust, capacity for self-organisation, capacity for learning and common meaning.</li> </ul>
Success Level
<ul style="list-style-type: none"> <li>● Creates a common vision of success for all stakeholders relevant to the venture, e.g addressing current challenges in larger system such as social immigration in Sweden.</li> <li>● Defines social sustainability success for all stakeholders by the Social Sustainability Principles in the context of impact sourcing: <ul style="list-style-type: none"> <li>○ SP4 Protection and support of physical, mental and emotional health.</li> <li>○ SP5 Opportunities to participate in the systems and visioning process.</li> <li>○ SP6 Opportunities to learn and develop skills and competencies necessary to the project.</li> <li>○ SP7 All stakeholders treated equally and not subject to discrimination.</li> <li>○ SP8 Freedom to create individual and collective meaning.</li> </ul> </li> <li>● Includes additional success criteria specific to each stakeholder group and their context; business, community, employees.</li> </ul>
Strategic Level
<ul style="list-style-type: none"> <li>● Development of a strategic plan starts with backcasting from the vision of success.</li> <li>● Strategic guidelines are given in the following key areas; creating the vision, common meaning and trust; choosing strategy; selecting the location; recruitment and staffing; additional support for the project.</li> <li>● Three prioritisation questions are applied to select actions within each key area</li> </ul>
Actions Level
<ul style="list-style-type: none"> <li>● Specific concrete actions for moving towards the vision of success are selected based on the recommendations from Strategic Level.</li> <li>● There are some universal actions that are applicable to all businesses and communities.</li> </ul>
Tools Level
<ul style="list-style-type: none"> <li>● Tools utilised to support the achievement of success include Systems Tools, Strategic Tools (e.g. Six Sigma, Pentagon Approach, Land to Lab) and Capacity Tools (e.g. Frame Alignment Processes).</li> <li>● Additional tools are identified and utilised according to the context of each venture.</li> </ul>

The potential obstacles and enablers for businesses and immigrants for the application of SSISM that were identified as a result of SQ2 provided valuable insight into considerations that are relevant to the application of the model in Sweden for the purpose of integrating immigrants. The findings are summarised in Table 4.2.

*Table 4.2 Summary of Potential Obstacles and Enablers for the SSISM for Businesses and Immigrants*

Potential Obstacles for Businesses	Potential Enablers for Businesses
<ul style="list-style-type: none"> <li>● Negative perceptions of immigrants: fear of them changing society, they are risky to employ, need to hire Swedes first</li> <li>● Swedes and immigrants have mutual lack of respect for culture</li> <li>● Small communities not attractive, cities seen as better, thus leading to urbanisation</li> <li>● Government entrenchment</li> <li>● Better infrastructure needed in rural areas</li> <li>● Not enough support for improving Swedish language competencies</li> <li>● Language barriers</li> <li>● Swedish salary requirements, slow bureaucracy, and union regulations</li> <li>● Lack of skilled employees now</li> <li>● Insufficient infrastructure and amenities</li> <li>● Lack of buy in from stakeholders and short term thinking</li> </ul>	<ul style="list-style-type: none"> <li>● Welcoming communities</li> <li>● Positive perceptions of immigrants: they contribute to economy, cross-cultural exposure is good, and they bring skills</li> <li>● Government support for language training, tax benefits, incentives (long term planning)</li> <li>● Unions could develop support systems, policies and wages for immigrants</li> <li>● Infrastructure in rural areas e.g. transport, internet, schools</li> <li>● Amenities in rural areas e.g. parks, social organisations, restaurants, etc.</li> <li>● Community with a strong vision, co-created by stakeholders, with buy in</li> <li>● Affordable rural locations and lower costs</li> <li>● Collaboration and agglomeration</li> <li>● Immigrants with language competence, cultural acclimatisation, and ambition</li> <li>● The right people with the skills for the job</li> <li>● Meaningful professional development opportunities</li> </ul>
Potential Obstacles for Immigrants	Potential Enablers for Immigrants
<ul style="list-style-type: none"> <li>● Preference for employment in existing occupation</li> <li>● Swedish language challenges</li> <li>● Hard to find housing</li> <li>● Swedish culture</li> <li>● Lack of suitable amenities in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>● Willingness to learn new occupation</li> <li>● Availability of amenities in rural areas</li> <li>● Willingness to move to rural location if there was a job (particularly if amenity rich)</li> <li>● Factors that make rural areas appealing e.g. access to nature, healthcare, good schools</li> </ul>

## 4.1 Validity Discussion

The research process involved the use of a variety of research methods; content document analysis, interviews and surveys. Thus, the strength of the research was achieved through alignment of different perspectives in the comparison between the researchers' discussion, the literature and the interviews and survey results.

Two of the four researchers are immigrants to Sweden with first-hand experience of the integration process in Sweden which led to critical discussions about the findings. This added to the credibility as statements from sources were not taken at face value, rather statements were critiqued extensively. This led to illuminating perspectives on the source material. The potential

bias through personal experiences was mitigated by excluding statements and opinions from the researchers that were not confirmed by peer reviewed documents or multiple sources.

An area of improvement for the research is the size and diversity of interview and surveys samplings. The interview process involved four interviews with business representatives. Two out of the four were located in Blekinge County, one in Småland County and one was located in Stockholm County. This led to a strong representativeness of the opinions from businesses from South East Sweden which may could have coloured the findings. In some instances, although only one interviewee has given a particular viewpoint, those statements are directly or indirectly backed up by the literature and/or the surveys with immigrants, increasing the validity of the statement. However, in order to gain a comprehensive understanding of the situation in Sweden a higher sampling in numbers, types of businesses and population, and locations would be necessary. As it is now, the results of the interviews represent only an excerpt of the complexity of the situation in Sweden. As mentioned, the surveys could have had better validity if there had been more diversity and larger numbers. The surveys were conducted in Arabic and English, therefore, language differences may have caused the loss of information and meaning in the translation process, that could have potentially influenced the results. In addition, immigrants that speak Swedish and a language other than Arabic and English, could not participate. Therefore, responses from this group were not collected which could be a potential gap in the research. The sampling also included a high number of Muslim participants which may led to a strong representativeness of the opinion from one group of people. In addition, only four females participated in the surveys which leads to a strong representativeness of males' opinions and another potential gap in the research.

Another factor that potentially impacted the findings was the literature about immigration in Sweden. The most recent sources are from 2015, whilst the main "refugee wave" arrived in the same year. All in all, the research touches on the surface for recommendations for the implementation of the SSISM into the Swedish context. For more valid recommendations, more recent studies into the impact of immigration since 2015, as well as much larger studies needs to be done for verification of the results.

The information regarding the current reality of impact sourcing and related models was built upon best practices rather than a strategic approach which is improved by using the SSD perspective. Using the SSD's strategic approach increased the probability of reaching the intended results. The associated tool of the FSSD proved to be a practical and flexible tool for use in the analysis processes. The FSSD provided the foundation and lens for designing the model. The holistic perspective of the framework enabled the researchers to maintain the systems perspective without getting lost in detail. The strategic approach ensured that the design of the model is orientated for long term application. By using the sustainability principles as boundary conditions, a clear definition of sustainability was provided. However, the guidance for the research, may have led to exclusion of certain aspects not covered or considered by the FSSD. Therefore the researchers acknowledge that the reliance on the FSSD as a foundation could have influenced the findings both positively and negatively on the formation of the SSISM as the approach was woven through the entire research process.

## **4.2 Relevance of the SSISM to Sweden**

The research shows that forced migration is likely to increase and therefore, the challenge of immigration for receiving countries such as Sweden will become more exaggerated (Zhang et

al. 2007; Roser and Ortiz-Ospina 2013). In addition, the continuous migration from rural areas to the large cities and add to the complexity of the challenge (Glesbygdverket 2007; Amkoff 2008; Carlsson 2015; Englén et al 2015). What the researchers found could assist Sweden in finding ways to integrate immigrants and develop rural areas in Sweden. The implementation of SSISM can attract businesses to a depopulated community and immigrant employees for those businesses to the area.

If SSISM is applied, businesses could save money, challenges could be addressed in Sweden such as the integration problem and communities benefiting from an increased tax base which is implied by the document content analysis (Amkoff 2008; Carlsson 2015) regarding impact sourcing and related models. The key which is repeated in all the sources is that the stakeholders must work together. Furthermore, the addition of the sustainability principles from the FSSD could have a significant impact towards sustainability, if the impact sourcing field adopts the SSISM. Impact sourcing has been used in developing countries with different approaches to development. The SSD could also be used in developed countries. Therefore, it is implied that SSISM could be used universally.

The SSISM has a potential to positively impact the understanding of sustainability within the field of impact sourcing. Virtually none of the sources described any definition of sustainability, even when it called for environmental sustainability. The researchers attempted to stress the need for also applying environmental sustainability when a project is implemented.

The implementation of the SSISM in rural areas also has the potential to aid the successful integration of immigrants in other ways through addressing key obstacles. This can be achieved through the creation of a common vision as outlined in the Success Level of the model and the creation of a strategic plan for the venture through the utilisation of the guidelines in the Strategic Level. This is particularly relevant to selecting the location. Communities in rural areas are usually very welcoming to new businesses and arrivals, which also increases the chances for successful integration (Interview D). In rural areas the availability of housing is much higher in comparison to the urban areas (UNHCR 2103), a factor that was highlighted as important in the surveys with immigrants. Therefore, immigrants have more choices to find good housing which leads in the long term to a better quality of life and health (Ibid). It also enables potential family reunification, a key factor affecting integration for refugees, through the availability of living space in same area (Ibid). In addition, rural areas provide lower costs in comparison to cities e.g. through cheaper housing/renting, for both businesses and the immigrants (Ibid; Interview A, Interview B, Interview C). Furthermore, the better housing situation in the rural areas makes it easier for the immigrants to find a place to focus and study in order to develop new skills (UNHCR 2013). However, living in a rural area carries the potential risk of social isolation if there is a lack of network and social contacts within the area (Ibid).

