

**Cross-sector collaboration between social enterprises and their external funders
in a resource constraint environment**

Sizakele Patience Nkabinde
14253527

An article submitted to the Gordon Institute of Business Science, University of Pretoria in
preliminary fulfilment of the requirement for the degree of

MASTER OF BUSINESS ADMINISTRATION

1 December 2020

Declaration

I declare that this article is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Sizakele Patience Nkabinde

1 December 2020

Table of Contents

Cover Letter	iv
Chapter 2: Literature Review	1
Introduction	1
Resource Dependence Theory	1
South African Research Context	4
Social enterprise as hybrid organisations- balancing dual missions	6
Cross-sector collaboration and social enterprises	8
Consequence and managing tensions in cross-sector collaborations	12
Conclusion	15
Chapter 4: Research Methodology.....	17
Introduction	17
Research Design and Method	17
Sampling procedure and sample	18
<i>Population</i>	18
<i>Unit of analysis</i>	18
<i>Sampling method and size</i>	19
Data collection	20
Analysis	22
Quality controls	23
Limitations	24
References	25
Appendix 1: Interview guide	38
Appendix 2: Author’s guideline for the journal	41
Appendix 3: Example of an article from the journal	53
Appendix 4: Ethical clearance	67
Appendix 5: Copyright declaration form	68
Appendix 6: Certificate of data analysis support form	69
Appendix 7: Plagiarism declaration form	70

Cover Letter

With high levels of inequality, poverty and unemployment in South Africa, governments and the private sector cannot resolve this alone. There is a requirement for third sector entities like social enterprises that will address the needs of the overlooked individuals and striving to make an impact.

It has been proven by literature that the third sector plays a critical role in society, however one of the challenges in Africa is the lack of recognition which then restricts them from access resources to scale their mission and impact. Engaging in cross-sector collaboration enables these organisations to move away from donor relationship to more sustainable models. Although there has been extensive research on the area of cross-sector collaboration, it is less understood in the South African context particularly. Hence the need for this study, which sought to gain an in-depth understanding of how social enterprises guard against funder's demands and balancing their hybridity.

A relevant journal suited to contribute to regarding this topic was identified to be: Journal of Social Entrepreneurships, which is published by Taylor and Francis Inc. This is an AJG 2 star ranked journal with a focus on organisational, strategic and financial issue. The article followed the journal guidelines.

Chapter 2: Literature Review

Introduction

This section unpacks the literature review and theory underpinning the research. Firstly, it provides the underpinning theory which this study aims to contribute to. Thereafter, the social enterprise (SE) context is discussed to provide an overview of this phenomenon in the South African landscape. The chapter provides a more in-depth understanding of the concept of cross-sector collaboration, tensions and strategies that the SE employs to guard themselves against funder's demands and to balance their hybrid nature.

Resource Dependence Theory

Resource Dependence Theory (RDT) originated in the 1970s and was published in the seminal work: *The External Control of Organisations* by (Pfeffer & Salancik, 1978). RDT has become one of the most popular and influential theories in organisational theory and strategic management (Casciaro & Piskorski, 2005; Hillman, Withers, & Collins, 2009; Pfeffer & Salancik, 2003). The theory was built on the premise of an open-system perspective, and theories such as institutional theory; transactions cost theory; and economics of exchange theory, where each looked at the organisation-environment relationship (Celtekliligil, 2020; Pfeffer, 1987; Pfeffer & Salancik, 1978). However, RDT argued that "to understand the behaviour of the organisation you must understand the context of that behaviour, that is the ecology of the organisation" (Pfeffer & Salancik, 1978). Pfeffer (1987) further adds that the RDT treats an organisation as a unit of analysis and that it is a general theory which can be applied across a variety of organisational types to explain their behaviour.

According to Casciaro and Piskorski (2005), RDT's proposition is around the fact that an organisation's survival is based on its ability to procure critical resources from the external environment. Central to RDT is that organisations require tangible and intangible resources such as financial, physical information and knowledge that can be obtained from the environment resulting in an organisation being dependent on external sources for these resources (Pfeffer & Salancik, 1978). There are elements of power, autonomy, dependency and constraint of resources that are found in RDT (Casciaro & Piskorski, 2005; Pfeffer & Salancik, 1978). Embedded in RDT is the interdependency, which can be reciprocal between the two parties and sometimes indirect (Pfeffer & Salancik, 1978). This dependency creates constraints for the organisation in the environment (Pfeffer &

Salancik, 1978). Given this resource constraint, RDT recognises the influence induced by the external sources onto the organisational behaviour, which managers' act to reduce by managing the dependency and uncertainty for survival or success (Hillman et al., 2009; Pfeffer, 1987).

Moreover, central to RDT is the idea that the interdependency creates power dynamics between the organisation and their external sources, and also internally within the organisation, where managers duly attempt to reduce the power over them by increasing it over others (Hillman et al., 2009; Pfeffer & Salancik, 1978). This builds onto Emerson's (1962) theory of power-dependence relations which states that dependence is a factor of resource criticality and the availability of alternative providers of those critical resources. This aligns to the resource dependence argument by Pfeffer (1987) in relation to inter-organisational relationships that: "1. the fundamental unit for understanding intercorporate relations and society are organisations; 2. These organisations are not autonomous but rather are constrained by a network of interdependencies with other organisations; 3. Interdependence, when coupled with uncertainty about what the action will be of those with which the organisation is interdependent leads to a situation in which survival and continued success are uncertain; 4. organisations take actions to manage external interdependencies, although such actions are inevitably never completely successful and produce new patterns of dependence and interdependence; 5. these patterns of dependence produce inter-organisational as well intra-organisational power, where such power has some effect on organisational behaviour." (Pfeffer, 1987, pp. 26–27). This means that in the external environment there are other organisations with their own objectives and interests, one organisation holds power over another and may constrain its behaviour if they control resource vital to its operations (Wry, Cobb, & Aldrich, 2013).

In order to survive or succeed, managers employ multiple mechanisms to diffuse, absorb and co-opt external constraints (Wry et al., 2013). These mechanisms are structured around five strategies which organisations can adopt to minimise external dependencies, namely mergers and acquisition (M&A), joint ventures (JVs) and other inter-organisational relationships, board of directors, political action and executive succession (Pfeffer & Salancik, 1978). Firstly, Pfeffer and Salancik (1978) posit that an organisation can absorb constraint completely through giving away the rights to control the resources that create such as dependency mergers and acquisition (M&A). Pfeffer (1976) states that there are three reasons why organisations engage in M&A: 1. to reduce competition by absorbing an important competitor, 2. to manage interdependence with either input or purchaser of

output (buyer or supplier through vertical integration) by absorbing them, and 3. to diversify operations and thereby lessen dependence on the present organisation with which it exchanges.

Secondly, JVs and other inter-organisational relationships are achieved through long-term partial constraint absorption (Pfeffer & Leong, 1977). For example strategic alliance, research and development agreements (Hillman et al., 2009), cross-sector collaboration (Di Domenico, Tracey, & Haugh, 2009), consortia, trade association, trade relationships (Barringer & Harrison, 2000; Klein & Peireira, 2016). Hillman et al. (2009) state that unlike M&A, JVs, and other inter-organisational relationships occur between organisations with mutual interdependency and power external dependencies accrues accordingly.

Thirdly, in contrast, board of directors is a co-optation tactic that occurs where the more powerful organisation obtains the other company's critical resource, such as a seat on the board of directors in that organisation (Casciaro & Piskorski, 2005). Pfeffer (1976) found that boards enable the organisation to minimise dependence or gain access to resources.

Fourthly, political actions applies in cases where an organisation cannot reduce uncertainty and interdependence, so they in turn utilise this mechanism to alter the external economic environment for their interest (Pfeffer & Salancik, 1978). They attempt to do this by trying to influence government regulations and policies to make the environment conducive (Hillman et al., 2009).

Lastly, executive succession is a mechanism where the organisation is internally focused on attempts to reduce uncertainty and interdependence (Pfeffer & Salancik, 1978, 2003). According to Pfeffer and Salancik (1978), this is achieved through: "1. the environment context with its contingencies, uncertainties and interdependencies influences the distribution of power and control within the organisation, 2. the distribution of power and control within the organisation affects the tenure and selection of major organisational administrators, 3. Organisational policies and structures are results of decisions affected by the distribution of power and control, and 4. Administrators who control organisational activities affect those activities and resultant structures" (p. 228).

In their review of RDT, Hillman et al. (2009) found that organisations can enact multiple strategies to manage and/or guard themselves against the uncertainties and interdependencies. The authors found gaps in the theoretical interest in RDT which has limited its development, refinement and application (Hillman et al., 2009), and which make it suitable for application in this study and developing it further. Moreover, Wry et al. (2013)

argued that even though RDT has failed to catalyse a dedicated research programme, it has substantially influenced many other subsequent organisational theories and should move more to the foreground of organisational scholarship. This argument makes this study appropriate to contribute to RDT and more especially true with hybrid organisations like SEs gaining attention in research (Tracey, Phillips, & Jarvis, 2011). Given that RDT can be applied in any type of organisation and its relationship to the environment (Pfeffer, 1987), the complexity of SEs is beyond what Pfeffer and Salancik (1978) theorised, making this study appropriate to further the inquiry and theory building into RDT Wry et al. (2013). This study therefore aims to apply it and explore the impact of inter-organisational relationships, specifically cross-sector collaboration, between SEs and their funders while gaining insight into how they guard against funder's demands and balance their dual mission.

South African Research Context

Despite the importance of SE, there has been plenty of debate and no consensus on their definition (Mair & Marti, 2006; Rivera-Santos, Holt, Littlewood, & Kolk, 2015). SEs either self-identify, where they rely on the perception of their enterprises (Mair, Battilana, & Cardenas, 2012; Santos, 2012), while others analyse their activities on the ground (Rivera-Santos et al., 2015). In attempting to deepen understanding and furthering this phenomenon, scholars have emphasised the importance of analysing the context given that these organisations operate in countries where the situation and national legal frameworks are different (Dacin, Dacin, & Matear, 2010; Defourny & Nyssens, 2008; Rivera-Santos et al., 2015). The limitation and ambiguity in definition particularly in South Africa (Zoogah & Nkomo, 2013), has resulted in the definition that SEs exist to address the simultaneous market and government failures where they are in pursuit of sustainable solutions to neglected problems with positive externalities (Santos, 2012). Therefore, the definition of SEs in South Africa tends to be based on non-profit organisations that solve social problems while generating revenues to be sustainable (Littlewood & Holt, 2018; Visser, 2011). However, other research indicates that they can take the legal form that adopts for-profit or a combination of non-profit and for-profit structures (Myres, Mamabolo, Mugudza, & Jankelowitz, 2018).

Although there are debates, scholars agree that SEs are distinct from other enterprises due to their activities that aim to achieve profitability and social or environmental missions (Dacin et al., 2010; Mair & Marti, 2006; Santos, 2012). Santos (2012) further adds that the

potential for value capture is much lower than the possibility of value creation that can be derived from the positive externalities created.

Moreover, SEs face distinct problems such as limited public awareness and reach, difficulties in meeting stakeholder expectations, and measuring their social impact (Barraket, Mason, & Blain, 2016; Lee & Nowell, 2015; Mamabolo & Myres, 2020). To make matters worse in South Africa, policy-makers, legislation and regulation are stunted and retrogressive resulting in the lack of fully recognising SEs as legal structures thereby isolating them from economic activity and impacting their ability to access resources (Littlewood & Holt, 2018; Steinman & van Rooij, 2012). The resource constraint limits their growth and sustainability, thereby compromising the impact they could have on society (Baker & Nelson, 2005; Desa & Basu, 2013). SEs in South Africa fail to grow due to limitations in accessing financial and physical resources (Myres et al., 2018). The resource constraint limits their growth and sustainability, thereby compromising the impact they could create in society (Baker & Nelson, 2005; Desa & Basu, 2013).

To address this challenge, SEs engage in mechanisms such as collaboration with external and internal stakeholders for survival and growth (Shaw & de Bruin, 2013), to explore and exploit opportunities, promote innovation, strengthen legitimacy and have economies of scale resulting in competitive advantage in the market (Huybrechts & Nicholls, 2013). This collaboration and partnership could be with organisations in public, private or within the same sector (Mahoney, McGahan, & Pitelis, 2009). Specifically looking at cross-sector collaboration, most of the literature focuses on collaboration between not-for-profit organisations and public sectors, but there is a growing need to consider this for hybrid organisations (Bergman, 2017).

Due to the fact that there is no legal structure for SEs in South Africa (Claeye, 2017; Hoogendoorn, Pennings, & Thurik, 2010), these organisations tend to operate with dual missions and with legal structures as for-profit and not-for-profit, for-profit with social goals, and not-for-profit with entrepreneurial activities to generate healthy financials and profitable business models (Windasari, Lin, & Chen, 2017). However, Davies, Haugh, and Chambers (2019) found that the hybridity in SEs causes tensions which result in high barriers to entry, resource constraints and communication barriers with diverse stakeholder groups thereby impacting their growth potential. In their attempt to address these barriers, SEs collaborate with internal and external stakeholders to grow and co-create joint initiatives (Kwong, Tasavori, & Wun-mei Cheung, 2017).

Social enterprise as hybrid organisations- balancing dual missions

Like commercial ventures, SEs are resource-constrained in that they lack market power, knowledge and resources to operate viably in the economy (Baker & Nelson, 2005; Desa & Basu, 2013). In order to survive, it is commonly understood that SEs utilise revenue generating activities to deliver social service (Di Domenico et al., 2009). SEs are distinctively different from non-profit and for-profit enterprises, they are described as organisations that use entrepreneurial activities to build strategies and sustainable business models to strive towards making a social impact (Austin, Stevenson, & Wei-Skillern, 2006; Battilana & Dorado, 2010; Hoffman, Badiane, & Haigh, 2012). Ebrahim, Battilana, and Mair (2014) argue that SE's primary objective is to deliver value to their beneficiaries utilising commercial activities which make them less reliant on donations, or grants to sustain and scale their operations. Tracey et al. (2011) further add that the new organisational form, hybrid, bridges two institutional logics in solving social problems. They combine distinct organisational logics, social mission and commercial orientation, resulting in them being termed as hybrid (Battilana & Lee, 2014; Raišienė & Urmanavičienė, 2017).

However, this distinct combination blurs lines of institutional logic, introduces internal and external tensions where stakeholders question their mission which could potentially compromise their long-term social mission (Ebrahim et al., 2014; Raišienė & Urmanavičienė, 2017). In the short-term SEs pursue economic goals which might be in conflict with the long-term horizon, compromising their mission (Smith, Gonin, & Besharov, 2013). Secondly, the multi-stakeholder environment that SEs find themselves in, exposes them to competing expectations with regards to financial versus the pursuit of social mission (Santos, Pache, & Birkholz, 2015). Finally, the conflict between activities that SEs engage in to pursue two missions also causes tension.

The tension becomes particularly challenging in SEs given that the environment they operate in is filled with abundant social problems, yet they are in a resource-constrained environment (Desa & Basu, 2013; Baker & Nelson, 2005). Siegner, Pinkse, and Panwar (2018) suggest that in literature there two schools of thought on how SEs balance their hybridity, that is one centred around the social entrepreneur's capabilities or ingenuity and ignoring the tensions; and the other view recognises that the hybridity causes tensions and employs the mechanisms of managing them. From a leadership perspective, literature suggests that social entrepreneurs have at an individual level the ability to employ and cleverly manoeuvre both social and financial missions (Weerawardena & Mort, 2006).

Nicholls (2010) projected an extraordinary image of an individual that is able to combine conflicting attributes, such as ethical fibre; result orientation; vision and pragmatism, in the design and operation of their business. This individual applies integrative thinking by combining utilitarian and normative identities to successfully align with social and financial goals (Miller, Grimes, McMullen, & Vogus, 2012; Wry & York, 2017). The social entrepreneur's passion fosters trust within the employees, which enables the organisation to successfully achieve its mission (Thorgren & Omoredede, 2018).

The second view is in recognising that by virtue of the hybridity in SEs, tensions exist and they need to be managed by the individuals within the organisation (Siegener et al., 2018). The paradox in the hybrid between the social and business missions is central to the SE (Mair, Mayer, & Lutz, 2015), leading to competing demands and tensions as managers attempt to balance the two goals (Jay, 2013; Smith et al., 2013). As a way of managing the tension, Smith et al. (2013) argues that SEs can integrate or separate. From an integration perspective, this involves finding strategies that will accommodate both social and financial objectives (Battilana, Sengul, Pache, & Model, 2015). From a separation perspective, this means employing strategies that deal with inconsistent demands one-by-one by separating the activities to relate to their mission (Battilana et al., 2015). Battilana and Lee (2014) argue that hybrid organisations maintain legitimacy in the manner in which they organise themselves by appealing to multiple audiences through integrating activities, resources, structures and culture to deliver multiple forms of value simultaneously. In essence, they attempt to balance multiple logics, social and commercial logics, in order to successfully achieve their social impact (Pache & Santos, 2010; Powell, Gillett, & Doherty, 2019). Some literature state that SEs should live with the dual mission and not “manage” due to the fact that any action may be viewed as onerous or risky and may result in potential mission drift (Ramus & Vaccaro, 2017; Siegener et al., 2018). Their main aim is to drive to address positive externalities and increase value creation in the environment in a sustainable manner (Santos, 2012).

However, as literature has observed there are challenges in balancing the different objectives, namely commercial and social objectives simultaneously (Battilana et al., 2015; Powell et al., 2019; Santos et al., 2015). Some notable challenges are quality perception; lack of distribution challenges and lack of achieving economies of scale; coupled with financial and resource constraints which results in SEs collaborating with internal and external stakeholders; stakeholder demands; values; and managerial principles (Besharov & Smith, 2014; Hockerts, 2015; Pache & Santos, 2013; Phillips,

Lawrence, & Hardy, 2000; Ramus, Vaccaro, & Brusoni, 2017; Shaw & de Bruin, 2013). Powell et al. (2019) responded to calls for more research on understanding how these conflicting goals could be aligned to achieve financial sustainability by looking at SEs in the public service context, specifically England. This study aims to extend literature by considering how SEs balance their dual mission and external funder's demands in cross-sector collaboration.

