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Social Entrepreneurs and Large Corporation Partnerships.
An Investigation of Mutual Value Creation through Different Partnerships

Master's Thesis
by the 2nd year student
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ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЫ

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ABSTRACT

Master Student's Name	Denis Borodin
Academic Advisor's Name	Ioannis Christodoulou
Master Thesis Title	Social Entrepreneurs and Large Corporation Partnerships. An Investigation of Mutual Value Creation through Different Partnerships
Description of the goal, tasks and main results the research	<p>The <i>purpose</i> of the given master thesis is the determination of possible forms of partnerships between large corporations and social entrepreneurs, with examining mutual benefits for both unities.</p> <p>To achieve the goal in the present research the following <i>tasks</i> are chosen: the determination of different types of partnerships between social entrepreneurs and large corporations, investigation of mutual benefits of partnership, exploration of the challenges that large corporations and social entrepreneurs face in the partnership.</p> <p>In the conducted research the following <i>results</i> have been achieved: the new categorization of LC/SE partnerships united in the framework «Partnership Matrix» has been developed; the model for the evaluation of partnership based on mutual benefit BIR-ISS has been created; the several challenges in the partnership have been found based on the series of interviews with social entrepreneurs and large corporations.</p>
Keywords	Cross-sector partnerships, social entrepreneurship, CSR, hybridity, social partnerships, hybrid organizations, ESG

АННОТАЦИЯ

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Название ВКР	Сотрудничество социальных предпринимателей с корпорациями. Изучение взаимного создания ценности через различные типы сотрудничества
Описание цели, задач и основных результатов исследования	<p><i>Целью</i> данной магистерской работы является определение возможных форм партнерства между крупными корпорациями и социальными предпринимателями с изучением взаимной выгоды для обоих объединений.</p> <p>Для достижения цели в настоящем исследовании выбраны следующие <i>задачи</i>: определение различных типов партнерства между социальными предпринимателями и крупными корпорациями, исследование взаимных выгод партнерства, исследование проблем, с которыми сталкиваются крупные корпорации и социальные предприниматели в партнерстве.</p> <p>В ходе проведенного исследования были достигнуты следующие <i>результаты</i>: разработана новая категоризация партнерств компаний с социальными предпринимателями, объединенных в рамках «Матрицы партнерства»; создана модель оценки партнерства на основе взаимной выгоды БИР-ИСС; на основе серии интервью с социальными предпринимателями и крупными корпорациями были обнаружены основные проблемы, возникающие при данном виде партнерства.</p>
Ключевые слова	Межотраслевое партнерство, социальное предпринимательство, корпоративная ответственность, гибридность, социальное партнерство, гибридные организации, ESG

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INTRODUCTION

Relevance of the Study

Each year, the broader environment of global economics expands by emergence of new and witty ideas, implementation of which help innovative companies to grow and become wealthier in comparison with their competitors. However, with right government and societal structure, society too can gain benefits from timely and useful ideas, and by reaping this opportunity, it may grow and improve the lives of people in it.

The main issue with present business-being is that today no fresh idea is found without toll: large companies, in the constant search of original ways to gain an upper hand over their rivals, employees of large corporations are working overdue, resources are large, but they are not used effectively. Overall, this intensity is often destructive as for the organizations and their workers, as for the society at large. Unbridled market forces, in combination with other global trends, are also jeopardizing Earth's life-support systems, potentially limiting humanity's possibilities for long-term progress (Asrar et al. 2019).

For this reason, it is a crucial task for academicians to find a method or concept which may be applied and used to generate new ideas, and moreover, which can be put to an effective use by the most powerful part of global economics – large corporations. This method may be found in the cooperation of large corporations and social entrepreneurs, even though this collaboration is intuitively unobvious there are several features and growth options to consider if we speak about these entities.

To start with, there are several things to be said about social entrepreneurs. Social entrepreneurs are the change agents, they adopt an aim to make and deliver social value, pursue this mission, find innovative ways to achieve this objective. Social entrepreneurs can be innovative, as for them to be viable it is necessary to create unorthodox ways of operating, thus producing sustainable innovation, and to be stable they need to do it constantly. So, in the nutshell, social entrepreneurs theoretically contain profound opportunities to generate innovative and creative ideas.