For governments and organisations wishing to implement the SSISM, the structure of the model, based around the five levels of the FSSD, provides guidance in a structured manner for how to approach implementation. Organisations should first start at the Systems Level by taking a systems perspective and assessing the wider context in which the venture will operate. Next, using the guidance in the Success Level, success should be defined through a collaborative approach with key stakeholders, ensuring that the venture contributes to social sustainability in Sweden, addresses some of the problems that Sweden is facing and that the venture is socially sustainable in itself. Once success has been defined, an appropriate strategy for the venture can be created through adherence to the guidelines within the Strategic Level of the model. Finally,

appropriate actions and tools can be selected and implemented as per the guidance in the Actions Level and Tools Level in the model.

#### 4.2.1 Recommendations for the Swedish Government

There are a number of recommendations intended to address factors relating to the nature of the systems in which an organisation implementing SSIM operates in Sweden. These recommendations fall under the scope of the Swedish government.

##### *i. The introduction of educational programs to address discrimination against immigrants and change cultural perceptions.*

The Swedish people report themselves as anti-racist and having positive attitudes towards immigration and multiculturalism (Johansson Heinö 2009; UNHCR 2013), which can be encouraged to accept and welcome immigrants, especially in depopulated areas which have a stronger history of integrating immigrants (UNHCR 2013). However, some Swedish people perceive immigrants as a threat to their work, Swedish social stability and the Swedish way of life (Interview A; Interview C; Interview D). To exacerbate the problem there is discrimination toward immigrants across the system (Frykman 2006; UNHCR 2013) due to Islamophobia and the perceptions that immigrants are low skilled (UNHCR 2013). Measures should be taken by the Swedish government to transform the negative attitudes towards immigrants that exist in Swedish society. It is important to encourage Swedish people to be able see the benefits of immigration and the new business and employment opportunities that are created, to see beyond the notion of “people taking our jobs” (Interview C). It is recommended that the government educate businesses on how to work with immigrants in a positive way, employ them without fear and learn to see the opportunities of working with immigrants instead of perceiving them as threats and focusing on cross-cultural problems (Interview A; Interview C). The introduction of such a program will aid in educating Swedes about discrimination awareness, neutralising perceptions of immigrants as a threat, and enable policies and activities at national and local levels to change attitudes

##### *ii. The introduction of new forms of government support for businesses*

Hiring an immigrant outside of the businesses network, is perceived to carry a risk due to high salary requirements in Sweden (Interview C) and potential for mistakes (Interview A). Even when immigrants become available for a work permit, there is a perceived high risk to hiring immigrants to the businesses which needs to be addressed (Interview C). To address the perceived financial risks associated with hiring immigrants, the introduction of an entry level or starting salary for immigrants is recommended (UNHCR 2013; Interview C).

The introduction of tax breaks, government incentives or other government support to encourage businesses to employ immigrants in this type of model is recommended (Interview B; Interview D). The gamification of incentives and incentives designed to encourage compliance over time, in particular was suggested (Interview B). The introduction of such incentives focusing on employing immigrants and locating business operations in rural areas could facilitate motivation in organisations to undertake a SSISM venture.

There are already government programs which support integration, for example SFI, Integrationscentrum, and the Establishment Program provided by Arbetförmedlingen, which can help in establishing a SSIS project as resources for the workforce. The business owners who employ immigrants have a high interest that the immigrants learn Swedish (Interview A;

Interview B; Interview C; Interview D), and language competence is considered one of the most important factors for successful integration by all stakeholders (Regeringskansliet 2009; UNHCR 2013; OECD 2014; OECD 2015), including the surveyed immigrants. Sweden already provides free language training for immigrants through SFI (UNHCR 2013; OECD 2014), which supports the need for language competency (Regeringskansliet 2009; UNHCR 2013; OECD 2014; OECD 2015), however, there is a need for more language support programs to support immigrants in the workplace (Interview A; Interview B; Interview D). This could be accomplished through support for coaches and mentors in the workplace who focus on industry specific language coaching and translation, aid with cross-cultural communication problems and who educate the business in how to integrate immigrants into their workplace (Interview A; Interview C; Interview D).

*iii. Involve unions in developing systems for helping immigrants join the labour market.*

Currently there are shortcomings in the support and guidance for immigrants to adapt to the new environment, including the workplace, which can lead to isolation and less opportunities to increase competencies (UNHCR 2013; OECD 2014; Arbetsförmedlingen 2017; Integrationscentrum 2017). It has been suggested that immigrants need representation of their interests by the government and unions (Interview B; Interview C; Interview D). Therefore, involvement of unions in developing new systems to aid the integration of immigrants into the Swedish workforce is recommended (Interview B; Interview C; Interview D). This might involve the creation of a union specifically for immigrants, to represent their interests (Interview D). These measures may aid in the development of the labour market and labour market policies in ways that further support integration.

#### **4.2.2 Recommendations for Businesses and Organisations**

The following recommendations fall within the scope of the individual organisations to implement as part of the SSIS venture.

*i. Provide opportunities for immigrants to co-create the community and participate in the decision making process.*

It is important to involve the immigrants in building the vision and establishing common meaning (Nakatsu and Iacovou 2007; Sandeep and Ravishankar 2016). For the venture it is necessary to give the immigrants the opportunity to co-create the community in order to increase the perception of ownership (Interview B; Interview C). Moreover, their involvement in the decision making process and giving the possibility to influence the venture is also important, and goes hand in hand with involving the immigrants into the process of finding solutions (Interview C). This could be achieved through gamification (Interview B) and collaboration with key stakeholders (Interview B; Interview C). Furthermore, as discussed in the recommendations for the Swedish government, an additional recommendation is to build on the Swedish traditions and create a union for immigrants in order to have influence, or to create a council to represent the immigrants (Interview B; Interview C; Interview D).

*ii. Provide professional development opportunities that are relevant and meaningful for immigrants.*

Diversity is an important component for each venture. Immigrants usually come in with different skills which brings diversity (Interview B) and can be utilised in order to make the venture successful (Interview A; Interview D), as demonstrate in the surveys. However, shortcomings in the system to validate the employment training and experience of immigrants

(UNHCR 2013) has led to many immigrants being overqualified for their job (Ibid; OECD 2014), which leads to stress and depression from being stuck in low skilled work (UNHCR 2103). This is especially likely to happen if the documentation for their skills is lost. Furthermore, immigrants are willing to learn new skills and occupations as demonstrated in the surveys. Therefore, a way needs to be found to identify and develop the skills and competencies from the immigrants continuously through relevant and meaningful professional development (Interview B). This could be achieved through an initial evaluation of each individual immigrant employee's competencies, including work specific skills and language, followed by the creation of an individual professional development program (Interview D). This could be further aided through the support of colleagues, professional mentors and professional networking opportunities (Interview A; Interview B; Interview D). The implementation of a feedback system for immigrant employees that gives quick, positive feedback to increase their self-esteem and identify areas of strength and weaknesses for support and improvement (Interview B). This could be particularly useful in addressing and developing language competencies.

### **4.2.3 General Recommendations**

There has been a large number of refugees that have come to Sweden in a recent short period (OECD 2014; Statistics Sweden 2016) which has not been handled well (Wiesbrock 2001; UNHCR 2013; Aldén 2014; Andersson 2014; OECD 2014; Riniolo 2014). Although there are good programs, there is poor coordination between government departments and other organizations working with immigrants (UNHCR 2013; OECD 2014; Arbetsförmedlingen 2017; Integrationscentrum 2017). Both the informal and formal interviews reported a difficulty regarding political and government entrenchment keeping effective change from happening in a timely manner (Arbetsförmedlingen 2017; Integrationscentrum 2017; Interview A; Interview C; Interview D). An efficient and effective system for handling the integration of immigrants will become increasingly more important as the effects of climate change continues to force people from their home countries and seek sanctuary in other countries (Bierman and Boas 2010) such as Sweden. Therefore, it is important that the Swedish government addresses the administration, coordination and communication between the key government agencies and actors that work with immigrants and integration to enable faster integration into the labour market in order to take advantage of SSIS and other employment opportunities.

The intersystems perspective that is utilised in the Systems Level of the SSISM ensures a greater potential for understanding the wider context for any organisation seeking to undertake a SSIS venture, and therefore the wider implications for society and sustainability. However, as the model currently emphasises social sustainability, it will be important for organisations to also take environmental aspects into consideration in order to be fully sustainable.

## **4.3 Future Research**

There are several areas that emerged during the research that could be explored. The primary interest to the researchers and some of the business owners is to have someone continue the process with a pilot project as a case study for the SSISM. In addition, a larger study with a higher sampling needs to be conducted to verify the results further. One question that arose was, "What would motivate the Swedish people to open up to integrating immigrants from a cultural viewpoint?" It could be interesting to explore the interests of the communities as either a standalone research project or in relation to a pilot project. In the long term, research regarding

the differences in application success depending upon who leads the project could be interesting. Perhaps most interesting to some in Sweden could be to look at how to include Swedish people as a workforce into the SSISM, especially in regards to young people as mentioned in some of the interviews. The current model for socially sustainable impact sourcing focuses only in the social aspects of sustainability. Therefore, any stakeholder who wants to apply this model need to consider the full FSSD by considering the ecological aspects of sustainability in order to maintain systems orientation. Therefore, further research on the ecological impacts of the SSISM needs to be done to address the wider picture of sustainability.