Cross-sector collaboration and social enterprises

From an RDT perspective, organisations engage in inter-organisational relations to gain access to or sharing of vital resources (Pfeffer & Salancik, 1978). Inter-organisational collaboration is defined as collaboration between two or more organisations in the same or a cross-sector with a common goal (Klein & Peireira, 2016). Therefore, inter-organisational relations become a competitive advantage for an organisation in the environment (Di Domenico et al., 2009). Hudson, Hardy, Henwood, and Wistow (1999) suggest that in order for inter-organisation to exist, organisations need to overcome several barriers which are:

- Structural that is differences in structures and service responsibilities boundaries;
- Financial that is varying funding and financial reporting;
- Procedural which is differences in planning and organising horizons;
- Professional which is ideologies and values; and
- Status and legitimacy which is concerned with threats to autonomy and domain.

Inter-organisational collaborations are seldom integrated into the organisation's daily operations, nor do they stretch beyond the project (Löfström, 2010). From an RDT perspective, SEs choose to collaborate with organisations that have complementary objectives in order to address each other's needs (Pfeffer & Salancik, 1978).

Cross-sector collaboration extends inter-organisational relations by including collaboration between societal sectors such as public and private sectors (McGuire & Agranoff, 2010; Pilemalm, Lindgren, & Ramsell, 2016). It stretches over sectors and occupations and is partnerships involving government, private companies, not-for-profit organisations, and society, aimed at delivering value to a broader set of stakeholders (Goldsmith & Eggers, 2005; Mahoney et al., 2009; Pilemalm et al., 2016). In particular, cross-sector collaboration between NPOs and the private sector has become popular in

literature as a mode of promoting corporate social responsibility (CSR) and achieving social and economic missions (Austin, 2000; London & Hart, 2011; Porter & Kramer, 2011). NPOs collaborate with governments to gain access to funding and policy making opportunities in order to achieve societal change (Jones & Thomas, 2007).

Cross-sector collaboration is a process where organisations from distinct sectoral systems negotiate to share power and resources, leverage core capabilities and create rules and structures governing their relationship to address multifaceted social problems and capture societal value for all stakeholders (Grudinschi, Hallikas, Kaljunen, Puustinen, & Sintonen, 2014; Loosemore & Barraket, 2017). According to Keast and Mandell (2014), key elements that define collaboration are sustainable over a long-term with high levels of trust relationship that is characterised by high levels of interdependency exchange, transparent and constant communication, shared risk and power, close relationships, mutual goals and strong collaboration to achieve success. Central to cross-sector collaborations is the concept around collective impact or collective problem-solving, where the aim for SEs is to co-create with their partners, deriving mutual benefit and value creation (Austin & Seitanidi, 2012; Kania & Kramer, 2011). Benefits such as resource transfer, core competence transfer, financial transfer and shared value creation may be derived from cross-sector collaboration (Austin, 2000; Pfeffer & Salancik, 1978, 2003; Sakarya et al., 2012). This makes collaboration an essential element in value generation and mission achievement in SEs (Austin & Seitanidi, 2012).

Despite their efforts in addressing societal ills, SEs are faced with resource constraint and funding challenges with regards to both their mission and the magnitude of demand for their services (Sakarya et al., 2012). In most cases, establishing cross-sector collaboration may possibly be a solution when SEs are resource-constrained and competencies are not sufficient or readily available to them (Sakarya et al., 2012). Vital resources such as financial; managerial expertise; technological and communication support; and skilled volunteers are critical to SE success (Berger, Cunningham, & Drumwright, 2004). Induced by the scarcity resources, SEs assume cross-sector collaboration as a survival strategy (Millar, Choi, & Chen, 2004). This motivates them to gain access and create new resources (Shaw & de Bruin, 2013), explore and exploit opportunities, promote innovation, strengthen legitimacy and have economies of scale resulting in competitive advantage in the market (Huybrechts & Nicholls, 2013). Collaborating with external and internal stakeholders enables SEs to drive the discovery of innovations (Kwong et al., 2017). Furthermore, through cross-sector collaboration, organisations benefit from enhanced

efficiency, reduced biases, increased quality of service and improved organisational accountability (Alford & O'flynn, 2012). SEs engage in inter-organisational collaboration, cross-sector in particular, with organisations that have a singular logic to legitimise themselves in order to address the hybrid constraint of legitimacy (Pache & Santos, 2013; Weidner, Weber, & Göbel, 2019).

Austin (2000) suggests a collaboration continuum which categorises collaborative relationships into three stages: philanthropic, transactional and integrative. On this continuum, it is observed that relationships between two parties are dynamic, not static, as they can evolve from one form to another (Austin, 2000). The philanthropic collaborative relationship is largely based on a charitable donor and recipient relation, where the resources are unilaterally transferred to the SE (Austin & Seitanidi, 2012). This transfer of resources assists the SE in pursuing their mission, classifying them as the "doer" in the relationship and funding organisation as the funder (Austin & Seitanidi, 2012). This type of collaborative relationship involves sole creation rather than co-creation of value with low levels of interaction where the funder provides the resources and the SE renders the social mission (Austin, 2000). For example, some corporates utilise the strategic philanthropy CSR environment as a cost-effective manner to gain competitive advantage where an organisation creates value, strengthening its social, economic, and political operating environment (Porter & Kramer, 2011). From a value creation perspective, the two parties have linked interests where they are tied to the creation of synergistic value (Austin & Seitanidi, 2012; Porter & Kramer, 2011). There are benefits for both the funder and SE. From the funder, this type of relationship boosts their reputation with its stakeholders by the mere fact that they "give" to certain organisations, they attract socially conscious talent and strengthen their brand more (Lange, Lee, & Dai, 2011). Likewise from a SE perspective, they gain legitimacy, credibility and reputation having been selected as recipients from a particular reputable funding organisation (Austin, 2000; Brass, Galaskiewicz, Greve, & Tsai, 2004).

When a philanthropic relationship evolves to more interactions, it shifts to a transactional collaborative relationship where the resources are explicitly exchanged to focus on specific value creation activities or initiatives (Austin & Seitanidi, 2012). Philanthropic and transactional relationships are somewhat similar, however with transactional relationship the flow of resources shifts from unilateral to bilateral (Austin, 2000). The bilateral exchange of resources is characterised by them being explicit in nature and reciprocal in value creation (Googins & Rochlin, 2000). In order for value creation to happen and be

quantifiable, the relationship is associated with two parties having linked interests where creating value for oneself is dependent on the other; with salient associational value, where the projected credibility is generated; and there exists essential organisational compatibility (Austin & Seitanidi, 2012). However, there is less certainty in measuring the impact with regards to the realisation of improved societal welfare due to the collaborative relationship (Austin & Seitanidi, 2012; Henry, 2015). From an association value creation side, the funder seeks to collaborate with a SE based on structure projects with specific objectives, timelines and expected exchange of assets (Austin, 2000). Additionally, the level of transferred value add to the SE is greater given that other non-monetary transactions happen between the two parties such as sitting on the board and bringing skilled or specialised volunteers, thereby deepening the relationship (Austin & Seitanidi, 2012; Vian, Feeley, MacLeod, Richards, & McCoy, 2007). The high level of interaction enables the organisations to gain access to each other's resources, thereby enhancing the competitive advantage (Liu & Ko, 2011). The high levels of associational value increase awareness, publicity, credibility and reputation for both the organisations, which requires heightened levels of organisational fit from both parties (Gillett, Loader, Doherty, & Scott, 2019). Thus, making the alignment of mission, resources, culture and cause critical in the transactional relationship (Berger et al., 2004; Brammer & Pavelin, 2006). From a resource dependency perspective in this relationship, self-interest is primary and social good is secondary (Selsky & Parker, 2010).

Lastly, integrative collaborative relationships are characterised by high levels of integration and organisational fit that is more synchronous between the two parties where the goal is aiming for greater social impact (Austin & Seitanidi, 2012). The partners' missions, people, strategies and activities begin to integrate and merge more collectively through the value creation processes (Austin, 2000). This type of relationship requires more managerial and leadership effort, stringent processes, ability to reconcile the divergent value creation logics between both parties, and sustained deeper commitment to the inherent uncertainty of innovation (Branzei & Le Ber, 2014; Kanter, 1999). This relationship has strong directionality where both organisations utilise key assets and core competencies co-jointly to create large-scale transformative impact through synergetic innovative solutions (Austin & Seitanidi, 2012).

Given Austin's (2000) collaboration continuum discussed in the above section, Savarese, Huybrechts, and Hudon (2020) suggested that the type of collaboration being pursued has an influence on the SE's ability to balance tensions and hybridity. However, little is

understood about the role of SE's hybrid nature and collaboration, which requires further work (Barinaga, 2020; Quelin, Kivleniece, & Lazzarini, 2017). Although cross-sector collaboration helps SEs gain access to resources (Huybrechts & Nicholls, 2013), most of the literature focuses on collaboration between the not-for-profit organisation and public sectors, and there is a growing need to consider this for hybrid organisations (Bergman, 2017). This study seeks primarily to explore SE's experiences when attempting to balance their mission and demands from their funders (Ramus & Vaccaro, 2017), thereby deepening our understanding of the role of cross-sector collaboration in balancing hybridity and demands from external funders in a resource constraint environment.

Consequence and managing tensions in cross-sector collaborations

De Bruin, Shaw, and Lewis (2017) highlighted that SEs could reap greater impact if they collaborated with a complimentary organisation. Potential benefits include: improved access to resources and funding, strengthen legitimacy, build identity capital, and improved mechanisms of knowledge exchange. Although SEs avoid depending on grants and donations for survival by engaging in cross-sector collaborations, this brings additional challenges (Di Domenico et al., 2009; Stadtler, 2018). These tensions arise from the differences in practices, value creation, rules and mission orientation (Quelin et al., 2017). Additionally, some literature suggests that this tension leads to complications where SEs compromise or deviate from their mission in attempts to satisfy the dominant organisation (Smith et al., 2013).

Di Domenico et al. (2009) utilised Benson's (1977) to identify sources of tensions that exist in corporate and SE collaboration including conflicting goals, ownership, governance and accountability. Firstly, SEs and funders have different primary goals which cause tensions. Di Domenico et al. (2009) draws on cases where funders seek financial performance objectives, but SEs as hybrids seek social goals while engaging in financial activities. In a collaborative relationship, their divergent logic orientations is likely to cause conflict (Di Domenico et al., 2009). Another issue is the funder's ownership structure where profits are distributed to shareholders versus in a SE where profits are reinvested back into the organisation for social impact. This causes tensions around how money should be invested within the organisation (Di Domenico et al., 2009). Thirdly, from a governance perspective, the funder's hierarchical structure may pose a challenge and deter collaboration with SEs. The SE's perspective where "the effort and resources required to

ensure participative principles of governance are maintained within the collaboration may be a source of frustration and reduce the incentive to partnering with funders" (Di Domenico et al., 2009, p. 889). Lastly, SEs employ a horizontal accountability perspective wherein they are accountable to their multiple stakeholders, more especially their beneficiaries and/or communities (Pearce, 2003). On the other hand, funders are accountable to their shareholders, and this differing stakeholder priority and expectations create tensions as well (Di Domenico et al., 2009).

Moreover, through utilising Austin's (2000) three stages of collaboration: philanthropic; transactional; and integrative, discussed in the above section, Savarese et al. (2020) argue that the dominant logic organisation have an influence on SE depending on the type of collaborative relationship causing tensions in balancing the dual mission. In the philanthropic stage, the nature of the relationship is primarily made up of two agents, a donor and recipient, for example, funders prefer SEs that enhance financial performance, and in attempting to meet their commercial needs with SE focusing solely on one logic shift their mission (Battilana & Lee, 2014). In a transactional stage, the relationship is explicitly resource exchanges focused on specific activities. Here if the social mission is compromised in pursuit of operational efficiency; or there is lowering of quality of product provided to the beneficiaries as in fair trade; or when an SE prioritises social mission over commercial, leading to mission drift due to the collaboration between government institutions and SE (Barinaga, 2020; Hermes et al., 2011; Huybrechts et al., 2017; Gillett et al., 2019; Laville et al., 2006; Reynolds, 2009). In the last stage, integrative, partners' missions, people, strategies and activities begin to integrate and merge more collectively through the value creation processes. If collaboration is strong, hybridity is strength which reduces mission drift of a SEs (Battilana et al., 2015; Gillett et al., 2019; Savarese et al., 2020). In fact, this collaboration increases acknowledgement of institutional logics and learning from each other's capabilities (Di Domenico et al., 2009; Smith & Besharov, 2019), thus strengthening the hybridity of a SE.

Smith and Lewis (2011) observe possible organisational tensions which can be categorised as: organising, performing, belonging and learning. Organising is described as activities that are structuring and leading fostering collaboration; competition; empowerment; direction; control; and flexibility. Performing described as plurality fostering multiple and competing goals as stakeholders seek divergent organisational success. Belonging described as identity fostering tensions between individuals; the collectives; between competing values; roles and membership. Learning described as efforts to

change, innovate and foster tensions which destroy the past to establish a new future. However, these are not only unique to SEs but inherent in any organisation (Smith et al., 2013). Therefore, maintaining legitimacy through integrating activities, resources, structure and culture to deliver multiple forms of value to their various audiences becomes key to SEs sustainability (Battilana & Lee, 2014).

However, in cross-sector collaboration SEs can balance their hybridity and tensions created by their external funders through strategies that ensure that they take into account both similarities and divergent logics depending on the type of collaborative relationship (Savarese et al., 2020). In a collaborative relationship, SEs consider the different elements such as: organisations involved and fit (Berger et al., 2004); type of resources and its flow of directionality in the exchange (Austin & Seitanidi, 2012; Weidner et al., 2019); type of value creation required (Austin & Seitanidi, 2012); risk appetite (Wymer & Samu, 2003); and level of formality of the agreement between the two organisations. These elements coupled with the RDT perspective can help understand the various strategies the SEs employ to manage and guard against tensions and balancing their hybridity (Austin & Seitanidi, 2012; Hillman et al., 2009). In order to survive and succeed, organisations employ strategies to diffuse, absorb and co-opt external constraints in an inter-organisational relationship (Wry et al., 2013). The five strategies are mergers and acquisition, joint ventures (JV) and other inter-organisational relationships, board of directors, political action and executive succession (Pfeffer & Salancik, 1978).

Research has focused on the configuration of logic and potential tensions from an internal and organisational perspective (Davies et al., 2019; Dufays & Huybrechts, 2016). Also, from stakeholder's perspective, institutional logics under power asymmetries between SE and corporates assisted in ensuring legitimacy and balancing hybridity (Granados & Rosli, 2020). There is lack of empirical research at an inter-organisational level, in understanding how SE manage their hybridity and demands in a cross-sector collaboration with their external funders (Hillman et al., 2009; Savarese et al., 2020). Additionally, given the hybrid nature, their need to collaborate with multiple stakeholders for long-term sustainability (Ramus & Vaccaro, 2017) and the influence the types of collaborative stages have on the SE (Savarese et al., 2020; Austin, 2000), how do they guard themselves against funder's demands and maintain their hybridity in the cross-sector collaboration.

Conclusion

SEs have proven to be important in society as they address neglected problems with positive externalities by adopting value capture activities which are much lower than value creation activities (Santos, 2012). There is no consensus around the legal form they take, in South Africa particularly they adopt for-profit, NPO, and hybrid (for-profit and profit). However, their aim is to have commercial viability required to sustain and grow the business (Klein, Schneider, & Spieth, 2020; Myres et al., 2018). Furthermore, they are faced with limited public awareness, legitimacy and resource constraint which impacts their growth and sustainability (Baker & Nelson, 2005; Davies et al., 2019; Desa & Basu, 2013). In an attempt to address this barrier, SEs collaborate with internal and external stakeholders to grow and co-create joint initiatives (Kwong et al., 2017).

RDT as a theory provides us with an opportunity to understand how an organisation's survival is based on its ability to procure critical resources from the external environment (Casciaro & Piskorski, 2005). In inter-organisational relation in particular, RDT assists us to understand how an organisation guards itself against external resource dependency by applying strategies that ensure survival and success (Wry et al., 2013).

Inter-organisational collaboration specifically cross-sector collaboration involves partnership between organisation from distinct sectors who poses one specific institutional logic (Clarke & Crane, 2018), where they leverage each other's capabilities to strive towards collective impact in addressing social ills (Grudinschi et al., 2014; Kania & Kramer, 2011). The collaboration continuum classifies the different stages of collaboration as: philanthropic; transactional; and integrative (Austin, 2000). Some benefits that can be derived from cross-sector collaboration are: improved access to resources and funding, strengthen legitimacy, build identity capital, and improved mechanism of knowledge exchange (de Bruin et al., 2017). Whilst there are positive benefits that can be derived from collaboration (Porter & Kramer, 2011), researchers have found however that they also introduce tensions which make balancing SE's hybridity challenging (Smith et al., 2013). Tensions such as conflicting goals, ownership, governance and accountability have been identified in cross-sector collaborations (Di Domenico et al., 2009).

In balancing their hybridity, SEs employ strategies that ensure that they take into account both similarities and divergent logics depending on the type of collaborative relationship (Savarese et al., 2020). A lot of research focuses on legitimacy with stakeholders and impact of logics internally within the SE's organisation (Davies et al., 2019; Dufays &

Huybrechts, 2016). However, there is lack of empirical research at an inter-organisational level, in understanding how SE manage their hybridity and demands in a cross-sector collaboration with their external funders (Hillman et al., 2009; Savarese et al., 2020; Wry et al., 2013). Additionally, given the hybrid nature, their need to collaborate with multiple stakeholders for long-term sustainability (Ramus & Vaccaro, 2017) and the influence the types of collaborative stages have on the SE (Austin, 2000; Savarese et al., 2020), how do they guard themselves against funder's demands and maintain their hybridity in the cross-sector collaboration.

Chapter 4: Research Methodology

Introduction

A scientific research method is said to be a vital mechanism for discovering truths about the world, exploring new theories and performing empirical validation (Flanagan, 2013). This can be done through either be a qualitative or quantitative approach. The study employed a qualitative research methodology approach, which aimed to understand by acquiring more in-depth insight and explanation of the participants' actions and meaning within a particular context (Morrow & Smith, 2000). Also, a qualitative research methodology provided flexibility during the research process (Maxwell, 2012). Therefore, the study aims to explore and gain a deeper understanding of the cross-sector collaboration between SEs and their funders.

The following chapter aims to provide the reader with research methodology utilised for this study. It starts by laying the foundation on the research design and method that was followed. Thereafter, details on the sampling procedure followed by outlining the population, unit of analysis, sampling method and size. Then, the details on data collection, data analysis and quality controls are discussed. Lastly, the limitations that were experienced for this research enquiry are discussed.

