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Developing collaboration frameworks through a management approach: the case of NGOs and Social Entrepreneurs

MASTER'S THESIS IN
MANAGEMENT ENGINEERING

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Abstract

Continuous crisis waves, incremental inequality, and limitations of governmental institutions have created an opportunity for social entrepreneurs to step in to address latent social challenges. Nonetheless, the complex conditions and the limited capabilities lead to collaboration among different actors. The current analysis focuses on the social entrepreneurs and NGOs' collaboration, considering their role in solving the keener social challenges. The present work aims to explore and enhance the collaboration process among social entrepreneurs and NGOs to achieve long-lasting cooperation.

Social entrepreneurs pursue strategic orientations for poverty alleviation by treating social and environmental issues as competitiveness sources. Additionally, due to the complex market conditions, they must consider the importance of social capital. Since, it positively influences sustainable business models offering access to external resources and a new class of value. Therefore, the proper management and optimization of their connections enhance the firm value creation.

The collaboration between social entrepreneurs in Africa and international NGOs was explored in detail through a series of interviews. Two main challenges were identified by implementing a thematic analysis. First, the organizational structure is a barrier to collaboration: NGOs structures are rigid and vertical while social entrepreneurs feature horizontal and informal structures. The initial planning stage lacks a shared vision of the project goals, values, and implementation, as well as regular retrospective analysis during its development.

A framework is suggested to tackle these challenges. The Agile project management and the Scrum framework skeleton is integrated with a preliminary internal and external alignment process, the Service Ecosystem Design with social structures as design material and a scalability analysis. An innovative stage leadership approach where the lead of each task is given to the stakeholder most suited in terms of capabilities, rather than a unique leader role.

Key words: Social entrepreneurs, NGOs, Latent social challenges, Collaboration, Organizational structure, Alignment, Leadership, Agile.

Abstract in italiano

Le continue crisi, la crescente disuguaglianza e le limitazioni delle istituzioni governative hanno creato un'opportunità per gli imprenditori sociali di intervenire per affrontare le sfide sociali latenti. Tuttavia, le condizioni complesse e le capacità limitate portano alla collaborazione tra diversi attori. L'attuale analisi si concentra sulla collaborazione degli imprenditori sociali e delle ONG, considerando il loro ruolo nella risoluzione delle sfide sociali più acute. Il presente lavoro si propone di esplorare e migliorare il processo di collaborazione tra imprenditori sociali e ONG per raggiungere una cooperazione duratura.

Gli imprenditori sociali perseguono orientamenti strategici per la riduzione della povertà trattando le questioni sociali e ambientali come fonti di competitività. Inoltre, a causa delle complesse condizioni di mercato, devono considerare l'importanza del capitale sociale dal momento che questo influenza positivamente modelli di business sostenibili, offrendo accesso a risorse esterne e una nuova classe di valore. Pertanto, la corretta gestione e l'ottimizzazione del loro network migliorano la creazione di valore aziendale.

La collaborazione tra gli imprenditori sociali in Africa e le ONG di tutto il mondo è stata esplorata in dettaglio attraverso una serie di interviste. Due sfide principali sono state identificate mediante l'attuazione di un'analisi tematica. In primo luogo, la struttura organizzativa è un ostacolo alla collaborazione: le strutture delle ONG sono rigide e verticali mentre gli imprenditori sociali presentano strutture orizzontali e informali. La fase di pianificazione iniziale manca di una visione condivisa degli obiettivi, dei valori e dell'implementazione del progetto, nonché di una regolare analisi retrospettiva durante il suo sviluppo.

Si suggerisce un approccio manageriale per affrontare queste sfide. L'Agile project management e il framework Scrum sono integrati con un processo preliminare di allineamento interno ed esterno, il Service Ecosystem Design con le strutture sociali come materiale di progettazione e un'analisi di scalabilità. Un approccio innovativo di stage leadership in cui la guida di ogni attività è affidata allo stakeholder più adatto in termini di capacità, piuttosto che a un unico ruolo di leader.

Parole chiave: Imprenditori sociali, NGOs, Sfide sociali latenti, Collaborazione, Struttura organizzativa, Allineamento, Leadership, Agile.

Contents

Executive summary

Context overview

The thesis aims to explore how social entrepreneurs and NGOs can enhance collaboration to achieve long-lasting cooperation. An analysis of the collaboration between these parties allowed identifying improvement opportunities for which a new framework has been suggested.

Data collection was performed thanks to the support of an anonymized research partner with whom the author completed a series of open online interviews with social entrepreneurs in Africa and international NGOs.

Literature review

The concept of social entrepreneurship is explored by (Lashitew Addisu A., 2021) as a new organizational approach that pursues strategic orientations for alleviating poverty by treating social and environmental issues as competitiveness sources. The duality purpose, coopetition, benefits, and characterization among the hybridity spectrum are studied. Moreover, the Base of the Pyramid market (BoP) is defined and highlighted as the studied context for the present work. It is presented as a managerial challenge considering it a process of discovery through 'learning by doing' practices and iterative adaptation and reformulation of the various components of the business model. As a result, it does require a modular, flexible, and scalable business model design which addresses the increasing need to explore new dimensions of business models. According to (Kishnani, 2021), these should feature a shared development thinking beyond profits and be agile enough to adopt the latest technology and innovations to serve the BoP appropriately.

The strategic drivers to achieve collaboration willingness are studied. The main driver is resource access, bearing in mind that value creation depends on resource accumulation, combination, and exploitation. Resource access is particularly relevant

in the context due to the scarce resource of the BoP market demanding a joint effort to achieve the aimed impact. Resource Dependency Theory (RDT) is considered the base for social entrepreneurs to collaborate. It is then presented the different types of resources from which social entrepreneurs can benefit when collaborating: fuel, hardware, and DNA, which can be delivered only through network interaction.

Moreover, the collaboration role in successfully achieving a societal change was reviewed, as well as the importance of innovation in avoiding a negative correlation between profit and impact by relying mainly on social, open, and frugal innovation. Afterwards, the business model is interpreted as a material and conceptual device to enable market actors to coordinate and organize actions related to one another. Implementing a new business model in a context tends to innovate the transactions of the existing market or create a new market. Also, it could be a tool to make visible critical elements regarding market performance. As a result, social capital is introduced as the leading strategic source.

The comprehension of partnerships leads to categorizing the collaboration into Anthropocentric Extroverted and Structurally Integrated approaches. Also, the definition of the different partnership stages by directing the attention to the engagement intensity and the focus on co-creation, capturing the paradox of partnership in which the different institutional logics of the parts may determine the alignment and the degree of partnership commitment. Moreover, the crucial role of equal power in stable and durable relationships, the proactive management of conflicting institutional logics, and the discursive legitimacy (spontaneous emergence and disappearance of social mechanisms that is hard to predict) are analyzed.

Finally, the literature review focuses on collaboration challenges, which starts with the BoP resources circumstances, which, according to (Samsuddin Mas Ervina, 2021), are scarce, non-accessible or controlled by uncooperative actors, leading to unequal exchanges and developing a source of power and access into a vast resource difference. Also, it is imperative to consider the implementation outcomes since it could lead to ethical dilemmas (Lashitew Addisu A., 2021), leading to the introduction of institutional theory for the proper contextual approach understanding.

Consequently, market transformation requires profound shifts in practices and values among a broad set of actors. In the case of social entrepreneurs, they face significant constraints when individually trying to exercise influence over mass markets due to social forces that exert resistance to change. Therefore, institutions broaden the analysis frontier into a wider thoughtfulness of the constant reproduction and dismantling of institutions by diverse actors. Moreover, from the other side, shifting from the outcome focus to a process where the context embraces complex interactions led by constant change. The mentioned transformation requires achieving an outside perspective and adequately identifying the community's needs.

Methodology

A qualitative data set is collected through semi-structured interviews regarding the collaboration among NGOs and Social Entrepreneurs. The interviews in the present work are developed under an anonymized research partnership, which addresses specific social entrepreneurs in Africa and international NGOs. Open questions were conducted during video calls with each participant in individual sessions moderated by a partner and followed by the author. The instrument selection was driven to uncover diverse experiences from both sides, unveil true feelings, attitudes, opinions, and the possibility of deepening interesting topics highlighted by the interviewees. Each of the interviews was transcribed to proceed with a thematic analysis. Based on these transcripts and the author's notes, a further analysis was developed, offering the opportunity to understand and gain insights into the strengths and challenges faced by the partnership process among the organizations. They concluded with the following insights.

Results

Findings were divided into two: the individual challenges social entrepreneurs and NGOs confronted related to the organizational structure and insights concerning the collaboration experience. The collaboration definition and acknowledgement achieved with retrospective analyses, and not only the implementation outcomes, allow exploring possible actions to guarantee the parties' motivation. These enhance the parties' willingness to bet for the required investment in creating and maintaining collaborative relationships.

The NGO's second coding result refers to the culture and the organizational form. As starting point, the organizational structure is addressed. On the other hand, social

entrepreneurs' external and internal analysis considers its nascent and informal organizational structure. Furthermore, for the collaboration process experience, the second-order codes contemplate collaboration alignment and work design. Several highlights are mentioned implementing the anonymized comments of the participants as support. In conclusion, a narrowed analysis was implemented by defining both parties' strengths and improvement areas.

Social entrepreneurs' acknowledged strengths are intrinsic motivation, the bottom-up approach, ingenious and resourceful solutions, the entrepreneurial and agile mindset, the high-impact orientation, and the voluntary exploration of solutions and implementation models. As for the improvement areas, there are ecosystem isolation, low process orientation, the deficiency of the entrepreneur's capabilities, the lack of evaluation and measurement of its processes, the power unbalance, the absence of power embracement, the lack of analysis and definition of resources and its value, and the weak negotiation skills.

Afterwards, the NGO's strengths were highlighted as the user understanding and interaction experience, the organizational competencies, the valuable network, the growth and scalability expertise, the capacity to monitor and evaluate processes, and finally, the visibility, reliability and strategic direction provided to the projects however, as improvement areas are the heavily administrative and intense process structure, the donor's requirements influence, the highly competitive environments, the definition of success, a project-based approach to collaboration, a short-term vision, strict implementation and the absence of a learning mindset.

Discussion

Based on the explicit suggestions and insights discovered during the interview's interaction and the literature review, more profound attention is given to actors, agile organizational form, and alignment.

First, it highlighted a strong power unbalance, a short and distant relationship among the parties, and the perpetual dependency developed by the user. Consequently, it is suggested to pursue user empowerment and focus on transitioning from a dependent to a transactional relationship during the solution design. Then, a power pyramid was implemented to visualize the hierarchical power position of the different actors. Second, the operational stress arising from the differences in organizational structures and processes among the parties is analyzed. On the one hand, NGOs have developed heavy and intense processes that allow them to control each activity to communicate their impact effectively. On the other hand, the entrepreneur is more driven by the implementation. Consequently, the agile organizational form is explored as an

adequate fit since it confers an adequate balance between stability and dynamicity under an approach of customer centricity and value creation for a wide range of stakeholders.

Furthermore, the parties perceive the project-based approach as a limitation in terms of implementation and resources. As a result, a process approach seems adequate for impact achievement and ecosystem strengthening. As for the alignment, from a relational point of view, it was appropriate to highlight trust as a cornerstone of the mutual achievement of goals, outcomes, and effective collaboration. Therefore, the initial collaboration approach is vital to settle expectations, evaluate and value contributions, outline roles and define the work approach based on mutual agreement. Consequently, it guarantees accountability, transparency, and a shared vision.

A framework is suggested to tackle these challenges. The Agile project management with the Scrum framework is integrated with a preliminary internal and external alignment process, the Service Ecosystem Design with social structures as a design material and a scalability analysis. And last but not least, an innovative stage leadership approach where the lead of each task is given to the stakeholder most suited in terms of capabilities rather than a unique leadership role.

First, each party should accurately map the involved stakeholders, identify the captured value and discover new value-creation opportunities (Sudhir Rama Murthy, 2021). Then, they must analyze the organizational social capital (Hidalgo Gisele, 2021) and develop a collaborative goal setting (Wamuyu Wachira, 2021), facilitating the perception and ideas leading to an efficient increase in resource use. Finally, t is suggested to explore the relationships ending theory (Sudhir Rama Murthy, 2021), emphasizing that the closer and more local the relationship demands further consideration of the exit management from both the partnership and the environment. The mentioned alignment requires a significant investment in time, emotional, mental, and social effort. Nevertheless, it represents a considerable gain for the rest of the work development.

Once initial preconditions are settled, starting with the following stages is possible. The framework is based on the skeleton of the Agile project management and the Scrum framework, which are integrated into two additional phases:
1. The adaptability phase includes the perspective of service ecosystem design and social structures as design material.
2. The scalability phase aims to ensure adequate exploitation of the already achieved impact.

The proposed framework suggests a stage leadership approach where the lead of each task is given to the stakeholder most suited in terms of capabilities rather than a unique leadership role.

Scrum offers a structure to deliver incremental and continuous improvements with an efficient approach under collaboration teams and allows one to address projects whose objectives tend to change over time. Then the adaptability phase is aimed at considering the adequate adoption of the product or service developed. According to (Bengo Irene, 2015), the struggle of social business to endure and grow could result from the progressive reconfiguration of the social ecosystem after the release of any change. Any intervention in society creates a disturbance in the community ecosystem.

Service ecosystem design offers a unique perspective of institutional arrangements and social interdependencies, directly influencing innovation efforts. The approach emphasizes the multi-actor exchange systems value creation. It highlights the importance of the implementation context's shared rules, norms, and beliefs in value creation, change, and long-term adoption (Vink Josina K.-H. K.-E., 2021).

The final phase of the framework is scalability. According to (Lashitew Addisu A., 2021) social enterprises commonly fail in their scaling operation, even in a scenario with limited reach, due to a shortage of resources, government aids, and other facilitative systems in place. Moreover, the investment becomes challenging in a low-income market such as one of the BoP, with high operating costs and resource-intensive and lengthy processes, not to mention the social roots of a designed solution which most of the time are not transferable.

Finally, the parties' role in each step of the framework is analyzed by implementing the team leadership theory (Wamuyu Wachira, 2021), emphasizing leadership rather than the leaders. Team leadership theory recognizes that several team members can meet the leadership role and that the team can define which member is suitable for the role based on the requirements and the team's composition. By adopting a different role during the interaction, strengths can be enhanced and opportunely exploited. Additionally, the rotating power position during the process enhances the acknowledgement and appreciation of the values and diversity offered by the different actors.

1   Introduction

The cumulative waves of crisis of the last decade, such as climate change, recession and COVID-19, have driven profound transformational changes towards an impact revolution. Under this complex scenario, aligning goals among different actors has been necessary, enhancing cooperation steered by sustainable and purposeful paradigms that create adequate engines for social good (Luederitz Christopher, 2021). The one between Social Entrepreneurs and NGOs is highlighted in the present work among these collaborations.

A non-governmental organization (NGO) is a form of third-sector organization, purely philanthropic, that is usually created by volunteers and ordinary citizens (Naderi Nader, 2020). It depends mainly on donations or grants, and its primary mission is focused on addressing specific social needs. NGOs offer nonpaid products or services to a specific type of users identified as beneficiaries.

Being a non-entrepreneurial organization comes with particular operational challenges due to the absolute dependence on external funds. Over the years, the creation of this type of organization has led to a higher competitive market to achieve funding, and more pressure has been inflicted on the management of nonprofit organizations due to the global recession. The external pressures directly affect the organizational structure, its operational boundaries, and its ability to create impact. Complexity could be identified in the lack of quantification, the temporal dimensions, the plurality of causes and the different perspectives of social impact created. "Nonprofit Organizations live in a corset between the accounting requirements and the obligations arising from their status, which limits them in terms of economic activity. Thus, they are subjected to internal and external pressures in a daily struggle to ensure their sustainability and guarantee the quality of services provided to the community in which they operate" (do Adro Francisco, 2021).

The recent development of hybrid organizations has potentialized the possibilities of successfully addressing societal challenges by devising a business model that pivots from the traditional business objective frame, focused on shareholders' value creation,

to a broader model that considers not only shareholders but also stakeholders. Hybrid organizations come as a middle ground between purely philanthropic and commercial organizations.

Among these hybrid organizations is the Profit for Purpose organizations and Social Enterprises, composed of not-for-profit organizations and Social Ventures. "A social enterprise is perceived as a company with social and environmental objectives that guarantee a sustainable social impact by offering innovative solutions and providing goods and services that address related social challenges while still generating profits for sustainability" (Mas Ervina Samsuddin, 2021). The success of this enterprise is measured by its ability to create sustainable social impact. The mentioned social value comprises social, economic, and environmental benefits.

The mentioned duality addresses the organizational sustainability of social enterprises. Its main objectives are developing sustainable business models that actively recognize people's needs, designing end-to-end value services, usually building non-traditional alliances, creating leadership and corporate culture to stimulate its mission, balancing the duality properly, and achieving scalability (Naderi Nader, 2020). Since it must be considered not only the market-based approach of financial endurance over time but additionally reflect if such endurance is worth it without questioning if the social aim could also be achieved and maintained over time (Samsuddin Mas Ervina, 2021).

Most of the time, social entrepreneurs' efforts are driven towards the Based of The Pyramid (BoP) market. These large segments of society at the base of the socio-economic pyramid are commonly located in rural areas that have been economically and socially marginalized over the years. Here the business model approach sought to drive a strategic orientation by boarding the social and environmental issues as a source of competitiveness (Lashitew Addisu A., 2021). BoP markets are characterized by low power acquisition, a low resource environment, and an economy centred on informal activities. Scarce resources are skills, literacy, and power and communication network infrastructure (Diaz Gonzalez Abel, 2020). Finally, the implementation context of the social entrepreneurs usually confronts the so-called wicket problems being those that belong to a "class of social system problems which are ill-formulated, where the information is confusing, there is a high number of stakeholders with conflicting values, and where the ramifications in the system are as a result confusing" (Balaji Parthasarathy, 2021). These wicked problems present interconnected elements that make it impossible to identify a single solution or cause accurately. The intensity and frequency of these problems are growing due to the increasingly interconnected world.

Challenges for entrepreneurs can be devised from three areas. Human capital, concerning communication, cultural differences, business modelling, training/development, and sustainability. From Social capital, isolation, market access, inconsistent supply chain, networks, scaling, and growth. Moreover, financial capital includes operational costs, marketing costs, funding, financial struggle, and profitability strategy. All the areas are linked, and comprehending these connections allows the understanding of the required network and affiliations crucial for growth. They provide information, resources, and innovation, facilitating strategy design and decision-making. Furthermore, in work developed by (Audretsch David B., 2022), information regarding a survey made to 3,000 entrepreneurs' members of impact hubs is presented, exposing that the top three support needs are 'feeling like part of a larger community' (84%), 'gaining visibility and credibility' (76%) and 'connecting to advisors and experts (73%).