## 5. Conclusion

In the light of the sustainability challenge, factors such as increasing demand of resources, while the supply of resources is decreasing will cause further challenges for the world and society. Therefore forced migration is likely to continue which will add further pressure on the receiving countries. To maintain the wellbeing of society on a global scale, humanity has to find a way to address these challenges whilst not creating new problems. The socially sustainable impact sourcing model was created as a response to the integration challenge which Sweden has to face today. It addresses both the depopulation of rural areas and the integration of immigrants. Additionally, it provides a systems perspective and clear principles and guidelines for applying impact sourcing in a socially sustainable way.

For governments, businesses and organisations wishing to undertake a socially sustainable impact sourcing venture and implement SSISM, the structure of the model provides guidance in a structured manner for how to do so. Organisations should first start at the Systems Level and progress through Success, Strategic, Actions and Tools Levels when planning and undertaking the venture. Based on the research findings, the following additional recommendations for how to implement the SSISM specifically into the Swedish context are summarised:

### *Recommendations for the Swedish Government*

- The introduction of educational programs to address discrimination against immigrants and change cultural perceptions.
- The introduction of new forms of government support for businesses.
- Involve unions in developing systems for helping immigrants join the labour market.

### *Recommendations for Businesses and Organisations*

- Provide opportunities for immigrants to co-create the community and participate in the decision making process.
- Provide professional development opportunities that are relevant and meaningful for immigrants.

### *General Recommendations*

- Address problems with the administration, coordination and communication between the key government agencies and actors that work with immigrants and integration in Sweden.
- Take environmental aspects into consideration in order to be fully sustainable.

Although the focus of this research has been on the application to the Swedish context, the SSISM itself stands alone as a universal model applicable to the impact sourcing field. Successful application of the model requires the specific circumstances of each context and impact sourcing venture to be researched, and the implementation processes aligned. While further studies are necessary for robust results, the model and recommendations take a systems perspective to address impact sourcing in a sustainable way which should allow for a flexible platform for future actions.

## References

- Akgün, Aliye Ahu, Tüzün Baycan and Peter Nijkamp. 2015. Rethinking on Sustainable Rural Development. *European Planning Studies* 23(4): 678-692.
- Aldén, Lina, and Mats Hammarstedt. 2014. *Integration of Immigrants on the Swedish Labour Market – Recent Trends and Explanations*. Linnaeus University Labour Market and Discrimination Studies Centre.
- Amkoff, J. 2008. Ska hela Sverige leva? Vad händer med landsbygdens befolkning? *Formas Fokuserar*. 08-Tryck AB: Stockholm. Cited in Carlsson, Sophie. 2015. Regional Migration in Sweden: A Study on the Determinants of Out-Migration Connected to Swedish Municipal Disparities [Thesis]. Lund University. P3.
- Andersson, Ruben, and Agnieszka Weinar. 2014. *Integration Policies Sweden Country Report. INTERACT - Researching Third Country National' Integration as a Three-way Process - Immigrants, Countries of Emigration and Countries of Immigration as Actors of Integration*. European University Institute: INTERACT Report 2014/14. <http://cadmus.eui.eu/bitstream/handle/1814/32656/INTERACT-RR-2014%20-%2014.pdf;sequence=1> (Accessed 19 May 2017).
- Arbetsförmedlingen. 2017. Interviewed by authors. Karlskrona, Sweden. March 20.
- BBC. 2016. Migrant Crisis: Migration to Europe Explained in Seven Charts. BBC News Website. March 4, 2016. <http://www.bbc.com/news/world-europe-34131911> (Accessed 17 May 2017).
- Benford, Robert D. and David A. Snow. 2000. Framing Processes and Social Movements: An Overview and Assessment. *Annual Review of Sociology*. Vol. 26 (2000): 611-639. <http://www.jstor.org/stable/2095581> (Accessed 16 March 2017).
- Bevelander, Pieter. And Ravi Pendakur. 2012. Citizenship, Co-ethnic Populations, and Employment Probabilities of Immigrants in Sweden. *Journal of International Migration and Integration*. 13:203-222.
- Biermann, Frank, and Ingrid Boas. 2010. Preparing for a Warmer World: Towards a Global Governance System to Protect Climate Refugees. *Global Environmental Politics* 10 (1): 60–88.
- Boverket. 2016. *Housing, Internal Migration and Economic Growth in Sweden*. Report 2016:13 (April).
- Broman, Göran Ingvar and Karl-Henrik. Robért. 2017. A Framework for Strategic Sustainable Development. *Journal of Cleaner Production*. Vol 140 [1] (January 2017):17-31.
- Carlsson, Sophie. 2015. Regional Migration in Sweden: A Study on the Determinants of Out-Migration Connected to Swedish Municipal Disparities [Thesis]. Lund University

Centre for Land to Lab Initiatives. n.d. Centre for Land to Lab Initiatives (CLLI). <http://www.pdslandtolab.org/about.html>. (Accessed 19 March 2017).

Coghlan, David, and Mary Brydon-Miller. 2014. *The SAGE Encyclopedia of Action Research*. London. SAGE Publications Ltd. <http://methods.sagepub.com/reference/encyclopedia-of-action-research>. (accessed 22. January 2017).

Connor P. 2016. Number of Refugees to Europe Surges to Record 1.3 Million in 2015. <http://www.pewglobal.org/2016/08/02/number-of-refugees-to-europe-surges-to-record-1-3-million-in-2015/> (accessed 04 April 2017).

Englén, Tore, Björn Hasselgren, Göran Långsved and Lennart Weiss. 2015. *Challenges Facing the Stockholm Region, New Solutions Urgently Needed, Report Prepared for the Stockholm Chamber of Commerce*. KTH Royal Institute of Technology. February 2015.

Envall, A. (2012) Monitoring Integration in Sweden. In: Bijl, Rob, Verweij, A (eds.) *Measuring and monitoring immigrant integration in Europe: Integration policies and monitoring efforts in 17 European countries*. The Netherlands Institute for Social Research, The Hague, March 2012. Cited in UNHCR. 2013. *A New Beginning: Refugee Integration in Sweden - It's about time!*. September 2013. <http://www.refworld.org/docid/5295a60e4.html> (accessed 06 January 2017).

Formas Fokuserar. 2008. *Ska hela Sverige leva? 08-Tryck AB*. Chapter 6. Cited in Carlsson, Sophie. 2015. *Regional Migration in Sweden: A Study on the Determinants of Out-Migration Connected to Swedish Municipal Disparities* [Thesis]. Lund University, p4.

Frykman, Jonas, Weini Kahsai Nobel, Johanna Ahnquist, Anna Schölin and Marie Lindberg. 2006. *Discrimination – a threat to Public Health*. Final report – Health and Discrimination Project. Swedish National Institutue of Public Health. [http://health-equity.lib.umd.edu/622/1/r200622\\_Discrimination%2DThreatToPublicHealth.pdf](http://health-equity.lib.umd.edu/622/1/r200622_Discrimination%2DThreatToPublicHealth.pdf) (Accessed 17 May 2017).

Gerbl, Martina, Ronan McIvor and Paul Humphreys. 2016. Making the Business Process Outsourcing Decision: Why Distance Matters. *International Journal of Operations & Production Management*. Vol. 36 Iss 9: 1037 - 1064.

Glesbygdsverket. 2007. *Kartläggning av strategier för att öka befolkningen I Kommuner och regioner. Regeringsuppdrag augusti 2007*. Cited in Carlsson, Sophie. 2015. *Regional Migration in Sweden: A Study on the Determinants of Out-Migration Connected to Swedish Municipal Disparities* [Thesis]. Lund University, p4.

Hopfenberg, Russell, and David Pimentel. 2001. Human Population Numbers as a Function of Food Supply. *Environment, Development and Sustainability* 3 (1): 1–15.

Integrationscentrum. 2017. Interviewed by the authors. Karlskrona, Sweden. March 21.

IPCC. 2014. *Climate Change 2014: Synthesis Report*. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC. Geneva. Switzerland, 151. [file:///Users/logos/Desktop/SYR\\_AR5\\_FINAL\\_full\\_wcoverIPCC2014.pdf](file:///Users/logos/Desktop/SYR_AR5_FINAL_full_wcoverIPCC2014.pdf) (accessed 19 May 2017).

Johansson Heinö, A. 2009. Democracy Between Collectivism and Individualism. De-Nationalisation and Individualism in Swedish National Identity. *International Review of Sociology*. 19(2): 297-314.

Kelley, Colin P., Shahrzad Mohtadi, Mark A. Cane, Richard Seager, and Yochanan Kushnir. 2015. Climate Change in the Fertile Crescent and Implications of the Recent Syrian Drought. *Proceedings of the National Academy of Sciences of the United States of America* 112 (11): 3241–46.

Kell, Georg. 2011. Global Compact der Vereinten Nationen [Global Compact of the United Nations]. In *Handbuch Wirtschaftsethik* [Compendium of economic ethics] ed. Äbländer, Michael, 329 - 337. Stuttgart: J.B. Metzler.

Knocke, Wuokko. 2000. Integration or Segregation? Immigrant Populations Facing the Labour Market in Sweden. *Economic and Industrial Democracy* 21(3): 361-380.

Kóczán, Zsóka. 2016. (Why) Are Immigrants Unhappy? *IZA Journal of Migration*. 5 (3): 1–25.

Lacity, Mary, Joseph Rottman and Shaji Khan. 2010. Field of Dreams: Building IT Capabilities in Rural America. *Strategic Outsourcing: An International Journal*. 3 (3): 169 - 191.

Lester, Donald L. and Michael L. Menefee. 2014. Rural Sourcing in North Carolina: Promoting Economic Sustainability. *International Journal of Sustainable Strategic Management*. 4 (3): 210-220.

Lucas, Scott. 2016. A Beginner's Guide to Syria's Civil War. *Political Insight*. 7 (1): 12–15.