Research Design and Method

The purpose of the research design was explorative as it considered multiple perspectives, which are designed to produce an accurate representation of persons, events or situations (Saunders & Lewis, 2018). Zikmund, Carr, and Griffin (2013) state that exploratory research is useful when the researcher aims to contribute to an area that is under researched by providing in-depth insight. Furthermore, Tomlinson, Muzio, Sommerlad, Webley, and Duff, (2013) cite authors such as Silverman (1993) and Manson (2002) that argue that qualitative studies aim to potentially generate rich sources of data, depth, nuance, context, multi-dimensionality and complexity.

Grunow (1995) states that the research design is an essential element in an empirical study as it provides a strategy for planning, the substantiation and guidance of the research procedure, in which a researcher selects research participant and gathers data from them to address the research question. Even though researchers agree on the crucial

role that SEs play in society, there has been little research in the area of social entrepreneurship in the South African context (Littlewood & Holt, 2018). Therefore, the study employed a qualitative and interpretive research approach, as it aims to understand by acquiring more in-depth insight and explanation of cross-sector collaboration between SE and their funders in a resource constraint context (Morrow & Smith, 2000; Mackenzie & Knipe, 2006). Using the interpretive paradigm the researcher explored the world from an individual and subjective perspective to gain a deeper understanding of the cross-sector collaboration between SEs and their funders (Creswell, 2003; Gray, 2009; Martens, 2005). Moreover, the inductive approach assisted the researcher in gaining new novel ideas through the perceptions, opinion and experiences of the participant (Bansal, Smith, & Vaara, 2018; Morrow & Smith, 2000).

Sampling procedure and sample

Population

Keeping with the requirement of the study, the researcher employed the qualitative sampling technique to select participants based on specific criteria or purposive (Ritchie, Lewis, Nicholls, & Ormston, 2013). In South Africa, SEs do not have a formal legal form (Littlewood & Holt, 2018; Myres et al., 2018; Steinman & van Rooij, 2012), thus the population included companies such as non-governmental organisation (NGO), NPO, for-profit whose primary mission is social change, Trust, and combination of for-profit and NPO or NGO (hybrid).

Unit of analysis

The unit of analysis that was selected were founders and executive or senior managers such as CEO or COO. Further criterion utilised to align to and ensure purposive sampling were: founders, CEO or COO running SEs which have been operating for more than one year; the SEs engaged in cross-sector collaboration where they are funded by external funder organisation for more than a year; and generating sales of more than R100 000 per annum. This unit of analysis was appropriate for the study because the participants were able to provide deep insights and factors that contributed to the outcomes of the research inquiry (Bryman, 2004).

Sampling method and size

Semi-structures interviews were conducted on 13 leaders, as described in Table 1, that met the criterion using open-ended prepared questions, aligning to the non-probability purposive sampling (Corbin & Strauss, 2008; Minichiello, Aroni, Timewell, & Alexander, 1995). Smith (1976) argues that the principal problem in research seems to determine when the sample size is large enough. The sample size was appropriate as it aligned with the guidelines which found that 12 to 18 interviews were reasonably sufficient, stable and complete for phenomenology (Creswell, 1998; Guest, Bunce, & Johnson, 2006). In the absence of any recognised known or up-to-date databases on SEs in South Africa, searches were conducted using social capital and platforms such as Google and LinkedIn to identify qualifying participants. In the case of social capital, snowballing was a powerful technique that was employed, which yielded a significant number of participants who accepted calls for this study (Ritchie et al., 2013). Its success was significant in the SE community where a referral helped build the trust with a potential participant (Mitra & Basit, 2019). For an example of the 13 participants, only five were identified using LinkedIn and Google search, the other eight were recommended through the snowballing technique, see detailed description in Table 1.

Table 1: Details of the interviewed sample

Part. #	Role	Sector	SE Legal form	Age of SE	Sampling technique	Data gathering
1	CEO	Health specialising in education	NGO	20	Snowballing	Online (Zoom)
2	Founder	Fishery	Hybrid (NPO, For-profit)	2	Google and Linked search	Online (Zoom)
3	Founder	Information Technology	Hybrid (NGO, For-profit)	7 (2 years Hybrid)*	Google and Linked search	Online (Zoom)
4	Founder	Education specialising in leadership development	NGO	17	Google and Linked search	Telephonic

5	CEO	Veterinary specialising in animal rescue and cruelty	NGO	29	Snowballing	Online (Zoom)
6	Founder	Agriculture specialising in African medicine	For-profit and Trust	17 (10 years as a business)	Google and Linked search	Online (Zoom)
7	Founder	Energy	Hybrid (NPO Fund, For-Profit)	4	Snowballing	Online (Zoom)
8	CEO	Arts	Hybrid (NPO, Trust, For-Profit)	21 (6 years hybrid)*	Google and Linked search	Online (Zoom)
9	Founder	Education	For-profit	5	Snowballing	Online (Zoom)
10	CEO	Education	Not-for-profit	29		Online (Zoom)
11	Founder	Health	For-profit	5	Snowballing	Online (Zoom)
12	Founder	Recruitment, Training and skills development	For-profit	6 (4.5 years on current model)	Snowballing	Online (Zoom)
13	Founder	Recruitment, training, skills development and placement	Not-for-profit and For-profit	9	Snowballing	Online (Zoom)

For cross-sector collaboration between SEs and their funders, the research inquiry aimed to answer the following research questions:

- RQ1: How SEs formulate and relate with their funders in a cross-sector collaboration?
- RQ2: What kind of tensions and challenged do SEs face when collaborating with funders?
- RQ3: How to SEs balance their dual mission and demands from funders?

Data collection

The most common method to gather qualitative data is through face-to-face interviews, however due to the worldwide covid-19 epidemic, the South African government imposed

country lockdown, which restricted movement and social gatherings. Thus, the primary data gathering was conducted through online video conferencing platform, Zoom (12 participants), and telephonically (one participant) as described in Table 1. Although the online interview method has disadvantages and advantages, most researchers agree that the quality of responses gained is much similar to the traditional face-to-face method (Deakin & Wakefield, 2014). Before starting the session, the researcher reminded participants that all discussions maintained confidentiality and permission was requested before the interview was recorded. This made them feel respected and comfortable to share their experiences freely.

The time horizon for the research was cross-sectional as single interviews were conducted at a point in time from September to October 2020 (Creswell & Creswell, 2017). The semi-structured interview started with providing an overview of the study and preliminary open-ended questions were aimed at getting the participants comfortable with the process, see described interview guide in Table 2.

For the research inquiry, firstly, the participant was asked about the motives of cross-sector collaborations and a description of the nature of the collaborative relationship they have with their external funder. Secondly, the participant asked to describe the kinds of tensions and challenges they have with their funders. Lastly, given the tensions they have in cross-sector collaboration, how to they guard themselves and balance their dual mission.

The researcher utilised techniques such as probe based on the participant's responses to explore deeper and would paraphrase to confirm understanding. Also, the questions were streamlined more based on the reflections between the interviews which assisted in gaining more robust and focused answers which addressed the inquiry of the study (Flick, 2014; McCracken, 2011). The objective was for the participant to speak openly about their lived experience in this area, however if a drift was noticed he or she would be politely brought back to the topic of inquiry (Basu, 2015; Hauser, Eggers, & Guldenberg, 2020). On average the interviews lasted 51 minutes, while the shortest lasted 31 minutes, and for all 13 interviews, the total time was approximately 11 hours. Additionally, follow up questions were sent using email to the participants for clarification on specific questions

which broadened understanding. The interviews were recorded on the Zoom platform or the mobile recorder, later transcribed to text and analysed.

Analysis

A qualitative content analysis was used, which focuses on the interpretation of the content of text data through a systematic categorisation process of coding and identifying themes and/or patterns (Hsieh & Shannon, 2005). The study took an inductive approach where the codes emerged based on the data (Morrow & Smith, 2000), broadening the epistemological frame with longer leaps resulting in utterly new novel ideas (Bansal et al., 2018). The thematic coding approach was utilised in which data was coded at the first-cycle, clustered together due to similarity, patterns and regularity to create categories and then analysing their connection to develop themes which result in theory building (Saldana, 2009). After four transcribed interviews, the coding and analysis were conducted manually on Microsoft Excel by reading the individual transcripts and open coding (Corbin & Strauss, 2008). Also, constant comparison for similar concepts across the transcripts, using the participants' words for the first-cycle codes, and utilising colour-associate tags for emerging thematic patterns in second and third cycles (Heracleous & Fernandes, 2019). These codes were extracted onto Excel, analysed, categorised, and theme the data. This allowed for the researchers to learn how to manage small sets of data, and come up with the first-cycle codes before the data was re-examined and re-coded as an attempt to stay true to the participants' terms (Saldana, 2009). The researchers went through the second phase of coding, which enabled better understanding of the meanings that were rooted in the data and grouping them in inductive codes by combining several similar codes into categories of second-cycle codes. The second-cycle codes assisted in identifying similarities and patterns which were later aggregated to themes (Saldana, 2009). Thereafter coding and analysis were performed in parallel with the interviews, and saturation was reached when new information produced insignificant changes to the codebook (Guest et al., 2006). The codes were generated per research question, analysed and linked together to answer the inquiry of the study.

However, the junior researcher faced challenges whereby the second-cycle and third-cycle themes were not appropriately clustered, requiring a review and guidance from the more senior researcher. Additionally, the junior researcher had many themes which emerged for strategies that SEs employ, which made the first empirical model visually

hard to consume, and this too required a review and revision. Once the review was conducted, the junior researcher was able to make the necessary revisions, re-analyse and establish appropriate themes and model that answer the research enquiry. Despite these challenges, the junior researchers discovered and acknowledged that phenomenon driven research requires a non-linear iterative interaction of data analysis and with literature being integral in the process (Heracleous & Fernandes, 2019).

Quality controls

The robustness of the qualitative content analysis is dependent on two major quality criteria: reliability of the technique used, and validity of the results to obtain rigour and relevance of the research (Savall, Zardet, Bonnet, & Peron, 2008). Verification is a mechanism that ensures that during the research process there is reliability, validity and rigour (Morse, Barrett, Mayan, Olson, & Spiers, 2002). The qualitative research is known for bias that can be imposed by the researcher given the need to be creative, sensitive, flexible and skilled in using verification strategies to drive responsiveness during the research process (Morse et al., 2002). That said, for the reliability of the result, the researcher firstly conducted a pilot with peer to critically review the interview questions and interviewing skills to gain insights and techniques to address bias in future (Chenail, 2011).

For validity, qualifying questions were asked to ensure that the population is accurately represented in the sample (Krippendorff, 2018). For example, there was one participant that conducted the interview, however during the process a qualifying question was asked, and it was discovered that her organisation did not have external funders nor involved in cross-sector collaboration, the data was excluded from the sample. Additionally, good preparation before each interview was vital to ensure that the researcher was composed to reduce errors which might compromise the interview process. For all Zoom sessions, the interviewer logged onto the platform earlier than the participant to test if all functionality was working correctly.

To maintain integrity, the research study was submitted and approved for ethical clearance for reasons that might cause harm to the participant and researcher. Furthermore, the participants were assured that the discussion was confidential, and data was stored

without any identifiers to enable them to talk freely and openly during the research process.

Limitations

Preparing and conducting interviews takes practice and training to write open-ended questions (Sofaer, 2002). As a result, the researcher prepared for the interviews through the peer review process before conducting it with the participant. From that process, specific questions were refined and interview technique was also adjusted to ensure the inquiry addressed the research study. The other limitation was around the lack of pre-defined legal form of SEs in South Africa, which resulted in difficulty of sourcing the sample group or when identified, they did not meet the criterion. Therefore, heavy reliance was put on the snowballing technique to assist in identifying the correct sample.

Additional limitations within the study included:

- In some of the cases, there were internet disconnections which interrupted communication, however the interviewer and participants were able to reconcile this through repeating where there were disconnections.
- Due to the nature of work that SEs do and the level of the participants, some could only allocate shorter times to the interview process. In those events, the researcher introduced the topic and focused on the critical questions for the research inquiry.

References

- Alford, J., & O'flynn, J. (2012). *Rethinking public service delivery: Managing with external providers*. Macmillan International Higher Education.
- Austin, J. E. (2000). Strategic collaboration between nonprofits and businesses. *Nonprofit and Voluntary Sector Quarterly*, 29(1_suppl), 69–97.
- Austin, J. E., & Seitanidi, M. M. (2012). Collaborative value creation: A review of partnering between nonprofits and businesses: Part I. Value creation spectrum and collaboration stages. *Nonprofit and Voluntary Sector Quarterly*, 41(5), 726–758.
- Austin, J. E., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: same, different, or both? *Entrepreneurship Theory and Practice*, 30(1), 1–22.
- Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. *Administrative Science Quarterly*, 50(3), 329–366.
- Bansal, P., Smith, W. K., & Vaara, E. (2018). *New ways of seeing through qualitative research*. Academy of Management Briarcliff Manor, NY.
- Barinaga, E. (2020). Coopted! mission drift in a social venture engaged in a cross-sectoral partnership. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 31(2), 437–449.
- Barraket, J., Mason, C., & Blain, B. (2016). Finding Australia's social enterprise sector 2016. *Social Traders and Center for Social Impact*.
- Barringer, B. R., & Harrison, J. S. (2000). Walking a tightrope: Creating value through interorganizational relationships. *Journal of Management*, 26(3), 367–403.
- Basu, T. S. (2015). Phenomenology: Qualitative research--An odyssey of discovery. *Qualitative Research in Management: Methods and Experiences*, 69–80.
- Battilana, J., & Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations. *Academy of Management*

Journal, 53(6), 1419–1440.

Battilana, J., & Lee, M. (2014). Advancing research on hybrid organizing--Insights from the study of social enterprises. *Academy of Management Annals*, 8(1), 397–441.

Battilana, J., Sengul, M., Pache, A.-C., & Model, J. (2015). Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises. *Academy of Management Journal*, 58(6), 1658–1685.

Benson, J. K. (1977). Organizations: A dialectical view. *Administrative Science Quarterly*, 1–21.

Berger, I. E., Cunningham, P. H., & Drumwright, M. E. (2004). Social alliances: Company/nonprofit collaboration. *California Management Review*, 47(1), 58–90.

Bergman, B. (2017). Agents of change? An Inter-organizational Research Agenda on Hybrid New Ventures. JA Katz, & A. c. Corbett (Eds.), *Advances in Entrepreneurship, Firm Emergence, and Growth*, 19, 219–232.

Besharov, M. L., & Smith, W. K. (2014). Multiple institutional logics in organizations: Explaining their varied nature and implications. *Academy of Management Review*, 39(3), 364–381.

Brammer, S. J., & Pavelin, S. (2006). Corporate reputation and social performance: The importance of fit. *Journal of Management Studies*, 43(3), 435–455.

Branzei, O., & Le Ber, M. J. (2014). Theory-method interfaces in cross-sector partnership research. *Social Partnerships and Responsible Business: A Research Handbook*, 229–266.

Brass, D. J., Galaskiewicz, J., Greve, H. R., & Tsai, W. (2004). Taking stock of networks and organizations: A multilevel perspective. *Academy of Management Journal*, 47(6), 795–817.

Bryman, A. (2004). Qualitative research on leadership: A critical but appreciative review. *The Leadership Quarterly*, 15(6), 729–769.

Casciaro, T., & Piskorski, M. J. (2005). Power imbalance, mutual dependence, and constraint absorption: A closer look at resource dependence theory.

Administrative Science Quarterly, 50(2), 167–199.

<https://doi.org/10.2189/asqu.2005.50.2.167>

- Celtekligil, K. (2020). Resource Dependence Theory. In *Strategic Outlook for Innovative Work Behaviours* (pp. 131–148). Springer.
- Chenail, R. J. (2011). Interviewing the investigator: Strategies for addressing instrumentation and researcher bias concerns in qualitative research. *Qualitative Report*, 16(1), 255–262.
- Claeye, F. (2017). A typology of social entrepreneuring models in South Africa. *Social Enterprise Journal*.
- Clarke, A., & Crane, A. (2018). Cross-sector partnerships for systemic change: Systematized literature review and agenda for further research. *Journal of Business Ethics*, 150(2), 303–313.
- Corbin, J., & Strauss, A. (2008). Book review: Book review. In *Quantitative Finance* (3rd ed., Vol. 12, Issue 3). Sage. <https://doi.org/10.1080/14697680600739435>
- Creswell, J. W. (1998). *Qualitative inquiry and design research: Choosing among five traditions*. Thousand Oaks, CA: Sage Publications, Inc.
- Creswell, J. W. (2003). A framework for design. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 9–11.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Dacin, P. A., Dacin, M. T., & Matear, M. (2010). Social entrepreneurship: Why we don't need a new theory and how we move forward from here. *Academy of Management Perspectives*, 24(3), 37–57.
- Davies, I. A., Haugh, H., & Chambers, L. (2019). Barriers to social enterprise growth. *Journal of Small Business Management*, 57(4), 1616–1636.
- de Bruin, A., Shaw, E., & Lewis, K. V. (2017). The collaborative dynamic in social entrepreneurship. *Entrepreneurship & Regional Development*, 29(7–8), 575–585.
- Deakin, H., & Wakefield, K. (2014). Skype interviewing: Reflections of two PhD

- researchers. *Qualitative Research*, 14(5), 603–616.
- Defourny, J., & Nyssens, M. (2008). Social enterprise in Europe: recent trends and developments. *Social Enterprise Journal*.
- Desa, G., & Basu, S. (2013). Optimization or bricolage? Overcoming resource constraints in global social entrepreneurship. *Strategic Entrepreneurship Journal*, 7(1), 26–49.
- Di Domenico, M., Tracey, P., & Haugh, H. (2009). The dialectic of social exchange: Theorizing corporate—social enterprise collaboration. *Organization Studies*, 30(8), 887–907.
- Dufays, F., & Huybrechts, B. (2016). Where do hybrids come from? Entrepreneurial team heterogeneity as an avenue for the emergence of hybrid organizations. *International Small Business Journal*, 34(6), 777–796.
- Ebrahim, A., Battilana, J., & Mair, J. (2014). The governance of social enterprises: Mission drift and accountability challenges in hybrid organizations. *Research in Organizational Behavior*, 34, 81–100.
- Emerson, R. M. (1962). Power-dependence relations. *American Sociological Review*, 31–41.
- Flanagan, T. (2013). The scientific method and why it matters. *C2C Journal*, 7(1), 4–6.
- Flick, U. (2014). Mapping the field. *The SAGE Handbook of Qualitative Data Analysis*, 1–18.
- Gillett, A., Loader, K., Doherty, B., & Scott, J. M. (2019). An examination of tensions in a hybrid collaboration: A longitudinal study of an empty homes project. *Journal of Business Ethics*, 157(4), 949–967.
- Goldsmith, S., & Eggers, W. D. (2005). *Governing by network: The new shape of the public sector*. Brookings institution press.
- Googins, B. K., & Rochlin, S. A. (2000). Creating the partnership society: Understanding the rhetoric and reality of cross-sectoral partnerships. *Business and Society Review*, 105(1), 127–144.