Social entrepreneurship (SE) has grown in importance as a study topic for businesses and academics (Rey-Marti et al., 2016b). Several challenges, such as poverty and human welfare, have prompted a number of companies to do business with a social purpose (Huda et al., 2019). Social entrepreneurs do not expect immediate monetary advantage from their social initiatives. Every enterprise, according to Bygrave and Minniti (2000), has a social purpose; nevertheless, SE differs from traditional entrepreneurship in that its primary aim is to create social benefit rather than private economic profits (Pless, 2012; Mair et al., 2012a).

Large Corporations, on the other hand, are not so entrepreneurial and innovative, but they can scale up and cultivate any innovation, they also have a need for innovative ideas in transitional periods to be feasible in the long run (Charter et al., 2008). Large corporations are the companies that have been consistently successful in gaining profits and presenting new products to the market, that is why they have large pools of resources, which along with the need to be at the top of market can give a chance for life for new and promising projects.

To sum up, there are obvious potential options in partnership between LC and SE, as it can bring not only monetary value for organizations, but also have a grand societal effect. We can notice that social entrepreneurs, with their creative thinking in the field of sustainable innovation and lack of resources, can be a perfect match to large corporations with grand financial and infrastructure power and strong desire to be profitable in the new economic reality, where sustainability and social recognition are definable. This partnership can bring a lot of use to all sides, but this issue is not fully developed and inquired, and thus it needs to be explored.

Cross-sector partnerships (CSPs) are collaborations involving organizations from at least two distinct societal sectors (e.g., business, government, and nonprofit) in the pursuit of economic, social, and environmental well-being (Bryson et al., 2015; Selsky & Parker, 2005). Such collaborations frequently address large-scale, persistent, and 'wicked' problems that cut across sectors and are thus difficult to tackle from inside a single sector, because problem-solving capacity is intrinsically constrained.

The potential partnership between Social Entrepreneurship and Large Corporations can bring both the monetary and societal value, which can be achieved through the entrepreneurial nature of SE and vast resources of LC. However, it may be done only with thoughtful approach from all sides of this collaboration. There is also a misconception about main notions of social entrepreneurship and social innovation, as well as with the system of large corporations and their interaction with invention and later innovation, this topic should be inquired better. (Driver, 2012)

In addition, the mechanics of such partnership are not researched well, and there is little information of how impactful this cooperation would be. This issue is forthcoming as many companies are moving through transition periods and need meaningful innovations. And so, this is crucial to find out how this transition can be passed successfully with such cooperation. (Moss, Short, Payner, & Lumpkin, 2011; Di Domenico, Tracey, & Haugh, 2009)

By all aforementioned, we define research problem as the need to explore the mechanics of creation of societal and economic value in LC - SE partnership, which will allow this creation to be perpetual and sustainable. Thus, we can define the research gap as the lack of exploration on the topic of such partnership and the topic of social entrepreneurship as the source of competitive advantage in academic and non-academic sources.

Research Questions

From the considered problem, we also can extract the questions which should be answered in order to solve our task:

- What are the different forms of partnerships between LC and SE?
- What are the mutual benefits of partnership (what are the societal and financial impact of different forms of partnerships)?
- What are the challenges in the partnership between social entrepreneurs and large corporations?

The aim and goal of this master thesis as a result of stated questions is to determine possible forms of partnership between large corporations and social entrepreneurs, with determining mutual benefits for both unities.

In order to answer the stated questions and achieve the overall objective of the analysis, this research is built in the following manner: in the first chapter, we will look on the existing theoretical perspectives that cover the analyzed issues – the notions of social entrepreneurship, CSR, cross – sector partnerships etc. In the second chapter, we will elaborate on the specific methodological tools, that were used for the analysis and the data, that were chosen to be used in the topic exploration.

In the third chapter, we will provide the analysis of the existing data and we will present the categorization of partnership types along with the framework to identify mutual benefits of collaboration between social entrepreneurs and large corporations. We will also look on the results of the interviews, conducted with social entrepreneurs and large corporations, to define the challenges, that arise in such partnerships.

Finally, in the fourth chapter, we will discuss the findings of the research and mark the possible directions for the further analysis in the topic.

1. THEORETICAL BACKGROUND

1.1 General Concepts. Social Entrepreneurship and CSR

The concept of entrepreneurship is seen as an essential part of capitalist market system, especially in the frame of neoliberalism (Johannisson, 2018).