Malik, Ashish and Stephen Blumenfeld. 2012. Six Sigma, Quality Management Systems and the Development of Organisational Learning Capability. Evidence From Four Business Process Outsourcing Organisations in India. *International Journal of Quality and Reliability Management*. 29 (1): 71-91.

Massoud, A. 2010. Years of Drought: A Report on the Effects of Drought on the Syrian Peninsula (Heinrich Böll Stiftung, Berlin).  
[http://www.Lb.Boell.org/downloads/Drought\\_in\\_Syria\\_En.Pdf](http://www.Lb.Boell.org/downloads/Drought_in_Syria_En.Pdf). (Accessed 14 January 2017).

Mella, O. and Palm, I. 2012. Mångfaldsbarometern. Uppsala Universitet, Sociologiska Institutionen. Cited in UNHCR. 2013. *A New Beginning: Refugee Integration in Sweden - It's about time!*. September 2013. <http://www.refworld.org/docid/5295a60e4.html> (accessed 06 January 2017).

Migrationsverket. 2017. *Total Number of Asylum Applications in 2013, 2014, 2015, 2016 and 2017*. Swedish Migration Agency. April 04, 2017.  
<https://www.migrationsverket.se/English/About-the-Migration-Agency/Facts-and-statistics-/Statistics.html>. (Accessed May 02 2017).

Missimer, Merlina. 2015. Social Sustainability within the Framework for Strategic Sustainable Development (Diss). Blekinge Institute of Technology.

Missimer, Merlina, Karl-Henrik Robért and Göran Broman. 2017a. A strategic approach to social sustainability - part 1: exploring the social system. *Journal of Cleaner Production* 140 (2017): 32-41.

Missimer, Merlina, Karl-Henrik Robért and Göran Broman. 2017b. A strategic approach to social sustainability - part 2: exploring the social system. *Journal of Cleaner Production* 140 (2017): 42-52.

Naldi, Lucia, Pia Nilsson, Hans Westlund, Sofia Wixe. 2015. What Is Smart Rural Development? *Journal of Rural Studies* 40 (2015): 90-101

Neumeier, Stefan. 2012. Why Do Social Innovations in Rural Development Matter and Should They Be Considered More Seriously in Rural Development Research? - Proposal for a Stronger Focus on Social Innovations in Rural Development Research. *Sociologica Ruralis*. 52 (1) January 2012: 48-69.

OECD. 2014. *Finding the Way: A Discussion of the Swedish Migrant Integration System*. <https://www.oecd.org/els/mig/swedish-migrant-integration-system.pdf>. (accessed 6 January 2017).

OECD. 2015. *Sweden Policy Brief Migration*. <https://www.oecd.org/sweden/sweden-promoting-labour-market-integration-among-migrant-population.pdf>. (Accessed 01 March 2017).

Peromingo, Miguel. 2014. Work and Refugee Integration in Sweden. *Forced Migration Review*. 48 (November): 76-77.

Provo, John and Heike Mayer. 2007. *Farmshoring in Virginia - Domestic Outsourcing Strategies for Linking Urban and Rural Economies in the Commonwealth of Virginia*. Economic Development Studio, Virginia Tech. April, 2007.

Ravi, V V and Dr. D. Venkatrama Raju. 2013. Rural Business Process Outsourcing in India - Opportunities and Challenges. *International Journal of Business and Management Invention*. 2, (8, August): 40-49.

RCCI. 2001. Expanding Economic and Educational Opportunity in Distressed Rural Areas - A Conceptual Framework for the Rural Community College Initiative. Chapel Hill, NC: MDC. September 2001.

Rees, William. 2001. *Ecological Footprints of the Future*. [https://www.google.se/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0ahUKEwjJ5bKylfzTAhUBWYwKHXUbChUQFgg6MAI&url=http%3A%2F%2Fwww.colorado.edu%2Fgeography%2Fcourses%2Fgeog\\_3422\\_f05%2FReadings%2F8-31Rees\\_Ecological%2520footprints.doc&usq=AFQjCNEuLFphdcHlwliwv7ojcTIBMdW36g&cad=rja](https://www.google.se/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0ahUKEwjJ5bKylfzTAhUBWYwKHXUbChUQFgg6MAI&url=http%3A%2F%2Fwww.colorado.edu%2Fgeography%2Fcourses%2Fgeog_3422_f05%2FReadings%2F8-31Rees_Ecological%2520footprints.doc&usq=AFQjCNEuLFphdcHlwliwv7ojcTIBMdW36g&cad=rja) (Accessed 19 May 2017).

Regeringskansliet. 1998. *Personal Data Act (1998:204)*. Ministry of Integration and Gender Equality. <http://rkrattsbaser.gov.se/sfsr?bet=1998:204>. (Accessed 14 February 2017).

Regeringskansliet. 2009. *Swedish Integration Policy Fact Sheet*. Ministry of Integration and Gender Equality. <http://www.government.se/contentassets/b055a941e7a247348f1acf6ade2fd876/swedish-integration-policy-fact-sheet-in-english> (Accessed 01 March 2017).

Riniolo, Veronica. 2016. Sweden: A Country of Opportunities and Constraints for Migrant Integration. ISMU Foundation - Initiatives and Studies on Multiethnicity, June. [http://www.ismu.org/wp-content/uploads/2016/07/Riniolo\\_Paper\\_2016\\_en.pdf](http://www.ismu.org/wp-content/uploads/2016/07/Riniolo_Paper_2016_en.pdf). (accessed 6 January 2017).

Robért, Karl-Henrik, Göran Broman, George Basile. 2013. Analyzing the Concept of Planetary Boundaries From a Strategic Sustainability Perspective: How Does Humanity Avoid Tipping the Planet? *Ecology and Society*. 18 (2): 5.

Robért, Karl-Henrik, Göran Broman, David Waldron, Henrik Ny, Sophie Byggeth, David Cook, Lena Johansson, Jonas Oldmark, George Basile, Hördur Haraldsson, Jamie MacDonald, Brendan Moore, Tamara Connell, Merlina Missimer, Elaine Daly, Pierre Johnson. 2015. *Strategic leadership towards Sustainability*. 9th Ed. Karlskrona: Blekinge Institute of Technology with The Natural Step.

Roser, Max and Esteban Ortiz-Ospina. 2013. World Poverty. Our World in Data.. <https://ourworldindata.org/world-poverty/> (accessed 25 January 2017).

Sandeep, M. S. and M. N. Ravishankar. 2015. Social Innovations in Outsourcing: An Empirical Investigation of Impact Sourcing Companies in India. *Journal of Strategic Information Systems*. (24): 270-288.

Sandeep, M. S. and M. N. Ravishankar. 2016. Impact Sourcing Ventures and Local Communities: A Frame Alignment Perspective. *Information Systems Journal* 26 (2): 127-155.

Savin-Baden, Maggi, and Claire Howell Major. 2013. *Qualitative Research : The Essential Guide to Theory and Practice*. London: Routledge.

Schroeder, Roger G., Kevin Linderman, Charles Liedtke and Adrian S. Choo. 2008. Six Sigma: Definition and Underlying Theory. *Journal of Operations Management*. 26(2008): 536-554.

Snow, David A., E. Burke Rochford Jr, Steven K. Worden and Robert D. Benfors. 1986. Frame Alignment Processes, Micromobilisation, and Movement Participation. *American Sociological Review*. Vol. 51, No. 4 (Aug 1986): 464-481.

Statistics Sweden. 2016a. *Population Statistics*. Statistics Sweden Website. <http://www.scb.se/en/finding-statistics/statistics-by-subject-area/population/population-composition/population-statistics/pong/tables-and-graphs/yearly-statistics--the-whole-country/summary-of-population-statistics/>. (accessed 17 May 2017).

Statistics Sweden. 2016b. *Significant Population Increase is Expected*. Statistics Sweden Website. [http://www.scb.se/en/\\_Finding-statistics/Statistics-by-subject-](http://www.scb.se/en/_Finding-statistics/Statistics-by-subject-)

area/Population/Population-projections/Population-projections/Aktuell-Pong/14505/Behallare-for-Press/402291/. (accessed 14 January 2017).

Steffen, W., A. Sanderson, P.D. Tyson, J. Jäger, P.A. Matson, B. Moore III, F. Oldfield, K. Richardson, H. J. Schellnhuber, B.L. Turner, II and R.J. Wasson. 2004. *Executive Summary of the Book: Global Change and the Earth System: A Planet under Pressure*. Springer-Verlag, New York, New York, USA. [http://www.igbp.net/download/18.1b8ae20512db692f2a680007761/1376383137895/IGBP\\_ExecSummary\\_eng.pdf](http://www.igbp.net/download/18.1b8ae20512db692f2a680007761/1376383137895/IGBP_ExecSummary_eng.pdf) (Accessed 17 May 2017).

Trigo, Ricardo M., Célia M. Gouveia, and David Barriopedro. 2010. The Intense 2007–2009 Drought in the Fertile Crescent: Impacts and Associated Atmospheric Circulation. *Agricultural and Forest Meteorology* 150 (9): 1245–57.

UNHCR. 2009. *Mapping Integration: UNHCR's Age, Gender and Diversity Mainstreaming Project on Refugee Integration in Ireland - 2008/2009. Targeted or Mainstream Support to Refugee Integration? Legislation, Policy and Support in Ireland and Selected European Countries*. April 2009. <http://www.refworld.org/docid/4a55e4712.html>. (Accessed 20 April 2017).

UNHCR. 2013. *A New Beginning: Refugee Integration in Sweden - It's about time!*. September 2013. <http://www.refworld.org/docid/5295a60e4.html> (accessed 06 January 2017).