- Granados, M. L., & Rosli, A. (2020). 'Fitting In' vs. 'Standing Out': How Social Enterprises Engage with Stakeholders to Legitimize their Hybrid Position. *Journal of Social Entrepreneurship*, 11(2), 155–176. <https://doi.org/10.1080/19420676.2019.1604405>
- Gray, D. (2009). *Doing research in the real world* (2nd ed.). Sage Publication.
- Grudinschi, D., Hallikas, J., Kaljunen, L., Puustinen, A., & Sintonen, S. (2014). Creating value in networks: A value network mapping method to assess the current and the potential value network in cross-sector collaboration. *STRATEGIC MANAGEMENT OF VALUE NETWORKS: How to Create Value in Cross-Sector Collaboration and Partnerships*.
- Grunow, D. (1995). The research design in organization studies: Problems and prospects. *Organization Science*, 6(1), 93–103.
- Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59–82.
- Hauser, A., Eggers, F., & Guldenberg, S. (2020). Strategic decision-making in SMEs: effectuation, causation, and the absence of strategy. *Small Business Economics*, 54(3), 775–790.
- Henry, C. (2015). Doing Well by Doing Good: Opportunity Recognition and the Social Enterprise Partnership. *Journal of Social Entrepreneurship*, 6(2), 137–160. <https://doi.org/10.1080/19420676.2014.997780>
- Heracleous, L., & Fernandes, O. J. (2019). *Challenges in Coding Qualitative Data*. SAGE Publications Ltd.
- Hillman, A. J., Withers, M. C., & Collins, B. J. (2009). Resource dependence theory: A review. *Journal of Management*, 35(6), 1404–1427.
- Hockerts, K. (2015). How hybrid organizations turn antagonistic assets into complementarities. *California Management Review*, 57(3), 83–106.
- Hoffman, A. J., Badiane, K. K., & Haigh, N. (2012). Hybrid organizations as agents of positive social change: Bridging the for-profit & non-profit divide. *Using a Positive Lens to Explore Social Change and Organizations: Building a*

Theoretical and Research Foundation, 131.

- Hoogendoorn, B., Pennings, E., & Thurik, R. (2010). *What do we know about social entrepreneurship: An analysis of empirical research.*
- Hsieh, H.-F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research, 15*(9), 1277–1288.
- Hudson, B., Hardy, B., Henwood, M., & Wistow, G. (1999). In pursuit of inter-agency collaboration in the public sector: What is the contribution of theory and research? *Public Management an International Journal of Research and Theory, 1*(2), 235–260.
- Huybrechts, B., & Nicholls, A. (2013). The role of legitimacy in social enterprise-corporate collaboration. [file:///Users/sizakele/Documents/MBA 2020/Project Publish/methodology section/Bryman.bib](file:///Users/sizakele/Documents/MBA%2020/Project%20Publish/methodology%20section/Bryman.bib). *Social Enterprise Journal, 9*(2), 130–146. <https://doi.org/10.1108/sej-01-2013-0002>
- Jay, J. (2013). Navigating paradox as a mechanism of change and innovation in hybrid organizations. *Academy of Management Journal, 56*(1), 137–159.
- Jones, N., & Thomas, P. (2007). Inter-organizational collaboration and partnerships in health and social care: The role of social software. *Public Policy and Administration, 22*(3), 289–302. <https://doi.org/10.1177/0952076707078761>
- Kania, J., & Kramer, M. (2011). *Collective impact*. FSG.
- Kanter, R. M. (1999). From spare change to real change: The social sector as beta site for business innovation. *Harvard Business Review, 77*(3), 122–123.
- Keast, R., & Mandell, M. (2014). The collaborative push: moving beyond rhetoric and gaining evidence. *Journal of Management & Governance, 18*(1), 9–28.
- Klein, L. L., & Peireira, B. A. D. (2016). The Survival of Interorganizational Networks: a Proposal Based on Resource Dependence Theory. *RAM. Revista de Administração Mackenzie, 17*(4), 153–175. <https://doi.org/10.1590/1678-69712016/administracao.v17n4p153-175>
- Klein, S., Schneider, S., & Spieth, P. (2020). How to stay on the road? A business model perspective on mission drift in social purpose organizations. *Journal of*

Business Research.

- Krippendorff, K. (2018). *Content analysis: An introduction to its methodology*. Sage publications.
- Kwong, C., Tasavori, M., & Wun-mei Cheung, C. (2017). Bricolage, collaboration and mission drift in social enterprises. *Entrepreneurship & Regional Development*, 29(7–8), 609–638.
- Lange, D., Lee, P. M., & Dai, Y. (2011). Organizational reputation: A review. *Journal of Management*, 37(1), 153–184. <https://doi.org/10.1177/0149206310390963>
- Laville, J.-L., Lemaître, A., & Nyssens, M. (2006). 17 Public policies and social enterprises in Europe: the challenge of institutionalization. *Social Enterprise: At the Crossroads of Market, Public Policies and Civil Society*, 272.
- Lee, C., & Nowell, B. (2015). A framework for assessing the performance of nonprofit organizations. *American Journal of Evaluation*, 36(3), 299–319.
- Littlewood, D., & Holt, D. (2018). Social entrepreneurship in South Africa: Exploring the influence of environment. *Business & Society*, 57(3), 525–561.
- Liu, G., & Ko, W.-W. (2011). Social alliance and employee voluntary activities: A resource-based perspective. *Journal of Business Ethics*, 104(2), 251–268.
- Löfström, M. (2010). Inter-organizational collaboration projects in the public sector: a balance between integration and demarcation. *The International Journal of Health Planning and Management*, 25(2), 136–155.
- London, T., & Hart, S. L. (2011). *Creating a fortune with the base of the pyramid. Next generation business strategies for the base of the pyramid*. Upper Saddle River, New Jersey: FT Press.
- Loosemore, M., & Barraket, J. (2017). The co-creation of social value between social enterprises and private firms in the construction. *THIRTY-THIRD ANNUAL CONFERENCE*, 673.
- Mahoney, J. T., McGahan, A. M., & Pitelis, C. N. (2009). Perspective—The interdependence of private and public interests. *Organization Science*, 20(6), 1034–1052.

- Mair, J., Battilana, J., & Cardenas, J. (2012). Organizing for society: A typology of social entrepreneuring models. *Journal of Business Ethics*, 111(3), 353–373.
- Mair, J., & Marti, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36–44.
- Mair, J., Mayer, J., & Lutz, E. (2015). Navigating institutional plurality: Organizational governance in hybrid organizations. *Organization Studies*, 36(6), 713–739.
- Mamabolo, A., & Myres, K. (2020). Performance Measurement in Emerging Market Social Enterprises using a Balanced Scorecard. *Journal of Social Entrepreneurship*, 11(1), 65–87.
<https://doi.org/10.1080/19420676.2018.1561499>
- Martens, D. (2005). Research methods in education and psychology: Integrating diversity with quantitative approaches. In *Thousand Oaks: Sage*.
- Mason, J. (2002). Sampling and selection in qualitative research. *Qualitative Researching*, 2, 120–144.
- Maxwell, J. A. (2012). *Qualitative research design: An interactive approach* (Vol. 41). Sage publications.
- McCracken, G. (2011). The Four-Step Method of Inquiry. *The Long Interview*, 30–48.
<https://doi.org/10.4135/9781412986229.n3>
- McGuire, M., & Agranoff, R. (2010). Networking in the Shadow of Bureaucracy. In *The Oxford handbook of American bureaucracy*.
- Millar, C. C. J. M., Choi, C. J., & Chen, S. (2004). Global strategic partnerships between MNEs and NGOs: Drivers of change and ethical issues. *Business and Society Review*, 109(4), 395–414.
- Miller, T. L., Grimes, M. G., McMullen, J. S., & Vogus, T. J. (2012). Venturing for others with heart and head: How compassion encourages social entrepreneurship. *Academy of Management Review*, 37(4), 616–640.
- Mitra, J., & Basit, A. (2019). Personal networks and growth aspirations: a case study of second-generation, Muslim, female entrepreneurs. *Small Business Economics*, 1–23.

- Morrow, S. L., & Smith, M. L. (2000). Qualitative research for counseling psychology. *Handbook of Counseling Psychology, October 2012*, 199–230.
<https://www.researchgate.net/publication/232605565>
- Morse, J. M., Barrett, M., Mayan, M., Olson, K., & Spiers, J. (2002). Verification strategies for establishing reliability and validity in qualitative research. *International Journal of Qualitative Methods*, 1(2), 13–22.
- Myres, K., Mamabolo, A., Mugudza, N., & Jankelowitz, L. (2018). *Social Enterprises in South Africa Discovering a vibrant sector. May*, 1–66.
- Nicholls, A. (2010). The legitimacy of social entrepreneurship: Reflexive isomorphism in a pre--paradigmatic field. *Entrepreneurship Theory and Practice*, 34(4), 611–633.
- Pache, A.-C., & Santos, F. (2010). When worlds collide: The internal dynamics of organizational responses to conflicting institutional demands. *Academy of Management Review*, 35(3), 455–476.
- Pache, A.-C., & Santos, F. M. (2013). Inside the hybrid organization: Selective coupling as a response to competing institutional logics. *Academy of Management Journal*, 56(4), 972–1001.
- Pearce, J. (2003). *Social Enterprise in Anytown (London, Calouste Gulbenkian Foundation)*.
- Pfeffer, J. (1976). Beyond management and the worker: The institutional function of management. *Academy of Management Review*, 1(2), 36–46.
- Pfeffer, J. (1987). A resource dependence perspective on intercorporate relations. *Intercorporate Relations: The Structural Analysis of Business*, 1(1), 25–55.
- Pfeffer, J., & Leong, A. (1977). Resource allocations in United Funds: Examination of power and dependence. *Social Forces*, 55(3), 775–790.
- Pfeffer, J., & Salancik, G. R. (1978). The External Control of Organizations: A Resource Dependence Perspective. *University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship*.

- Pfeffer, J., & Salancik, G. R. (2003). *The external control of organizations: A resource dependence perspective*. Stanford University Press.
- Phillips, N., Lawrence, T. B., & Hardy, C. (2000). Inter-organizational collaboration and the dynamics of institutional fields. *Journal of Management Studies*, 37(1), no--no.
- Pilemalm, S., Lindgren, I., & Ramsell, E. (2016). Emerging forms of inter-organizational and cross-sector collaborations in e-government initiatives. *Transforming Government: People, Process and Policy*.
- Porter, M. E., & Kramer, M. R. (2011). The Big Idea: Creating Shared Value. How to reinvent capitalism—and unleash a wave of innovation and growth. *Harvard Business Review*, 89(1–2).
- Powell, M., Gillett, A., & Doherty, B. (2019). Sustainability in social enterprise: hybrid organizing in public services. *Public Management Review*, 21(2), 159–186.
- Quelin, B., Kivleniece, I., & Lazzarini, S. (2017). Public-Private Collaboration, Hybridity and Social Value: Towards New Theoretical Perspectives. *Journal of Management Studies*, 54(6), 763–792.
- Raišienė, A. G., & Urmanavičienė, A. (2017). Mission drift in a hybrid organization: how can social business combine its dual goals? *Ekonomski Vjesnik/Econviews-Review of Contemporary Business, Entrepreneurship and Economic Issues*, 30(2), 301–310.
- Ramus, T., & Vaccaro, A. (2017). Stakeholders matter: How social enterprises address mission drift. *Journal of Business Ethics*, 143(2), 307–322.
- Ramus, T., Vaccaro, A., & Brusoni, S. (2017). Institutional complexity in turbulent times: Formalization, collaboration, and the emergence of blended logics. *Academy of Management Journal*, 60(4), 1253–1284.
- Ritchie, J., Lewis, J., Nicholls, C. M., & Ormston, R. (2013). *Qualitative Research Practice: A Guide for Social Science Students and Researchers* (Sage Publications Ltd (ed.)).
- Rivera-Santos, M., Holt, D., Littlewood, D., & Kolk, A. (2015). Social

- entrepreneurship in sub-saharan Africa. *Academy of Management Perspectives*, 29(1), 72–91. <https://doi.org/10.5465/amp.2013.0128>
- Sakarya, S., Bodur, M., Yildirim-Öktem, Ö., & Selekler-Göksen, N. (2012). Social alliances: Business and social enterprise collaboration for social transformation. *Journal of Business Research*, 65(12), 1710–1720.
- Saldana, J. (2009). An Introduction to Codes and Coding. *The Coding Manual for Qualitative Researchers.*, 1–31. <https://doi.org/10.1519/JSC.0b013e3181ddfd0a>
- Santos, F. M. (2012). A Positive Theory of Social Entrepreneurship. *Journal of Business Ethics*, 111(3), 335–351. <https://doi.org/10.1007/s10551-012-1413-4>
- Santos, F. M., Pache, A.-C., & Birkholz, C. (2015). Making hybrids work: Aligning business models and organizational design for social enterprises. *California Management Review*, 57(3), 36–58.
- Saunders, M. N. K., & Lewis, P. (2018). *Doing research in business & management: An essential guide to planning your project*. Pearson.
- Savall, H., Zardet, V., Bonnet, M., & Peron, M. (2008). The emergence of implicit criteria actually used by reviewers of qualitative research articles: Case of a European journal. *Organizational Research Methods*, 11(3), 510–540.
- Savarese, C., Huybrechts, B., & Hudon, M. (2020). The Influence of Interorganizational Collaboration on Logic Conciliation and Tensions Within Hybrid Organizations: Insights from Social Enterprise–Corporate Collaborations. *Journal of Business Ethics, McMullen 2018*. <https://doi.org/10.1007/s10551-020-04557-7>
- Selsky, J. W., & Parker, B. (2010). Platforms for cross-sector social partnerships: Prospective sensemaking devices for social benefit. *Journal of Business Ethics*, 94(1), 21–37.
- Shaw, E., & de Bruin, A. (2013). Reconsidering capitalism: the promise of social innovation and social entrepreneurship? *International Small Business Journal*, 31(7), 737–746.
- Siegner, M., Pinkse, J., & Panwar, R. (2018). Managing tensions in a social

- enterprise: The complex balancing act to deliver a multi-faceted but coherent social mission. *Journal of Cleaner Production*, 174, 1314–1324.
- Silverman, D. (1993). *Beginning research. Interpreting qualitative data. Methods for analysing talk, text and interaction*. London: Sage Publications.
- Smith, K. (1976). Analysis of qualitative data. *Annual Review of Psychology*, 27(1), 487–499.
- Smith, W. K., & Besharov, M. L. (2019). Bowing before dual gods: How structured flexibility sustains organizational hybridity. *Administrative Science Quarterly*, 64(1), 1–44.
- Smith, W. K., Gonin, M., & Besharov, M. L. (2013). Managing social-business tensions: A review and research agenda for social enterprise. *Business Ethics Quarterly*, 23(3), 407–442.
- Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2), 381–403.
- Sofaer, S. (2002). Qualitative research methods. *International Journal for Quality in Health Care*, 14(4), 329–336.
- Stadtler, L. (2018). Tightrope walking: Navigating competition in multi-company cross-sector social partnerships. *Journal of Business Ethics*, 148(2), 329–345.
- Steinman, S., & van Rooij, J. (2012). Developing public policies for the social and solidarity economy in South Africa. *Universitas Forum*, 3(2).
- Thorgren, S., & Omorede, A. (2018). Passionate leaders in social entrepreneurship: Exploring an African context. *Business & Society*, 57(3), 481–524.
- Tomlinson, J., Muzio, D., Sommerlad, H., Webley, L., & Duff, L. (2013). Structure, agency and career strategies of white women and black and minority ethnic individuals in the legal profession. *Human Relations*, 66(2), 245–269.
- Tracey, P., Phillips, N., & Jarvis, O. (2011). Bridging institutional entrepreneurship and the creation of new organizational forms: A multilevel model. *Organization Science*, 22(1), 60–80.

- Vian, T., Feeley, F., MacLeod, W., Richards, S. C., & McCoy, K. (2007). Measuring the impact of international corporate volunteering: Lessons learned from the Global Health Fellows Program of Pfizer Corporation. *Boston, MA: Boston University School of Public Health.*
- Visser, K. (2011). Social entrepreneurship in South Africa: context, relevance and extent. *Industry and Higher Education, 25*(4), 233–247.
- Weerawardena, J., & Mort, G. S. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business, 41*(1), 21–35.
- Weidner, K., Weber, C., & Göbel, M. (2019). You Scratch My Back and I Scratch Yours: investigating inter-partner legitimacy in relationships between social enterprises and their key partners. *Business & Society, 58*(3), 493–532.
- Windasari, N. A., Lin, F., & Chen, H. (2017). The Role of Social Capital on Cocreating Value for Social Enterprises: The Service Dominant Logic Perspective. *Proceedings of the 50th Hawaii International Conference on System Sciences.*
- Wry, T., Cobb, J. A., & Aldrich, H. E. (2013). More than a metaphor: Assessing the historical legacy of resource dependence and its contemporary promise as a theory of environmental complexity. *Academy of Management Annals, 7*(1), 441–488.
- Wry, T., & York, J. G. (2017). An identity-based approach to social enterprise. *Academy of Management Review, 42*(3), 437–460.
- Wymer Jr, W. W., & Samu, S. (2003). Dimensions of business and nonprofit collaborative relationships. *Journal of Nonprofit & Public Sector Marketing, 11*(1), 3–22.
- Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). *Business Research Methods (Book Only)*. Cengage Learning.
- Zoogah, D. B., & Nkomo, S. (2013). Management research in Africa. *Management in Africa: Macro and Micro Perspectives, 53*(9).