Entrepreneur is also imaged as an innovator and a catalyst of socio-economic process, who manages transformation of industry or society by spotting and capitalizing on opportunity for change. The notion of entrepreneur is strongly connected with ideas of disruptiveness and generativity. (Dees, 1998). Peter Drucker defined entrepreneur as an agent of change, who always seeks opportunity for a change, arising in society, takes advantage and responds to it by generating innovations. (Drucker, 1993).

The notion of social entrepreneurship has a numerous meanings and connotations (Peredo & McLean, 2006). The elaboration of this concept ranges from just limited to strictly non – commercial social activity to for-profit companies doing philanthropy with the middle connotations, where social entrepreneurship is uniting social and commercial activities at once.

Some authors pinpoint the thought than social entrepreneurship as a notion has become, in the very best, an umbrella term, which include many connotations, in which however can be also seen the lack of clearness of its final meaning. It is, indeed, the problem to distinct social entrepreneur from the profit-oriented company, which is conducting CSR or some social oriented projects. It is twice difficult considering the fact, that in the new economy, the process of sustainable and consistent resolution of social issues is the must-have for any contemporary company, even if its core goal is a profit – oriented one.

There are different ways of how mechanics of social entrepreneurship can be perceived and, consequently, many of multidisciplinary frameworks has been used to describe this phenomenon in detail. For example, Nicholls (2006c) describes the nature of social entrepreneurship with the demand-supply principle, in which the social inequality or imbalance of society is a demand which is not fully supplied by socially necessary projects. This creates a disequilibrium, which socially conscious people seek to fix, and by this they become social entrepreneurs. This concept, should be noticed, helps to transfer social entrepreneurship into mote measurable and apprehensible field, but, of course, it is not enough to describe the peculiarities of notion.

Social entrepreneurship can be viewed as a way to achieve the creation of economic wealth simultaneously addressing social problems in a sustainable way (Dees, 2007; Mair & Marti, 2006). The concept of social entrepreneurship was consolidated in the last years in the social, public and economic agendas of governments, third sector and international organizations, universities (Parkinson & Howorth, 2008).

The notion of social entrepreneur conveys two main sides of this activity entrepreneurial and social. From one side – entrepreneurial, social entrepreneur is an innovative person who finds an opportunity to increase economic wealth (Brown & Thornton, 2013). From the other side, social entrepreneur operates in social sphere, where traditionally NGO and philanthropies helped the State to solve social issues. (Portales & Arandia Pérez, 2015).

According to Bygrave and Minniti (2000), every entrepreneurship is endowed with social function, social enterprise in this sense differs by the paramountcy of its social mission over any economic gains (Bedi & Yadav, 2019). The existence of social entrepreneurship, its *raison d'être* is the coverage of social issue, which it sees as an opportunity to promote social change, this is usually fixated in its mission (Dees, 1998; Vázquez-Maguirre & Portales, 2014).

As a rule, social enterprises arise in the highly marginalized markets, where necessary mechanisms and institutions for inclusion of different groups of people are absent. On these markets some people are often excluded, which leads, among the other things to increase in poverty circles (Vázquez Maguirre, Portales, & Velásquez Bellido, 2018).

Among the most common objectives of social enterprises are the reduction of poverty through the creation of jobs, product or service provision to a group of disadvantaged people, training for unemployed people, production of high value – added goods and creation of markets for them (Defourny & Nyssens, 2008). Social enterprises are combinations of efficiency, innovations, resources, which usually applied to profit – aimed entrepreneurs with passion, concern, mission, and values of companies in nonprofit sector (Smith, Gonin, & Besharov, 2013). Social entrepreneurs behave as a catalyst for possible social change with social enterprises not expecting direct monetary benefit from their activities.

In the last decades social entrepreneurship has evolved significantly as a domain for research both for firms and for researchers. The worsening issues of poverty and human welfare induced companies to operate business with an included social rationale (Huda et al., 2019).