United Nations. 1987. *Report of the World Commission On Environment and Development: Our Common Future*. March 1987. <http://www.un-documents.net/our-common-future.pdf> (Accessed 10 May 2017).

United Nations. 1992. *United Nations Framework Convention on Climate Change*. <https://unfccc.int/resource/docs/convkp/conveng.pdf> (accessed 24 February 2017).

Verner, Dorte, Clemens Breisinger, Manfred Wiebelt, Perrihan Al-Riffai and Olivier Ecker. 2013. *Economics of Climate Change in the Arab World*. Herndon: World Bank Publications. ProQuest Ebook Central. <https://ebookcentral.proquest.com/lib/bthbib-ebooks/detail.action?docID=1177250>. (Accessed February 24, 2017).

Wackernagel, Mathis, Justin Kitzes, Dan Moran Steven Goldfinger and Mary Thomas. 2006. The Ecological Footprint of Cities and Region: Comparing Resource Availability with Resource Demand. *Environment and Urbanization*. 18(1):103-112.

Whiteley, G. 1995. Review of Land Degradation Development and Breakdown of Terrestrial Environments, by C.J. Barrow. *Journal of Animal Ecology*. 64 (2): 296–296.

Wiesbrock, Anja. 2011. The Integration of Immigrants in Sweden: A Model for the European Union? *International Migration*. 49 (4): 1–19.

Wilkes, Sybella. 2010. Iraqi Refugees in Syria Reluctant to Return to Home Permanently: Survey. UNHCR Website. <http://www.unhcr.org/news/latest/2010/10/4caf376c6/iraqi-refugees-syria-reluctant-return-home-permanently-survey.html>. (Accessed 14 January 2017).

Yli-Pelkonen, Vesa and Jari Niemelä. 2005. Linking Ecological and Social Systems in Cities: Urban Planning in Finland as a Case. *Biodiversity and Conservation*. 14 (8, July): 1947-1967.

Zhang, David D., Peter Brecke, Harry F. Lee, Yuan-Qing He, and Jane Zhang. 2007. Global Climate Change, War, and Population Decline in Recent Human History. *Proceedings of the National Academy of Sciences of the United States of America* 104 (49): 19214–19219.

Zveryaev, Igor I. 2000. Review of *Decade-To-Century-Scale Climate Variability And Change: A Science Strategy*. By Panel on Climate Variability on Decade-to-Century Time Scales. *International Journal of Climatology* 20 (8): 933–933.

# Appendices

## Appendix A - IS-5LF/SSISM Tools

### *Six Sigma Tool*

Six Sigma is a Total Quality Management (TQM) tool that is applicable to a range of industry sectors (Malik and Blumenfeld 2012, Schroeder et. al. 2008), including the finance sector (Gerbl, McIvor and Humphreys 2016), and aims to reduce the variability in products and processes (Malik and Blumenfeld 2012, Schroeder et. al. 2008) by using a range of methods. The methods that are typically used include: a hierarchical top-down management approach, using a structured methodology (define, measure, analyse, improve and control (DMAIC)), the use of Six Sigma trained improvement specialists, performance metrics (including financial, performance and customer-oriented metrics) and providing training and learning opportunities within the organisation (Ibid).

The application of Six Sigma and quality management aids organisations in selecting how to position themselves competitively and what strategies to choose to differentiate themselves e.g. through cost leadership or offering high-quality products or services (Malik and Blumenfeld 2012).

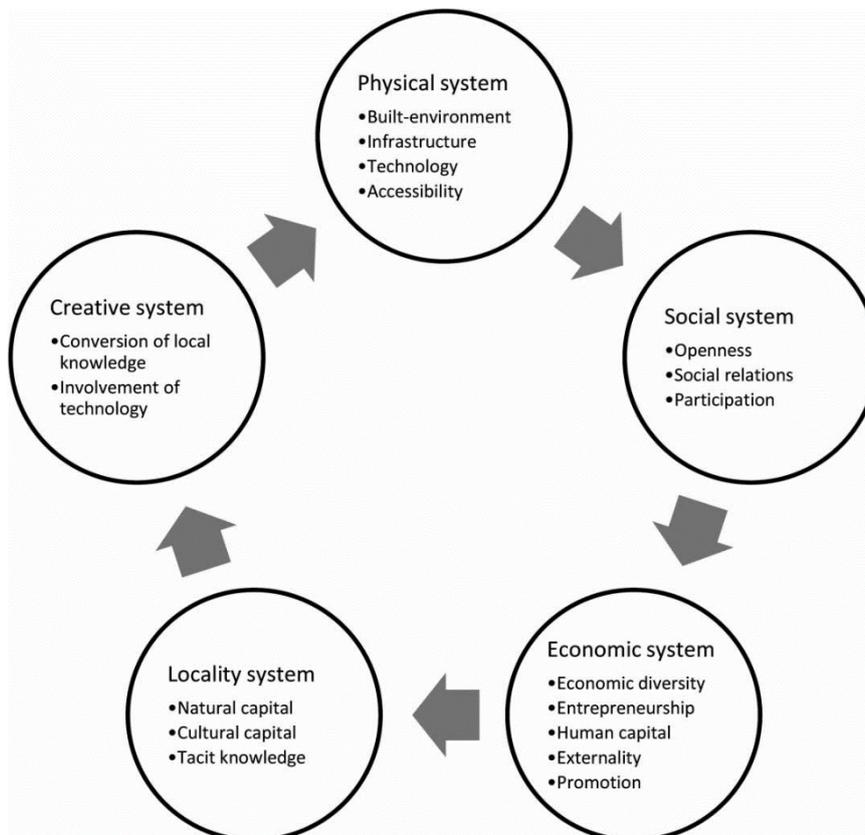
### *Frame Alignment Processes*

Frame Alignment Processes is a tool that addresses differences in the world views, or framing perspectives, of the different participants in a social venture such as Impact Sourcing, by building linkages so that the interests, values and beliefs of the individuals are congruent and complementary to the activities, goals and ideologies of the organisation(s) (Snow et. al. 1986, Sandeep and Ravishankar 2016). 'Framing' is how meaning is made and views on reality constructed (Benford and Snow 2000), therefore, if the various participants in a social venture have different worldviews and interpretations of reality, frame alignment may be necessary to ensure that all are effectively 'on the same page' and have similar interpretations of the reality (Snow et. al. 1986). Frame Alignment Processes, therefore, can be used to adapt and amend communications with the various stakeholder groups involved in the Impact Sourcing venture to increase the likelihood of congruence and shared meaning (Sandeep and Ravishankar 2016).

Four frame alignment processes are suggested for approaching the framing of the venture to build shared meaning between the stakeholder groups. *Frame bridging* can be used to better connect two groups sharing congruent ideological frames and would benefit from each other, but lack the organizational or structural base for acting in pursuit of their own interests (Snow et. al. 1986, Sandeep and Ravishankar 2016). *Frame amplification* can be used where the continuation of holding certain beliefs or values is important and so those values and beliefs must be periodically reinvigorated, invoked and clarified (Ibid). *Frame extension* can be used where it is difficult for the targeted audience to relate to the group and through extending its cognitive framework, the group can show commitment to the values and beliefs that are held by the targeted audience (Sandeep and Ravishankar 2016). *Frame Transformation* can be used if the group's values and beliefs are completely different from or contradict those of the targeted audience and it may be necessary for a frame transformation to introduce new values, beliefs and meanings into the targeted audiences existing mental models (Snow et. al. 1986, Sandeep and Ravishankar 2016).

### *The Pentagon Approach*

The Pentagon Approach is a systemic framework that identifies the most critical factors that impact sustainable rural development, therefore influencing the success of such ventures (Akgün, Baycan and Nijkamp 2015) which could include impact sourcing. The five key categories, as illustrated in Figure A.1, includes factors relating to the Physical, Social, Economic, Locality and Creatives systems that provide the context of the rural area. From this assessment, the priorities of each rural area can be identified and the area developed as a ‘hot spot’ by focusing on its advantages or strengths (Ibid). Four potential categories of Hot Spots are identified, each with a different focus and include: *Green Hot Spots* for nature and natural resources, *Agricultural Hot Spots* for agriculture, *Cultural Hot Spots* for cultural heritage and *Learning Hot Spots* for innovation (Ibid).



*Figure A.1 The Pentagon Approach* (Akgün, Baycan and Nijkamp 2015, 680)

### *Land to Lab Approach*

The Land to Lab Approach addresses local issues by promoting local knowledge, innovations and ideas to get a better sense of what is needed by the community and how to solve their problems (Sandeep and Ravishankar 2015, Centre for Land to Lab Initiatives n.d.). The approach (Figure A.2) enables greater sensitivity to local circumstances and bridges the gap between this reality, the “land”, and the “lab”, where innovations are normally devised (Sandeep and Ravishankar 2015) through a process of “documentation, IPR (Intellectual Property) protection, validation, value addition and dissemination through commercial and non-commercial sectors” (Centre for Land to Lab Initiatives n.d).