Concretely, the challenges addressed by social entrepreneurs are isolation, undeveloped markets, uncertain pricing, absence of predictable governance, unreliable infrastructure, untested technology, and unpredictable competitive responses (Nuccio Jenny, 2022). Additionally, it is the challenge faced by the inherent nature of the social enterprise, concerning the so often passion pursuit as initial motivation causing narrow strategy support and direction. Finally, most entrepreneurs need help implementing change, whether creating, engaging or sustaining it.

2 Literature review

2.1. Social Entrepreneurship

A new business model approach that pursues the strategic orientations to alleviating poverty by treating social and environmental issues as competitiveness sources (Lashitew Addisu A., 2021). Social entrepreneurs' efforts can be understood as constructing new values to pursue new opportunities based on social gaps that private and public actors usually overlook (Samsuddin Mas Ervina, 2021). Due to the duality of this type of enterprise, it is considered to perform in the context of social effectiveness and economic, financial, and institutional legitimacy. Moreover, competition, which is commonly vital for the conceptualization of entrepreneurship in a competitive market environment in the BoP context, requires integrating cooperation and competition, leading to what is defined as coopetition (Oudeniotis Nectarios, 2022). There are settings differentiations between social enterprise and traditional industrial-organizational settings. For instance, it is expected that employees are also customers. Therefore, for this type of business, the boundaries are defined by a community rather than an organization (Murphy Patrick J., 2022).

Figure 1. The spectrum of hybridity.
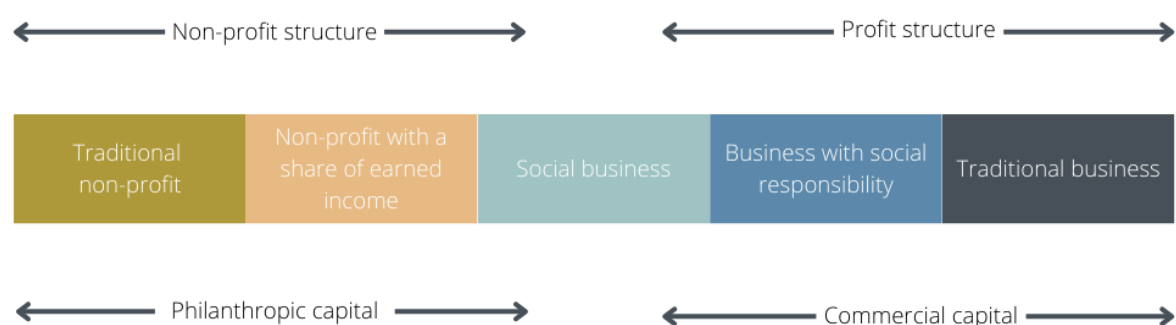
According to (Simanavicius Arturas, 2021), researchers highlight the following benefits of social business for society:

    a. Creation of new long-term jobs.
    b. Promotion of sustainable business.
    c. Increase country competitiveness.

  d. Reduce the required state budget for social benefits.
  e. Allow a smart growth with social innovation.
  f. Promote social cohesion.
  g. Reduce environmental problems, social exclusion, and inequality.

Most of the time, social entrepreneurs' efforts are driven towards the BoP markets. These large segments of society at the base of the socio-economic pyramid are commonly located in rural areas that have been economically and socially marginalized over the years. Therefore, considering the focus of the present work, it is also essential to consider concrete the organizational capabilities of the BoP business model as a driver for the collaboration work design.

Table 1. BoP business model organizational capabilities. Adapted from: (Lashitew Addisu A., 2021)

BoP business model organizational capabilities	
Organizational ambidexterity	Managing a mix of projects with multiple goals
	Managing diverse stakeholders' interests
	Cross cultural knowledge and sensitivity
	Identifying and working with external stakeholders
Leveraging technology	Appropriate and affordable value offerings
	Overcoming distribution challenges
	Devising novel business models
	Increasing reach and scale
Partnerships and cocreation	As an end-goal of intrinsic value offerings
	As a means for developing new capabilities
	As a means for market access
	As a tool for orchestrating and legitimizing change

Developing social capital	As an end-goal of intrinsic value
	As a mean for resource and knowledge access
	As a means for governance
Ecosystem building	Reforming systems of market coordination
	Strengthening value chains
	Developing government capacity and transparency

Therefore, the management of the BoP business is then a process of discovery by learning by doing practices and iterative adaptation and reformulation of the various components of the business model. Therefore, a modular, flexible, and scalable business model design is required (Lashitew Addisu A., 2021).

Moreover, its work (Kishnani, 2021) expresses the increased need to explore new dimensions of business models serving the socio-economic motive for joint development thinking beyond profits, but that is agile to adopt the latest technology and innovations to serve the bottom of the pyramid appropriately. Consequently, the explored strategies need to be analyzed and reworked by implementing resiliency and agility, which catalyzes organizational growth and sustainability—presenting agile management and strategic frugality to incorporate resilience into the business objectives

2.2. Motivations

Organizations have several reasons to pursue collaboration with other parties. Among these are access to human talent, capital markets, new markets, and legitimacy. Since the capacity to create value depends on the accumulation, combination, and exploitation of resources. The importance of resource management could be explained, considering how resources are used is as crucial as owning them. The appropriate management of the organizational resource portfolio performs resource acquisition, accumulation, and divestment (Bittencourt Bruno Anicet, 2021). The actions that could take place are the stabilization or minor incremental improvements of already owned resources, the expansion of current capabilities, and the creation of

new ones. Finally, it is essential to shift the paradigm from the ownership of the resources to adequate coordination.

Collaboration plays a relevant role in balancing institutional and resource relations and in achieving societal change (Kovanen Sunna, 2021). In the case of NGOs and social enterprises, the complex conditions of the implementation circumstances require a joint effort to achieve the aimed impact. They can also cooperate and compete for resources simultaneously, leading to coopetition. Moreover, it seems relevant to highlight Sustainable Development Goal #17, which "strengthens the means of implementation and revitalize the global partnership for sustainable development, recognizes multi-stakeholder partnerships as important vehicles for mobilizing and sharing knowledge, expertise, technologies, and financial resources to support the achievement of the SDGs in all countries." (Oliveira-Duarte Larissa, 2021).

Under the scope of the collaboration activities, the development of social innovation is vital. The former is "the creation of new products, services, organizational structures, or activities that are 'better' or 'more effective' than the traditional public sector, philanthropic or market-reliant approaches in responding to social exclusion." (Balaji Parthasarathy, 2021). Social innovations actively contribute to mitigating or solving the most pressing grand challenges. Creating and implementing successful social innovations requires deep local knowledge, contacts, and resources. Furthermore, it is crucial to rely on innovation to avoid a negative correlation between profit and impact.
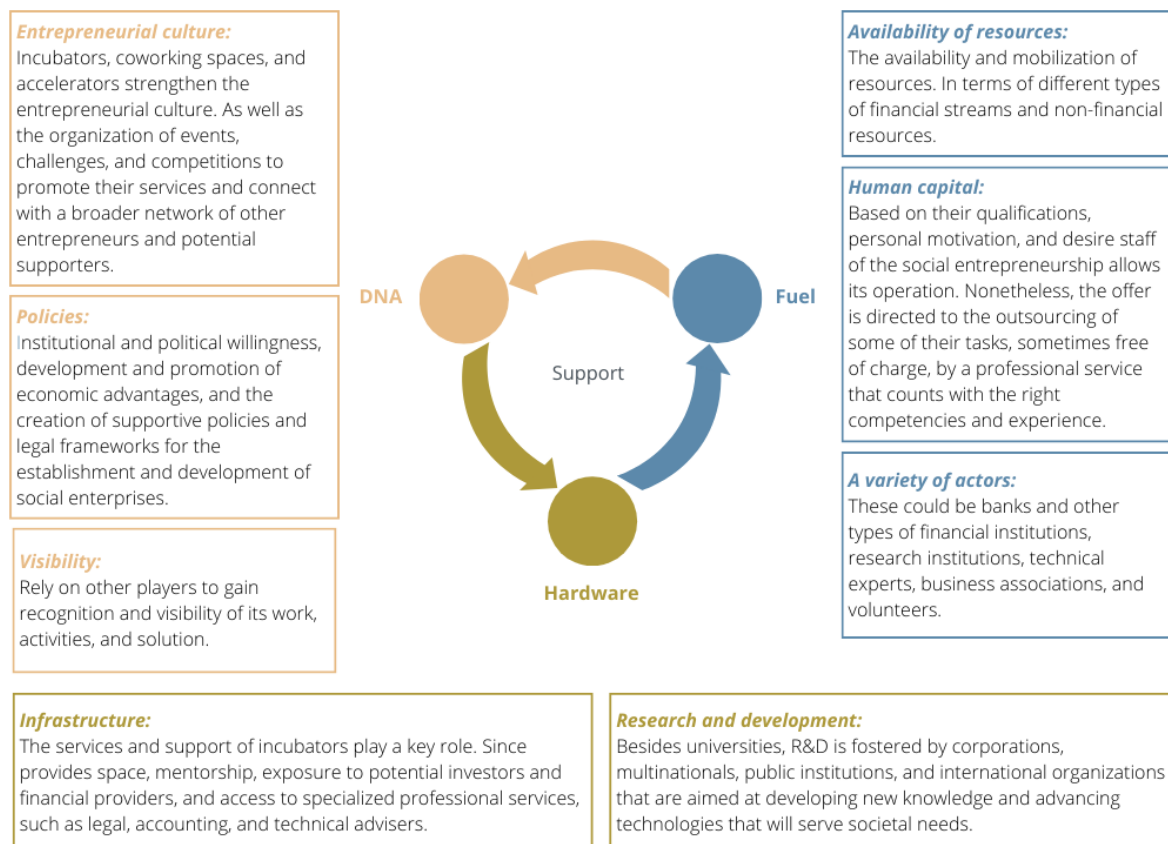
Moreover, there is additionally Open innovation. A non-linear process with the collaboration between a community, bringing together different stakeholders (Oliveira-Duarte Larissa, 2021). Furthermore, lastly, the frugal innovation, which designs are based on the context analysis following a user-driven innovation, achieving a design solution with the characteristics of eliminating inessential components to make it more accessible, usable, and adaptable.

Moreover, bearing in mind the Resource Dependency Theory (RDT) "is based on the principle that an organization should undertake transactions in its environment with other actors and organizations to acquire resources" (Mas Ervina Samsuddin, 2021). Three factors outline the organization's dependency on external factors—first, the importance of the resource and the extent to guarantee the continuation of the operations. Second is the interest group's discretion over resource allocation and use—finally, the availability degree of alternative resources or the degree of demand from the organization's interest group. The complementarity of resources among the parties and the ability to balance the cooperative value generation and competitive value

appropriation will determine the value creation rising from the collaboration to a high degree (Oliveira-Duarte Larissa, 2021).

In the case of social entrepreneurship, a definition of the different types of resources such as Fuel, Hardware, and DNA from which social entrepreneurs could benefit from the collaboration with other actors is explored in deep by (Diaz Gonzalez Abel, 2020). First, Fuel considers the availability of resources, funding, qualifying human capital, and access to various supporting actors. Second, Hardware refers to the tools, physical structure, and specialized services to strengthen the business model and scale the social impact. The quantity and quality will be directly proportional to the Fuel support available. At the same time, it is also influenced by DNA since it can provide favourable situations for developing a more supportive infrastructure. Finally, as mentioned, the DNA relates to the presence of an entrepreneurial culture—creating favourable conditions for establishing, developing, and operating social entrepreneurship.

Figure 2. Support categories for social entrepreneurs. Adapted from: (Diaz Gonzalez Abel, 2020)

Entrepreneurial culture:
Incubators, coworking spaces, and accelerators strengthen the entrepreneurial culture. As well as the organization of events, challenges, and competitions to promote their services and connect with a broader network of other entrepreneurs and potential supporters.

Policies:
Institutional and political willingness, development and promotion of economic advantages, and the creation of supportive policies and legal frameworks for the establishment and development of social enterprises.

Visibility:
Rely on other players to gain recognition and visibility of its work, activities, and solution.

DNA

Fuel

Support

Hardware

Availability of resources:
The availability and mobilization of resources. In terms of different types of financial streams and non-financial resources.

Human capital:
Based on their qualifications, personal motivation, and desire staff of the social entrepreneurship allows its operation. Nonetheless, the offer is directed to the outsourcing of some of their tasks, sometimes free of charge, by a professional service that counts with the right competencies and experience.

A variety of actors:
These could be banks and other types of financial institutions, research institutions, technical experts, business associations, and volunteers.

Infrastructure:
The services and support of incubators play a key role. Since provides space, mentorship, exposure to potential investors and financial providers, and access to specialized professional services, such as legal, accounting, and technical advisers.

Research and development:
Besides universities, R&D is fostered by corporations, multinationals, public institutions, and international organizations that are aimed at developing new knowledge and advancing technologies that will serve societal needs.

Networks strongly influence sustainable-oriented business models. According to (Ostertag Felix, 2021), these allow the identification of new types of value that can be delivered only through network interaction, enhancing the maximization of the firm value creation could be achieved by managing and optimizing their connections. The position of an organization within a network comes from a natural fit among the parties and proactive network maintenance. Unfortunately, in general, social enterprise networks are sporadic and often in an immature stage. This influence is why the study of the collaborative process has deconstructed the heroic leadership myth by relieving the entrepreneur from the burden of achieving a social change on his own to rely on networks.

Social entrepreneurs need help developing business models, with aspects such as lower profits, sustainable model requirements, and longer payback times. Nevertheless, it counts in much more sustainable results and a higher degree of loyalty. Additionally, the business model is a material and conceptual device that enables market actors to coordinate and organize actions concerning one another (Faruque Aly Hussein, 2020). A new business model in a context will innovate transactions of the existing market or create a new market. It can also be used to make visible critical elements of the market performance.

Commonly, under traditional methodologies, is discarded or superficially explored the social aspect of the analyzed system. Nevertheless, social entrepreneurs must consider social capital considering the complex market conditions. "Social capital consists of intangible resources, such as connections, social relationships, contacts, social ties, shared values, and shared norms and networks, and it exists between individuals and organizations" (Oudeniotis Nectarios, 2022). The vital elements of social capital are cooperative behaviour and the promotion of cooperation itself. Collective action is the mutual sharing and combining of resources to attain an everyday activity, goal, or purpose. As a result, resources are enhanced to facilitate collective, coordinated action.

An adequate analysis of social capital offers a conceptual framework for understanding the social group, including relationships, connections, interdependencies, and social ties. This analysis can be developed into three types of dimensions according to (Goduscheit Chester René, 2020). The first one refers to the type of relation divided in the close circle called "bonding" social capital, the external environment concerning other social groups called "bridging" social capital, and "linking" allowing leverage on formal institutions beyond the community radios. Second is a dimension concerning the "relational" or "cognitive" aspects that are vital to cooperation and collective action. Relational social capital focuses on the

establishment and development of relationships through interaction. This aspect is considered assets: trust, trustworthiness, norms, sanctions, obligations, expectations, and identity. It creates the base to understand the willingness to opt to collaborate.

The cognitive perspective facilitates information sharing, collective action and decision-making by establishing rules, social networks, and other social structures (Hidalgo Gisele, 2021). Conversely, cognitive social capital refers to the resources contributing to shared representations, interpretations, and systems of meaning among the collaboration actors (Oudeniotis Nectarios, 2022). In this case, we contemplate common attitudes and beliefs, a shared vision, and a joint agreement and understanding of the goals and outcomes.

The expected result is the generation of blended value. The term blended value comes from the social entrepreneurship literature intending to adequately address the connection of the expected returns from the investment with creating social, economic, and environmental value simultaneously (Ostertag Felix, 2021). It decreased transaction costs due to developing a new relationship based mainly on reciprocity. Furthermore, the effort provided to the network management can also enhance a higher degree of trust among the parties that are expected to reduce strict rules and control and monitoring mechanisms.

Figure 3. Social Capital as a Factor Supporting the Development of Social Entrepreneurship. Adapted from: (Hidalgo Gisele, 2021)
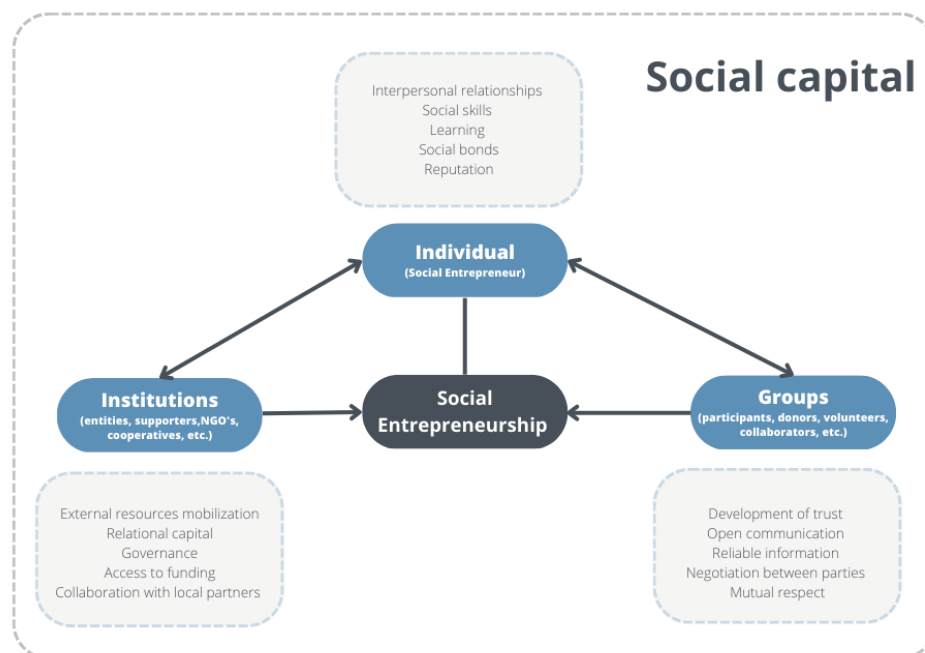
The main reason for the parties to collaborate is the mutual value gain achieved by the fit and complementarity of a broad spectrum of resources to achieve social impact and the enhancement of value creation opportunities that bring the organization's social capital (Ostertag Felix, 2021). In work developed by (Gueler Melike Sarah, 2021), the willingness to contribute value to the collaboration starts when they can appropriate more value from the inter-organizational cooperation than what they need to contribute to the value generation. Its works also state that the value an actor can appropriate depends on the value of the actor's input for the business ecosystem for two reasons: First, the input's value directly influences what other ecosystem members are willing to pay for this contribution; and second, the actor's negotiating power increases along with the number of valuable resources and capabilities.

2.3. Partnerships

According to (Ostertag Felix, 2021), there are two ways to approach collaboration. One is the Anthropocentric Extroverted, in which companies rely on constant exchange and absorption of knowledge leading to accumulated learning between partners. It is characterized by its openness to learn, its partner's quest mindset, and almost an unconditional knowledge exchange. On the other side, Structurally Integrated companies only reach partners with high compatibility of business models. In this case, the focus on the partner's "functionality" ends with a relationship characterized by a quid pro quo attitude.