Entrepreneurship, opportunity and philanthropy create a sustainable cycle of socio - economical and institutional development as defined in the wider system. Social enterprises combine the pursuit of public social benefits with the market-oriented tools and methods of commercial organizations (Urbano, Toledano, & Soriano, 2010). Thus, social enterprises, in effect, operate on the frontiers of the traditional ideals that these organizations had (Mamabolo & Myres, 2019). In general, one can consider SE as new activities that create producer surplus through the reduction of negative externalities and/or generation of positive externalities by integration of social and entrepreneurial structures (Newbert & Hill, 2014).

Some researchers define social entrepreneur and social enterprise in a broad sense Peredo & McLean, 2006). Lasprogata and Cotton (2003) depict the social entrepreneurship as a non-profit

company. Wallace (1999) considers the social enterprise to be a for-profit organization, operated by a non-profit company. In addition, Mair and Marti (2006) image a social enterprise as a company, engaging in commercial actions to achieve social objectives.

Certo and Miller (2008) see that SE is associated with individuals and entities that are engaged in business activities for purely social purposes (for example, Janani Foods Private Limited, an SE business for marketers that provides integrated services to farmers).

Agarwal et al. (2018) noted that SE phenomena cannot be narrowed by what this notion expresses or by overly restrictive legal or economic definitions. The emerging initiative comprises a new social reality that needs to be implemented in the near future. Social movements and SE should not be considered as two different notions but can be seen as different views of how to solve the same problem. Research supports the claim that one of the hallmarks of SE in a collective environment is the value of social capital (Werber, Mendel & Derose, 2014).

Social entrepreneurs are motivated by a sense of commitment and moral responsibility to help people (Renko, 2013). Thus, they adopt transformative actions to bring about social change and address social issues such as unemployment, poverty and hunger (Dees, 1998; Zhang & Swanson, 2013). In addition, SE empowers women and helps change the social order in which they live (Haugh and Talwar, 2016). To unlock the potential of SE for people with disabilities, political, economic, and sociocultural factors must be taken into account. Job-creating social enterprises are the likeliest to be financially supported and be led by experienced founders (Rey-Martí et al., 2016a).

Social entrepreneurs build sustainable organizations through the development of capabilities and organization of valuable resources that help them to maximize the utility of resources (Renko, 2013). Generation of revenue, engagement of stakeholders, creation of awareness about local social issues, and attraction of government support are critical factors in scaling the social influence of a social enterprise.

A hybrid is defined as the child of two different species (OED, 2010). In the social science literature, hybridity is often interpreted as a mixture of characteristics on a range between two poles (Brozek, 2009), whilst hybridity in the sense of a social enterprise in management literature is used to describe new institutional forms of achieving social goals with economic goals (Mair and Marti, 2006), challenging traditional notions of economic organization (Wilson & Post, 2013).

Hybridity is reflected in the SE's dual mandate to exploit certain macroeconomic activities for profit. On the other hand, social entrepreneurs embed in a project to meet a certain social need at the microeconomic level (Grassl, 2012). However, the SE tends to promote social goals over business goals (Murphy and Coombes, 2008). SEs are usually born during an economic crises, either as self-employment option to decrease unemployment or as for-profit businesses set up by

non-profit organizations in response to cuts in government spending in the sector (McMullen, 2018).

Many researchers argue that social enterprises should strive to be profitable in order to maximize the future social benefits (e.g. Haugh, 2007; Dees, 2012). Therefore, a “double bottom line” must be managed to achieve success, balancing business goals and social goals (Lawrence, Suddaby & Leca, 2011). Some studies have revealed a noticeable negative relationship between the economic and social mission of social entrepreneurship. These dual objectives compete for limited resources within organizations and lead to strong inverse relationships between social and economic gains (Gupta, Turban, Wasti, & Sikdar, 2009). However, maintenance of social goals and management of a financially viable business are reciprocally beneficial and complementary activities for social enterprises (Zhang & Swanson, 2013).

Research shows that various opportunities are needed to enhance the social impact of SE innovation (Bloom & Chatterji, 2009). Chavez, Stinnett, Tierney, and Walsh (2017) imaged the profound impact of technology-based social innovation on the social impact generated by SE. Social innovation is primarily driven by employees, and “employee-centered” social innovation can mostly address the social problems of companies (Servantie & Rispoli, 2018). Ethical leadership has direct and indirect effects on employees' propensity for social innovation (Mottiar, Boluk, & Kline, 2018).