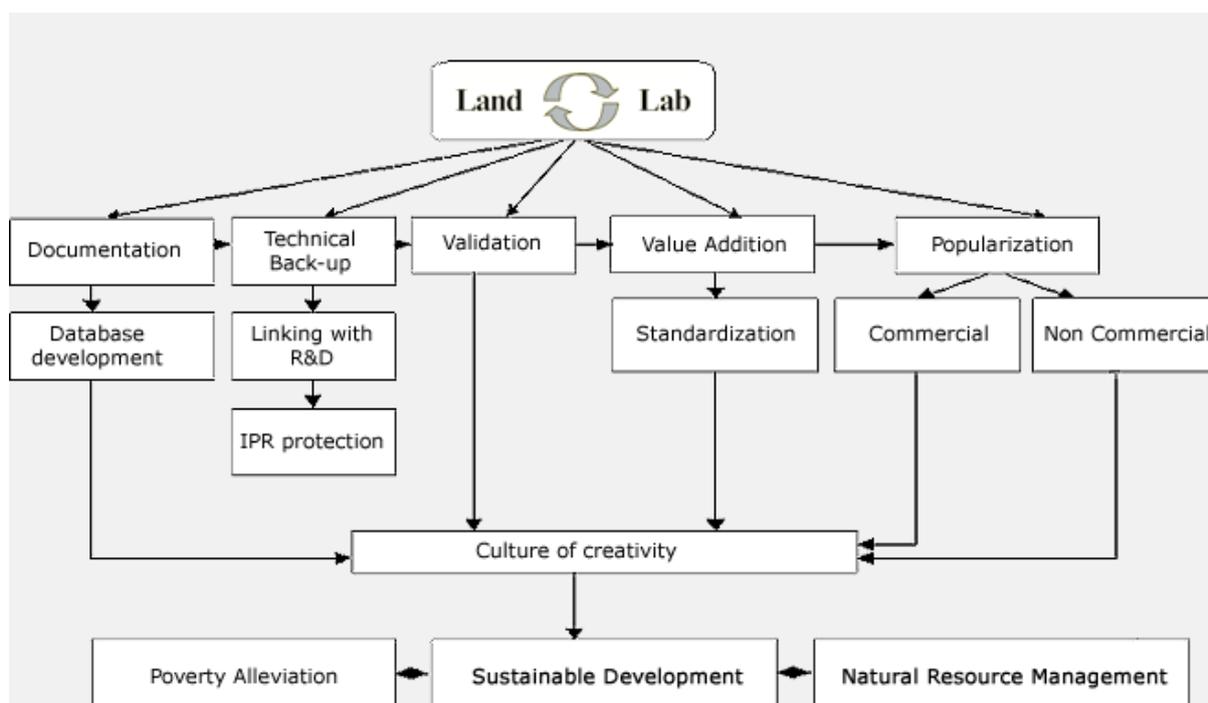


Figure A.2 Land to Lab Approach Process (Centre for Land to Lab Initiatives n.d.)

## **Appendix B - Interview Questions for the Business Owners**

The businesses were asked the following questions in open format:

Question 1- How are you today? Thank you for meeting with us!

Question 2- Is there something about our project that caught your interest?

Researchers: Explanation of Impact Sourcing and what we are doing.

Question 3- What is your first impression about this type of business model?

Question 4- If you were to move a business, or outsource part of the business function to a new location:

- What factors would be important to you for choosing the area?
- What do you think would motivate a business to move to or outsource to a rural area?

Question 5-What do you think would be the important amenities for the employees of a business that would motivate them to move to a rural area?

Question 6-Is there any particular factor that would be a deal breaker for a business in choosing a rural area?

Researchers: So, now we have looked at what would influence a business to move to a rural area, we would also like to find your thoughts on the migrant aspect as our model which focuses specifically on migrants in Sweden.

Question 7- Do you think there are potential benefits for a business in a rural area in employing migrants?

Question 8- Do you think there are potential challenges for a business in a rural area in employing migrants?

Question 9- What factors do you think are important for selecting migrants as employees (e.g. languages, skills, cultural background)?

Question 10- What do you think would encourage businesses to employ migrants in this kind of business model?

Question 11- What kind of support (e.g. government support) do you think a business would need to participate in this kind of business model?

Question 12- Is there anything you would like to add?

## Appendix C - Results from Business Owner Interviews

Table C.1 Responses from Business Owner Interviews

<b>Enablers</b>	
<b>SWEDEN</b>	
Sweden needs innovative integration ideas. Integration opens possibilities, changing perspectives to embrace opportunities, Sweden has strong cultural norms (some positive, some need to change)	B,C,D
Mixing cultures is beneficial/ Cross-culture exposure is good, Swedish social custom organized group activities	B,D
Swedes need to see beyond "people taking our jobs" to more jobs are created when we get to know new cultures	C
Sweden benefits from migrants' competencies when integrated, Sweden needs to have everyone using their skills (to build country)	A
Migration is a normal part of civilization, wanting to be with like groups is normal. Segregation is also normal and should not be changed.	C
Immigrants contribute to the economy	A
Sweden needs certain professions/skills/competencies which are not already in Sweden	D
Sweden is responsible for migrant if they do not integrate/learn Cooperation throughout Sweden	D
City planning - There need to be parameters on how many people work in a specific area	C
<b>GOVERNMENT</b>	
Government support of on-the-job language skills training	A,B
Government arrange coaches and educate businesses in integration: help integrate the migrants into their work place in language (translation) and cultural understanding. need in-between mentor/interpreter	A,D
Government could educate businesses on how to work with migrants in a good way, hire them without fear, and learn to see opportunities in working with migrants instead of threats, cross-cultural communication problems <b>need to educate businesses to employ migrants (possible, yes)</b>	A,C
(Politicians) need to make good actions	A
Government support of project, Tax benefits, or some kind of government break	B
Government incentives designed to encourage compliance across time (succession of "carrots")	B
Vision milestones help with working with government	B
Need government to agree to partner, not make it more difficult, keep processes simple, facilitate documents Cooperation between businesses and government Support organizations	D
Incentives (Gamify)To design incentive systems that cannot be corrupted.	B
Arbetsförmedlingen or Migrationsverket could help with migrant wages, COMPANIES WON'T Pay full wages	A
<b>UNIONS</b>	
Involve Unions (strong force in Sweden) to help develop system for migrants rights, join workforce, regulations	B,C,D
<b>INFRASTRUTURE</b>	
Food shopping and other needs, family necessities, fulfill basic needs (food shopping), basic life needs fulfilled	A,B,C,D
Infrastructure	A,C,D
Transportation	A,B,C
Affordable transportation for the people	A,C
Schools, good schools, child care	A,D
Home, Place to live (secondary to kids first and job)	C,D
Internet connection (Connectivity)	B,C
Same things as any business	B
Global travel	B
Satisfaction of having city functions	C

Strong community	D
<b>AMENITIES</b>	
Amenities for people, good amenities	B,C,D
(Nature) parks, beauty, forest	B,C,D
Meeting places, functions for meeting people, common interests, social organizations build relationships	B,C,D
Restaurants	B,C
Relaxed environment, Quiet	B,C
Less stress, less mental issues, they are better for people, they offer a better quality of life. (Rural Areas)	A
Balanced life	C
Independence	C
Open society	D
Good neighborhoods	D
Choice increases with nearby cities. (People can travel easily to closer cities)	A
Creative environment	B
Equivalent to urban areas	B
Cinema	C
<b>COMMUNITIES</b>	
Community building by the stakeholders particularly migrants to take responsibility for their own community building(C), whole community with diversity	B,C
Social organizations, all society functions	C,D
Community needs a strong vision. Community needs to understand what they want.	A
Attract people to rural areas	A
Strong communities with value of helping take care of each other, Support people Welcoming community	D
Co-creation towards a goal	C
Family connections – family gets job too, enough work to support the family	D
<b>BUSINESS</b>	
Strong Community Vision which can be communicated and inviting(A), An engaging community vision is basis for success (A), Clear Vision and Scope. Co-creation towards a goal, planning for future and Gamification of vision (C), And you can make teams that can build how high... The sky is the limit.(C)	A,B,C
Affordable rural area, short-term cost savings X2, cheaper in rural areas (Example: office spaces, lots of things)	A,B,C
Benefit from knowing other cultures, cross-cultural business especially with Arabian countries, connections; foreign country connections and expansion of market, increase global connections, extra knowledge, cross-cultural understanding, edge in cross cultural dealings	C,D
(Social Business Case), Saving costs and time is important in the short term and is the typical measurements for business – need to get businesses to think big picture/long-term	B,C
Good collaboration with community. address interests of various stakeholders	B,C
Sustainable infrastructure	A
Available locations – Lots of these communities. We have small villages outside (Karlskrona), (Names Swedish towns?), all this small areas. this small places there is no industries and things like that there anymore, but people are living there. you having stores and schools and things like that. and one way to solve it could be this are some kind of function areas where people live, but is still very, not very, but still cheaper to buy and living there.	A,C
Need to create something new, BAU won't work. Need out of the box thinking	C,D
Business by helping. <b>(The business by helping and networking is especially important when establishing a business in a rural area)</b> , helping each other	C,D
(English valuable) Some businesses may be able to work in English. English needed for IT programming	A,B
Mentors (at work), apprentice systems, Businesses mentoring each other	B,D
Diversity, diversity of knowledge, Cross cultural ideas	B
Milestones for measuring attainment of vision. Map to success	B
All stakeholders need to share the vision with BUY IN, including understanding of goals. (Deal breaker if not)	B
See business as a problem solver, Making profits through solving people's problems	C

Understanding and belief in the vision, demonstrate alignment with vision	B
Entrepreneurial development can create what is needed	C
Measure social return on investment	B
Educate business on benefits to SSIS because they do not know	D
Determine overall costs in countryside	C
Business develops (Example: new jobs)	C
Agglomeration benefit	B
Good leaders	A
Collaborations and community discussions about solutions	B
Pilot project would help start momentum to encourage businesses to participate in SSIS	B
Any business can work for impact sourcing	B
Networking. Functional networks, Colleagues, professional mentors	D
Growth opportunities	B
Collaborations with universities – innovations, workforce, science and research resources - strengthen business.	B
Benefit from immigrant competencies	B
Must have interesting project	B
<b>EMPLOYEES</b>	
Immigrants learn Swedish that can be conversational and Understood and can be understood in return	A,B,C,D
Immigrants need good understanding and respect of culture, learn Swedish social skills, cultural differences, cultural acclimatization	A,B,D
Train employees you have (new employees are a risk(D))	A,B,D
Immigrants can become more Swedish than the Swedes	A
Some immigrants have better competencies than Swedish workers that is good for the business	A
Immigrants are motivated and loyal	A
Rural areas inspire continuity in staff (loyalty)	D
Employable people	B
Employees with ambition!!! Hire employees with ambition, energy and willingness to communicate	B
Must be the right people to attract the right people	B
Need Math skills (IT Specific)	B
Interesting jobs	D
Select good teams with good vision and goals. communication skills	B
Rural areas inspire continuity in staff (loyalty)	D
Migrants need work	C
Utilize individual strengths, work with different ways peoples' brains work, use complementary skills	D
Gamification for both business and employee for inspiring people to action	B