Table 2. Collaboration approaches. Source: (Ostertag Felix, 2021)

Anthropocentric extroverted approach	Structurally integrated approach
Mutual accumulation of knowledge. High level of interaction. Interaction based on trust and co-specialization. High quality and lasting personal relationships. Complementary resources and competences.	High degree of compatibility with potential partners. High partner selectivity. Quid pro quo relationships. Transactional interaction based. Informal partnerships with a high degree of agility.

Moreover, equal power is crucial in stable and durable relationships that can create blended value, as does the proactive management of conflicting institutional logics

and discursive legitimacy (spontaneous emergence and disappearance of social mechanisms that are hard to predict).

The work developed by (Sudhir Rama Murthy, 2021) developed a framework for the different partnership stages by directing attention to the engagement intensity, the focus on co-creation, and capturing the partnership paradox. The paradox of partnership states that with greater integration, the level of complexity and management inconvenience is increased. Nonetheless, it is imperative to consider that greater integration creates significant value. Finally, the framework considers the partnership between corporations and nonprofit organizations, but it is presented as a tool to understand the broader scope of the partnership stages.

Table 3. Stages of partnership. Adapted from (Sudhir Rama Murthy, 2021).

Partnership stage	Description	Benefits
Philanthropic	Corporations make charitable contributions either in cash or in kind to non-profit organizations establishing a donor-doer relationship.	The corporations benefit from reputational enhancement and employee motivation through volunteering opportunities. The non-profit is supported to continue its activities through this unilateral transfer of resources.
Transactional	Reciprocal exchange of resources between the organizations, structured around specific projects with clear objectives.	The corporation benefits from revenue enhancement through competitive advantage. The non-profit benefits through internal capacity building, and credibility to attract other partners for its cause. The partners benefit from the wider reach of each other's networks while reducing their cost for engagements.
Integrative	The partnership is integral to the strategic success of the partners, requiring congruence of missions and institutional values, and strategic alignment between the organizations.	There is an opportunity for radical innovation given the open-ended search for co-creation of societal value.

Transformational	Deliver disruptive social innovations for large-scale transformational benefit to society at large.	External system change can occur through. increased interdependence.

The different institutional logics of the parts strongly determine the alignment and the degree of partnership commitment. It results in a direct effect on the potential of blended value co-creation (Ostertag Felix, 2021).

2.4.   Challenges

The mentioned BoP market implementation circumstances develop a low resource condition, not accessible or controlled by uncooperative actors. They are leading to unequal exchanges, developing a source of power and access into a vast resource difference. Hence, precisely defining business policies and internal structures is crucial in strengthening the negotiation role in resource transactions (Samsuddin Mas Ervina, 2021).

Regarding implementing the base of the pyramid markets, it must be considered that the outcomes in this type of market could lead to ethical dilemmas. (Lashitew Addisu A., 2021) define four types of unfavourable ethical outcomes. First, the commercializing of poverty or undermining the local welfare. By losing legitimacy, especially when undesired cultural change such as consumerism is introduced into the context—second, unfair terms of inclusion and exclusion. BoP business models might be forced to set up exclusion terms to assure financial sustainability—third, unintended social disruption. Interventions could lead to unintended unethical outcomes such as power structure disruption, social stability, and changes in cultural attitudes. Finally, increase the dependency on external business by creating a dependency on profit-making business. To conclude, showcasing the encouraging trend of implementing institutional theory for understanding the approaches of institutional entrepreneurship to shape a broader business ecosystem. Therefore, the interventions in this market cannot be taken lightly.

According to (Westman Linda, 2022) there are three types of institutions are categorized: cultural cognitive, normative and regulative. The former are formal rules supported by authority and can be laws or contractual relations. The normative ones are ethics, values, and moral systems dictating right and wrong perceptions. Finally,

the cultural cognitive are common sense behaviour and knowledge that support daily activities. Transformations require profound shifts in practices and values among a broad set of actors. In the case of social entrepreneurs, they face significant constraints when individually trying to exercise influence over mass markets due to social forces that exert resistance to change.

Moreover, (Westman Linda, 2022) highlights the presence and influence of institutions cover even the replication and growth of social enterprises and their solutions. The resistance to replication and growth exerted by the different institutions are the following. In the case of regulative institutions, traditional regulations and planning systems could represent an obstacle to the new implementation paradigms. They are, moreover, providing a beneficial inclination towards established firms with zero or low levels of sustainability. Regarding the normative institutions, limited value alignment among the different actors directly affects the support offered to the cause. Finally, the cultural cognitive institutions resist the shock from the expected change and the "ways of doing things". This resistance could manifest in a lack of practices, routines, perceptions, and skills required to adapt a given solution appropriately.

The consideration of the institutional perspective broadens the frontiers of analysis to a broader thoughtfulness of the constant reproduction and dismantling of institutions by diverse actors. Furthermore, at the same time allows for shifting from the outcome as the transformation result to a process where the context embraces messy interactions, which leads to constant change. Nonetheless, nurturing relationships to empower and benefit the local stakeholders is essential.

By considering the continuous transformation of the implementation context, a latent need to drive a regenerative business also comes into the strategic direction (Hahn Tobias, 2020). The regenerative business principles consider that the objectives must be aligned with the context where the activity is embedded. Its implementation, as mentioned, since the BoP market is characterized by instability, indeterminism, and multiple equilibria needs making it a hard-to-predict scenario. As a result, implementing regenerative strategies creates a critical approach that implements ongoing experimentation and reflective process and is directly tested based on feedback.

Having explored the different partnership stages is expected, with the aim to increase the probability of a sustained impact accomplishment, that the transformational stage is appointed as the main objective to a higher degree in relation to the other stages. However, transformational partnerships require more engagement, resource allocation, interaction intensity, broader activity scope, and internal organizational

change (Murphy Patrick J., 2022). Not to mention the higher risk of cultural conflict, organizational compatibility challenges, reputational risk, and power unbalance. In both philanthropic and transactional partnerships, power asymmetry emerged as a critical predisposing factor due to the unique consideration of the financial nature of their relationships. Properly managing the different institutional logics among the partners is critical to determining the collaborative alignment and the degree of partnership commitment since it can directly alter the likely result of the blended value creation.

According to (Lashitew Addisu A., 2021), cognitive barriers are predominant in this context since they contemplate traditional business education, which does not consider social value creation. A clash between mindsets regarding short-term financial performance, risk minimization, incentive structures based on operational efficiency, and organizational practices tempts to inhibit co-creation. A structure that NGOs are obliged to adopt to adequately respond to the highly competitive donation market in which they commonly navigate. While in the case of the social entrepreneur, the organizational size provides a unique advantage concerning the influence of individual preferences and a nimble structure, making it quick to adopt sustainable practices (Westman Linda, 2022). Usually, entrepreneurs suffer less from organizational inertia because of the flexibility offered by the size (Halberstadt Jantje, 2020). Consequently, the structure develops a collaboration challenge that requires adaptation management.

One of the key aspects regarding the success of social entrepreneurs is the radical consideration of the community. To achieve an outside perfective and adequately identify the community needs. To be able to adapt appropriately is necessary to own a place sensitive. "While a disconnected sense of place is associated with standardization and uniformity of place, a connected sense of place is infused with place-specific narratives, history, and cultural meaning. Consequently, regenerative strategies cannot be based on one-size-fits-all solutions but are necessarily targeted to the specific characteristics of the SES that business organizations interact with." (Hahn Tobias, 2020). In this case, the embeddedness theory suggests that the sociocultural rationale is vital in developing regular reciprocal relations. It leads to favourable conditions such as interpersonal trust, altruism, social reputation, empathy, fellowship, the common perception of risk, and cooperative actions (Rong Ke, 2021). Therefore, it is necessary to consider and manage a close relationship with the community. It is leading to additional resource requirements.

One of the goals of both organizations is to achieve transformation. Since social problem solutions often demand and lead to critical societal transformations in social,

economic, and political systems in the intervened context (Maseno Matilda, 2020). Therefore, the entrepreneur attempts to change the social systems that create and maintain the problem. "Transformations, a concept with roots in ecology and systems theory, represent the capacity to create a fundamentally new system when ecological, economic or social conditions make the untenable existing system." (Westman Linda, 2022). It is essential to consider the difference between the diffusion of innovation and market transformation. At the same time, a market transformation is a social change; then, the diffusion of innovation is more profound. While as for diffusion, the result is adoption growth and market transformation involves the reconfiguration that leads to a new sociotechnical arrangement. Therefore, it highlights the critical role of social forces in the transformation process. Since these forces can generate resistance to change due to a lack of awareness of the operational inefficiencies, resource deficiencies, and service disparities, making it less willing to absorb sustainable innovations. Consequently, in the short-term social entrepreneurs can produce small changes that reverberate through existing systems and catalyze significant changes in the longer term.

In this case, the social entrepreneurs could also be perceived as a change agent in the social sector since it creates systemic change and the root causes of social problems that other parties overlook or fail to address (Chatterjeea Ira, 2021).

According to (Nuccio Jenny, 2022), challenges for entrepreneurs can be devised from three areas human, social and financial capital. First is the human capital concerning communication, cultural differences, business modelling, training/development, and sustainability. First, communication reflects the challenging aspect of gaining buy-in among the community while at the same time introducing a brand-new vision. Also, cultural differences are challenging due to language barriers and mismatched expectations. This challenge can only be overcome if the entrepreneur listens and immerses in the community.

Additionally, business modelling is a challenge considering the delicate balance of duality. Moreover, when considering the lack of training and development, most of the time, it is directly addressed to the low context conditions of the entrepreneur. Also, the business operation is acquiring, developing, and retaining human capital. Consequently, the entrepreneur could feel the pressure of always being the one with all the answers. Therefore, the entrepreneur must grow to develop strong partnerships and networks and cultivate a strong collaboration, community, and connection in the implementation context.

Moreover, the social capital challenges are the community, an inconsistent supply chain, market access, scaling and growth, partnerships, and networks. To begin with is the community that even if it represents a key strength aspect regarding the sources, it may also have social implications embodying the entrepreneur into its commonly isolated path. As for the inconsistent supply chain, the need for more consistency, communication, and quality develops cultural and relationship barriers. Market access considers the effort and resources needed to enter the market successfully. While as for the scale and growth, it will depend on the realization of a proper balance between profit and impact.

Lastly, financial capital included operational costs, marketing costs, funding, financial struggle, and profitability strategy. The operational costs consider not only the staff but also the expansion of operations which could be due to a lack of strategy and, therefore, the consequent identification of the talent needs. Second, financial resources for financing represent an essential tool for gaining visibility from different stakeholders. While as for the required funding for growth, there is a difficulty with the hybridity of the organization and a profit or nonprofit strategy approach. It means giving a solid justification for the reason to provide donations to a business-like running organization, not to mention the lack of absence of campaign coaching, which results in a struggle to maintain and build successful crowdfunding campaigns. Also, the financial struggle resulted from the low contextual conditions and the complexity of the addressed challenges. Finally, the profitability strategy is due to the inclination to respond to a cause or purpose.

To conclude, there is the challenge of adopting a more systemic thinking approach to achieve ecosystem sustainability successfully. "Systemic thinking: understands the complex, non-linear and interconnected nature of any system in which an organization is a part of." (Bertassini Ana Carolina, 2021). The systemic approach acknowledges the inherently dynamic and non-linear interdependence among the different social, ecological, and economic elements.

3   Methodology

A qualitative data set is collected for the research through unstructured interviews regarding the collaboration experiences among NGOs and Social Entrepreneurs. The interviews in the present work are developed under an anonymized research partnership. Addressing specifically social entrepreneurs in Africa and worldwide international NGOs, open questions were carried out during video calls with each participant in individual sessions that were moderated by a partner and followed by the author. A total of 17 NGOs and 12 entrepreneurs interviews were developed and conducted. The instrument selection was established to uncover diverse experiences from both sides, and unveil true feelings, attitudes, and opinions, not to mention the possibility of deepening interest topics highlighted by the different interviewees. Each of the interviews was transcribed to proceed whit a thematic analysis. Based on these transcripts and the author's notes, further analysis was developed, offering the opportunity to understand and gain insights into the benefits and challenges faced during the partnership process. It was concluded in the following insights.

The analysis tool is the thematic analysis which, according to (Gioia Dennis A, 2012), is implemented first to conduct the search and impose qualitative rigour. Second, encourage the presentation of the research findings demonstrating the connection among data, the emerging concepts, and the resulting grounded theory.

The process starts with the statement of the research question. Which is: How social entrepreneurs and NGOs could enhance their collaboration process? Then after initial qualitative research is performed to develop the semi-structured interview. Moreover, considering the interest of the interviewees and the reach of the interview collaboration agreement with our partner, the consideration of anonymity is implemented during the presentation of the results. The consideration also intends to present the participants' ideas with citations contemplating the value of their perceptions, terminology, and expressions for the analysis.

The analysis of the interviews follows a preliminary categorization, which the thematic analysis calls 1st-order analysis—considered the first approach to

conceptualizing the results. Furthermore, the 1st-order results are scrutinized for a deeper analysis of similarities and differences. As a result, a deeper categorization is achieved, known as 2nd-order analysis. Then, the researcher must interfere with its knowledge to develop a conceptual framework of the achieved categorization to describe and explain the phenomena. Then a final refinement is performed with the aggregate dimensions as expected outcomes. It is the base for the subsequent work.

4 Results

The implementation of a thematic analysis was developed to review the transcripts, findings were divided in two. The first one regards the individual challenges of social entrepreneurs and NGOs concerning the organizational structure. These are presented and detailed adequately in Figure 4 and Figure 5, where the coding process and integrated dimensions can be explored. To clarify the decision, the selection of the organizational form under a different finding categorization is because of the identification by the collaboration sides as one of the main challenges to overcome. It is considered the effects of the initial alignment in the following successful of the process in achieving of a long-term collaboration with any potential partner. Therefore, it is pondered as a prerequisite for the collaboration negotiation phase.

Second, insights regarding the collaboration experience allowed to recognize the barriers faced by both parties. The respective coding can be detailed in Figure 6. It offers a unique confrontation of the parties' perspectives and their driving motivations in this type of relationship. The definition and acknowledgement achieved from a retrospective analysis of the collaboration itself, and not only the resulting outcomes, convey the exploration of possible actions to guarantee the motivation of the parties to bet for the required investment in the creation and maintenance of the collaborative relationship.

The following insights are the result of the analysis of the interviews. They focus on NGOs and social entrepreneurs' self-reflection regarding partnership experience and collaboration expectations.

For social entrepreneurs, it was possible to distinguish intrinsic motivation when addressing a social problem and facilitating the proper understanding of the user needs and the problem itself. Lead usually by the often-direct implication in the challenging situation, allowing them to be empathic about the hurdle enabling the adequate identification of the root cause to attack and driving to an advance responsibility action, guided by an ingenious and resourceful solution. Additionally, we explore the flexible mindset of entrepreneurs and their process agility. Process definition temp has a lower priority for them since they are more impact driven.

> *"Well, I think now this is my turning point in life. And I just went out in the newspapers and said, the education here in Uganda is not working; we need to change this."*

Moreover, it is also advantageous to voluntarily explore solutions and implementation models, enabling the proper iteration of variables to conclude the dilemma.

Additionally, it recognized the various challenges faced by social entrepreneurs. Starting with the ecosystem isolation, affecting the most the impact achieved and signifying a burn down to the entrepreneur efforts. Contemplating scarce resource situation faced due to the implementation context. Resource scarcity is understood as human, financial, and strategic, among others.

Furthermore, as mentioned before, the natural context of social problems demands a broader pool of resources and capabilities to overcome the barriers faced. First, the entrepreneurial capabilities that allow the accurate steer development of the business model to achieve an inclusive economy. Which usually requires a redefinition of the productivity in the value chain that can be identified as a disruptive innovation. Most of the time, efforts have been placed on recently developed market models such as the circular economy (Bertassini Ana Carolina, 2021) and sharing economy (Rong Ke, 2021). Second, the proper evaluation and measurement. One of the critical aspects to strengthen it is accountability and the base for the legitimacy and trust among the different key stakeholders. Unfortunately, the lack of evaluation and measuring influences additional vital aspects such as knowledge sharing, management, and strategy.

On top of that, there is an insight uncovering a relational barrier among the parties during the collaboration. The power unbalance is perceived by the entrepreneurs, who recognize a balance break due to financial resources prioritization. This results in a distant and stressful collaboration based on a mere responsibility objective rather than an active collaboration from both sides. Two aspects may raise this situation. First, there needs to be more power embracement from the entrepreneur in some cases because of the inherent social context of grassroots innovation since channels the narrow definition of the monetary resource as the unique value source worth of appreciation between parties.

Figure 4. NGO general perspective coding.

First order codes	Second order themes	Aggregated dimensions

Adaptability
Flexibility
Agility
Experimentation
Failure embracement

Innovation
Entrepreneurship
Intrinsic motivation
Expertise

Mindset → Organizational culture

Agile methodology
Simple and open communication
Operations and process decouple
Emergent and top-down innovation
Customized project approach
Value added procedures
Fast responsiveness
Simple information systems
Trial and error
Iterative approach to innovation
Human centered design

Process

Effective communication
Internal service providers
Transversal team
Connectivity / Enabler / facilitator role
Clear defined roles
Evidence and learning team

Structure → Organizational form

Light organization
Define and nurture competences
Evaluate performance indicators
Innovation strategy
Experimentation portfolio
Knowledge share
Impact measurement
Network building and maintenance
Supported and sustainable scalability
Funds diversification
Lean startup
Invest in people

Strategy

Organizational transformation

Figure 5. Social Entrepreneurs general perspective coding.

First order codes	Second order codes	Aggregated dimention

Lack of value recognition Risk averse Fix mindset Arrogance Lack of humility, interest and learning attitude Top-down relationship Money perceived as valuable side	Mindset		
Misplaced short term approach Restricted resources Rigid organization Budget inflexibility Stressful and rushed process	Organizational structure challenges	NGO collaboration review	
Visibility and reliability Business proposal expertise Powerful network Retrospective evaluation Impact evaluation Infrastructure Trust and knowledge of vulnerable communities Stable and powerful financial position	Strengths		Social entrepreneurs collaboration experience
Open to collaboration Bottom engagement Accurate problem definition System understanding Local perspective Intrinsic motivation	Strengths	Self reflection	
Structure requirement Isolated Lack of negotiation skills Lack of business expertise Inferiority complex	Improvement areas		

Figure 6. Social Entrepreneurs and NGO collaboration coding

First order codes	Second order codes	Aggregated dimention

Human centricity skills
Innovation knowledge
Conflict management
Negotiation skills
→ Capabilities

Vision
Mission
Interests
Sustainability direction
Strategy
Collaborative value
Coopetition
→ Institutional reconciliation

Impact definition and measurement
Time assignment
Value evaluation and acknowledge
Key decision parameters
Language alignment
Boundaries
Work structure
Rules and normative
Power balance
Outcome definition
→ General framework

→ Collaboration alignment

Reciprocal learning
Trial and error
Joint exploration
Challenge status quo
Problem oriented
Design methodologies
Human Centered design
Participatory approach
Experienced and contextualized solution
Bottom up approach
Local accountability
Holistic approach to scalability
→ Process design

Knowledge sharing
Knowledge capture and analyzed
Network building
Complementarity
Different organizational forms
Donors request
Simple and open communication channels
→ Management requirements

Collaboration enabler role
Intermediary role
→ Required roles

Cultural understanding
Local adaptability
→ Implementation

→ Work design

→ Collaboration considerations

On the other hand, there needs to be more analysis and definition of resources and value-added from the parts during the initial stages of the accord. Finally, the lack of negotiation skills is an immense disadvantage during the collaboration period, especially during the initial stages of the collaboration settlement, combined with the feeling of lower bargaining power, leaving them in a weak position to speak up and have a word in the agreement approach and conditions.