Appendix 1: Interview guide

Table 2: Interview guide

Question	Comments	Research question being addressed
<p>1. Please provide me with some background about yourself.</p> <ul style="list-style-type: none"> • How did you become a social entrepreneur? • What are you passionate about? 	<p>The unit of analysis is the individual leader, founder; and senior manager.</p> <p>This question serves as an ice-breaker to the interview to put the participant at ease and comfortable in sharing their experience.</p>	<p>Research sub-question 1, Research sub-question 2 and Research sub-question 3</p>
<p>2. Please describe the environment your organisation operates in:</p> <ul style="list-style-type: none"> • What are some of the challenges and barriers that you face? • What are some of the strategies you employ in addressing those challenges? • How do you see and describe growth in your organisation? What hinders growth? 	<p>This question is intended to unpack some of the challenges enterprises have which drive them to source resources from funders.</p>	<p>Research sub-question 1: How do the cross-sector collaborations contribute to mission drift in a social enterprise?</p>
<p>3. Describe how you identify and/or attract, get access to and select your funders.</p> <ul style="list-style-type: none"> • What problem do you seek to address with seeking resources? • What type of resources do you seek from funders? • What inputs or criteria do you use to identify the suitable funder? • What factors do you use in funder selection if any? 	<p>This question assists in unpacking how social enterprises source funders, which is important because it unpacks whether there is any governance or framework around funder acquisition.</p>	<p>Research sub-question 2: How do social enterprises balance dual mission and demands from their external funders?</p>

Question	Comments	Research question being addressed
<ul style="list-style-type: none"> How do you satisfy yourself that you have selected the most suitable funder for your organisation? 		
<p>4. At what stage of the organisation do you source resources from funders?</p> <ul style="list-style-type: none"> What kind of financial structure do they provide you? What kind of conditions or expectations do these resources come with? How do you mobilise the resources to drive you to your goal in the various stages? 	<p>In this question, the organisation helps to map out the stages which social enterprises go through in sourcing resources from funders and an overview of the conditions under which they are granted. It reveals how these resources are mobilised in the various stages.</p>	<p>Research sub-question 1, and Research sub-question 2</p>
<p>5. Once you have acquired the resources, describe the nature of the relationship with your funders.</p> <ul style="list-style-type: none"> What type of relationship do you have with your funders? What role do funders play in the organisation? What is their level of involvement? What kind of challenges or tensions do you face when collaborating with your funders? How do they change or impact the organisation goal, mission, structure and culture? 	<p>This question unpacks the nature of the relationship between the social enterprise and their funders. Additionally, this will help unpack how this collaboration contributes to mission drift.</p>	<p>Research sub-question 1 and Research sub-question 2</p>
<p>6. As the company grows, how does the relationship between your funders evolve?</p>	<p>It is important to understand whether there are different collaborations that social enterprises engage in as they evolve.</p>	<p>Research sub-question 3: What is the consequence of cross sector collaboration</p>

Question	Comments	Research question being addressed
<ul style="list-style-type: none"> • What is their new level of role and involvement? • How do they impact the organisation? 		between the various growth stages of a social enterprise?
<p>7. What kind of mechanism do you have in place to ensure that you stay true to your mission?</p> <ul style="list-style-type: none"> • What strategies do you employ to guard against pressures from funders? • How do you balance two missions and demands from your funder? 	This question assists in unpacking whether the social enterprise has processes and procedures to protect their mission. This helps us to understand how they balance their mission and demands from funders.	Research sub-question 1 and Research sub-question 2
<p>8. How do you maintain and sustain funders over a long period?</p>	This addresses how social enterprise creates sustainability to ensure resources are long term.	Research sub-question 2
<p>9. Describe a point or event where the organisation collaborates with multiple (more than one) funders.</p> <ul style="list-style-type: none"> • What drove you to engage with multiple funders? • How did you navigate the different objectives relative to yours? • How did this affect the organisation's mission? • Which funder company was given more preference or attention and why? 	This question attempts to understand if the social enterprise engages with multiple funders and how that impacts the organisation.	Research sub-question 1
<p>10. Is there anything else you wish to add that would enhance this study?</p>	To solicit any further details the participant may find important to be noted as part of the interview.	Research sub-question 1, Research sub-question 2 and Research sub-question 3

Question	Comments	Research question being addressed
END		

Appendix 2: Author's guideline for the journal

Structure

Your paper should be compiled in the following order: title page; abstract; keywords; main text introduction, materials and methods, results, discussion; acknowledgments; declaration of interest statement; references; appendices (as appropriate); table(s) with caption(s) (on individual pages); figures; figure captions (as a list).

Word Limits

Please include a word count for your paper. A typical paper for this journal should be between 8 000 and 10 000 words.

Style Guidelines

Please use British (-ise) spelling style consistently throughout your manuscript.

Please use single quotation marks, except where 'a quotation is "within" a quotation'. Please note that long quotations should be indented without quotation marks.

If your article is accepted for publication, the manuscript will be further formatted and typeset in the correct style for the journal.

How to format your manuscript

Font

Use Times New Roman font in size 12 with double-line spacing.

Margins

Margins should be at least 2.5cm (1 inch).

Title

Use bold for your article title, with an initial capital letter for any proper nouns.

Abstract

Indicate the abstract paragraph with a heading or by reducing the font size. The instructions for authors for each journal will give specific guidelines on what's required here, including whether it should be a structured abstract or graphical abstract, and any word limits.

Keywords

Keywords help readers find your article, so are vital for discoverability. If the journal instructions for authors don't give a set number of keywords to provide, aim for five or six.

Headings

Please follow this guide to show the level of the section headings in your article:

1. First-level headings (e.g. Introduction, Conclusion) should be in bold, with an initial capital letter for any proper nouns.
2. Second-level headings should be in bold italics, with an initial capital letter for any proper nouns.
3. Third-level headings should be in italics, with an initial capital letter for any proper nouns.
4. Fourth-level headings should be in bold italics, at the beginning of a paragraph. The text follows immediately after a full stop (full point) or other punctuation mark.
5. Fifth-level headings should be in italics, at the beginning of a paragraph. The text follows immediately after a full stop (full point) or other punctuation mark.

Acknowledgements, avoiding identifying any of the authors prior to peer review

This is a note. The style name is Footnotes, but it can also be applied to endnotes.

Tables and figures

Tables should present new information rather than duplicating what is in the text. Readers should be able to interpret the table without reference to the text, but ensure you refer to each table in the text.

If tables are reproduced from another source, see our guidance on using third-party material.

Please read the following guidance to assist you in creating and submitting tables.

You will need to send your original, editable files (e.g. in Microsoft Word or Excel). This will reduce the likelihood of errors being introduced during production of your article.

Non-editable files (e.g. JPEG or TIFF images, or images of text boxes in PowerPoint) are not suitable formats but can be included in addition to the editable files for reference. Please present table titles separately for each table, rather than including them as the first row of the table. Table notes should be separate from the titles and included underneath the table to which they apply.

Consider the size of each table and whether it will fit on a single journal page. If the table is cramped in a Microsoft Word document, where the default setting represents an A4 page (210 x 297 mm), it will be difficult to represent it clearly on a B5 journal page (176 x 250 mm). If this is the case, you could consider splitting the data into two or more tables.

When submitting multiple tables, consistency in presentation is advised. Please note that colour, shading, vertical rules, and other cell borders are not compatible with the final layout of the table in the published article. In most cases, all vertical lines and most horizontal lines (except at the head and foot of the table) will be removed. Look at other articles in the journal to see how tables are presented. Sample copies are available on our journals website at www.tandfonline.com.

Please use notes, italics, or bold text for emphasis with accompanying footnotes explaining their significance. Where superscript notes are used, the letters should follow alphabetical order from the top left of the table to the bottom right. All statistical significance notes should be represented in the table, or deleted. Please also add notes explaining any acronyms or abbreviations in table titles or column headings.

When representing information numerically, use as many decimal places as is appropriate for your purposes. This number should be consistent throughout the column, or table if possible.

Please ensure that spelling, punctuation and reference style within tables are consistent with the rest of the text (when not reproduced from another source). The text in your table will be copy-edited to match the style of the journal.

If you are sending tables in a separate file, insert a note in the text indicating the preferred location for each table, e.g. [t] Table 1 near here [/t]. Tables will normally be placed at the top or bottom of a page in the journal.

References

Please use this reference guide when preparing your paper.

An EndNote output style is also available to assist you.

Data availability statement

If you're submitting a data availability statement for your article, please include it within the text of your manuscript, before your 'References' section. So that readers can easily find it, please give it the heading 'Data availability statement'.

Spelling and punctuation

Each journal will have a preferred method for spelling and punctuation. You'll find this in the instructions for authors, available on the journal's homepage on Taylor and Francis Online. Make sure you apply the spelling and punctuation style consistently throughout your article.

Special characters

If you are preparing your manuscript in Microsoft Word and your article contains special characters, accents, or diacritics, we recommend you follow these steps:

- European accents (Greek, Hebrew, or Cyrillic letters, or phonetic symbols): choose Times New Roman font from the dropdown menu in the "Insert symbol" window and insert the character you require.
- Asian languages (such as Sanskrit, Korean, Chinese, or Japanese): choose Arial Unicode font from the dropdown menu in the "Insert symbol" window and insert the character you require.
- Transliterated Arabic: choose either Times New Roman or Arial Unicode (unless the instructions for authors specify a particular font). For ayns and hamzas, choose Arial Unicode font from the dropdown menu in the "Insert symbol" window. Type the Unicode hexes directly into the "Character code" box, using 02BF for ayn, and 02BE for hamza.

Formatting and Templates

Papers may be submitted in Word or LaTeX formats. Figures should be saved separately from the text. To assist you in preparing your paper, we provide formatting template(s). Word templates are available for this journal. Please save the template to your hard drive, ready for use. A LaTeX template is available for this journal. Please save the LaTeX

template to your hard drive and open it, ready for use, by clicking on the icon in Windows Explorer.

Reference Guide:

The author-date system is widely used in the physical, natural and social sciences. For full information on this style, see *The Chicago Manual of Style* (16th edn).

In the text	
Placement	<p>Sources are cited in the text, usually in parentheses, by the author's surname, the publication date of the work cited, and a page number if necessary. Full details are given in the reference list (under the heading References). Place the reference at the appropriate point in the text; normally just before punctuation. If the author's name appears in the text, it is not necessary to repeat it, but the date should follow immediately:</p> <p>Jones and Green (2012) did useful work on this subject.</p> <p>Khan's (2012) research is valuable.</p> <p>If the reference is in parentheses, use square brackets for additional parentheses:</p> <p>(See, e.g., Khan [2012, 89] on this important subject).</p>
Within the same parentheses	<p>Separate the references with semicolons. The order of the references is flexible, so this can be alphabetical, chronological, or in order of importance, depending on the preference of the author of the article. If citing more than one work by an author, do not repeat the name:</p> <p>(Smith 2010, 2012; Khan 2012)</p> <p>(Smith 2010, 2012, 84; Khan 2012, 54–60)</p> <p>(Smith 2012a, 2012b, 82; Khan 2012, 9)</p>
Repeat mentions in the same paragraph	<p>Place the parenthetical citation after the last reference in the paragraph or at the end of the paragraph before the final full stop (period). If the reference is to a different page, however, put the full citation at the first reference and then include only the page number at the next mention:</p> <p>Text (Smith 2012, 54) ... more text ... "quoted text" (68).</p>
With a quotation	<p>Citation of the source normally follows a quotation, but may be placed before the quotation to allow the date to appear with the author's name:</p> <p>As Smith points out, "quoted text" (2012, 67).</p> <p>After a displayed quotation, the source appears in parentheses after the final punctuation:</p>

	End of displayed quotation. (Smith 2012, 67) As Smith (2012, 67) points out, “quoted text.”
Page number or other locator	(Smith 2012, 6–10) (Jones 2012, vol. 2)
One author	Smith (2012) or (Smith 2012)
Two authors	Smith and Jones (2012) or (Smith and Jones 2012)
Three authors	Smith, Jones, and Khan (2012) or (Smith, Jones, and Khan 2012)
Four or more authors	Smith et al. (2012) (Smith et al. 2012) If the reference list contains two publications in the same year that would both shorten to the same form (e.g. Smith et al. 2012), cite the surnames of the first author and as many others as necessary to distinguish the two references, followed by comma and et al. (NB: you cannot use et al. unless it stands for two authors or more.). If this would result in more than three names having to be used, cite the first author plus a short title: (Smith et al., “Short Title,” 2012) (Smith et al., “Abbreviated Title,” 2012)
Authors with same surname	G. Smith 2012 and F. Smith 2008
No author	Cite first few words of title (in quotation marks or italics depending on journal style for that type of work), plus the year.
Groups of authors that would shorten to the same form	Cite the surnames of the first author and as many others as necessary to distinguish the two references, followed by comma and et al.
Organization as author	The organization can be listed under its abbreviation so that the text citation is shorter. If this is the case, alphabetize the reference under the abbreviation rather than the full name: In the text: (BSI 2012) In the reference list: BSI (British Standards Institution) 2012. <i>Title ...</i>
Author with two works in the same year	Put a, b, c after the year (Chen 2011a, 2011b)
Secondary source	When it is not possible to see an original document, cite the source of your information on it; do not cite the original assuming that the secondary source is correct. Smith's diary (as quoted in Khan 2012)
Classical work	Classical primary source references are given in the text, not in the reference list.

Personal communication	References to personal communications are cited only in the text: A. Colleague (personal communication, April 12, 2011)
Unknown date	(Author, n.d.) (Author, forthcoming)
Two dates	List the original date first, in squarebrackets: Author ([1890] 1983) Multivolume works: (Author 1951–71)
Notes	Endnotes should be kept to a minimum. Any references cited in notes should be included in the reference list.
Tables and figures	References cited in tables or figure legends should be included in the reference list.
Reference list	Use the heading References. Do not use a 3-em dash to replace author names.
Order	Alphabetically by last name of author. If no author or editor, order by title. Follow Chicago's letter-by-letter system for alphabetizing entries. Names with particles (e.g. de, von, van den) should be alphabetized by the individual's personal preference if known, or traditional usage. A single-author entry precedes a multi-author entry that begins with the same name. Successive entries by two or more authors when only the first author is the same are alphabetized by co-authors' last names. If references have the same author(s), editor(s), etc., arrange by year of publication, with undated works at the end. If the reference list contains two or more items by the same author in the same year, add a, b, etc. and list them alphabetically by title of the work: Green, Mary L. 2012a. <i>Book Title</i> . Green, Mary L. 2012b. <i>Title of Book</i> .
Form of author name	Generally, use the form of the author name as it appears on the title page or head of an article, but this can be made consistent within the reference list if it is known that an author has used two different forms (e.g. Mary Louise Green and M. L. Green), to aid correct identification.
Punctuation	Headline-style capitalization is used. In headline style, the first and last words of title and subtitle and all other major words (nouns, pronouns, verbs, adjectives, and adverbs) are capitalized. For non-English titles, use sentence-style capitalization.
Book	
One author	Smith, John. 2012. <i>Book Title: The Subtitle</i> . Abingdon: Routledge. Smith, J. J. 2012. <i>Book Title</i> . Abingdon: Routledge.

Two authors	Smith, John, and Jane Jones. 2012. <i>Book Title: The Subtitle</i> . Abingdon: Routledge. Smith, J. J., and J. B. Jones. 2012. <i>Book Title: The Subtitle</i> . Abingdon: Routledge.
Three authors	Smith, John, Jane Jones, and Mary Green. 2012. <i>Book Title: The Subtitle</i> . Abingdon: Routledge.
Four to ten authors	Give all authors' names.
More than ten authors	List the first seven authors followed by et al.
Organization as author	University of Chicago Press. 2012. <i>The Chicago Manual of Style</i> . 16th ed. Chicago: University of Chicago Press.
No author	Begin the bibliography entry with the title, and ignore "the", "a" or "an" for the purposes of alphabetical order.
Chapter	Chapter in a single-author book: Green, Mary. 2012. "Chapter Title." Chap. 5 in <i>Style Manual</i> . Abingdon: Routledge. Chapter in a multi-author book: Jones, Sam. 2012. "Chapter Title." In <i>Book Title</i> , edited by John Smith, 341–346. Abingdon: Routledge.
Edited	Smith, John, ed. 2012. <i>Collected Style Manuals</i> . Abingdon: Routledge. Smith, John, and Jane Jones, eds. 2012. <i>Collected Style Manuals</i> . Abingdon: Routledge.
Edition	University of Chicago Press. 2012. <i>The Chicago Manual of Style</i> . 16th ed. Chicago: University of Chicago Press.
Reprinted work	Maitland, F. W. (1898) 1998. <i>Roman Canon Law in the Church of England</i> . Reprint, Union, NJ: Lawbook Exchange.
Multivolume work	Green, M. L. 2012. <i>Collected Correspondence</i> . Vol. 2 of <i>The Collected Correspondence of M. L. Green</i> . Abingdon: Routledge, 2000–. Khan, Lisa. 2009–12. <i>Collected Works</i> . 2 vols. Abingdon: Routledge.
Translated	Smith, John. 2012. <i>Collected Style Manuals</i> . Translated and edited by Jane Jones. Abingdon: Routledge.
Not in English	If an English translation of the title is needed, it follows this style: Piaget, J., and B. Inhelder. 1951. <i>La genèse de l'idée de hasard chez l'enfant</i> [The Origin of the Idea of Chance in the Child]. Paris: Presses Universitaires de France.
Online	If you used an online version, cite the online version, include the URL or DOI: Smith, John. 2012. <i>Book Title: The Subtitle</i> . Abingdon: Routledge. doi:xxxxxxxxxx. Smith, John. 2012. <i>Book Title: The Subtitle</i> . Abingdon: Routledge. http://xxxxxxxxx/.
Place of publication	Where two cities are given, include the first one only. If the city could