<b>Obstacles</b>	
<b>LARGER SYSTEM (CULTURE)</b>	
(Swedish jealousy)-fear of loss of opportunity, Perspective of threat to Swedish social stability	A,D
Fear, fear of changing society, Current perspectives that see migrants as a threat to work and way of life	C,D
The Swedish Democrats are feeding the fear (of migrants)	C
The socio-political divides	C
Religion is a divide	C
The Swedish system is not designed to handle the challenges of so many migrants	C
Urban migration - People thinking cities are better	A
Need to hire Swedish people first (most competent?)	A
Small communities are not attractive (e.g. No choice (schools or shopping))	A
Wage dumping (when businesses hire people outside the system at significantly lower wages) fear of the community to try something different	B
Immigrant not integrated - The problems of people without work with nothing to do - It is bad for them individually and bad for society	C
Problem right now with too many refugees all living in the same housing space	C
<b>GOVERNMENT</b>	

Government entrenchment, system change seems impossible, entrenched people ways in the government. (C) “The politicians are not interested in these problems, they are too interested in the problems of their party. Politician is a profession and most of them have never had a job outside of politics, so they do not understand the life of other people. They also do not want to change the system because they benefit from it.”	A,C,D
Rural areas need better infrastructure, Old building sometimes cost more to heat and maintain, some costs worse in the countryside, may need to solve transportation issues	A,C
Government and Union regulations keep people from being employed (salary requirements), <b>No salary scale for entry level migrants (Government and Union regulations)</b>	C
Sweden is not doing enough to help with language competencies	A
Government needs to change	A
NOT NOT Subsidies - Subsidies do not work because it is temporary and doesn't facilitate the actual need	A
<b>BUSINESS</b>	
Mutual lack of respect for the culture, EX: Balkan people at factory - us v. them, ignoring cultural differences	A,D
Lack of skilled employees	A
Weakness if dependent on travel	B
Deal breakers - insufficient internet, poor facilities, insufficient collaboration with community insufficient buy in from community, community silence	B
<b>EMPLOYEES</b>	A
Need Swedish to be successful in work. Swedish is difficult, many fail at Swedish, language barriers	A,D
Businesses who only care about costs and time have no buy in. Short term thinking. Narrow thinking	B
Increased risk of having employee without good Swedish skills due to mistakes	A
Migrant may be lonely, living abroad is hard (good to understand their situation)	D
SP6 Restrictions about salaries: Businesses are afraid to hire non-Swedes, there are no salary structures for low level or entry level migrants. High unemployment.	C

## Appendix D - Immigrant Survey

### Introduction:

You are being asked to participate in a research study investigating how rural areas can be developed and immigrants integrated into Swedish society. The focus of this survey is to investigate factors that would affect whether you would consider moving to the countryside in Sweden to live and work. During the survey, you will be asked to respond to several questions by selecting the response that best fits your answer from the choices given. Your results will be confidential and you will not be identified individually. Participation in the survey and the research is voluntary and will not lead to employment or an offer of a job.

### Informed Consent:

Please sign the informed consent form signaling your willingness to participate in the research.

### Questions:

Please indicate your response by putting a tick in the box  for the answer of your choice, or by writing in the space provided.

### About You

1. What is your gender?

Male

Female

2. What is your age?

18 years or under

19 – 24 years

25 - 34 year

35 – 44 years

45-54 years

55 – 64 years

3. What is your religion?

Muslim

Jewish

Christian

Buddhist

Sikh

Hindu

No religion

Other

Prefer not to say

4. How long have you been in Sweden?

Less than 1 year

1 – 2 years

2 – 5 years

More than 5 years

### About Your Employment Skills and Experience

5. What is the highest level of education that you have obtained?

No formal education

Primary/elementary school

Secondary/high school

Undergraduate qualification (e.g. Bachelor's degree or equivalent)

Post-graduate qualification (e.g. Master's degree or equivalent)

- Doctoral qualification
- Post-doctoral

6. What is your employment background?

- No employment experience
- Unskilled manual
- Skilled manual
- Middle managerial or professional
- Higher managerial or professional

7. Would you prefer to work in the same type of occupation as you had before?

- Yes
- No
- No preference

8. Would you be willing to learn a new profession?

- Yes
- No
- No preference

9. If yes, what kind of profession would you be interested in learning?

If no, what kind of profession would you definitely not be interested in learning?

### **About Living in Sweden**

10. Which amenities are important for you when choosing where to live? Please place a tick in the box to indicate the level of importance:

	<b>Very important</b>	<b>Important</b>	<b>Fairly Important</b>	<b>Slightly Important</b>	<b>Not Important</b>
Open Space e.g. Nature					
Diversified natural landscapes e.g. mountains, rivers, wildlife, water features					
Arts e.g. museum, handicrafts, artists, music, festivals					
Historic sites, state parks, cultural heritage					
Entertainment e.g. theater, golf courses, amusement park, games, resorts					
Tourism, cultural significance, local offerings e.g. food, drinks, culture					

Entrepreneurial spirit, local markets					
Welcoming community					
Specific climate conditions					
Access to higher education, creative class workers, self-development					
Connectivity e.g. high speed internet, satellite					
Places of worship e.g. church, mosque					
Sports facilities					
Public transport					
Shopping facilities					
Choice in housing					

11. Would you be willing to move to the countryside to live if there was a job opportunity?

- Yes       No       Not sure

12. Please explain why.

13. What factors are likely to make a rural area more appealing for you to move to? Please place a tick in the box to indicate the extent to which the following would improve your quality of life in moving to a rural area:

	To Great Extent	To Some Extent	Possibly	Very Little	Not At All
Economic stability					
Interesting/creative job opportunities					
Friendly work environment					
Good work ethics environment					
On the job training					
Swedish language training					
Social infrastructure e.g. social clubs, centers of worship, sports teams					
Local community activities e.g. festivals, fairs, gatherings					
Diverse economic offerings, unique social life, cultural heritage					
Competent local government					

Participation or representation of your personal cultural heritage in the local government					
Friends or family in the area					
Potential to bring family members with you which are already in Sweden					
Possibility of employment for family members					
Good schools					
Child care, after school activities for youth					
Healthcare					
Proximity of emergency services					
Entertainment e.g. Restaurants, movies, cultural events, night clubs					
Outdoor activities					
Sporting opportunities					
Access to Nature					
Easy access to cities					
Low crime rate					
Please indicate any other factors that would make a rural area more appealing for you:					