"The power balance comes from both sides. So, until we wrapped until we do our own work, and stand up for ourselves confidently and don't feel oppressed. And until the dominant person can see the blind spot. We can play off the sun."

"So, you're coming with maybe skills and resources, and the person on the ground also has experienced that you cannot even manage without, or nobody acknowledges that, that that resource is equal, if not more important than the money because though that resource, then even the money will just be wasted."

Moreover, from the NGOs, it was possible to identify various insights. This result is a consequence of the higher number of interviews carried out compared to the social entrepreneurs ones, a perceived powerful position in the relationship, and a deeper self-analysis that most probably comes from a more structured work approach methodology inside the organization.

Initially, it was highlighted that NGOs have a deep user understanding and count on unique expertise working with vulnerable people. Also, its vast organizational competence on how an organization should be managed but, most important, which it was also underlined as a primary competence, the capacity to scale the solution in different contexts properly. Collaborating with them allows access to a broad, varied, and robust network. Which consequently offers visibility, reliability, and a strategic direction for adequate growth and scalability. Furthermore, critical resources such as research capacity, history, global connection, and local infrastructure are identified. It facilitates market access and creates a source perception of support with incremental stability. This stability could be achieved thanks to the ability to develop impact monitoring and evaluation processes and the facility to speak the language of donors, investors, and entrepreneurs.

"But I think they also bring some very deep insights on communities that you want to reach, right? What are these communities for a long time, they have deep data on these communities, they have even behavioral data on these communities, they understand them quite well."

"We know how to work in messy environments. We know how to work with very vulnerable people. We know how to measure impact in ways that most people cannot measure what the real impact was the real social impact is. We have good connections with donors with governments."

"Because then we know that the basic idea works and then we can contextualize it, which is something that we really know how to do it as NGOs we really know that we have the methods we really have the experience and contextualizing solutions."

On the other hand, some improvement areas need to be addressed. Some include the heavy administrative and intense process structure resulting from the strong influence of donor requirements and the highly competitive environment in which NGOs compete for funds. Unfortunately, this has a negative direct effect on internal and external stakeholders. The former creates a sense of distrust and inefficient and costly activities. Internally demands more effort from the employees and drives away the motivation and purpose from the day-to-day activities. It also emphasized the downward misleading understanding of success imposed by donors, making it challenging to correctly align goals and impact measuring and risking the achievement of positive impact and long-lasting relationships. Furthermore, the enforced time frames drive the NGO's actions to a project-based approach rather than a continuous improvement process. Forging a focus on strict implementation, short-term vision, structured mindset, lack of learning mindset, fail aversion, and finite funding.

"So, the pressure that I don't know, if any entrepreneur deals with the pressure of oh! we need this report, we need to meet every week, so seems to be like, in some partnerships, a lot of I don't know, if it's a lack of trust, or if it's just that's how they do their work, isn't how they do their work. So, at the end of the day, you're spending more time in meetings, you know, justifying, you know, tiny little expenses, versus, you know, focusing on growth, you know, an expansion."

"So, the problem, one of the challenges is that if you are proposing projects to institutional donors, they want you, those donors want you to write out completely what you're going to do and with whom we're almost completely and so they don't really allow for a proper design process."

"But definitely, I think most of these big organizations have left the organization or mission buried under administrative processes which are so incredibly heavy, and so incredibly resource intensive."

"We are still a project-based organization, so the decision on with whom you are cooperating where, who is getting funding for what, rest still very much on the on the project level."

Table 4. Identified strengths and improvement areas of the parties.

Social entrepreneurs	
Strengths	Improvement areas
Intrinsic motivation. Bottom-up approach. Ingenious and resourceful solution. Entrepreneurial and agile mindset. High impact oriented. Voluntary exploration of solutions and implementation models.	Ecosystem isolation. Low process oriented. Limited resources. Lack of entrepreneurial capabilities. Lack of evaluation and measurement process. Power unbalance. Lack of power embracement. Lack of analysis and definition of resources and its value. Negotiation skills.

NGOs	
Strengths	Improvement areas
User understanding and interaction experience. Organizational competences. Wide, varied, and powerful network. Visibility, reliability, and strategic direction. Growth and scalability expertise. Monitoring and evaluation process.	Heavily administrative and intense process structure. Donors influence requirements. Donations highly competitive environment. Success definition. Project base approach. Short term vision. Rigid implementation. Lack learning mindset. Fail aversion. Finite funding.

5   Discussion

Presented to guide the direction in which the analysis was driven and initial suggestions to face the collaboration starting from its negotiation correctly. During the discussion, it is considered first, the definition of the main drivers based on the interviews and the literature review. Second, the development of a collaboration framework between NGOs and Social Entrepreneurs. It was taken into consideration the variety of approaches and their characteristics. Therefore, rather than a methodology, it is suggested that the implementation of a framework leads to space to navigate accordingly with the unique approach of the defined implementation.

5.1.   Main drivers

Based on the explicit suggestions and insights discovered during the interview's interaction and the literature review deeper attention is given to actors, agile organization, and alignment.

5.1.1. Actors

The present work addresses social entrepreneurs, NGOs, users, and funders as the main actors for the research scope. The interviews highlighted a strong power unbalance, leading to adverse effects during the actor's interaction and short and distant relationships among the parties. To begging with, it is essential to consider the perpetual dependency developed by the user that drives away sustainability achievement. Therefore, user participation is a critical aspect that leads to co-creation, which increases the probability of successfully creating momentum and transit to mainstream markets under an infrastructure supported by collaboration and source integration (Oliveira-Duarte Larissa, 2021). Consequently, it is suggested to pursue user empowerment and focus on transitioning from a dependent to a transactional relationship. The main goal should be to progressively reach the point where external action is no longer needed when the user's role goes from passive to active—in other words, empowering the ecosystem to develop a constant dynamic state of inertia towards sustainability. Therefore, user interaction and participation in the process are imperative.

Moreover, operational stress arises from the differences in the organizational structure and the processes among social entrepreneurs and NGOs. From one side, NGOs developed heavy and intense processes that allow them to control each activity to communicate their impact correctly. Conversely, the entrepreneur is more driven by the implementation; achieving outcomes is its primary goal. Consequently, during the partnerships, NGOs temps to assume a demanding role for an activity with a null value from the social entrepreneur perspective. It is becoming a source of tension and demotivation from both sides.

Moreover, the NGO structure is based on centralization, which creates internal silos, resulting in time inefficiencies and developing distant contact and communication between entrepreneurs and internally. Furthermore, the project base approach of the intervention limits the process and its resources, also affecting the disposition to invest in the development of long-lasting relationships. Therefore, a process approach is suitable for impact achievement and ecosystem strengthening.

Finally, there is a rational reason for NGO's traditional structure. Unfortunately, it is an acknowledged fact only by the NGO workforce, but that is commonly blindsided for the social entrepreneurs. It is driving the rejection of conceiving the idea of a collaborative relationship with this type of organization. The rational reason lies around the complete financial dependency on grants and donations, which adds pressure to measure, analyze, and present the organizational impact correctly. Over the years, the funding market has become highly competitive due to ongoing crises and restricted funding funds (because of the requirement of a wider variety of challenges). It demands an additional effort from the NGOs to successfully showcase a high degree of efficiency compared with other funding competitors and achieve either the reassurance of current financial flows or the addition of new ones. It is crucial to remember that the grant maker's interest is driven by the measure of social impact achievement and its related cost to allow adequate performance comparability among different initiatives (Bengo Irene, 2015).

In conclusion, a power pyramid has been implemented to visualize the hierarchical power position of the different actors. Under the developed analysis, the funders achieve the top-level position, which is based on the traditional paradigm of the financial value as primary and often unique value consideration, which prompts a conscious or unconscious effect over the rest of the actors. As a result, funders pull the strings of the different actors due to a cascade effect. Then there is the NGO which thanks to its networks, infrastructure, and financial resources, enacts an influential position among social entrepreneurs and users. Finally, the social entrepreneur is

positioned higher than the users because of their unique entrepreneurial actionable capabilities. They are adopting an active role, representing additional risks to achieve a collective benefit.

Figure 7. Actors power pyramid.
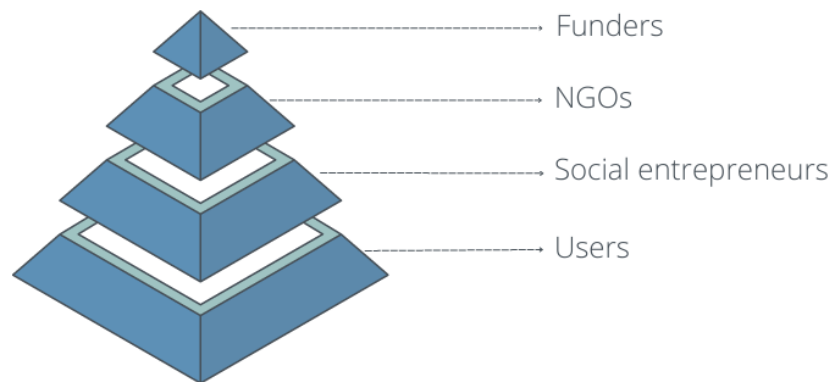
It is worth mentioning that the present work focuses on bottom-up approaches, which are characterized by spontaneous emergence. Considering that "such smaller bottom-up development initiatives function as starting points of – or catalysts within - larger organic developments plans by instigating changes in the identity of an area or drawing the attention of other actors to an area as a result of place-making activities" (Ding Zhaowei, 2022).

5.1.2. Agile Organization

An agile organization form balances stability and dynamicity under customer centricity and value creation for various stakeholders. It is stable thanks to its resiliency, reliability, and efficiency. Moreover, it is dynamic due to its speed, nimbleness, and adaptability by adding looser and more lively elements that adapt quickly to opportunities and challenges. Therefore, the required stability structures are designed by governance arrangements and processes with a set of core elements relatively unchanging, often called organization backbone (Aghina Wouter D. S., 2015).

5.1.2.1. Agile mindset

To be agile means reacting, embracing, and leveraging changes to gain benefits from individual and organizational perspectives. The agile mindset highlights proactivity, adaptability, and resiliency. Proactivity is the ability to anticipate changes that can represent a concern to the organization—providing the possibility to face challenges

progressively. Moreover, adaptability collaborates in a diverse environment with an open learning attitude while embracing new roles and tasks, allowing to change plans quickly. Finally, resiliency is a positive attitude towards the new, which means dealing with uncertainty, managing stressful situations and allowing constant iteration by reflecting on misaligned expectations and motives. The above-mentioned abilities could be critical considering the collaboration challenges and the implementation context.

Finally, it is the implementation approach of the interventions of the NGOs. Rather than a project frame, collaboration should be designed as a process, a nurturing journey with different requirements over time. After validating the solution, the contemplation of cultural adaptation and implementation is a crucial aspect that must be included in the agenda. It enhances the so-often required system transformation thanks to the substantial effect of the designed process activities. Therefore, developing a mindset change regarding periods from short and medium project time lines to long-term processes is crucial.

5.1.2.2. Organizational form as middle ground between structure and agility (NGOs & Social Entrepreneurs)

It is essential to settle the proper organizational form to facilitate the introduction of a successful collaboration. Regarding the organizational form, which refers to the strategy, structure and processes, the results of the current research suggest the implementation of an agile approach. It was considered the complex and uncertain environment where the implementation takes place. The structure is characterized by flexibility, low time to market, adaptation to user needs and quick, fast, and cheap fail. Adopting the agile organization facilitates faster innovation development, efficient operation, and the development of clear goals, milestones, and deliverables (Aghina Wouter A. K., 2018). Moreover, it is based on an adhocracy culture which enhances creativity, innovation, and vision.

"And it is not going to take two days or two weeks. takes time. Yeah, for people, because they are cultural problems. They are attitude problems, there's so many things which need to come in, so that they learn how to do things."

An agile organization focuses on the ability to respond to change and defines purpose, autonomy, and mastery as its main principles. It represents a shift from the

organization's conception as a "machine" towards an "organism". A "living organism" that can quickly mobilize is nimble, empowered to act, and make it easy to act.

Figure 8. Organization paradigm transformation from "machines" to "organisms" by the agile approach. Adapted from: (Aghina Wouter A. K., 2018)
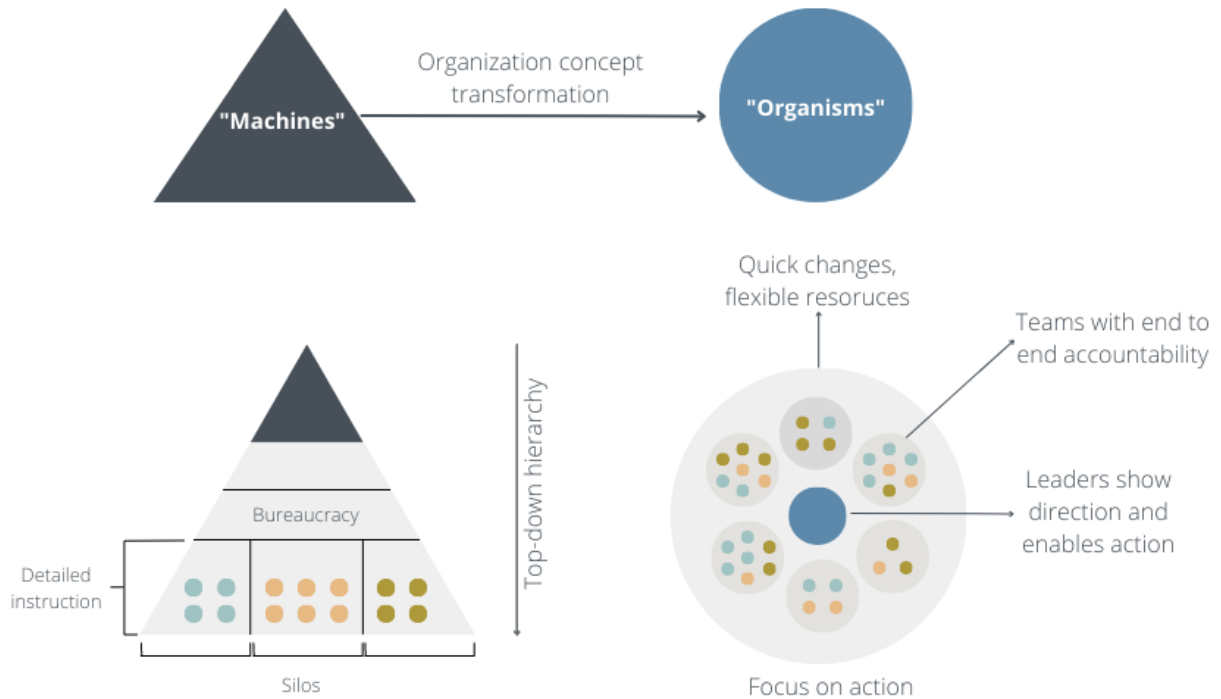
The agile organization has 4 values and 12 principles. Regarding the values of an agile organization, we could mention the following. First, individuals and interactions over processes and tools. Second, working on solutions over comprehensive documentation. Third, Customer collaboration over contract negotiation. Moreover, finally, responding to change over following a plan. Moreover, the principles are presented below.

Figure 9. Agile organization principles.

A shared purpose and vision are settled to provide coherence and focus of the value creation models. The alignment helps to achieve a straightforward process of creativity and accomplishment under the rapid cycles of thinking and doing, helps people feel personally and emotionally invested and provides a strategic direction. Moreover, in the collaboration context, it is opportune to consider the institutional logic that must be managed to cope with institutional pluralism during the collaboration appropriately. Furthermore, a strategic organizational stir is suggested to maintain direction when collaborating by defining an organizational experimentation portfolio trajectory aligned with its purpose and granting the development of relevant experience and capabilities under a controlled scope.

"It's not about being the same. It's really being about complementary and working within an ecosystem."

Contrary to the complete traditional structure, which is static, siloed, and under a structural hierarchy, the agile organization has a stable top level and replaces most of the traditional organization downwards with a flexible, scalable network of teams. The network is implemented for resource coordination and is based on collaboration. Cross-cutting teams are formed, dissolved, and reformed over time as a response to the quick demand changes. Therefore, in an agile organization, a team network operates in rapid learning and decision-making cycles. The primary organizational structure tempts to be function driven. Here the resources are owned by functions rather than by market segments. It is a natural way to organize efforts because it balances individual freedom and collective harmonization.

The standardized work design facilitates communication and interaction, incorporating common languages, processes, meeting formats, networking, and face-to-face meetings. Nevertheless, it must operate under high transparency, alignment, accountability, expertise, and collaboration standards. Consequently, the transformation should start with an ambidexterity management transformation allowing the required operational, cultural, and strategic transition.

Under the scope of the agile approach, we can additionally implement key job characteristics to recover the excitement and purpose inside the organizations. Which is naturally driven by the organization's environment, but that temps to be diminished over time due to operational pressures and rigidity. Therefore, agile provides an additional benefit by enriching the work with autonomy, task variety, skill utilization, and significance, developing a more engaged workforce. The agile model is going to build new capabilities through a variety of experiences. The network approach is expected to allow role and team mobility among the organization vertically and horizontally, considering their personal development goals. A talent marketplace must be developed to link roles, tasks, and projects with interests, capabilities, and development goals.

It is also essential to mention two differentiated roles encompassing the agile approach and making it more dynamic. These are the Business Process Owner and the Integrator. The Business Process Owner identifies the champions and improves the processes. On the other side, the Integrator is the one responsible for cross-functional teams executing the processes (Aghina Wouter D. S., 2015).

A standardized language should be created regarding the process, facilitating internal movements under a common operational language. Furthermore, the performance measurement since there is an explicit nature of performance orientation in congruence with the shared goals. Consequently, it is measured by the business impact rather than the activities. The constant informal feedback and performance dialogues are information sources for the evaluation process. Constant feedback requires positive peer behaviour in a high-trust environment.

Finally, for the strategy, the governance could be hierarchical in providing precise decision classification, a high-level stakes decision, and frequent decisions should be addressed with dialogue and collaboration directly by the cross-unit. And finally, accountability by the proper definition of roles and responsibilities (Aghina Wouter D. S., 2015).