Their efforts can be used directly to implement new technologies to generate new value, solve issues, and provide new opportunities to the local communities and companies. Therefore, they approach social issues in a new way (Mosek, Gillin, & Katzenstein, 2007). But it should be remembered that social innovation develops in a resource-limited environment where human and financial resources are scarce (Bhatt & Altinay, 2013). This deficit may lead to a lack of groundbreaking innovations that could change the institutional environment of social service delivery (Grohs et al., 2017).

Traditional multinational corporations focus their business strategies on maximizing shareholder value. On the other side, social enterprises have these goals as part of their legal framework and their behavior is context - dependent (De Bruin & Lewis, 2015). These businesses often develop locally, which helps them better understand the opportunities for social entrepreneurship (Lanteri, 2015).

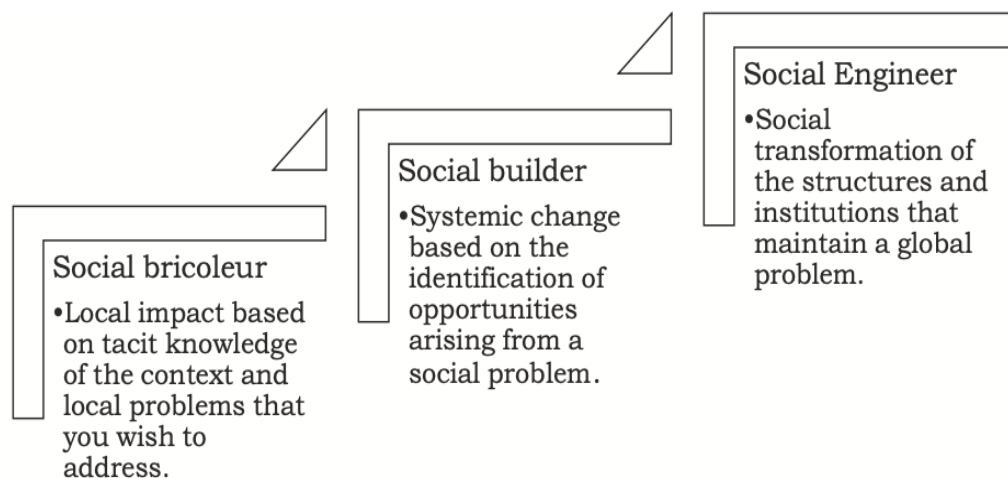
Researchers offer that social enterprise business models should pursue a social mission, generate positive externalities, emphasize the centrality of entrepreneurship functions, and aim to achieve market competitiveness through the effective planning and management (Grassl, 2012; Clark et al., 2018).

These organizations address social problems more effectively than most other organizations by utilizing their own tools, methodologies and programs (Yazdanfar, & Öhman, 2018). They are striving for leaders with personal commitment to achieve their social mission. These businesses impact remarkably community development as well as nation building and shared prosperity (Lan, Zhu, Ness, Xing & Schneider, 2014).

Each stage of a social enterprise faces concrete challenges related to value delivery, value creation and value capture (Goyal et al., 2016). For financial and sociocultural reasons, these businesses face problems in reaching their target market segments (Jung et al., 2016). Sustainable social benefits continue to depend on commercial success in a competitive and volatile industry (Sepulveda, Lyon, and Vickers, 2018).

According to Zahra, Gedajlovic, Neubaum, and Schulman (2009), three types of social entrepreneurs exist: social bricoleurs, social builders, and social engineers. The effect or social transformation that these sorts of social entrepreneurs may produce might be classified as minimal, medium, or high.

Figure 1. Types of Social Entrepreneurs (Portales, 2019)



Bricoleur social entrepreneurs have local or tacit knowledge and use their resources and skills to complete day-to-day tasks. It involves pooling existing resources to solve problems and exploit new opportunities (Di Domenico, Haugh, and Tracey, 2010). The entrepreneur has a deep knowledge of local environmental conditions and local resources. The focus is on locally discovered opportunities using local resources.

This type of social entrepreneur identifies social needs that other players cannot or cannot identify. The solutions they develop are sometimes small and limited in scope. However, these solutions help mitigate local social problems. Social bricoleurs help to create a social balance in which there is peace and social order. With their local and often implicit knowledge, social bricoleurs are in a unique position to identify local social needs, and they can use their motives,

experience and personal resources to create and improve social wealth (Zahra et al., 2009). Although they are not as famous as other entrepreneurs, social bricoleurs perform important social functions around the world.