14. Would you like to build a life in Sweden long-term?

- Yes       No       Not sure

15. What do you consider to be the biggest challenge(s) to building a life in Sweden? Write your answer below:

16. What do you consider to be the biggest advantage(s) of living in Sweden? Write your answer below:

### Appendix E - Results for Migrant Survey Data

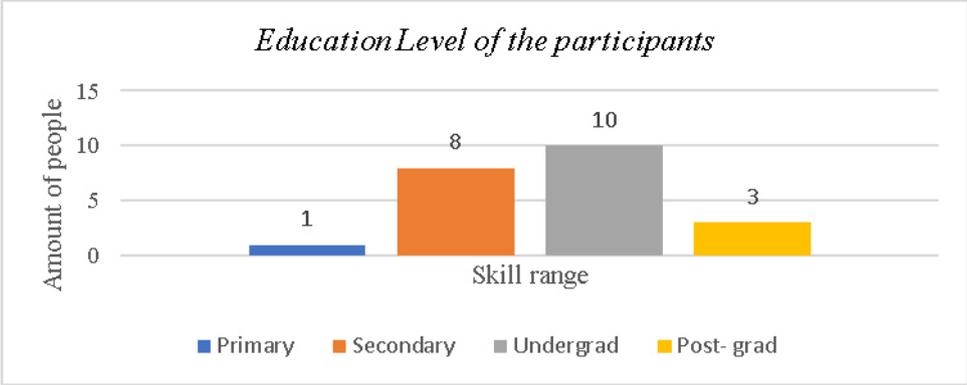


Figure E.1 Question 5- the different education levels of the participants

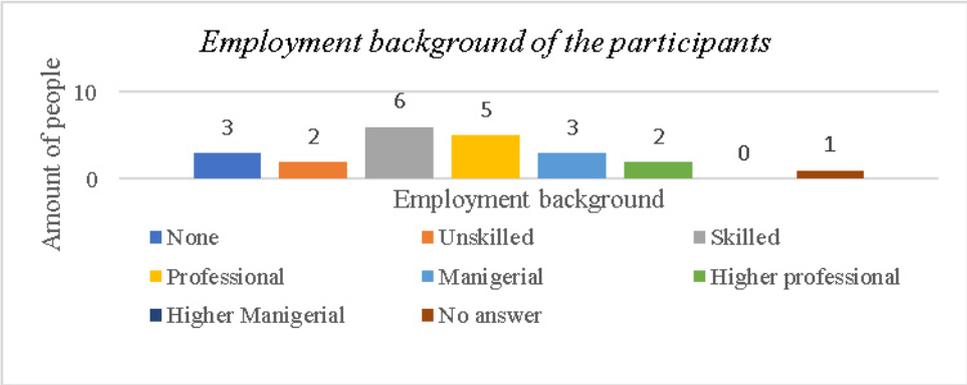


Figure E.2 Question 6- the different employment background of the participants

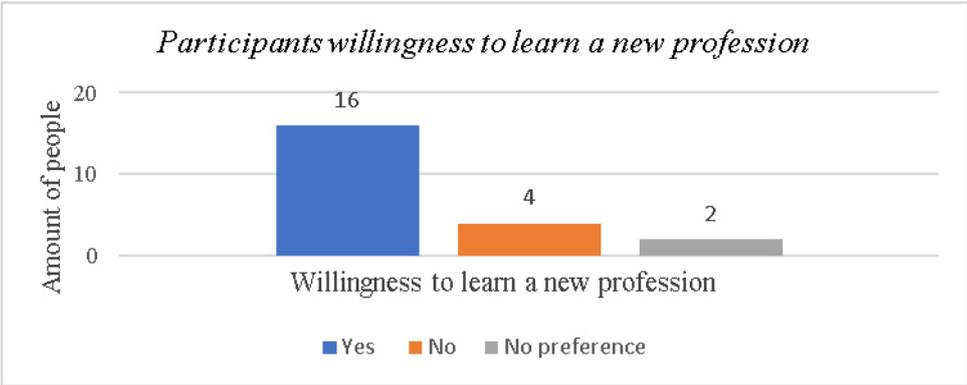


Figure E.3 Question 8-whether the participants are willing to learn a new profession, or not.

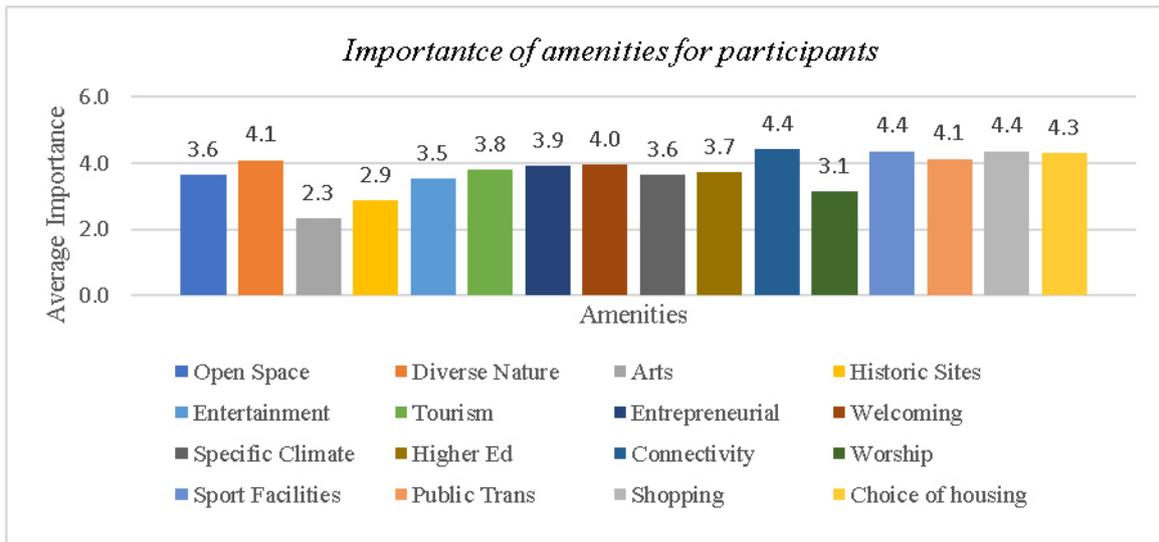


Figure E.4 Question 10- the average from a scale of 1 to 5 regarding the importance of the amenities to participants.

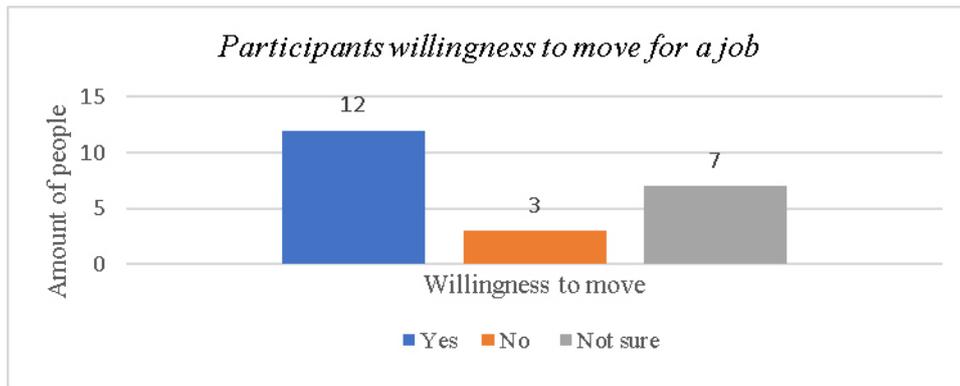


Figure E.5 Question 11-shows whether the participants are willing to move to the countryside if they were offered a job.

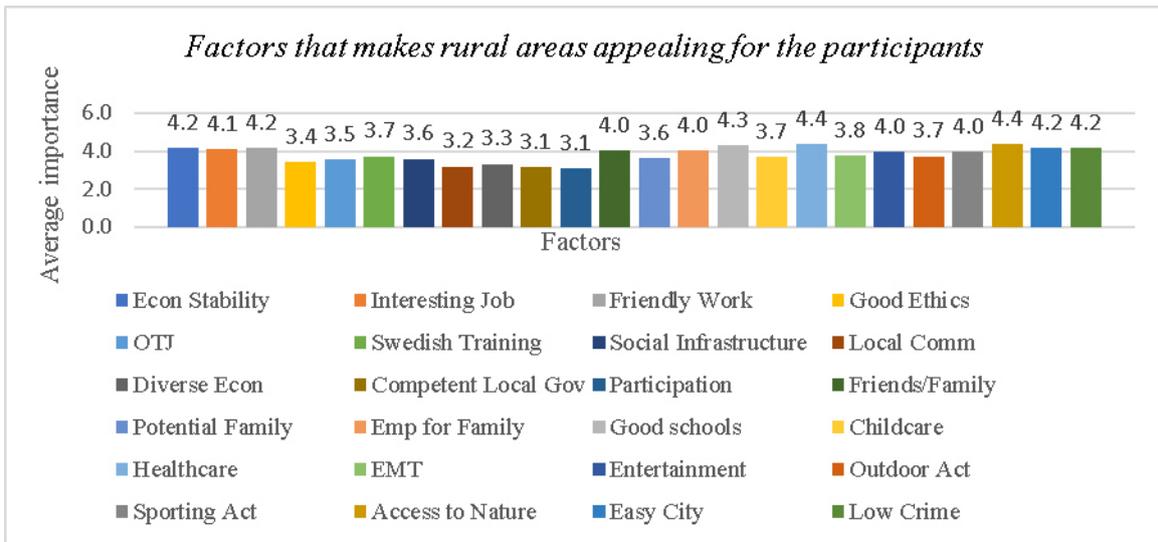


Figure E.6 Question 13-the factors that makes rural areas appealing for the participants.

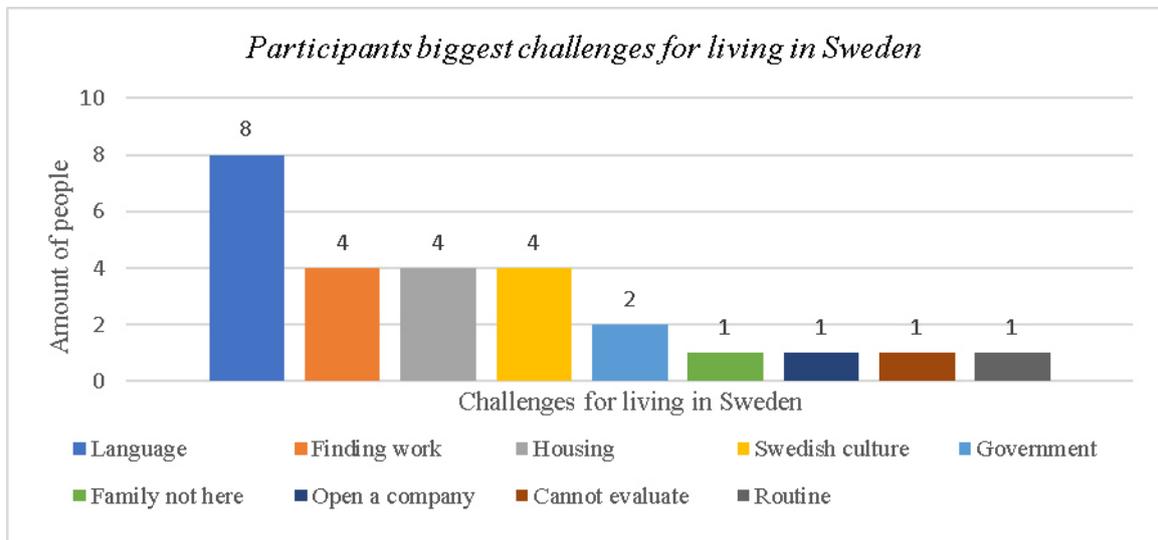


Figure E.7 Question 15-the biggest challenges for living in Sweden, according to the participants



---

Master's Programme in Strategic Leadership towards Sustainability  
Blekinge Institute of Technology, Campus Gräsvik  
SE-371 79 Karlskrona, Sweden

Telephone: +46 455-38 50 00  
Fax: +46 455-38 55 07  
E-mail: [sustainabilitymasters@bth.se](mailto:sustainabilitymasters@bth.se)