A critical aspect regarding agile implementation is to regularly rethink and redesign the structure, process, and governance mechanism and to set behavioural norms to achieve the right kinds of behaviours from the team.

In conclusion, this organization's core values align with both parties' purposes:

1. Agile practices are intensively customer focused and are committed to value creation for many stakeholders during the entire customer life cycle.
2. Granting the ability to renew, adapt, and quickly change leads to success in ambiguous and changing environments. This type of context can be defined as VUCA, which refers to volatile, uncertain, complex, and ambiguous environments.
3. It creates a perfect organizational fit for both parties, balancing stability and adaptability.

The stability offers a clear direction of the strategy, shared vision and purpose, the standardization of work, and the responsibility and accountability of the team. Conversely, the adaptability component concedes rapid iteration, incremental work, learning by doing, transparent information, feedback, and improvement. Finally, the agile organization adopts a decentralized structure that could better suit the requirements of the usually complex circumstances. Granting prompt response, accountability, opportune communication, flexibility, and relationship building.

> *"One of the things that we struggle with is being able to quickly, you know, react to opportunities."*

5.1.3. Alignment

From a relational feature, we considered it appropriate to highlight trust as an essential aspect between the sides. Trust is a cornerstone of the mutual achievement of goals, outcomes, and effective collaboration. It is vital to drive efforts to gain and provide trust among the partners. Therefore, the initial approach is vital to settle expectations, evaluate and value contributions, define roles, and work on an approach based on mutual agreement. It guarantees accountability, transparency, and a shared vision. Building a shared vision among the actors is imperative to significantly increase the probability of success of the strategic plan and its implementation. Additionally, implementing shared structures facilitates the value added to emergent activities . Consequently, reinforcing the relationship and a long-lasting collaboration even after the end of the alliance forges a strong foundation for a collaborative

ecosystem. If properly aligned, sustaining the partnership will be easier, even if considering the gains in terms of resources and opportunities. Part of this alignment is based on acknowledging that the collaboration goals will differ from the ones of individual partners.

> *"How do we align processes around this new vision? How do we align teams and co-create teams? How do we create teams that have both parts staff? And we sit down and work together, how do we allocate those resources?"*

We could relate then to the achievement of relational rents. "Defined as the co-created blended value generated by cooperation between a social enterprise and all its stakeholders, including the natural environment" (Ostertag Felix, 2021). Favourable relational rents are generated by a partner-specific asset, substantial knowledge exchange, and strong interdependence of capabilities and resources. The governance mechanisms are designed with low transaction costs due to the intrinsic and mutual understanding accomplishment. In summary, we use blended value co-creation to describe a participative process in which organizations and their network partners together generate and develop the economic and social value that might extend beyond the directly involved partners and support distant beneficiaries.

Several considerations are generally suggested:
1. An anthropocentric extroverted approach is a collaborative approach. Bearing in mind that the interaction in this approach is based on trust and co-specialization, supporting the presented mindsets. Relying on mutual knowledge accumulation also enriches the ecosystem and empowers the partners.
2. The importance of an adequate definition of a complementary approach to resource sharing enhances long-lasting quality relationships and a higher level of interaction.
3. The partnership type can evolve from transactional and integrative to transformational as an adaptation and relationship-building process between the parties.

"It is significant to note that the goals and success for the partnership needed to be understood separately alongside the goals and success for the individual partners from that partnership". (Murthy Sudhir Rama, 2021)

"Lack of integration across sectors in terms of strategies, communication, and policies implementation has long been perceived as one of the principal difficulties of previous approaches to sustainable development." (Oliveira-Duarte Larissa, 2021). For

collaboration to happen is imperative to align actors' collective interests, a complex process that would depend on the specific context conditions and the actors involved. Considering the importance of the initial negotiation phases between the parties, it is suggested to implement the model presented by (Bertassini Ana Carolina, 2021) to map stakeholders, capture values and find new opportunities. The model has been developed based on literature findings and validated by study cases. This standard set of values will allow further negotiation of social, cultural, and political negotiation among the different actors, known as the cognitive process of commensuration.

Figure 10. Guide for mapping stakeholders, capturing values, and finding new opportunities. Adapted from: (Bertassini Ana Carolina, 2021)

UNDERSTAND	ALIGN & EXPLORE	MAPPING	ANALYZE
Objective	**Objective**	**Objective**	**Objective**
• Unit of analysis understanding • Identify the organization understanding about value and define de organizations value proposition	• Align the vision of calue and stakeholders • Explore the relatiosnhos between stakeholders	• Mapping captured and uncaptured values • Identity value creation opportunities	• Classify the types of innovation opportunities in: business process innovation, business model innovation and value chaing innovation
Key Activities	**Key Activities**	**Key Activities**	**Key Activities**
• Define de unit of analysis • Use brainstorming technique to identify the organzation understanding about value • Define de organization value proposition	• Create a shared vision of value • Understand the types of stakeholders • Mapping thestakeholders • Indentify the relations among the stakeholders and captured values	• Indentify the captured values • Identify the uncaptured values • Analize the uncaptured values and identify opportunities	• Classify the types of innovation • Identify the level of innovation maturity • Prioritize the opportunities implementation

Under the process are highlighted the alignment phases and exploration as critical for the collaboration evaluation. In this phase, the aim is to align concepts, perceptions, and expectations. Which additionally allows us to understand the stakeholders and create a shared vision. Here it is also essential to consider the different types of values that could be encountered (Bertassini Ana Carolina, 2021). These can be captured, uncaptured, and opportunities values. The captured values are defined as the gains delivered to the stakeholders. Uncaptured values are not exploited existing values, conditions that eliminate value, a not required but existing value or, on the contrary, a value that is required but does not exist. Finally, the value opportunities are new opportunities to create and capture more value by implementing new relationships and activities.

Once the value is defined is also important to consider the definition of organizational social capital to contemplate the interdependencies and social ties around the organization. From the network perspective, it should be considered first, the bonding type of social capital aspect, to understand the horizontal ties among a close network. Second, it is bridging to properly understand the ecosystem relations surrounding the organization and the creation of new network affiliation in a vertical way. Finally, the linking social capital is an extension of bridging that considers the relations among different societal power hierarchies, highlighting the power differences in the relation that enable the resource, ideas, and information leverage from formal institutions beyond the immediate community (Tristan, 2013).

Table 5. Types of Social Capital under a structural scope. Adapted from: (Tristan, 2013)

Structural	Cognitive	Relational
Social structure	Shared understanding	Nature of quality of relationships
• Network ties and configuration • Roles, rules, precedents, and procedures	• Shared language, codes, and narratives • Shared values, attitudes, and beliefs • Shared goals, purpose, and vision	• Trust and trustworthiness • Norms and sanctions • Obligations and expectations • Identity and identification

There is also collaborative goal setting among the aligning course of action. Sharing goals facilitates the perception and ideas exchange leading to a resource use efficiency increment. "Developing team goals supports the team members in their ability to interact and experiment, and the achievement of common goals strengthens the team members' shared sense of purpose and the understanding of who they are as a collective" (Wamuyu Wachira, 2021). It is also considered to create empathy, improve relationships, enhance the ability to discuss challenges candidly and engage in the common objective. By clarifying and considering the perspectives of both parties is possible to improve relationships, create empathy and offer a candid environment to face problems. Specially is considered a central strategy dimension when dealing with complex context that requires a high degree the engagement of the different actors. In conclusion, the team goal settings refer to why the collaboration is taking place and the aspirations and advantages sought. It is essential to notice that due to the different institutional logics presented in the collaboration, it could be the case that a specific team goal, for example, could provide a commitment source for one party, justify an

action for another, and maybe provide a criterion for performance evaluation for a third one. Moreover, the design of a collaborative dual goal requires to begin an open mindset to work in the interception and broaden the organization's boundaries. It is being able to speak in a commonly understood language. Moreover, embrace and respect values of the social and business perspective while understanding the duality balance.

By adequately mapping expectations, objectives, and interests, it is possible to develop adequate metrics, reducing asymmetries and ensuring transparency and accountability. Furthermore, it allows the monitoring of the business, the attraction of investors and facilitates the mobilization of resources. It is creating, therefore, a bargaining power among the negotiations.

Likewise, emphasize that the closer and more local the relationship is, the more it demands further consideration of the exit management from both the partnership and the environment. Consequently, exploring the relationships ending theory presented by (Sudhir Rama Murthy, 2021) is suggested. The theory concerns ending business relationships, exit communication and re-entering relationships. Even when focused on the dissolution of purely business partnerships, it was decided to be implemented into the current studied partnership considering the similarities with the business relationship environment. A unique feature of the present work underlines a process approach rather than an event. This process involves the disconnection of activity links, actor bonds and resource ties. Outlines the typology, influencing factors and stages of the process and explains the ending relationship's why and how. Creating a self-sustained social business is viewed as something that 'allows' a party to exit.

Table 6. Ending partnership relationships. Adapted from: (Sudhir Rama Murthy, 2021)

Relationship	Description
Continuous	End when a partner decides to leave the relationship (chosen ending), or an external event forces an end (forced ending), or the relationship fizzles away due to obsolescence (natural ending).
Terminal	Reluctant partners forced into a relationship and end as the desired ending of the partners.

Episodic	Predetermined endpoint when its objective has been achieved or the set period has elapsed.

Table 7. Influence factors affecting ending partnership. Adapted from: (Sudhir Rama Murthy, 2021)

Influence factors	Description
Predisposing factors	Inherent to certain situations and incline the relationship to end. Such as organizational culture.
Attenuating factors	Dissuade partners from ending their relationship.
Precipitating events	Change the context of the relationship and necessitate an end to it.

Figure 11. Ending partnership process. Adapted from: (Sudhir Rama Murthy, 2021)

The mentioned alignment is a process that requires a significant investment in terms of time as well as emotional, mental, and social effort. Nevertheless, it signifies a considerable gain for the rest of the work development. During the alignment, the evaluation, analysis and understanding of the collaboration itself guarantee an adequate retrospective execution to achieve a continuous improvement of the proceedings.

5.2.   Work design collaboration framework

Once the collaboration alignment is accomplished and a clear direction is defined, the proper conditions for implementing the framework are settled.

After the initial preconditions are defined, the framework states its core in the agile project management and the Scrum framework, into which two more different approaches are integrated. The first is the adaptability phase, by including the perspective of Service Ecosystem Design and social structures as design material. Moreover, the further consideration of scalability ensures the adequate exploitation of the already achieved impact. Finally, the expectation to guarantee a maximized utilization of resources and capabilities must be highlighted by creating a phase leadership role approach. Setting an active participation role for every member during the process guarantees the general acknowledgement of the different type of values, intensify value, and enhance power balance. Therefore, addressing each phase's requirements, an adequate alignment with the strengths of the different actors is developed, stipulating an adequate leadership intervention per phase. Nonetheless, the framework expectation only provides essential guidance; the ideal is to accomplish a perfectionistic personalization approach over time.

5.2.1.1. First phase: Agile project management

As previously mentioned, agile represents a strategic approach for the organization. Considering the implementation, the focus will be the Agile project management and the Scrum framework. Scrum offers a structure to deliver incremental and continuous improvements with an efficient approach under collaboration teams. It provides a structured approach to implementing ceremonies, artefacts, and roles, allowing to address projects whose objectives change over time, an important consideration to face the VUCA context. Additionally, as a lightweight process, it allows one to face the conflict of interest that can arise within the team.

The aim is to achieve proper teamwork integration between the social entrepreneur and the NGO. "Effective teamwork allows teams to produce outcomes more significant than the sum of team members' contributions driven by interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioral actions directed toward organizing taskwork to achieve collective goals" (Wamuyu Wachira, 2021). Therefore, the goals are broadly defined in this case by considering the aspirations, mission, vision, and purpose to find a shared perspective and achieve the proper alignment.

5.2.1.2. The roles

Developed by Jeff Sutherland and Ken Schwaber, the framework determines three primary roles. The Scrum team comprises the Product Owner, the Scrum Master, and the Development Team and comprises five to ten people. The Product Owner leads the value maximization based on the interest of the stakeholders; this prioritization is reflected in the definition of the product backlog. It also assures the adequate evolution of deliverable requirements. Furthermore, the Scrum Master guides the development team around the Scrum framework as a facilitator. Finally, the Development Team has the necessary technical skills for value creation. Ideally, it comprises cross-functional team members and considers accountability for the end-to-end work outcome. It needs to feel empowered to seek inputs to ensure value maximization and to manage all the operational processes.

Among the roles, there is the Scrum Master, who is the one to hold up to the principles and values of the framework. There are six principles presented below:

1. Empirical process control allows one to remain agile and effective and respond to change based on inspection, transparency, and adaption.
2. Self-organization: It sets a high level of independence, enhancing accountability and the self-management of tasks and problem resolving.
3. Time-boxing: optimization of time by the predetermination of its limited amount, implemented mainly during the sprint planning and the sprint retrospective.
4. Value-base prioritization: the definition and constant update of product backlogs to ensure, over time, their value and importance for different stakeholders.
5. Iterative development: Objectives are constantly reviewed to obtain the highest value creation.
6. Collaboration: Under the implementation, daily meetings schedule offers the perfect opportunity to achieve the problem-solving jointly.

5.2.1.3. The Scrum framework

Scrum is one of the frameworks that can be implemented for agile principles. The Scrum content is developed based in the book The Scrum Papers: Nut, Bolts, and Origins of an Agile Framework by Jeff Sutherland and Ken Schwaber Co-Creators of Scrum (Sutherland Jeff, 2011). Scrum is a structure based on iterative and incremental delivery that implements constant feedback and collaborative decision-making—providing just the proper structure to allow the implementation team to customize the

process based on what works best for their specific conditions and requirements, leading to the optimization of the employed practices. The process explanation is presented below in **Figure 12**.

There are 5 phases in the scrum framework:

Initiation: This phase considers the vision creation, a broad definition of the product and project backlog and the primary project goals. The product backlog is a prioritized list of requirements composed of backlog "blocks" owned by the Product Owner. Conversely, the project backlog estimates the necessary development time for the product backlog. Nonetheless, for developing the framework considering the collaborative approach intended for the partnership, the product and project backlog will be built based on the outcomes of the aligning stage at the beginning of the collaboration agreement and updated accordingly.

Figure 12. Scrum guide.
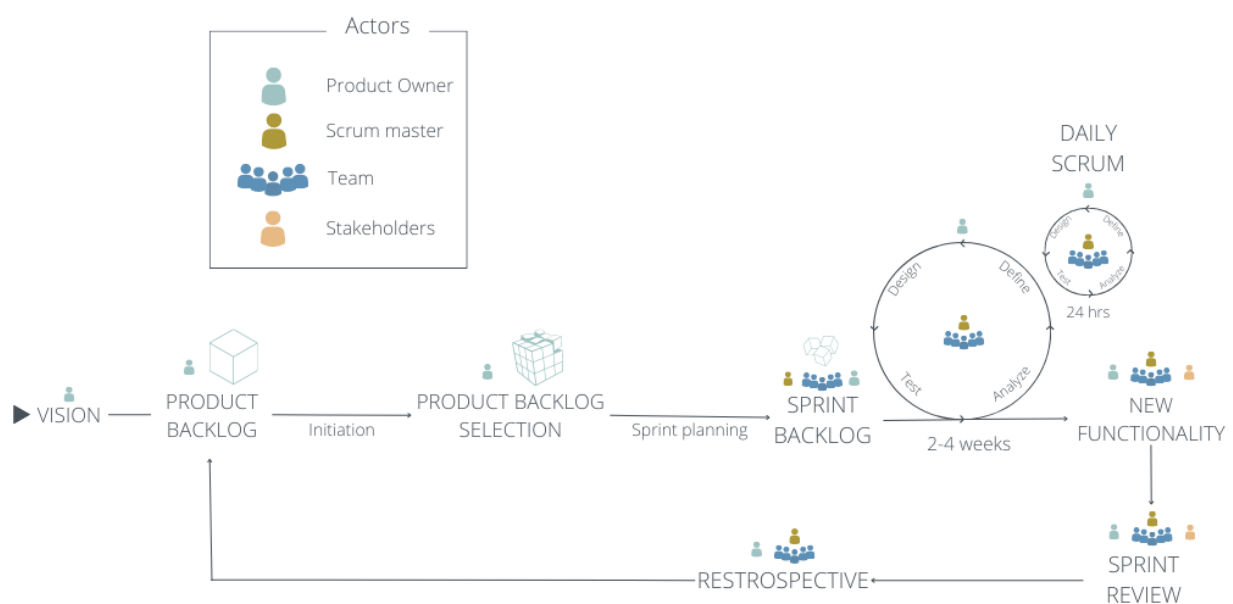
Planning and estimation: refer to the creation of plans for the Sprint. The Sprint is a cycle with a set time that last from one to four weeks. The main goal of Sprint is to increase its value taking into consideration the product backlog defined in advance. The sprint breakdown the project into a more convenient implementation approach and considers the feedback provided during the process and the product backlog's possible updates after the end of each cycle. The Sprint Planning ceremony is developed at the beginning of each Sprint, lasts a day, and is developed by the Development Team, the Product Owner, and the Scrum Master. The agenda first

comprehends the development of the sprint backlog, a subset of the product backlog, which addresses the planned Sprint activities, which are then updated daily. Second, the sprint goal refers to the expected outcomes of each spring. The Scrum master has an essential function during the Sprint since it is necessary to protect the development team from external influence, including the one from the Product Owner.

The sprint cycle considers the analysis, definition, design, and test. Nevertheless, the procedure developed during the Sprint should be defined considering the required task, the role, and the expertise area. Nonetheless, the general idea is to make small decisions during continuous and rapid cycles by testing, adjusting, and iterating. Moreover, the decision process presents some modifications to address the required speed. In this case, the entire development team provides individual inputs. The particularity appears when based on the expertise concerning a specific topic; it is conceded a more profound vote weight. As a result, a solid capacity to disagree and commit is required from the development team to enable the work inertia. It also aligns the approach to innovation with the same balance between stability and adaptability. It conceives reduced work and time, creative "leapfrog" solutions, and increased ownership sense, accountability, and accomplishment. The result of the teamwork during the sprints is a single primary deliverable. It is commonly defined as Minimal Value Product MVP. Between sprints, the intervention plan is reviewed, the progress is discussed, and the goal for the next Sprint is settled.

A VUCA environment that would be continuously evolving. The sprint process allows the capability development of driving into learning loops for value engineering, which can be directed and aligned with the implementation context in which the partnership takes place. Therefore, "Managing BoP businesses thus becomes a process of discovery, involving learning-by-doing and iterative adaptation and reformulation of various components of the business model." (Lashitew Addisu A., 2021).

Furthermore, as an example of process standardization, the regular progress evaluation to decide the next steps relies on standardizing a fast allocation of resources, workforce, and technology tools. Likewise, two aspects could be considered an example of adaptability. The proper definition of the design spring methodology implementation relies entirely on the team. They are decided based on the sprint goal and then planned accordingly. During this process, it is essential to explore, create and learn the best approaches for the team and then define a custom-structured process. The possible changes in the product backlog after the sprint process will be an input for the sprint backlog.