	<p>be confused with another, add the abbreviation of the state, province, or country:</p> <p>Cambridge, MA: Harvard University Press Cambridge: Cambridge University Press Oxford: Clarendon Press New York: Macmillan Englewood Cliffs, NJ: Prentice Hall Washington, DC: Smithsonian Institution Press</p> <p>When the publisher's name includes the state name, the abbreviation is not needed:</p> <p>Chapel Hill: University of North Carolina Press</p>
Publisher	Omit initial "the", and "Inc.", "Ltd", "Co.", "PublishingCo.", etc.
Journal	
	If you used an online version, cite the online version, include a DOI (preferably) or URL.
One author	<p>Smith, John. 2012. "Article Title: The Subtitle." <i>Journal Title in Full</i> 10 (1): 30–40. doi:xxxxxxxxxxx.</p> <p>Smith, J. 2012. "Article Title: The Subtitle." <i>Journal Title in Full</i> 10 (1): 30–40. doi:xxxxxxxxxxx.</p>
Two authors	<p>Smith, John, and Lisa Khan. 2012. "Article Title: The Subtitle." <i>Journal Title in Full</i> 10 (1): 200–210. doi:xxxxxxxxxxx.</p> <p>Smith, J. J., and L. M. Khan. 2012. "Article Title: The Subtitle." <i>Journal Title in Full</i> 10 (1): 200–210. doi:xxxxxxxxxxx.</p>
Three authors	<p>Smith, John, Jane Jones, and Mary Green. 2012. "Article Title: The Subtitle." <i>Journal Title in Full</i> 10 (1): 33–39. doi:xxxxxxxxxxx.</p> <p>Smith, J. J., J. P. Jones, and M. G. Green. 2012. "Article Title: The Subtitle." <i>Journal Title in Full</i> 10 (1): 33–39. doi:xxxxxxxxxxx.</p>
Four to ten authors	Give all authors' names.
More than ten authors	List the first seven authors followed by et al.
Translated	Khan, Lisa. 2012. "Article Title in English." [In Hindi.] <i>Journal Title in Full</i> 10 (3): 10–29. doi:xxxxxxxxxxx.
Not in English	Capitalize sentence-style, but according to the conventions of the relevant language.
Other article types	Smith, John. 2012. "Title of Book Review." Review of <i>Book Title</i> , by Lisa Khan. <i>Journal Title in Full</i> 10 (1): 33–39. doi:xxxxxxxxxxx.
Issue numbers	<p>The issue number can be omitted if the journal is paginated consecutively through the volume (or if month or season is included), but it is not incorrect to include it.</p> <p>When volume and issue number alone are used, the issue number is</p>

	<p>within parentheses. If only an issue number is used, it is not within parentheses:</p> <p><i>Journal Title</i>, no. 25: 63–69.</p> <p>If using month, abbreviate as Jan., Feb., etc. If using season, spell out in full.</p>
Online first publication	<p>Use year of online publication and include 'Advance online publication'. Remove any version type, eg Rapid online or epub, e.g.:</p> <p>Yoon, Ee-Seul. 2015. "Young people's cartographies of school choice: the urban imaginary and moral panic." <i>Children's Geographies</i>. Advance online publication. doi: 10.1080/14733285.2015.1026875.</p> <p>If you can update the reference to include published volume and issue numbers before publication, please do so.</p>
Conference	
Proceedings	Individual contributions to conference proceedings are treated like chapters in multi-author books. If published in a journal, treat as an article.
Paper	Smith, John. 2012. "Title of Paper." Paper presented at the annual meeting for the Society of XXXX, Oxford, November 21–24.
Poster	Smith, John. 2012. "Title of Poster." Poster presented at the annual meeting for the Society of XXXX, Oxford, November 21–24.
Thesis	
	Smith, John. 2008. "Title of Thesis." PhD diss., University of Chicago.
Unpublished work	
Book or journal article	Use Forthcoming instead of the date. If an article is not yet accepted, treat as a thesis.
Internet	
Website	<p>In text only:</p> <p>("As of July 19, 2012, the BBC listed on its website . . .").</p>
Document	<p>Reference depending on the type of document. Access dates are not required unless no date of publication or revision can be found.</p> <p>Where date of publication is given access dates are not required, <i>but should be retained when supplied by the author</i>, e.g.:</p> <p>Dorling, Danny. 2013. "Are today's second-year students the unluckiest cohort ever?" <i>The Guardian</i>, October 28. http://www.theguardian.com/education/2013/oct/28/danny-dorling-letter-to-students</p> <p>OR</p>

	<p>Dorling, Danny. 2013. "Are today's second-year students the unluckiest cohort ever?" <i>The Guardian</i>, October 28. Accessed 13 April 2015. http://www.theguardian.com/education/2013/oct/28/danny-dorling-letter-to-students</p> <p>If citing an undated online document, give an access date and use the year of access as year of publication: Oxford Library. 2012. "Library Strategy." Oxford Library. Accessed June 3 2012. http://www.ol.org/library/strategy.html</p>
Electronic mailing list	In text only (name of list, date of posting, URL).
Blog	In text only.
Multimedia	<p>Include date that material was accessed if no original date can be determined. Include information about original performance or source, e.g. of a speech or performance.</p> <p>Include indication of source type.</p>
Newspaper or magazine	
	<p>Newspapers and magazines are cited in the text, and no entry is needed in the bibliography: "quotation from newspaper" (<i>Sunday Times</i>, April 8, 2012)</p> <p>... as noted in a <i>Guardian</i> article on February 27, 2012... If a reference is needed or preferred, use this style:</p> <p>Author. 2012. "Article Title." <i>Sunday Times</i>, April 8. http://xxxxxxxxxxxxxx.</p> <p>(If no author is identified, begin the citation with the article title.)</p>
Report	
	Treat pamphlets, reports, brochures and freestanding publications such as exhibition catalogues as books. Give sufficient information to identify the document.
Personal communication	
Letter, telephone conversation, or email	<p>Place references to personal communications such as letters and conversations within the running text, not as formal end references: ... as mentioned in a letter to me from Joe Grant, March 4, 2003 ...</p> <p>Letters in published collections are cited by date of the collection, with individual correspondence dates given in the text:</p> <p>In a letter to Mary Louise Green from Cambridge, June 24, 2010 (Green 2012, 34), ...</p>

Other reference types	
Patent	Green, Ann. 2000. Patent description. US Patent 12345, filed March 23.
Audio and visual media	<p>Bernstein, Leonard, dir. <i>Symphony no. 5</i>, by Dmitri Shostakovich. New York Philharmonic. CBS IM35854.</p> <p>Auden, W. H. <i>Poems</i>. Read by the author. SpokenArts 7137. Compact disc.</p> <p>Cleese, John, Terry Gilliam, Eric Idle, Terry Jones, and Michael Palin. 2001. "Commentaries." Disc 2. <i>Monty Python and the Holy Grail</i>, special ed. DVD. Directed by Terry Gilliam and Terry Jones. Culver City, CA: Columbia Tristar Home Entertainment.</p>
Database	Name of Database (details; accessed Month Day, Year). http://xxxxxxxxxxxxxxxxxxxxxxxxxxxx/ .
Dataset	Wang, Guang-Yan, Zhao-Ming Zhu, Shan Cui, and Jin-Hui Wang. 2017. "Data from: Glucocorticoid Induces Incoordination between Glutamatergic and GABAergic Neurons in the Amygdala" (dataset). Dryad Digital Repository. Accessed December 22, 2017. https://doi.org/10.5061/dryad.k9q7h .

Appendix 3: Example of an article from the journal

JOURNAL OF SOCIAL ENTREPRENEURSHIP 2020, VOL. 11, NO. 2,
155–176

<https://doi.org/10.1080/19420676.2019.1604405>

 **Routledge**
Taylor & Francis Group

 Check for updates

'Fitting In' vs. 'Standing Out': How Social Enterprises Engage with Stakeholders to Legitimize their Hybrid Position

Maria L. Granados^a  and Ainurul Rosli^b

^aWestminster Business School, University of Westminster, London, UK; ^bBrunel Business School, Brunel University London, London, UK

ABSTRACT

We investigate how social enterprises actively engage with their stakeholders to legitimize their hybrid position in addressing both social and businesses audience. This is particularly important in their effort to capturing stability (expectation to 'fit in') within an emerging field and at the same time to address change and growth (expectation to 'stand out') with their limited resources, in order to be profitable enterprises, while creating social value. We use in-depth interviews with senior members of 21 UK-based social enterprises and we find that for many SEs involved in legitimization exercise through the supportive system, collective system and stakeholders' impression. By outlining the integrated framework on stakeholder engagement for hybrid legitimacy, we found that (i) legitimization exercise through collective sharing of SE identity help to build SE image and legitimize SE socially driven mission, while (ii) legitimization through supportive system (resources and business advantage) help building credibility by demonstrating SE capability to grow economically.

KEYWORDS

Social enterprises; hybrid; legitimacy; collective system; supportive system

Introduction

The past years have seen discussions related to legitimacy of social enterprise (SE) proliferated (Nicholls 2010; Mason 2012; Huybrechts and Nicholls 2013; Ruebottom 2013; Ray and Ghosh 2014; Zainon et al. 2014; Smith and Woods 2015; Marshall and Novicevic 2016; Yang and Wu 2016), spurred by the ethos of entrepreneurialism and organizational identity. The term social enterprise refers to organizations that combine social and economic missions in innovative ways to address some of the most pressing problems in modern societies (Santos 2012). This definition implies the existence of what has been referred to as a 'triple bottom line', a structure that, according to Martin and Thompson (2010), includes: social aims, social ownership and enterprise centred. On the other hand, Doherty, Haugh, and Lyon (2014, 418) defined hybridity as 'structures and practices that allow the coexistence of values and artifacts from two or more categories'. Although, researchers, practitioners and policymakers are still discussing the boundaries of SE definitions, as an emerging field of study, it presents embryonic stages of development and conceptual definition (Zahra et al. 2009; Choi and Majumdar 2014), mainly due to the hybridity in delivering missions with both financial and social results (Battilana and Lee 2014;

Doherty, Haugh, and Lyon 2014; Ebrahim, Battilana, and Mair 2014).

The hybrid business model of SEs can be challenging to manage, in balancing all their activities have to be balanced between being a profitable enterprise, and creating social value, which opens the door to countless debates around profit distribution, ownership, governance and the relationship between mission and services (Hoogendoorn, Pennings, and Thurik 2010; Santos 2012; Battilana and Lee 2014; Doherty, Haugh, and Lyon 2014; Ebrahim, Battilana, and Mair 2014). For hybrids, a strong relationship with stakeholders is essential due to their integration into the value chain, allowing them to contribute and participate considerably in the organization's operation and strategy (Domenico, Haugh, and Tracey 2010; Kolk and Lenfant 2016), aiming to a mutually beneficial relationship (Kolk and Lenfant 2016). Hybrids are managed in a relational way where networks (Corner and Ho 2010; Bacq and Janssen 2011) and partnerships (Davies 2009; Domenico, Tracey, and Haugh 2009; Davies and Ryals 2010; Sakarya et al. 2012) are essential and common, emphasizing constant and relevant communication and knowledge dissemination (Hahn and Ince 2016). Under these circumstances, legitimacy has been considered indispensable not only for these enterprises but also for the whole sector in regards with their relationship with stakeholders (Seelos et al. 2011; Huybrechts and Nicholls 2013; Sarpong and Davies 2014).

Building upon evidence from 21 social enterprises in the United Kingdom, our research aims to investigate how SEs actively engage with their stakeholders to legitimize their hybrid position in addressing both social and businesses audience. This poses an essential question as literature has shown that hybridity can pose a challenge for SEs to develop and maintain legitimacy from different audiences and multiple sectors (social and businesses) (Battilana and Lee 2014), and a possible reason for this is that each part of their mission requires a different legitimization process, as suggested by (Townsend and Hart 2008). Nevertheless, the work of Townsend and Hart (2008) only discussed this issue conceptually and required empirical support.

Addressing this issue is imminent, as part of our effort in supporting SEs in addressing the struggle between the need for a commercial legitimacy linked with the consistent quality of their products/services and economic viability, while at the same time maintaining focus on their social goals. This is particularly important in relation to capturing stability (expectation to 'fit in') within an emerging field and at the same time to address change and growth (expectation to 'stand out') with limited internal resources (Clercq and Voronov 2009; Aaboen, Dubois, and Lind 2013) which help to contribute to the broader dialogue on purposeful entrepreneurship. The next section reviews the existing literature on hybridity and the search for legitimacy by SEs. This is followed by the methodology, empirical findings and a concluding section summarising the findings, contributions and implications.

Social enterprise and its hybridity

While the academic literature on SE hybridity includes discussions on its social value (Ruebottom 2013), and the importance of SEs' motivation and governance, (e.g. Ebrahim, Battilana, and Mair 2014), until recently, the emphasis has shifted from understanding 'about' hybridity (its meaning and business model) (Doherty, Haugh, and Lyon 2014) to 'for' hybridity (i.e.: challenges and organizational transition in achieving a long term sustainability (Powell, Gillett, and Doherty 2019; Henderson et al. 2017). As would be expected, these studies have focused on SE hybridity, structured around a series of opportunity development challenges (Battilana, Wang, and Lee 2014), derived from the tension of multiple and incompatible identities they have on their goals, norms and values (Pache and Santos 2013; Smith, Gonin, and Besharov 2013; Costanzo et al. 2014). The opportunity development challenges include:

1. In the search for organizational efficiency and survival through their commerce activities (Ebrahim, Battilana, and Mair 2014) while aligning with activities that generate impact (social or environmental) (Santos, Pache, and Birkholz 2015). This requires a management approach that ranges from business-like stewardship to a more civil society-like democratic orientation (Mason 2010; Anheier and Krlev 2015; Mair, Mayer, and Lutz 2015) to reduce the tension that can result to 'mission drift' phenomena (Pache and Santos 2013; Battilana and Lee 2014; Ebrahim, Battilana, and Mair 2014).

2. In the search for sustainable growth, despite displaying slow growth (Hahn and Ince 2016). The sustainability of hybrid organizations is challenged as this tension prevents them from maximizing either social or economic value to the exclusion of the other, resulting in limited access to and availability of financial and human resources (Austin, Stevenson, and Wei-Skillern 2006; Nicholls 2010; Battilana et al. 2015). Since hybrids are managed in a relational way where networks (Corner and Ho 2010; Bacq and Janssen 2011) and partnerships (Davies 2009; Domenico, Tracey, and Haugh 2009; Davies and Ryals 2010; Sakarya et al. 2012) are essential and common, balancing between acquiring resources to create and maintain competitive and sustainable advantages and acquiring resources to address their social mission and engage with stakeholders (Doherty, Haugh, and Lyon 2014).

In the search of a coherent identity for both the socially focused and business- focused stakeholders, to ensure that the impact on collaboration is reputable. Foreexample, on one side, more socially focused stakeholders can criticize the hybrid organization for compromising their social mission by following big corporate interests, and on the other side, business-focused stakeholders can be sceptical on sharing their innovation with competitors that can take some of their market (Lee and Jay 2015). Moreover, because hybrid organizations rely on collective wisdom and experience rather than personal competence and knowledge (Bacq and Janssen 2011), the hybrid identity can be developed through a participatory, communicative and knowledge-imparting nature of engagement.

Summarising, the few studies that analyzed the opportunity development of SE challenges have pointed to the role played by SE objectives, balancing between economic or social and its outcomes, organizational efficiency for survival, sustainable growth and clear identity. Unlike the numerous studies that focused upon the SE hybridity in terms of its challenges and outcomes, those that focused on the impact of hybridity in organizations have not, to our knowledge, analyzed how SEs engage with their stakeholders to create value and legitimize their hybrid position take advantage to and legitimize their hybrid position. Considering the importance of SE gaining legitimacy in delivering both economic and social mission, this is an important omission. Our empirical findings, focusing on SEs and the UK context, intend to fill this gap.

Social enterprise legitimacy

Legitimacy involves cultural alignment in providing social value (Ruebottom 2013) which include interaction between the stakeholders' interpretations and judgments and the enterprise's actions by which they construct a distinctive enterprise impression (Navis and Glynn 2010). Understanding SE legitimacy through strategic perspectives might help to open up discussion in relation to the role played by the activities of agents in managing perceptions to create SE legitimacy (Lounsbury and Glynn 2001; Westall and Chalkley 2007; Zott and Huy 2007; Mason 2012; Stringfellow and Maclean 2014; Nicolopoulou et al. 2015; Smith and Woods 2015). The literature offers two areas of focus.

Some see SE legitimacy as SE ability to access to resources (Shaw and Carter 2007; Seelos et al. 2011; Mason 2012; Nicolopoulou et al. 2015). Navis and Glynn (2010) argue that enterprises must draw on external fields and strategic resources to gain legitimacy in order to obtain resources, survive and achieve long term sustainability (Kostova and Zaheer 1999; Dart 2004; Sharir and Lerner 2006; Townsend and Hart 2008). In this first view, access to external resources is seen as new opportunities for potential income streams from diverse relationships (Hynes 2009; Meyskens et al. 2010; Huybrechts and Nicholls 2013; Smith and Woods 2015). It goes beyond mere access to resources but involves the external networks of exchange, with whom opportunities are co-created, resources acquired and organized, as part of elements to gain legitimacy (Adler and Kwon 2002). More specifically, it relates to actual and potential resources derived from the network of relationship (Nahapiet and Ghoshal 1998), which can be made available after the initial relationship, or embedded within/throughout the relationship (Saxena 2015). Even though enterprises with more significant and richer access to relevant information and capabilities, it is the quality of the relationship between network partners that enables the actual and full realization of this potential (Yli-Renko, Autio, and Sapienza 2001).

The second focus concerns ‘latent’ or impact of SE legitimacy (Holt and Littlewood 2015; Jokela and Elo 2015; Nicolopoulou et al. 2015) where they see SE legitimation to have its roots in the opportunity recognition process, which predominantly focus on the market in which the opportunity will be exploited (Stam, Arzlanian, and Elfring 2014). This view highlights their legitimization and opportunity development (Hormiga, Batista-Canino, and Sanchez-Medina 2011) that emphasizes on the importance of organizational cultural alignment with market needs in providing social value (Ruebottom 2013) and also its potential impact through their value creation activities (Holt and Littlewood 2015). The social mission followed by these enterprises is considered one of the primary sources of their legitimacy, which can result in competitive advantages in the marketplace (Dart 2004; Townsend and Hart 2008; Dacin, Dacin, and Matear 2010; Nicholls 2010; Doherty, Haugh, and Lyon 2014). When legitimacy is discussed in this literature category, the emphasis is generally on the opportunity recognition strategies (Zeyen et al. 2013) and SE expectation to ‘fit in’ within and outside the sector (Townsend and Hart 2008; Smith and Woods 2015).

Indeed, this raises an issue of gaining legitimacy within and outside the sector, and how legitimacy can also affect stakeholder alignment (Zimmerman and Zeitz 2002). Drawing from both areas of literature focus in SE legitimacy, and following recommendation to research on SE legitimization strategy (Townsend and Hart 2008), our research aims to investigate how SEs actively engage with their stakeholders to create value and legitimize their hybridity. An understanding of the relevance of hybridity as a link to legitimacy provides a useful starting place for this research, which can emerge to be impactful capacity for SEs.