Among the Sprint time box, there is a daily alignment activity among the team outlined as the Daily Scrum, a sub-activity of the Sprint happening at the beginning of each day of the Sprint with a time limit of fifteen minutes. The meeting aims to track the progress, the activities of the day and the barriers the team faces to make commitments to guarantee expedience and unimpeded manner proactively.

Reviewing: The Sprint review ceremony opens the space for adequately evaluating the value increase during a determinate spring. The Product Owner commonly directs it at the end of each Sprint and sometimes also includes the presence of selected clients or users. It also provides the opportunity for each member of the development team to present their contribution during the Sprint. Moreover, to jointly brainstorm for further improvements regarding the product or service. The main goal is to provide feedback regarding the value created during the Sprint. The adequate identification of what went well and the improvement areas. The former identification allows the process and procedure adjustments to transition successfully into the next cycle. Finally, this phase concludes with an update on the product status and project backlog.

Releasing: Here, the sprint retrospective ceremony takes place. After the realization of the final product to the user, there is a retrospective meeting where the sprint process is discussed to identify and evaluate the individual and team's success in fitting the sprint requirements and achieving the sprint goal. This retrospective will allow us to identify areas characterized either by efficiency or struggle and will settle a continuous improvement of the sprint approach.

To conclude, regarding the implementation tools, Scrum implements the task board and the burndown charts. First, the task board aims to track the task process required for each feature. The chart presents three stages for the task: to do, doing, and done. The classification on the chart is actualized daily during the daily scrum ceremony. On the other side is the burndown chart, a trend line illustrating the amount of work left for the Sprint. The x-axis represents the time estimated for a determinate sprint, and the y-axis provides the defined time for each task in the Sprint. It allows us to predict the likelihood of completing the work on time.

5.2.1.4. Second phase: Adaptability

The second phase address the successful solution adoption of the BoP business model. Entrepreneurs often struggle with change. It is considering among the struggle the implementation, creation, engaging or sustaining of change (Nuccio Jenny, 2022). It is

worth to be noted that any intervention in society creates a disturbance in the community ecosystem, being this the case with the proactive efforts of social entrepreneurs in a BoP community. This disturbance could be the consequence of, first, a narrow or inexistent strategic direction which directly affects the achievement of sustainability and creates a disadvantage for the partnership interest of the NGO considering its impact measurement focus. Second, the ignorance of the social adoption after the intended release. Which consequently introduces a disturbance to the community ecosystem. Since the alignment correctly addresses, the strategic direction suggested preconditions, this phase's main objective is to acknowledge and prioritize the importance of the social ecosystem perspective implementation.

Social values drive people to behave accordingly to the definition of the social system they are embedded in. Consequently, social change and social values are intertwined. Therefore, when implementing any disturbance in a social system, it is essential to consider the system's characteristics since it would either present resistance or facilitate the adoption of the change. A narrow example of the adaptability considerations could resonate with the "robust design which paved the way for Thomas Edison to gain acceptance for his innovation of electric lighting by using design details that invoked the local public's familiarity with existing artefacts and social structures" (Chatterjeea Ira, 2021).

The struggle of social businesses to endure and grow could result from the progressive reconfiguration that takes place in the social ecosystem after the release of any change (Bengo Irene, 2015). To adequately address this reconfiguration, a mindset change from an operational and managerial perspective is required. The relevance of zooming out to an extended vision of the complex ecosystem where value is created and appropriated by the unique characteristics of the user context brings an opportunity to understand, manage, and prevent invisible and unexpected factors from achieving a higher value creation, being the former a forceful, competitive advantage in any industry and resulting in the evolution of the Service Design conceptualization.

According to (Vink Josina K.-H. K.-E., 2021), Service Ecosystem Design is a promising approach to transformational innovation. It offers a unique perspective of institutional arrangements and social interdependencies that directly influence innovation efforts. The approach emphasizes the multi-actor exchange systems value creation. It highlights the importance of sharing the implementation context's rules, norms, and beliefs in value creation, change and long-term adoption. It has even been described as an engine for broader societal transformation. Moreover, the conceptualization

includes four building blocks the purpose (why), materials (what), process (how), and actors (who), which are sincerely presented below:

Table 8. Conceptual building blocks of Service Ecosystem Design. Adapted from: (Vink Josina K.-H. K.-E., 2021).

Conceptual Building Blocks	Conceptualization in Service Ecosystem Design	Related Insights from the Service Ecosystem Perspective
Purpose	Facilitate the emergence of desired forms of value cocreation	The service ecosystem exists to enable mutual value creation through the process of exchanging applied resources -service- among actors. A wide configuration of actors is involved in value cocreation. Value is an emergent change in the well-being or viability of a particular system/actor. Value is phenomenologically determined by actors withing their social and cultural context.
Materials	Institutional arrangements and their physical enactments	Institutional and, more generally, institutional arrangements are the foundational facilitators of value cocreation. Institutional arrangements give form to service ecosystems by both enabling and constraining value cocreation. Institutional arrangements are instantiated through physical enactments.
Process	The embedded feedback loop of reflexivity and reformation.	Actors are always guided by institutional arrangements withing service ecosystems by intentionally reforming institutional arrangements through institutional work. Reflexivity, and awareness of existing institutional arrangements, is required to intentionally reshape institutional arrangements. The form of service ecosystem is affected by

		recursive feedback loops of institutional processes.
Actors	Collective design by all actors	All actors are fundamentally similar resource integrators that can alter institutional arrangements. Each instance of resource integration affects the wider system. The shaping of service ecosystems is a collective process.

About the why, we depart from the Service Ecosystem Design definition. "Service ecosystem design, defined as the intentional shaping of institutional arrangements and their physical enactments by actor collectives through reflexivity and reformation to facilitate the emergence of desired value cocreation forms." (Vink Josina K.-H. K.-E., 2021). Deepening on the presented definition, we explore two crucial concepts: Institutional arrangements, which guide the value cocreation by defining appropriate behaviour and enabling or constraining social action. Institutional arrangements are rules, meanings, norms, and symbols. And its physical enactments, symbols, artefacts, activities, and relations. These two concepts will be deeper addressed in the process explanation.

Consequently, there is a mindset change regarding value creation from direct service offerings to value-in-use. In a Goods Dominant logic, value is directly embedded in the outcome, to a Service Dominant logic, the actor's exchange is the source of value creation. Commonly, the design materials consider narrow linear features. As an example, it is the touchpoints and the interfaces. However, a broader dynamic approach has been suggested regarding the design elements from two perspectives. From one side, the tangible and intangible and from the other, the concrete and abstract.

Focusing on the material block and the evolving integration of social structures as materials in service design allows the release of its transformative potential through social adoption and sustained value creation. This new perspective enables us to reframe traditional design materials like touchpoints and interfaces, which are physical enactments of the invisible institutional arrangements towards the socio-material configurations. Social structures have three main characteristics. From the first characteristic, invisibility emerges the definition of institutions as enduring social structures, which the actors perceive as inevitable, being part of their nature,

consequently remaining unobservable but, most importantly, unquestioned. This invisibility raises the first challenge of social structures as design service materials since they must be exposed. Second, a dual nature. Referring to the presence of both tangible and intangible aspects, where the intangibles pattern the tangibles. Understanding the formers as carriers can be relations (interactions), activities (habits, routines), symbols (written and visual language), and artefacts (physical products) that are shaped by intangible ones (rules, norms, and beliefs). Third, the institutional pillars upon which social structures are built upon regulative, normative, and cultural-cognitive.
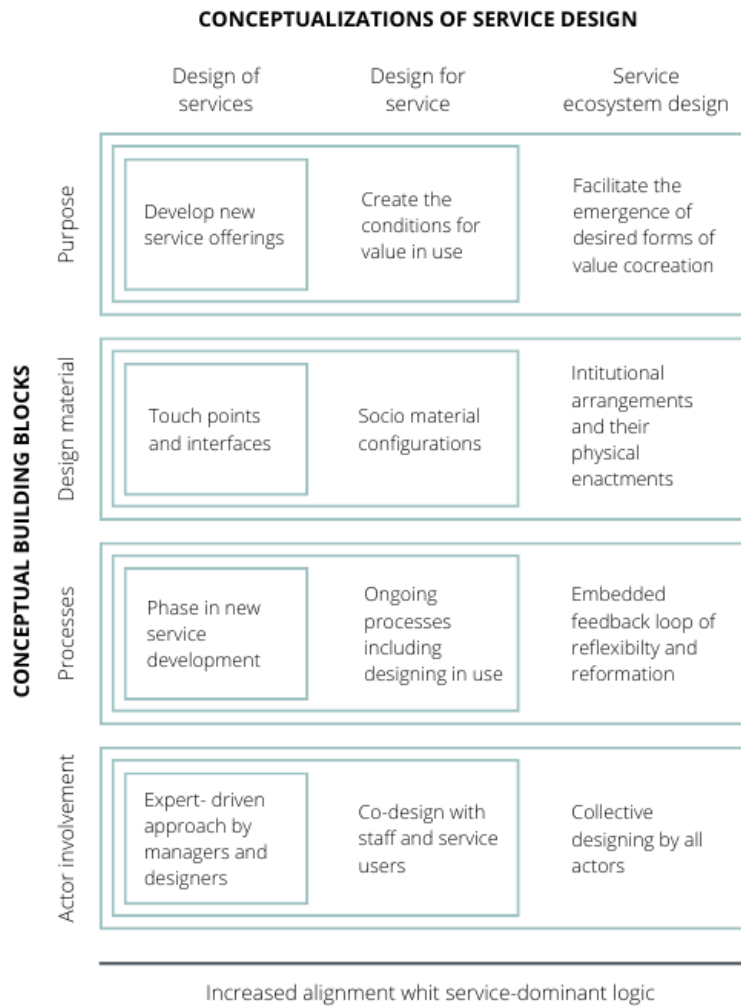
Regarding the actors, it offers extended actor participation since it contemplates the benefits of a co-design approach. The evolution regarding the actors comes as a result of the logic modification. From a frame where the producer determines the value and the user is the recipient of the exchange, towards understanding the value cocreation, including the user itself, considering that actors have the capabilities and unknown ability to influence deliberately in the evolution of service ecosystems.

A dynamic condition is contemplated from the ecosystem's point of view. It is expected to have unexpected conditions, making complete control an impossibility. Nonetheless, actors can intentionally shape the evolution of the service ecosystem. As a result, the reconfiguration of institutional arrangements to facilitate value adoption could be performed.

As an exercise to drive the mindset change away from the traditional angle, the evolution of the service design practice has been presented over the years, evoking the traditionally not considered aspects.

Table 9. The extension of the conceptual building blocks. Adapted from: (Vink Josina K.-H. K.-E., 2021)

CONCEPTUALIZATIONS OF SERVICE DESIGN

		Design of services	Design for service	Service ecosystem design
CONCEPTUAL BUILDING BLOCKS	Purpose	Develop new service offerings	Create the conditions for value in use	Facilitate the emergence of desired forms of value cocreation
	Design material	Touch points and interfaces	Socio material configurations	Intitutional arrangements and their physical enactments
	Processes	Phase in new service development	Ongoing processes including designing in use	Embedded feedback loop of reflexibilty and reformation
	Actor involvement	Expert- driven approach by managers and designers	Co-design with staff and service users	Collective designing by all actors

Increased alignment whit service-dominant logic

The angle given to value under the studied perspective addresses the resource integration from diverse sources and, consequently, the development of co-created value. It is highlighted the usually forgotten fact that actors perceived value logically accordingly to their unique social and cultural context. The deep context understanding as a foundational value creation facilitator comes from recognising institutions, which are rules, roles, norms, beliefs, and the institutional arrangements being these interdepended assemblages of institutions.

5.2.1.5. The process of reflexivity and reformation

The unique setting of the social entrepreneur faces him with the paradox of organizational values and community values alignment to mobilize change support while simultaneously stimulating the reconsideration of the same community values to trigger a progressive and positive societal change (Chatterjeea Ira, 2021). Then, the

BoP business models are morally charged in context, so it requires a process of reflexive inquiry to question the validity of taken-for-granted ideas, concepts, and situations.

(Vink Josina K.-H. K., 2021) presents a process for approaching social structures as design materials, and a conceptual framework to understand its materiality. It is common to measure an organization's success by its ability to provide products or services to the community, focusing mainly on outputs. Nevertheless, a different perspective is needed to guarantee sustainability and the ability to create a change in society. The aim should be to change social systems that create and nurture the problem. "Processes of change, whether emerging, transformative, or projectable, are already there, moving or latent, and must be read and worked with as natural processes inherent to the lives and cultures of people themselves. This kind of orientation, if applied respectfully and skillfully, may indeed yield the impact and sustainability that is so desperately sought." (Maseno Matilda, 2020).
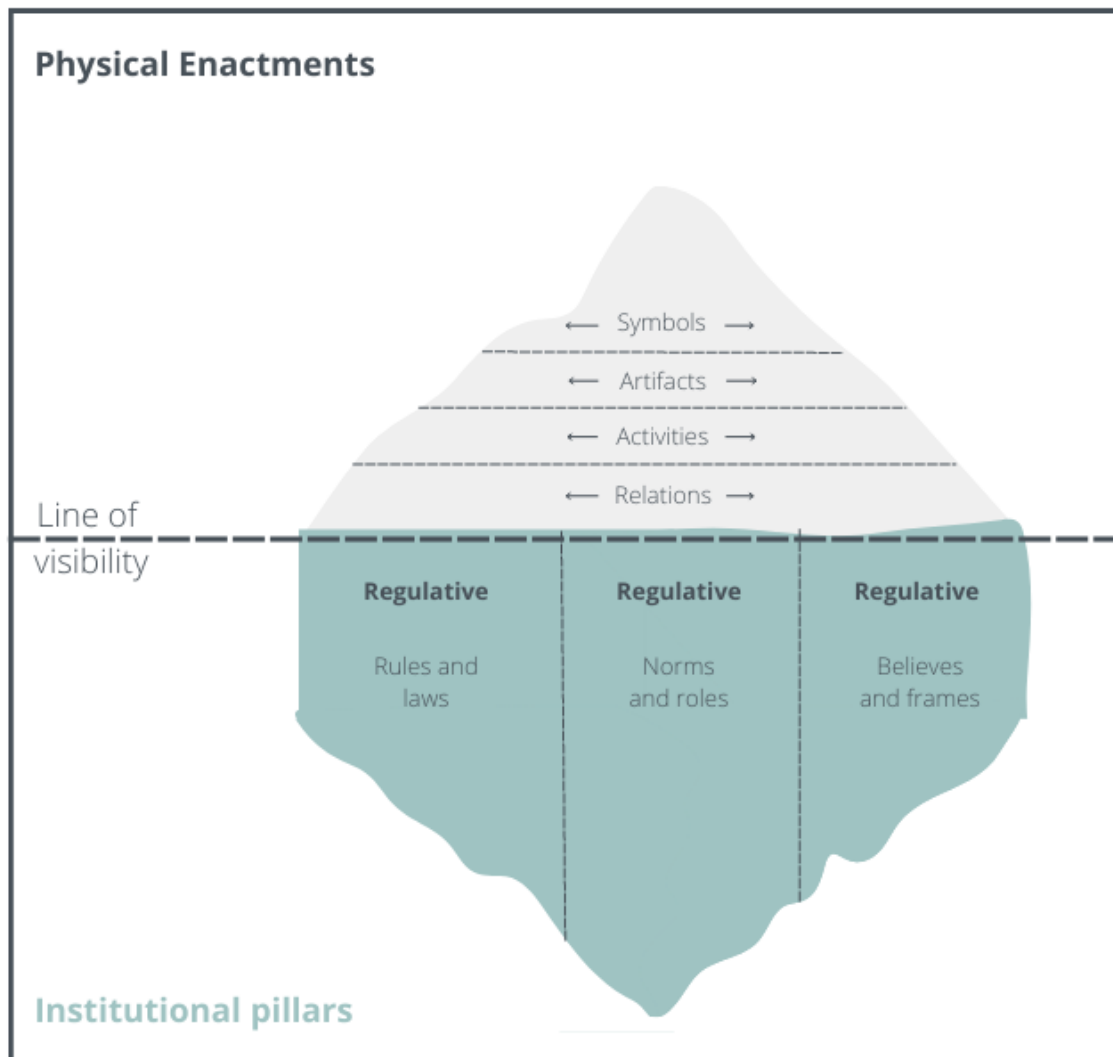
As mentioned before, actors are always guided by institutional arrangements. Therefore, unless these institutional arrangements are acknowledged, actors will inertially reproduce routinized behaviours unconsciously with a limited individual variation. This awareness and its reshaping are addressed during the presented process. The institutional arrangements awareness process is called reflexivity, allowing a critique exercise and its mutability recognition. Moreover, the reshaping is defined by its reformation. Therefore, a feedback loop is implemented to shape the institutional arrangements properly.

Consequently, the reshaping process starts with reflexibility, where actors can remark upon the social context and grasp its mutability by leveraging them to become aware of invisible institutional arrangements. Subsequently, the reformation step is where institutional arrangements are challenged, considering a change in its nature and where the maintenance of the current aspect is necessary to legitimize the proposed changes to facilitate its adoption. Then the process is based on a feedback loop where actors are continuously on institutional reproduction, where the institutional arrangements are acknowledged, reflexivity, then attempted to be altered, reformation, and then exploring once the institutional arrangements, reflexivity once more.
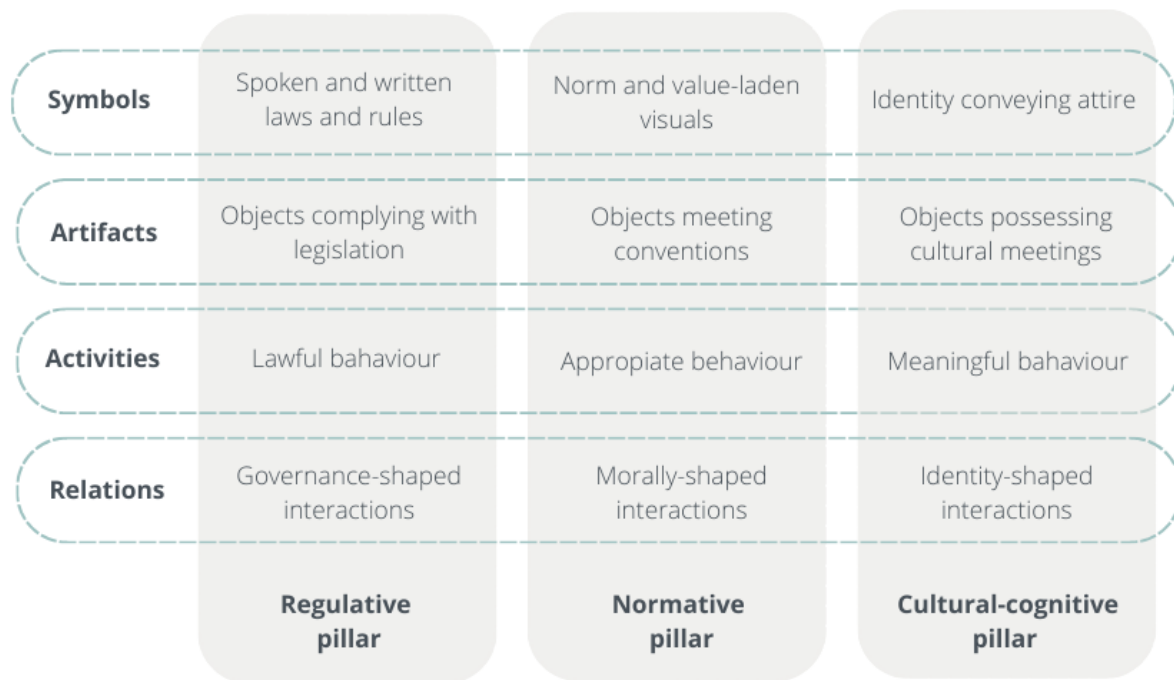
The submerged part in Figure 13 represents the unconscious part of the social structures, while the physical side is illustrated on the surface. The process aims to build on insights about the invisibility and duality of social structures and the

development of contextualized institutional pillars to establish them as context materials.