Research setting and design

Recent literature points out the need for a qualitative work to address unanswered questions on how stakeholder engagement emerged (e.g. Hoang and Antoncic 2003). In line with this notion, our research employs a qualitative and interpretive approach which allows us to understand the broader perspectives that can be captured through face-to-face interaction with key informants from the social enterprises, and observation in the more normal setting of interview (Hennink, Hutter, and Bailey 2011; Marshall and Rossman 2011).

The UK SE settings act as a unique provision because of the rapid growth presented in the sector, with 70,000 SEs contributing at least £24bn to the economy and employing approximately million people, with 31% of SEs concentrated in the most deprived communities (Villeneuve-Smith and Temple 2015). Moreover, for the last few years, the sector has seen the proliferation of Social Enterprise Networks, most of them organized geographically and on a membership-based scheme (Granados and Rivera 2018), providing an excellent context to study stakeholder engagement and legitimacy.

Data collection and analysis

The data for the research was collected through 21 in-depth interviews of founders/ senior managers of social enterprises in the United Kingdom, each lasting between 30 and 75 min, conducted over six months. The interview participants were selected from a group of respondents, as part of the previous study exploring Knowledge Management Capabilities in Social Enterprises. The social enterprises, as described in Table 1, were mainly micro (less than 10 members) and small (less than 50 members) in size and more than half of them with at least four years of existence. The social enterprises had different social, environmental and economic activities, such as consultancy, publishers, financial institutions (credit unions), community centres and health centres, which ensured that our samples were sufficiently varied to help understand the phenomenon under investigation (Eisenhardt 1989; Miles and Huberman 1994; Yin 2009).

Table 1. Interview participants

Participant's information	SE's information
---------------------------	------------------

Part.	Gender	Job title	Size of SE	Age of SE
SE1	Female	Founder/Managing Director	Micro	8 years
SE2	Male	Director of Operations	Micro	16 years
SE3	Male	Senior Manager	Small	28 years
SE4	Male	Managing director	Micro	16 years
SE5	Male	Chief Executive Officer	Small	22 years
SE6	Female	Chief Executive Officer	Small	3 years
SE7	Male	Founder/Managing Director	Micro	3 years
SE8	Female	Founder/Managing Director	Micro	1 year
SE9	Male	Founder/Creative producer/Director	Micro	7 years
SE10	Male	Founder/Chief Executive	Small	11 years
SE11	Female	Managing director	Micro	6 years
SE12	Male	Managing director	Micro	4 years
SE13	Female	Chief Officer	Small	1 year
SE14	Male	Founder/Managing Director	Micro	1 year
SE15	Male	Chief Executive Officer	Small	26 years
SE16	Male	Executive Manager	Micro	13 years
SE17	Female	Finance Director	Small	37 years
SE18	Female	General Manager	Micro	1–2 years
SE19	Male	Founder/Managing Director	Micro	3–4 years
SE20	Female	Chief Executive	Micro	4 years
SE21	Female	Founder director	Micro	1–2 years

The interviews were analyzed through coding using NVivo software. This involves the grouping and labelling of data in free codes, in the process of making it more manageable to display and provide evidence in support of the research aims (Grbich 2013). Following the Hennink, Hutter, and Bailey (2011) recommendation, only one-third of the data, seven transcripts, was read and coded first by both researchers, which forms our first-order codes before the data were re-examined and re-coded trying to remain faithful to participants' terms. This second phase of coding enables the researchers to understand the meanings that were well rooted in the data and to classify them accordingly in the inductive codes by combining several similar codes into higher-level categories of second-order codes. This helps with the reliability of the findings. Here, the aim was to identify similar patterns in the cases, where we coded categories and dimensions for each case to reveal similar patterns (Eisenhardt 1989; Sundaramurthy, Musteen, and Randel 2013).

Our final coding process resulted in three aggregated dimensions, which are concepts that can help to describe and explain the research phenomena. Figure 1 presents our coding data structure. To improve the internal validity of the research, we triangulated our data during the intracase and cross-case analysis (Eisenhardt 1989) by ensuring that empirical data obtained from different informers supported each dimension. At the end of our analysis, we identify the linkages among those fundamental dimensions in order to develop an integrated framework, as suggested by Corley and Gioia (2011) and Gioia, Corley, and Hamilton (2013), to help explain the process of legitimacy through stakeholder engagement for SEs. Here, we attempted to draw the connection between our interpretation and the interview answers, supported by the literature.

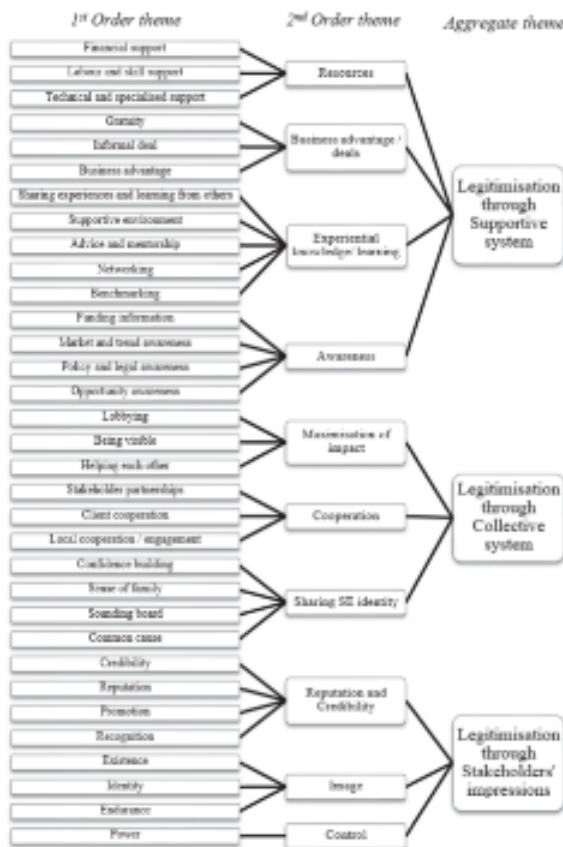


Figure 1. Identification of key dimensions.

Findings and discussion

Figure 1 highlights the emergent framework, comprised of three aggregated theoretical dimensions, legitimization through supportive and collective systems, and stakeholder's impressions. The Appendix shows more comprehensive information of the representative quotes that support the three elements, which is also discussed next.

Legitimization through the supportive system

Legitimization through supportive system represents the actual and potential resources and benefits derived from relationships that support the SE. Four second-order themes emerged from our data that suggest what SEs seek when they interacted with various counterparts and carried out various practices through their support system. The first second-order theme describes SEs' resource provision gained from other stakeholders, such as financial, labour and technical support. These elements reflect the significance of these acquired resources gained not only from fellow SEs but also from other stakeholders such as association, governmental institutions and private companies. These type of legitimization effort was essential for SEs in facilitating access to resources, information and knowledge (Nahapiet and Ghoshal 1998). As our findings suggested, SEs often gained resource benefits from these stakeholders to adequately support their existing operations, particularly in supporting their social mission.

The second second-order theme is a business advantage. Similar to the first second-order theme, this theme relates to the advantage SEs obtained due to their social mission, but beneficial in supporting their commercial operations. There are three elements in this theme, which relates to

gratuity, informal deal and business advantage. From the interview data, we found that SEs received discounts, rebates and gained favour from other stakeholders, particularly from private sectors as part of Corporate Social Responsibility programmes or government funding opportunities.

The third second-order theme is experiential knowledge/learning. This theme describes that SEs often learn and increase their knowledge through informal way of sharing experiences, mentorship, networking and also benchmarking. Our findings suggest that these learning avenues only can be benefited due to the supportive nature of SEs communities. More specifically, those who are more experienced from the SE, private or public sector can provide information and knowledge about their business operations, providing valuable knowledge on how to be more market-driven and business focus. This is supported by Aaboen, Dubois, and Lind (2013, 1040) which suggested that SEs interact with many counterparts that they need in their network in order to 'get up and running'. These findings also concurred with previous studies in SEs (Haugh 2005; Bull and Crompton 2006; Chell 2007; Shaw and Carter 2007; Meyskens et al. 2010; Vickers and Lyon 2012), which suggested how SEs learned tacitly through collaborations and partnerships with other organizations in terms of both service delivery and in dealing with management and organizational issues, preferring this method normally over formal training, business consultants, advisors and educational institutions.

The final second-order theme relates to creating awareness. We found that SEs are acutely aware of not only what is happening within their social dimension, but also other relevant business information that is crucial to support their operations.

This legitimization effort includes awareness of funding information, market and trend, policy and legal aspect and other new opportunities arise. Stam, Arzlanian, and Elfring (2014) pointed out that interacting with other stakeholders can help with opportunity recognition process, particularly concerning market opportunity.

Legitimization through the collective system

A second theoretical dimension is a legitimization through the collective system, which describes how SEs relate to others to build collective advantages. The first second-order theme is cooperation. In the situation of the collective system, we found that SEs cooperate with local and regional stakeholders, and collaborate across different stakeholders. Our findings suggest that SEs establish very close relationships with their stakeholders, especially with the local community. Moreover, SEs are considered to have cultures that promote collaboration and trust (Chell 2007; Shaw and Carter 2007; Weppen and Cochrane 2012). This is important for legitimization effort especially since SEs have limited resources (Doherty, Haugh, and Lyon 2014), and unless they can get their stakeholders involved and keep them informed, it will be a challenge for them to legitimize themselves and achieve their social and commercial mission.

The maximization of impact is another second-order theme that emerged from our data. We found that SEs rely on the need to 'come together' not only to make them visible to their target market but also to try to help each other. This type of legitimization effort involves SEs sharing information very freely to another organization, and also to their clients due to the ethos that they hold in supporting their social mission. This echoes the findings of previous studies, that highlight how the SE sector encourages a culture embedded of collaboration and camaraderie (Paton 2003; Jones and Keogh 2006; Bull 2007; Doherty et al. 2009). Furthermore, SEs collective effort also includes collaborative lobbying, as due to limited resources, and recognition and power. Each SE is too small to create an impact on its own without support from other stakeholders in legitimizing themselves. SEs' actions towards maximizing the impact of their activities show they strategically positioning themselves and leverage their influence upon their target mission.

The final second-order theme is related to sharing SE identity. We found that in addition to cooperation towards maximization of the impact of the SE and the sector, SEs also share and develop

their SE identity. This is crucial especially since the SE sector is an emerging sector, and the expectation for each SEs to fit in within the sector make it challenging for SEs to showcase their true identity. We found that by being part of a community, or association, helps SEs to gain confidence in dealing and implementing their social and commercial missions, and act as a sounding board that provides moral support for SEs to perform better. Since all SEs are working towards a common social cause, we found that SEs felt that they are part of a family, building upon each other towards strategically positioning themselves to stand out from the crowd (Ridley-Duff 2008). This provides them with collective advantages, which are essential for their sustainable creation of social impact and recognition.

Legitimization through stakeholders' impression

The third theoretical dimensions that emerged from our data is the *legitimization through stakeholders' impression*, which reflects legitimization through SE stakeholders' interpretation of the SE's actions. In keeping with the existing understanding about legitimacy in the literature (Ruebottom 2013), our data affirm the challenges SEs experience in legitimize themselves, due to the difficulties for SEs in delivering both economic and social missions simultaneously, concurring with previous literature in this topic (Battilana and Lee 2014; Doherty, Haugh, and Lyon 2014; Ebrahim, Battilana, and Mair 2014; Stevens, Moray, and Bruneel 2015). The first second-order theme is reputation and credibility, where SEs try to do a good job in achieving their missions, which help to build their reputation and credibility. Our data show that feedback from clients and stakeholders are crucial for them to evaluate their positions, and to know that they are on the right track. The second second-order is an image; demonstrating SEs good work by 'putting their name out there' and getting credits for their social work. Our data show that communication is critical for SEs to make sure stakeholders understand why they are there, and also to make them aware of their identity. The connection made with society helps them to make themselves visible and at the same time maintain focus on their social goal. This is in accordance with Dart (2004) and Jenner (2016) work that highlighted the importance to connect with the community, which help to acknowledge their work for society. The final second-order theme is control, which highlights the importance of perseverance in delivering the activities to achieve SE's mission. Our data showcase that due to the infancy of the sector and the lack of credibility of the institution, SEs experience many misconceptions about what they do.

Nevertheless, due to the strong social mission that they adhere to, most SEs fight back and try to change the misconception and move forward to build their reputation and credibility. This concurs with Tracey and Phillips (2016) that identified how stigmatization associated with the SE social mission could precipitate the crisis of organizational identity. However, it can also allow the SE to reevaluate its *raison d'être* and increase confidence and more precise sense of their purpose. In other words, it is crucial that people understand what a SE is and recognize both their social and economic missions. Our findings also suggested that each side of the SEs mission requires different actions that can be interpreted differently by each stakeholder. Since SEs must be accountable for both their social mission and their commercial activity, their multiple 'principal' stakeholders, as well as achieving both social and financial performance (Ebrahim, Battilana, and Mair 2014), paying attention to the complementary nature of their mission is important, particularly taking into consideration the perspective of how the commercial activities act as a means towards their social aims.

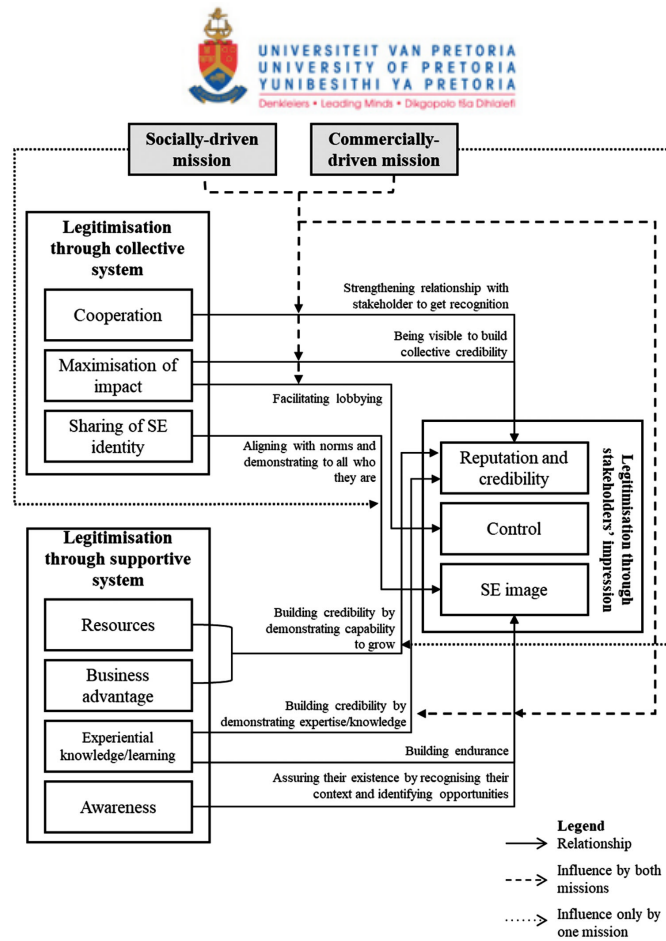


Figure 2. Integrated framework for stakeholder engagement and legitimacy of social enterprises.

An integrated framework for stakeholder engagement and legitimacy of social enterprises

Our findings have presented how SEs actively engage with their stakeholders for legitimization purposes, taking into consideration their hybridity. Following the suggestion from Corley and Gioia (2011), we integrate the elements and themes from the data structure and develop an integrated framework on stakeholder engagement for legitimacy (see Figure 2). The framework describes the relationship between the three types of legitimization exercise through the supportive system, collective system and stakeholders' impression. In regards to the legitimization through the collective system, our study illustrated how, by relating with other organizations, preferably, with other SEs, SEs were strengthening relationships with stakeholders and becoming visible by maximizing their impact, which helps them to gain recognition and credibility. Similarly, the collective nature of SEs relationships helped them to build a critical mass required to interact with the government and create lobbying power. This power was helping SEs and the sector to demonstrate control, which subsequently improves their legitimacy perceived by public organizations. Lastly, one unique characteristic reflected by all participants in our study was the collective need to come together as a sector and share their SE identity. This was essential to align with social norms, which drive their social missions, and to demonstrate to all stakeholder who they are, building a stronger image.

Although other researchers have suggested the importance for SEs to come together to build a SE identity (Ridley-Duff 2008), our study evidenced how SEs are currently seeking relationships and developing their legitimacy to establish an enhance not only the sector but also to build their own identities and their confidence as enterprises. As SE14 expressed:

We social enterprises, it is quite a new business still, so we're getting together to discuss that and talk about it politically, economically, socially ... For me, I think I prefer the sense of a shared

family of social enterprise in the city, kind of make a difference. Something like that, coming together and talk about that. (SE14)

From this perspective, the need to develop, maintain and manage a collective and supportive system can be a response not only to the challenges that all new types of organizations face to gain attention and approval from resource providers (Freeman, Carroll, and Hannan 1983; Ruef and Scott 1998; Haveman and Rao 2006) but also as a way of addressing the main challenge faced by SEs due to their blurred boundaries between social and economic missions (Battilana and Lee 2014). For instance, our data showed how some SEs were experiencing difficulties in developing relationships with other organizations since these organizations did not understand their hybrid missions. As SE9 shared:

'the people from the local authority, whose job was to do the things that we were doing, but did not have not the capacity or concept of what we are actually trying to achieve. It was quite scary for them, and I think in that sense they felt threatened and took the chance to make it for us difficult'. (SE9)

These findings and our analysis demonstrated how the hybrid conditions of SEs, both social and economic missions, influences SEs legitimization exercise. When developing SE stakeholder engagement, the hybrid mission can provide both advantages and disadvantages. The particular characteristics of SEs, embedded in their social purpose, provides a more open and friendly environment for sharing resources, knowledge and experiences.

Moreover, the dual objectives of SEs allow them to establish relationships with both social and economic actors, which can result in access to further resources and knowledge that would not be available otherwise. For example, one of our studied SEs belongs to commercially driven networks and social enterprise networks. This helps them to 'tap' into resources available in both areas and drive potential partners/customers into both elements (social/commercial) of their SE. On the other hand, as mentioned by SE9 previously, because of the dual mission of SEs, some stakeholders may interpret this duality as a lack of professionalism in both areas and would be reluctant to establish relationships with them. Moreover, SEs can face potential unfair competition from other commercially driven enterprises or government agencies, who can take advantage of their open culture to gain access to their knowledge and use it to drive their agendas and businesses.

When studying each connection between each theme, in the majority of cases, both socially and commercially driven missions were mitigating these connections. However, there were two connections with only one mission was influential. The interviews showed how the social mission was the integrating element that allows SEs to come together with other SEs and share their own identity, share their common cause. This collective identity was essential in building the SE image, which resulted in gaining legitimacy with their stakeholders. The second connection was influenced only by the commercially driven mission, where SEs were relating with other organization, usually private or public firms, to gain resources. With this, SEs were improving their possibilities and capabilities to grow, which led to credibility and reputation.

Our findings of the legitimization through collective exercise contrast with entrepreneurship literature suggesting that, in emerging fields, business owners were not able to leverage collectiveness that exists within their field, thus drawing on external fields to gain legitimacy (Navis and Glynn 2010). In the case of SEs and our data, legitimacy was gained by forming a collective system, where each SE had the opportunity of coming together to maximize their impact, cooperate with others and share their SE identity. It was through this supportive and collective system that each SE, as well as the sector, was gaining legitimacy.

Conclusions

This article makes three original contributions to the SE hybridity literature by unveiling how SEs actively engage with their stakeholders to legitimize their hybridity. Our contributions, provide a new perspective to the past work that highlighted the lack of research on identifying the distinctiveness of legitimacy between

economic and social mission (Townsend and Hart 2008). We highlight that those SEs involved in legitimization exercise through the supportive system, collective system and stakeholders' impression. First, our findings extend the conceptual discussion on the possibility that each part of the SE hybrid mission requires a different legitimation process (Townsend and Hart 2008), by providing empirical evidence to support it. Previous research has mainly focused on how the legitimization exercise supports the hybrid mission and on the importance of legitimacy for survival and sustainable enterprise (Nicholls 2010; Pache and Santos 2013; Nicolopoulou et al. 2015; Smith and Woods 2015). For example, the notion where the social mission can help social enterprise tell the story to gain legitimacy for survival (Margiono, Kariza, and Heriyati 2019), and how access to resources, funds and network help legitimization exercise (Mason 2010; Smith and Woods 2015). This legitimization exercise has been done in an overall 'blanket fashion' way, without taking into consideration the difference between the economic and social mission involved. The originality of our study resides in the fact that it highlights that (i) legitimization exercise through collective sharing of SE identity help to build SE image has been used only to legitimize their socially driven mission, while (ii) legitimization through supportive system (resources and business advantage) help building credibility by demonstrating SE capability to grow economically. In particular, the hybrid condition of SEs influenced the way SEs relate to other organizations (Battilana and Lee 2014) for legitimacy purposes. It was also evident how in certain conditions, SEs were projecting only one side of their missions to gain legitimacy. This expands the discussion about the consequences and challenges faced by hybrid organizations and presents evidence of how SEs are dealing with these challenges and addressing them to gain legitimacy. This contribution has important implications for parties involved in the relationship as to how to define and support success criteria of a mission (i.e. hybridity).

Second, we contribute to the SE legitimacy literature by highlighting the importance of stakeholder engagement in legitimization exercise. While past research discussed the conferral of legitimation by external actors (Weidner, Weber, and Göbel 2016), it had not sufficiently explored the specific ways in which SEs actively engage with their stakeholders to legitimize their hybridity. Literature has shown that SEs have robust support systems as well as collectivism, as their effort to fit in (Clercq and Voronov 2009; Aaboen, Dubois, and Lind 2013), nevertheless, little has been done in relation to enhancing our understanding of the collaborative activities that can help SEs acquire essential resources in order to stand out (Dart 2004). Our study provided a detailed description of the main characteristics of this support and collectivism for SEs to stand out. More specifically, we find that SEs are coming together collectively to contribute towards maximizing the impact of what they are doing through lobbying, among other ways.

Additionally, given the fact that legitimacy can also affect stakeholder alignment (Zimmerman and Zeitz 2002), our study highlights how through supportive system (with resources, business advantage, experiential knowledge, awareness), collective system (cooperation, maximizing impact, sharing of SE identity) and managing stakeholders' impression (reputation and credibility, control, SE image) can help SEs legitimize their hybridity. This finding offers valuable suggestions to SEs on how their leaders should aim to capitalize on their stakeholders to legitimize their entity. Moreover, SEs should also decide which mission they need to address as part of taking advantage of their legitimacy efforts. This is crucial as they may then invest in stakeholder engagement that may not address their economic mission strategically, nor with their social mission. Also, this highlights the need for policymakers/funders/supporters to support SE capacity building in this area in addition to the monetary contribution, so that the value or money invested would be more significant.

Finally, to the best of our knowledge, this is one of few studies to focus on the nature of stakeholder engagement to support legitimacy exercise of hybrid organization, capturing the rich, detailed and meaningful activities of SEs. In doing so, it answers calls to research on SE legitimization strategy (Townsend and Hart 2008).

This research has limitations to consider. First, our work based on qualitative data; hence, further studies may test and refine our framework with quantitative data. For example, we recognize that SEs reach out to each other collectively, sharing and discussing their identity to ensure they portray the correct image and attempt to maximize impact through lobbying in pursuits of their legitimization. However, our dataset cannot provide any quantitative support concerning the level of significance of

each of these efforts. Finally, there is also a need to expand the scope and study legitimacy further in the context of SEs, where we can also challenge the concept of ‘philanthropic legitimacy’ and long term motivation. This is because, SEs may not seek long term stability because their primary objective is empowering communities to solve in innovative ways their problems, not being there forever to help them. Focusing on the temporal element of legitimacy may provide us with an exciting insight to further understand the mechanisms used by SEs in establishing a distinctive legitimacy, and at the same time structuring their relational capital to mobilize essential resources and capabilities for their activities.

Disclosure statement

No potential conflict of interest was reported by the authors.

ORCID

Maria L. Granados  <http://orcid.org/0000-0002-5970-8244>

References

- Aaboen, L., A. Dubois, and F. Lind. 2013. “Strategizing as Networking for New Ventures.” *Industrial Marketing Management* 42 (7): 1033–1041. doi:10.1016/j.indmarman.2013.07.003.
- Adler, P. S., and S.-W. Kwon. 2002. “Social Capital: Prospects for a New Concept.” *Academy of Management Review* 27 (1): 17–40. doi:10.5465/amr.2002.5922314.
- Anheier, H. K., and G. Krlev. 2015. “Guest Editors’ Introduction: Governance and Management of Hybrid Organizations.” *International Studies of Management and Organization* 45 (3): 193–206. doi:10.1080/00208825.2015.1006026.
- Austin, J., H. Stevenson, and J. Wei-Skillern. 2006. “Social and Commercial Entrepreneurship: Same, Different, or Both?” *Entrepreneurship Theory and Practice* 30 (1): 1–22. doi:10.1111/j.1540-6520.2006.00107.x.
- Bacq, S., and F. Janssen. 2011. “The Multiple Faces of Social Entrepreneurship: A Review of Definitional Issues Based on Geographical and Thematic Criteria.” *Entrepreneurship and Regional Development* 23 (5–6): 373–403. doi:10.1080/08985626.2011.577242.
- Battilana, J., and M. Lee. 2014. “Advancing Research on Hybrid Organizing – Insights from the Study of Social Enterprises.” *The Academy of Management Annals* 8 (1): 1–44. doi:10.1080/19416520.2014.893615.
- Battilana, J., M. Sengul, A.-C. Pache, and J. Model. 2015. “Harnessing Productive Tensions in Hybrid Organizations: The Case of Work Integration Social Enterprises.” *Academy of Management Journal* 58 (6): 1658–1685. doi:10.5465/amj.2013.0903.
- Battilana, J., T. Wang, and M. Lee. 2014. “Building an Infrastructure for Empirical Research on Social Enterprise: Challenges and Opportunities.” Vol. 9. In *Social Entrepreneurship and Research Methods. Research Methodology in Strategy and Management*, edited by Jeremy Short, 241–264 SE – 9. Bingley, West Yorkshire, England: Emerald Group Publishing Limited. doi:10.1108/S1479-838720140000009017.
- Bull, M. 2007. “Balance’: The Development of a Social Enterprise Business Performance Analysis Tool.” *Social Enterprise Journal* 3 (1): 49–66. doi:10.1108/17508610780000721.
- Bull, M., and H. Crompton. 2006. “Business Practices in Social Enterprises.” *Social Enterprise Journal* 2 (1): 42–60. doi:10.1108/17508610680000712.
- Chell, E. 2007. “Social Enterprise and Entrepreneurship—Towards a Convergent Theory of the Entrepreneurial Process.” *International Small Business Journal: Researching Entrepreneurship* 25 (1): 5–26. doi:10.1177/0266242607071779.
- Choi, N., and S. Majumdar. 2014. “Social Entrepreneurship as an Essentially Contested Concept: Opening a New Avenue for Systematic Future Research.” *Journal of Business Venturing* 29 (3): 363–376. doi:10.1016/j.jbusvent.2013.05.001.

- Clercq, D. D., and M. Voronov. 2009. "Toward a Practice Perspective of Entrepreneurship: Entrepreneurial Legitimacy as Habitus." *International Small Business Journal: Researching Entrepreneurship* 27 (4): 395–419. doi:[10.1177/0266242609334971](https://doi.org/10.1177/0266242609334971).
- Corley, K. G., and D. A. Gioia. 2011. "Building Theory about Theory Building: What Constitutes a Theoretical Contribution?" *Academy of Management Review* 36 (1): 12–32. doi:[10.5465/amr.2009.0486](https://doi.org/10.5465/amr.2009.0486).
- Corner, P. D., and M. Ho. 2010. "How Opportunities Develop in Social Entrepreneurship." *Entrepreneurship Theory and Practice* 34 (4): 635–659. doi:[10.1111/j.1540-6520.2010.00382.x](https://doi.org/10.1111/j.1540-6520.2010.00382.x).
- Costanzo, L. A., C. Vurro, D. Foster, F. Servato, and F. Perrini. 2014. "Dual-Mission Management in Social Entrepreneurship: Qualitative Evidence from Social Firms in the United Kingdom." *Journal of Small Business Management* 52 (4): 655–677. doi:[10.1111/jsbm.12128](https://doi.org/10.1111/jsbm.12128).
- Dacin, P. A., M. T. Dacin, and M. Matear. 2010. "Social Entrepreneurship: Why We Don't Need a New Theory and How We Move Forward from Here." *Academy of Management Perspectives* 24 (3): 37–57. doi:[10.5465/AMP.2010.52842950](https://doi.org/10.5465/AMP.2010.52842950).
- Dart, R. 2004. "The Legitimacy of Social Enterprise." *NonProfit Management and Leadership* 14 (4): 411–424. doi:[10.1002/nml.43](https://doi.org/10.1002/nml.43).
- Davies, I. A. 2009. "Alliances and Networks: Creating Success in the UK Fair Trade Market." *Journal of Business Ethics* 86 (S1): 109–126. doi:[10.1007/s10551-008-9762-8](https://doi.org/10.1007/s10551-008-9762-8).
- Davies, I. A., and L. J. Ryals. 2010. "The Role of Social Capital in the Success of Fair Trade." *Journal of Business Ethics* 96 (2): 317–338. doi:[10.1007/s10551-010-0468-3](https://doi.org/10.1007/s10551-010-0468-3).
- Doherty, B., G. Foster, C. Mason, J. Meehan, K. Meehan, N. Rotheroe, and M. Royce. 2009. *Management for Social Enterprise*. London: Sage Publications Ltd.
- Doherty, B., H. Haugh, and F. Lyon. 2014. "Social Enterprises as Hybrid Organizations: A Review and Research Agenda." *International Journal of Management Reviews* 16 (4): 417–436. doi: [10.1111/ijmr.12028](https://doi.org/10.1111/ijmr.12028).
- Domenico, M. D., H. Haugh, and P. Tracey. 2010. "Social Bricolage: Theorizing Social Value Creation in Social Enterprises." *Entrepreneurship Theory and Practice* 34 (4): 681–703. doi: [10.1111/j.1540-6520.2010.00370.x](https://doi.org/10.1111/j.1540-6520.2010.00370.x).
- Domenico, M. D., P. Tracey, and H. Haugh. 2009. "The Dialectic of Social Exchange: Theorizing Corporate—Social Enterprise Collaboration." *Organization Studies* 30 (8): 887–907. doi:[10.1177/0170840609334954](https://doi.org/10.1177/0170840609334954).

Appendix

Representative quotes of key dimensions.

Aggregate themes	Second-order theme	First-order theme	Quotes from interviews
Legitimization through the supportive system	Resources	Financial support	One of the many advantages of working in partnership is that I am able to draw upon the resources from the primary care organization and also the secondary care organization. We went into this relationship and my remit was, 'you draw upon whatever you need to make this happen'. (SE18)
		Labour and skill support	The center really needed a complete make over, so I approach a Construction company, who are the largest construction company in Europe, I think. And they were working in a big school building quite close by, and I asked them to come in and do the make over, we've already received some paint, but it was going to be a make over with a difference and they trained up homeless young people to develop their decorating and carpentry skills and then we had a relaunch with the assembly minister for technology at the business Centre. The Managing Director said that, that they would launch the programme around the country, if it was a success. That's the kind of support that we receive from... we are really happy with that (SE20)
		Technical and specialized support	[Wales co-operative network] about a year ago, we had some governance training from them for our board members, board and senior staff. We also had finance training with accounts, and with dealing with employees; we had a session of that as well. We've also just tapped into other training where you just send one or two people along to different training sessions; it can be about £30 each to go for a seminar, something like that. (SE13)
	Experiential knowledge/learning	Sharing experiences and learning from others	I think, we, as organizations, tend to operate very much in our own bubble and it is very easy not to look at things with an open mind and do things because we have always done it that way and we never have the opportunity to stand back and look at things more objectively. So whenever I go to visit other Credit Unions or other Credit Unions come and visit us there is always some positive impact and there are always things we can do differently or we can do better. On these sort of visits, we always pick something up. (SE4)
		Supportive environment	obviously there is a worry that this might happen, that you have a good idea and somebody else wants to take it on, but I think in our own local area, we've got very very good arrangements with the people, so we do share information and we support each other. So I would say it's a very supportive environment, we don't worry too much about that. (SE20)
		Advice and mentorship	The value of membership of Co-operatives network is the wealth of information that they can give to us, legal advice, membership advice, governance advice, because they are the umbrella body for co-ops in the UK. So it's really the information that we can get from them and the access that we get to that, either by individually or by the website. (SE16)
Networking	I am a big believer in the [network], the council for voluntary sector, and the personal relationships that we have with those people, like professional personal relationships. I know who they are, they know us, they know and respect our work, and because of that I can go to with just about anything and say 'I'm struggling with it'. And I feel like I can impart something. So it's nice to be part of an organization like CVS and say 'look I'm struggling here, I don't feel confident to go further', and you have a realistic conversation with someone. So I normally default to ask those people questions (SE9)		

(continued)

Appendix 4: Ethical clearance

**Gordon Institute
of Business Science**
University of Pretoria

Ethical Clearance Approved

Dear Sizakele Nkabinde,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.


We wish you everything of the best for the rest of the project.

[Ethical Clearance Form](#)

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

Appendix 5: Copyright declaration form

Student details			
Surname:	Nkabinde	Initials:	SP
Student number:	14253527		
Email:	14253527@mygibs.co.za / sizakabz@gmail.com		
Phone:	0745751994		
Qualification details			
Degree:	MBA	Year completed:	2020
Title of research:	Cross-sector collaboration between social enterprises and their external funders in a resource constraint environment		
Supervisor:	Dr. Anastacia Mamabolo		
Supervisor email:	Mamaboloa@gibs.co.za		
Access			
A.			
<input checked="" type="checkbox"/>	My research is not confidential and may be made available in the GIBS Information Centre and on UPSpace.		
I give permission to display my email address on the UPSpace website			
Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
B.			
<input type="checkbox"/>	My research is confidential and may NOT be made available in the GIBS Information Centre nor on UPSpace.		
Please indicate embargo period requested			
Two years	<input type="checkbox"/>	Please attach a letter of motivation to substantiate your request. Without a letter embargo will not be granted.	
Permanent	<input type="checkbox"/>	Permission from the Vice-Principal: Research and Postgraduate Studies at UP is required for permanent embargo. Please attach a copy permission letter. Without a letter permanent embargo will not be granted.	
Copyright declaration			
I hereby declare that I have not used unethical research practices nor gained material dishonesty in this electronic version of my research submitted. Where appropriate, written permission statement(s) were obtained from the owner(s) of third-party copyrighted matter included in my research, allowing distribution as specified below.			
I hereby assign, transfer and make over to the University of Pretoria my rights of copyright in the submitted work to the extent that it has not already been affected in terms of the contract I entered into at registration. I understand that all rights with regard to the intellectual property of my research, vest in the University who has the right to reproduce, distribute and/or publish the work in any manner it may deem fit.			
Signature: S.P.Nkabinde		Date: 01 December 2020	
Supervisor signature: 		Date: 30/11/2020	

Appendix 6: Certificate of data analysis support form

CERTIFICATION OF ADDITIONAL SUPPORT

I hereby certify that (please indicate which statement applies):

- **I DID NOT RECEIVE** any additional/outside assistance (i.e. statistical, transcriptional, and/or editorial services) on my research report:
.....
- **I RECEIVED** additional/outside assistance (i.e. statistical, transcriptional, and/or editorial services) on my research report

.....**Editor and transcriber for 4 interviews**.....

If any additional services were retained– **please indicate below which:**

- **Statistician**
- **Transcriber**
- **Editor**
- **Other (please specify :.....)**

Please provide the name(s) and contact details of all retained:

NAME: ..Elizabeth..Ntombinkulu Mtshali.....

EMAIL ADDRESS:ntombinkulu.mtshali@gmail.com.....

CONTACT NUMBER:0827853440.....

TYPE OF SERVICE: .Transcriber.(4 interviews only).....

NAME:Susan Swart.....

EMAIL ADDRESS: sueswart@gmail.com.....

CONTACT NUMBER: 082 8177153.....

TYPE OF SERVICE:Editor.....

I hereby declare that all statistical write-ups and thematic interpretations of the results for my study were completed by myself without outside assistance

NAME OF STUDENT:...Sizakele Patience Nkabinde.....

SIGNATURE:S.P.Nkabinde.....

STUDENT NUMBER: 14253527.....

STUDENT EMAIL ADDRESS: [...14253527@mygibs.co.za/](mailto:14253527@mygibs.co.za) sizakabz@gmail.com.....

Appendix 7: Plagiarism declaration form

Declaration

I declare that this article is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Name: Sizakele Patience Nkabinde

Signature: SP.Nkabinde

Date: 1 December 2020