Figure 13. Conceptual framework of social structures as service design materials. Source: (Vink Josina K.-H. K., Social Structures as Service Design Materials, 2021)
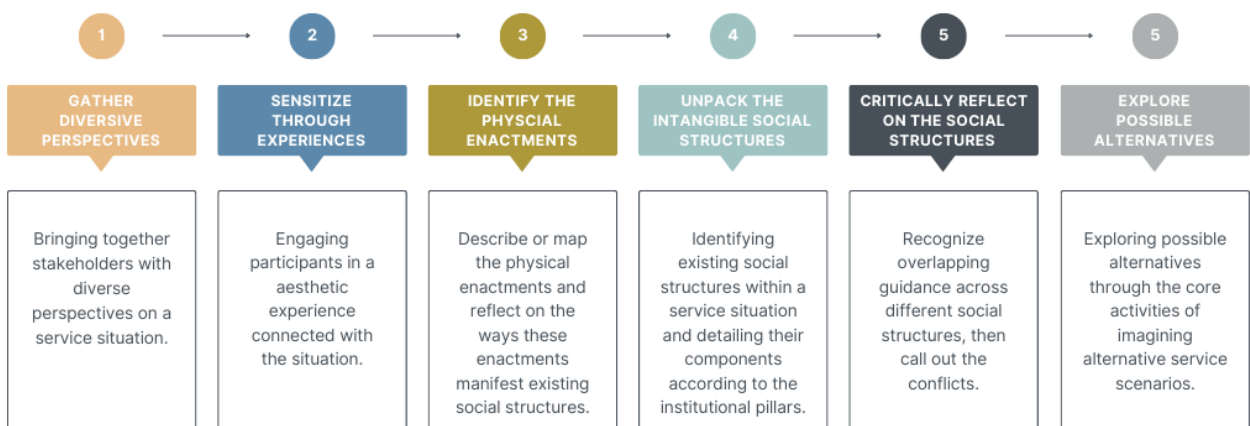
Ilustrative examples

	Regulative pillar	Normative pillar	Cultural-cognitive pillar
Symbols	Spoken and written laws and rules	Norm and value-laden visuals	Identity conveying attire
Artifacts	Objects complying with legislation	Objects meeting conventions	Objects possessing cultural meetings
Activities	Lawful bahaviour	Appropiate behaviour	Meaningful bahaviour
Relations	Governance-shaped interactions	Morally-shaped interactions	Identity-shaped interactions

Based on several experiments (Vink Josina K.-H. K., Social Structures as Service Design Materials, 2021) defines a practical process to allow the integration of social structures as materials in the design process. Developing six steps to achieve reflexivity and reshaping.

Figure 14. Process of social structure integration on service design. Source: (Vink Josina K.-H. K., Social Structures as Service Design Materials, 2021)

1 GATHER DIVERSE PERSPECTIVES	2 SENSITIZE THROUGH EXPERIENCES	3 IDENTIFY THE PHYSCIAL ENACTMENTS	4 UNPACK THE INTANGIBLE SOCIAL STRUCTURES	5 CRITICALLY REFLECT ON THE SOCIAL STRUCTURES	5 EXPLORE POSSIBLE ALTERNATIVES
Bringing together stakeholders with diverse perspectives on a service situation.	Engaging participants in a aesthetic experience connected with the situation.	Describe or map the physical enactments and reflect on the ways these enactments manifest existing social structures.	Identifying existing social structures within a service situation and detailing their components according to the institutional pillars.	Recognize overlapping guidance across different social structures, then call out the conflicts.	Exploring possible alternatives through the core activities of imagining alternative service scenarios.

The process leads to the achievement of reflexivity in the first five steps and concludes with the reshaping exploration. Initially, highlight the importance of achieving different perspectives of the service situation by integrating a diversified team. Since social structures are not universal, present variations in diverse social systems.

After, actively engage participants in the design challenge of social structures by implementing, for example, role-playing or improvisation and enduring the awareness and reflexivity of the social structure. Business models can also be used to visualize critical elements of market performance based on taken-for-granted routines and rule-based coordinated practices. Third, map or describe social enactments (activities, symbols, relations, artefacts) and reflect on how they manifest. Then, to deepen comprehension, identify the social structure components and group them into the institutional pillars (regulative, normative, cultural cognitive). Five, recognize the overlapping that might create conflicts among the social structures, where the first step of the process plays an important role. Recognizing conflicts can make people more willing to shape intentionally existing structures. The last step activates the imagination of possible alternative scenarios for future social structures exploring possible changes on the implication on actual structures of aspects that will continue unchanged but visible to the design team.
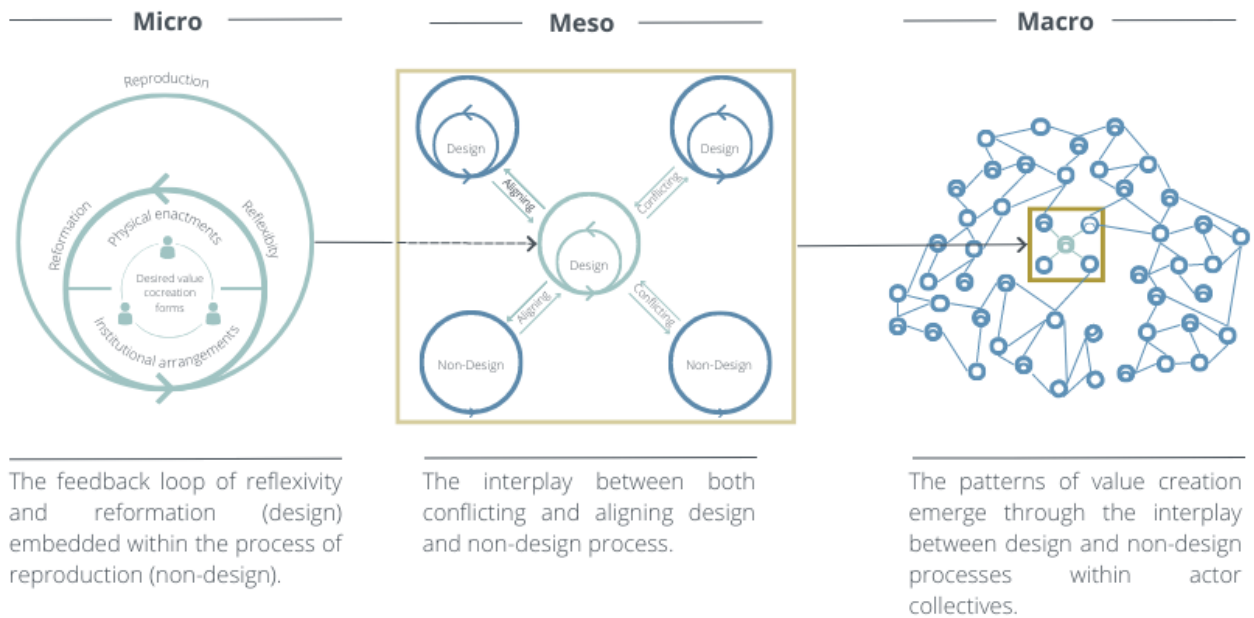
It is important to emphasize that the reformation also requires the intentional maintenance of existing institutional arrangements, to achieve legitimacy and assure a smooth transition. Moreover, that has multilevel implications. The presented process represents the micro-level approach. Concretely, it presents the alignment or conflict that can be presented during the process, which as a result, develops several feedback loops. Furthermore, there is the meso level, where is the consideration of the implication of the focal design process developed and the non-designed processes.

Figure 15. Feedback loops resulting from the interactions between a focal design process and other design and non-design processes. Adapted from: (Vink Josina K.-H. K., Social Structures as Service Design Materials, 2021)

Dynamic with the Focal Design Process

	Alignment	Conflict
Desing	COLLABORATION A positive feedback loop that results from intentional actions that can amplify the local design process	COMPETITION A negative feedback loop that results from intentional actions that can hinder the focal design process
Non-Desing	REINFORCEMENT A positive feedback loop that results from ireproductive actions that can enhance the focal design process	RESISTANCE A positive feedback loop that results from ireproductive actions that can impede the focal design process

Type of interacting Process

Finally, the macro level offers a further dynamic contextualization among the actors and the design and non-design processes. It is considering the slow change but evolving institutional arrangements in society. The macro level determines if the new institutionalized form of value cocreation can successfully emerge by amplifying the designed efforts by actors and adequately aligning with the conflicting forces.

Figure 16. The multilevel process of service ecosystem design. Adapted from: (Vink Josina K.-H. K.-E., 2021)

Micro

Reproduction

Reformation

Physical enactments

Reflexivity

Desired value cocreation forms

Institutional arrangements

The feedback loop of reflexivity and reformation (design) embedded within the process of reproduction (non-design).

Meso

Design

Design

Aligning

Conflicting

Design

Aligning

Conflicting

Non-Design

Non-Design

The interplay between both conflicting and aligning design and non-design process.

Macro

The patterns of value creation emerge through the interplay between design and non-design processes within actor collectives.

Their work (Westman Linda, 2022) describes the social forces that generate resistance to replication and growth. Cultural-cognitive institutions: Resistance comes from the "ways of doing things" a social group adopts. It Manifests by a lack of practices, skills and routines needed for the designed solution. It is also related to social practices and perceptions—Normative Institutions: related to the limited alignment of values among different parties and commonly presented on investors and the concept of the social entrepreneurship business model. Finally, regulative institutions refer to conventional planning systems not designed to address a disruptive approach.

Figure 17. Cognitive, Regulative and Normative institutions that create resistance to market transformations in the context of small- and medium-sized enterprise (SME)-led sustainable entrepreneurship. Institutional co-evolution involves changes in these institutions in both industrial and cross sectoral relations. Adapted from: (Westman Linda, 2022)
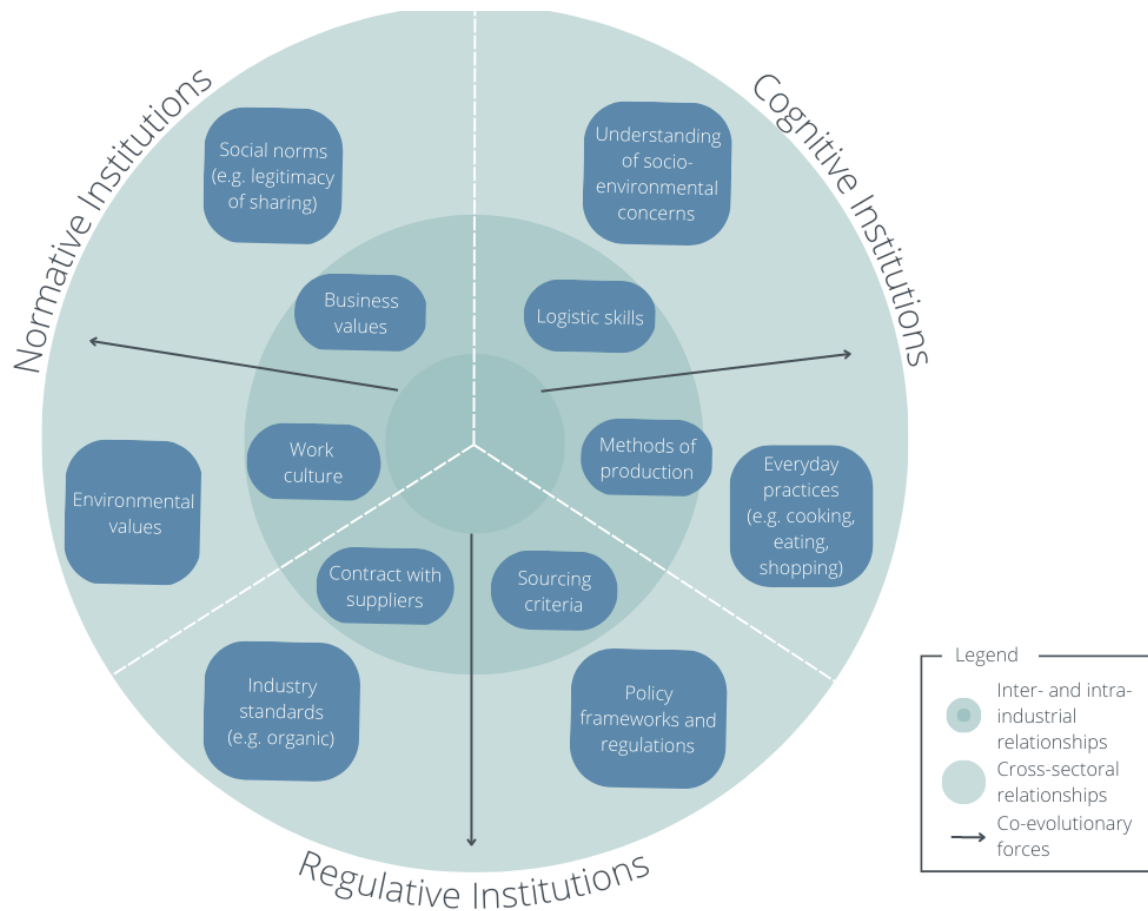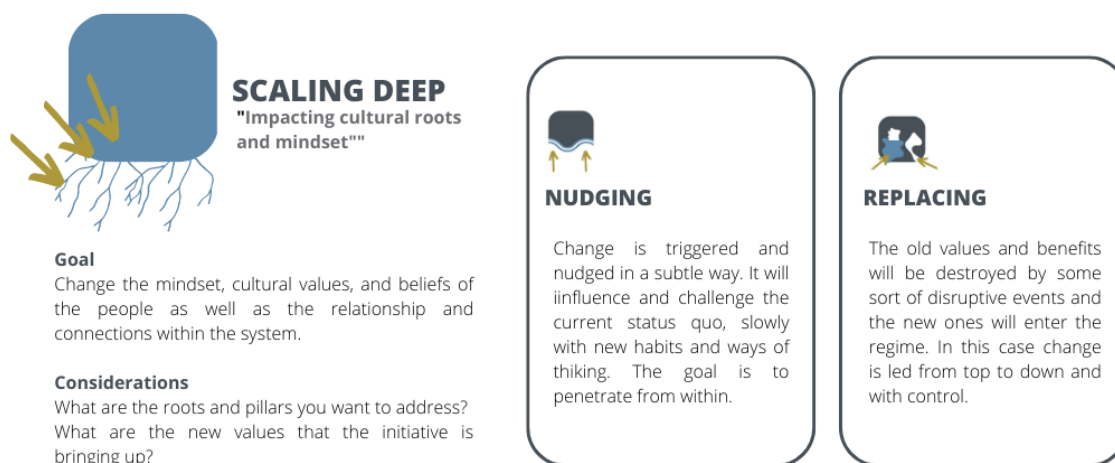

5.2.1.6. Third phase: Scalability

Social enterprises tempt to fail in their scaling operation even in a scenario with limited reach, within a small regional location, due to a shortage of resources, government aids, and other facilitative systems in place (Kishnani, 2021). "Scaling is an important means of growth because of the market characteristics of the BoP socio-economic segment, particularly the high price sensitivity of low-income customers, which leaves limited room for growth strategies that involve differentiation based on quality" (Lashitew Addisu A., 2021). Low-income market such as one of the BoP has high operating costs, and the resource intensity and length of the process make the investment consideration challenging, not to mention the social roots of designed solutions, which are often not transferable. "Different factors influence the process of scaling when implementing a project successfully implemented in the context of

origin to a new context with differences in local culture, institutions, regulations, citizens, and other cultural and social instances." (Marradi Chiara, 2022). Consequently, during the scaling process is critical also to identify the different factors influencing the process in a new context. Scalability then could be considered a matching activity. Where the needs, aspirations, and goals are met. The different approaches to scalability are presented on Figure 18.

Figure 18. Scaling types. Adapted from: (Marradi Chiara, 2022)

SCALING OUT
"Impacting greater numers"

Goal
Reach out to a more significant number of people and communities and improve their quality of life. It is about going out of the initial context.

Considerations
Where to scale?
How many people to impact?
What to transfer?
What are the initiative's core principles?
What are the successful element of the idea?

REPLICATING

Copy the proven product, process of business model. Introduce or implementing the inial context and transfer it to multiple people.
E.g.
New geographical location or target group.

EXPANDING

Grow by operating in the idea and adapt it to different and new target audiences.
E.g.
Adding new features
Expanding in nre sector domains.

DISSEMINATING

Dissemination or diffusion can take different forms. The goal is to inspire others to innnovate and trigger change. The "diffusion" will be organic and generative.

SCALING UP
"Impacting the institutional system"

Goal
Change institutions at the policy, rules, and laws levels.

Considerations
At which level do you want to have an impact? What do you want to change in the current system?

INTEGRATING

Change will happen incrementally. THe innovation will be adopted and slowly integrated into the current system. The goal is to find trade-offs and common grounds.

EXPANDING

The innovation will bring up a redical change by disrupting the whole current system. It seems to happend suddenly but it actually requires other changes to happen in the landscape that opens up for this right moment to occur.

SCALING DEEP
"Impacting cultural roots and mindset""

Goal
Change the mindset, cultural values, and beliefs of the people as well as the relationship and connections within the system.

Considerations
What are the roots and pillars you want to address? What are the new values that the initiative is bringing up?

NUDGING

Change is triggered and nudged in a subtle way. It will iinfluence and challenge the current status quo, slowly with new habits and ways of thiking. The goal is to penetrate from within.

REPLACING

The old values and benefits will be destroyed by some sort of disruptive events and the new ones will enter the regime. In this case change is led from top to down and with control.

The scaling of bottom-up approaches usually needs help contextualising the solution due to embedded socio-cultural changes. Differences in local culture, institutions, citizens, and regulations are just a few examples. "Exemplary lessons regarding the scaling approach and strategies stress that when replicating to another context, bottom-up initiatives should capture the core elements to scale and match those with the local conditions of that socio-cultural context (e.g., local regulations, local culture and beliefs, local activities and communities, existing institutions, and systems); to do so, they will need to develop strategies." (Marradi Chiara, 2022). Consequently, the scalability process is included in the presented framework.

5.2.1.7. Additional role considerations

The collaboration framework considers the following actors: users, social entrepreneurs, NGOs, and funders, focusing on social entrepreneurs and NGOs. The integration of the user and the funders is considered due to their direct implications on the organizational form and mindsets of the main actors of the research.

According to (Wamuyu Wachira, 2021), team leadership theory emphasizes leadership rather than leaders. Therefore, it recognizes that several team members can meet the leadership role and that the team can define which member is more suitable for the role based on the requirements and the team composition. This leadership role will lead to the team's clarity, commitment, and capacity and, consequently, their impact. The multi roles suggested in the process development are exemplified by a sun watch. The sand inside represents the resources and capabilities of the different parties, embracing its finite characteristic. By adopting a different role during the interaction, strengths can be enhanced and opportunely exploited. The scenario offers an intense learning process for the actors and could either represent an improvement

in weak areas or the opportunity to experience new knowledge under a practical approach. Additionally, one of the critical challenges the partnership faces is the power balance, which the rotating leadership roles will inhibit. The leading role will not only assure a power position but a common acknowledgement of the value contributed by each side.

Fitting well with the idea of the Scrum decision-making process in which the entire team provides an opinion. However, the role with the highest expertise regarding the decision topic counts with higher authority for the final decision. In this case, this provides two main benefits. First, the proper exploitation of the value proposition comes from each actor. And second, the balancing of the leadership roles in the entire process.

Integrating the user into the process could also benefit the approach to the BoP context. Considering that lower-income contexts face institutional constraints, developing governance mechanisms based on informal networks and reciprocity is necessary to allow smooth cooperation. Bearing in mind the implementation and proper adoption from the community of the developed solution, the base of adaptability, the active participation and inclusion of the users can also contribute to a flourishing collective learning process in the community: dissipating resistance and increasing retention capacity. "Community collaboration in social entrepreneurship may enhance social cohesion and the quality of services if the new services become better adjusted to the local conditions. Practices of collaborative service provision, in turn, tend to develop from participatory and unprofessional towards professional over time." (Sunna, 2021)

In the first step, where requirements are collected, we highlight the importance of the user due to its adequate comprehension of the context and direct involvement in the community challenges. This approach will settle a starting solid point to develop the correct problem definition, increasing the probability of developing a working solution. Therefore, the starting point is the input from the user and the alignment and consolidation by the NGO and the social entrepreneur for the definition of the Product Backlog.

Moreover, the leader's role should be for the social entrepreneur during the sprint planning and implementation. It is considering his intrinsic motivation and his shared understanding of the challenges faced by the community. During the next step of the deployment, allowing the leader role to the entrepreneur is highly suggested. Nevertheless, considering the broad project characteristics, the NGO could also lead this; it all relies on the closeness with the intervention community. Additionally, the

adaptability activity sets a good fit among NGOs who considering the deep and wide intervention in different vulnerable communities and the capacity to integrate the social ecosystem design into its process, could generate a unique value proposition and highly increase their achieved impact. Finally, the scalability should be discussed by the donors and the NGO, considering the financial resources and the possible business expertise of the funder and the scalability expertise of this type of project and the macro perspective of the NGO.

It is also highlighted even when not directly presented since it; it is not considered a direct actor but rather a role the unique role of the Scrum Master. In this case, this role will not only be the facilitator and guidance of the agile project. However, it will be considered and impartial throughout the entire collaboration process.

Figure 19. Leader roles among the collaboration framework.
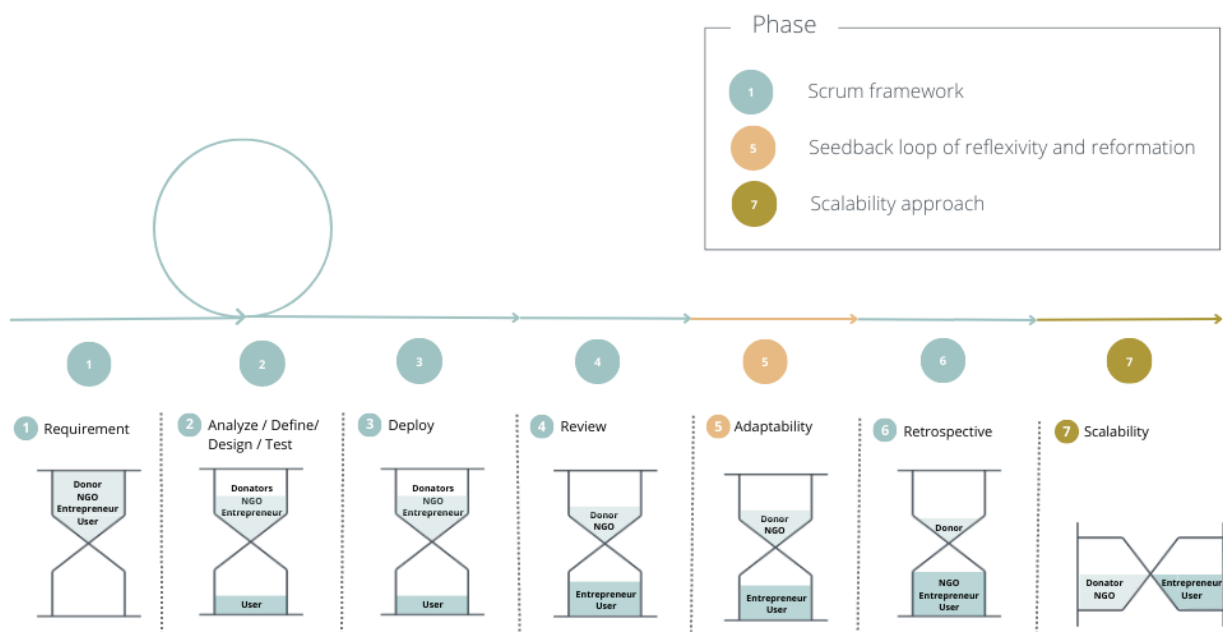
The leadership roles also result from the analysis presented by (Kruse, 2021). In its work characterize institutions in formal and informal ones. The formal ones have been conceptualized as objective and burdensome restrictions and incentives derived from governmental actions and interventions or economic circumstances. Conversely, informal institutions are implicit sets or rules derived from societal forms, normative institutions, and culturally shared rules, cognitive institutions. Based on this characterization, the analysis concludes with the role differentiation between the formal and informal institutions during the social enterprise path. First, informal institutions such as social networks and values are essential during the emergence of

the enterprise, while the implementation of more formal institutions benefits the established social enterprises.

Consequently, since the entrepreneur role temps to be closer to the informal institutions, it leads the first phases of the framework. At the same time, the funders drive a closer approach during the scalability phase. Moreover, the NGO present both support and facilitation during the entire framework.

Figure 20. Collaboration framework for social entrepreneurs and NGO

s.
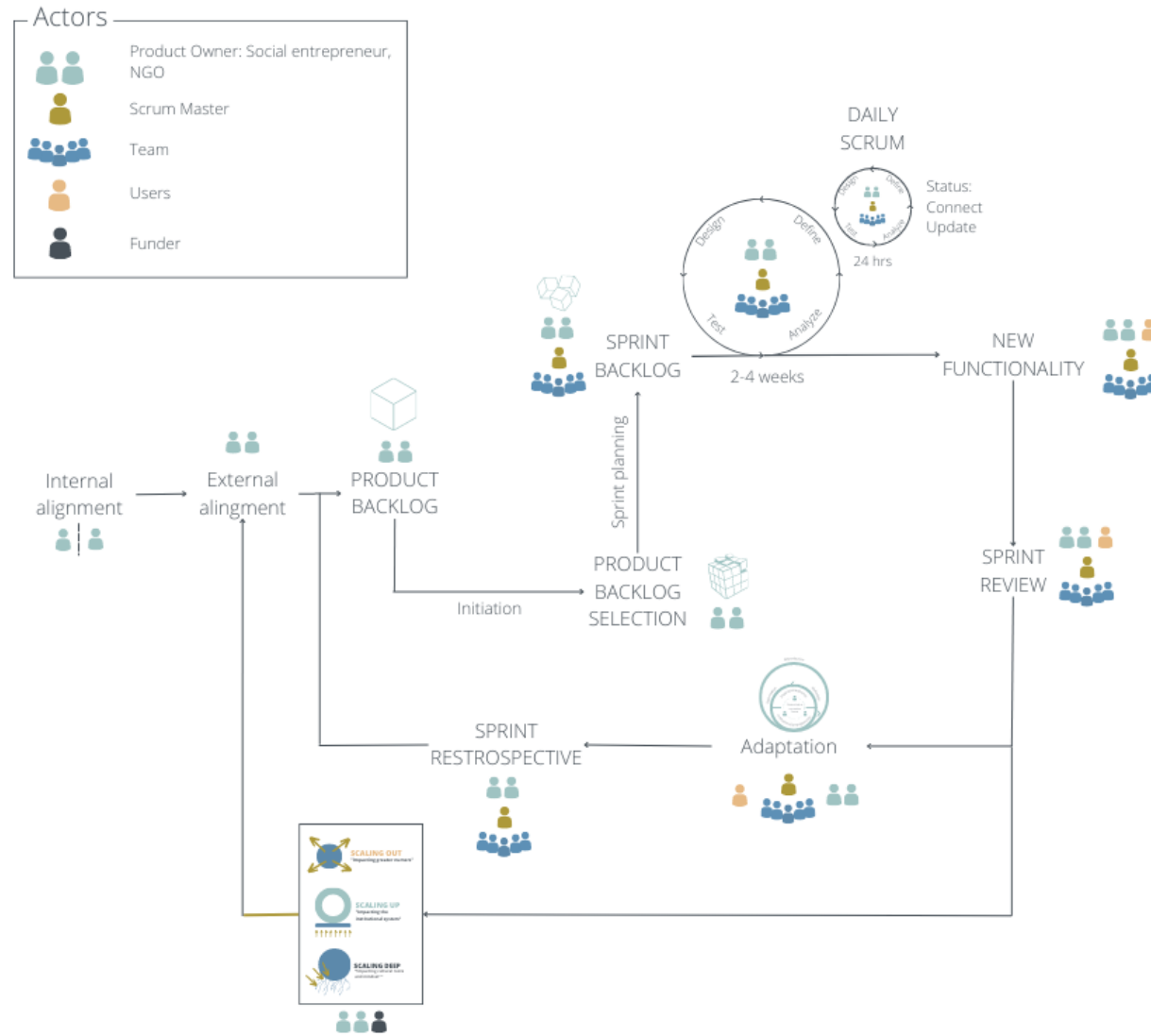
After introducing the framework, some final remarks highlight its essential aspects. First, the precondition consideration developed in the adaptability phase provides input for the backlog. An essential step for the consolidation of a successful implementation. It leads to the imperative analysis of the different actors and the understanding of their work structures and systems to engage them in the common goal. Equal power distributions characterize durable relations. Therefore, avoiding the conflicts generated by a power imbalance can be overcome by building solid relationships that represent a high complementarity.

After adopting the cyclical approach of Scrum, which is considered the structure's base, it is focusing additionally on transforming a project with a short-term mindset into a long-term process. The inner cycle considers the Scrum methodology, which is included the feedback loop of reflexivity and reformation. The main reason for including the sprint review and the sprint retrospective is based on the consideration that institutional voids could materialize after social enterprises begin to intervene in the marketplaces. When implementing the business model, an inevitable change in institutional practices or the status quo is performed. Therefore, the cyclical process will allow the necessary adaptation of the business model to formal and informal institutions developed during the sprint retrospective. As a result, the strategy-making process is shaped by emergent adaptive action that responds to contextual contingencies and challenges.

Furthermore, the scalability process is considered for the external cycle at the adequate stage of entrepreneurship. After deciding the right direction for the scalability, a new start for the inner cycle is settled. Bearing that bottom-up entrepreneurship struggles to implement the initiatives in new contexts due to embedded sociocultural challenges since the development is performed under a new scenario of cultural norms, institutional routines, and values.

Moreover, the user's participation allows moments of interaction and collaboration, which are a way to allow the learning and exchange of culture to co-create knowledge by sharing insights and critical learning regarding values. These learning processes implement design tools and approach such as storytelling, metaphors, co-creation sessions, mapping activities and generative exercises.

6   Conclusions

The open space created during the interviews for a retrospective analysis of the collaboration relationship and not only the project outcomes offers the opportunity to explore paths to increase the partnership's success, which is strongly needed to achieve sustainability and create awareness among the participants.

Based on the analysis of the interviews, it was possible to identify two main barriers to the collaboration—first, the organizational structure, which creates internal and external tension. Therefore, it is a crucial aspect since it could act as a facilitator or a resistance from the beginning of partnership consideration. Second, the lack of proper alignment of the parties in terms of values, expectations, sustainability goals, and work methodologies, among others. This lack of alignment results in misunderstandings or unpleasant implementation of the projects leading to demotivation from both sides to collaborate.

The presented framework aims to smooth the collaboration process by providing a transparent, equal and trustful interaction among the parties, additionally providing a framework that not only achieves a successful project output but also widens the common project base perspective into a process one by including the effort towards adequate adaptation from the impacted community and the scalability of the achieved solution.

In the case of BoP markets is essential to consider that most of the challenges have a direct relationship with the institutional voids. Institutional voids are interpreted as structural holes. "Structural holes are defined in network theory as missing links in the network that allow well-connected actors serving as brokers to connect otherwise disconnected actors, and consequently, receive some benefits for providing such intermediation services" (Chester Goduscheit René, 2020). These structural holes could separate actors from other actors and consequently separate actors from opportunities, resources, and capabilities. Consequently, the collaboration among different actors and robust strategy to overcome a wide variety of social challenges, a

further investigation regarding a business platform is suggested. Platforms allow information to enhance by sharing and facilitating activities.

A deeper examination of a business ecosystem perspective among the different actors could provide a structure where multilateral complementarities are enhanced under a power balance structure. Finally, it is essential to consider that the present framework, even if developed from the input from the interviewed social entrepreneurs and NGOs and with a theoretical implementation of methods that have been already tested, it does not count with practical implementation, which is then required for validation and improvement.

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Annex

Annex 1 NGOs general initial coding.

Mindset	Adaptability
	Physiological safety
	Innovation
	Entrepreneurship
	Think global act local
	Flexibility and agility
	Experimentation
	Intrinsic motivation
	Tester
	Fail embracement
	Process ownership

Organizational form	Organization transformation need
	Flexibility and agility
	Capacity building
	Expertise
	Actual heavy organization

Structure	Effective communication
	Simple and open communication channels
	Eliminate communication gaps
	Decentralization
	Customized project approach
	Internal service providers
	Eliminate silos
	Transversal team
	Connectivity role
	Blurred roles
	Isolated innovation efforts
	Evidence and learning team
	Enabler
	Facilitator
	Actual organizational structure as a barrier

Process	Outsourcing
	Agile methodology
	Operations and process decouple
	Profit pressure
	Emergent and top down innovation
	Define and nurture organization competences
	Performance based on profitability and delivery
	Internal procedures as barriers
	Procedures don't add value
	Meaningful and purpose workers shadowed by internal politics
	Slow responsiveness
	Complex information systems
	Trial and error
	Iterative approach to innovation
	Innovation knowledge
	Human centered design
	Heavy administration
	High transaction cost
	Evaluation re design is needed

Strategy	Innovation strategy
	Flexibility and agility
	Experimentation portfolio
	Limited resources for innovation
	Unbalance on demand and resources
	Knowledge share
	Capacity building
	Resources to change
	Expertise
	Impact measurement
	Network value
	Unrestricted funding
	Strategy adaptation
	Impact derived definition
	Ecosystem management
	Support and sustainable scalability
	Time management
	Value measurement
	Key decision parameters
	Sustainability direction clarity
	Pooled fund for innovation
	Network builder
	Diversified pool funding
	High competitive sector
	Lean startup
	Local presence
	Strategic clarity
	Impact per dollar metric
	Invest in people

Alignmet	Stakeholder value
	Rules and normative
	Motivation
	Communication
	Competences
	Intrinsic motivation
	Network value
	Actors interest
	Key decision making parameters
	Boundaries
	Positive spillover effects
	Innovation stage
	Cross politization effects
	Key people
	Complementarity
	Roles

Annex 2. Social entrepreneurs initial coding.

Mindset	Lack of entrepreneurial competences
	Confidence and empowerment work
	Motivation recognition
	Inferiority complex

NGO current collaboration	Lack of value recognition
	Visibility opportunity
	Reliability support
	Short term support
	Business proposal expertise
	Restricted resources
	Powerful network
	Retrospective evaluation
	Impact evaluation
	Rigidity
	Risk averse
	Lack of a succession plan
	Fix mindset and arrogance
	Lack of humility, interest, and learning attitude
	Top down relationship
	Money perceived as the valuable side
	Budget inflexibility
	Infrastructure
	Trust and knowledge of the communities
	Rush processes
	Structured mindset
	Stressful processes
	Stable financial position
	Process as a barrier

Self perspective	Partnership is welcomed
	Bottom engagement
	Structure need
	Isolated
	Negotiation skills
	Accurate problem definition
	System understanding
	Local perspective
	Lack of capacity to participate to handle calls

Annex 3. NGO collaboration initial coding

Capacities	Human centricity skills Innovation knowledge Conflict management

Alignment	Impact measurement Impact driver definition Time management Value measurement Key decision parameters Sustainability direction clarity Institutional reconciliation Set up Boundaries Value definition Measures Pre conditions Impact driver Key decision making parameters Work structure Strategy alignment Rules and normative Motivation Competences

Mindset	Experimentation culture Trust Trial and error Joint exploration Challenge status quo

Project design	Communication and experimentation for problem oriented solutions
	Problem definition tools
	Design methodologies
	Human Centered Design
	Local problem definition
	Participatory approach
	Experienced and contextualized solutions
	Bottom up approach
	Local approach
	Local accountability
	Holistic approach to scalability

Management	Coopetition
	Simple and open communication channels
	Communication gap
	Knowledge sharing
	Isolated innovation efforts
	Network value
	Network building
	Complementarity
	Collaboration enabler
	Different strategic approaches
	Evaluation re design
	Resource management
	Fragmented system
	Knowledge sharing structure
	Competences allocation
	Intermediary role
	Coopetition
	Matchmaking
	Failure rejection and high risk environments
	Interest
	Donors requests
	Reconcile

Annex 4. Social entrepreneur collaboration initial coding.

Collaboration	Vision
	Sustainability
	Ownership
	Pre alignment
	Awareness of positive and negative effects
	Power balance
	Knowledge sharing
	Mission understanding and alignment
	Activities
	Aspirational community
	Human centricity
	Cultural understanding
	Knowledge and value awareness
	Reciprocal learning
	Collaborative value
	Lack of outcome alignment
	Importance of initial negotiation
	Value balance
	Local adaptability
	Language barrier
	Leverage strengths
	Financial stress as a barrier for negotiation
	Convener
	Safe space

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