The builder is the second type of social entrepreneur, defined by the capacity to discover market or societal possibilities to construct and manage structural changes at the level of goals and means. Entrepreneurs effectively grasp possibilities to address unmet consumer requirements and make money by inventing (Waddock & Post, 1991). Social entrepreneurs uncover unmet needs by corporations or governments and produce items or services that fundamentally alter the way needs are addressed (Zahra et al., 2009).

These entrepreneurs' social enterprises fulfill the requirements of segments and populations that regular firms have forgotten about, either owing to a lack of incentives or because they do not address the root cause of the problem as a mitigation technique. (Chell, Nikolopoulou, and Karataş-Ozkan, 2010). These social entrepreneurs are aware of the opportunity presented by a certain problem and chose to take inventive action to address it.

The Builders establish enterprises that fit the breadth and scope of the social issues they intend to address, frequently expanding beyond the local to the worldwide level (Barki, Comini, Cunliffe, Hart, and Rai, 2015). Unlike bricoleurs, who improvise small-scale local social problems, social builders aim to address larger social issues by planning and building structured or systematic scalable solutions to meet expanding demands.

The engineer is the final type of social entrepreneur. This entrepreneur, like the famous entrepreneurs in the global business (eg Steve Jobs, Uber, etc.) is making significant changes in the social sphere. They are the change agents, dismantling outmoded systems, structures, and processes and replacing them with newer and more appropriate ones (Martin & Osberg, 2007). Social engineers may have a significant influence on society by destroying current, often dominating institutions and replacing them with more socially efficient ones. These entrepreneurs have the potential to affect societal change.

Because of the "systemic" character of the issue, social engineers frequently target national, international, or global societal challenges. Their revolutionary and ideological nature frequently jeopardizes the interests of established institutions and is sometimes regarded as hostile and criminal (Yunus, 2007). Because of the breadth and depth of their influence, as well as the legitimacy gaps they may encounter, social engineers must rely on public support to carry out their purpose. As a result, their capacity to act is reinforced by their ability to accumulate enough political capital to acquire additional resources and achieve legitimacy.

Corporate social responsibility is the system by which businesses interact with society. Companies aim to satisfy society's wants and interests with its assistance, while society puts its

needs in companies (Gond, 2011). The success or failure of this connection is primarily determined by the company's perspective of CSR and how CSR activities and strategies are implemented.

According to this reasoning, four alternative perspectives on CSR exist, based on its purpose and vision in society: constructivist, socio-political, culturalist, and functionalist. These viewpoints consider the sociological foundation of organizational theory (Burrell and Morgan, 1979), which is comprised of four quadrants formed by the interplay of two axes. The vertical axis represents the path of societal development or regulation, while the horizontal axis represents the subjectivity or objectivity of each vision.

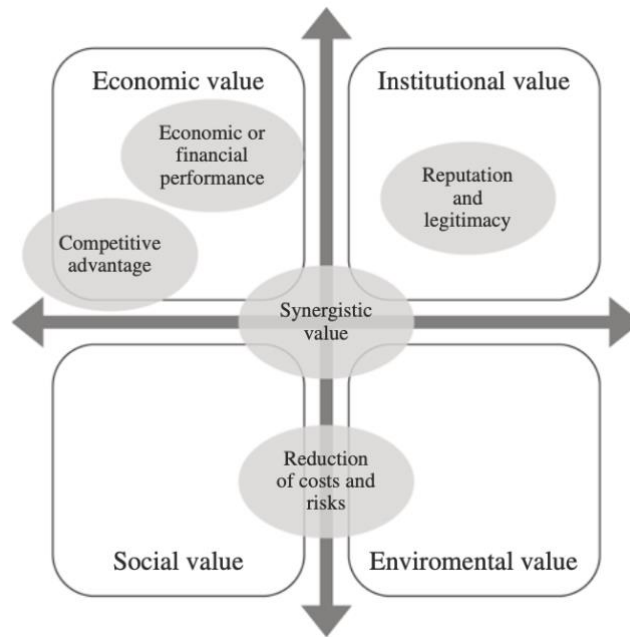
As a result, a company's acceptance of one of these perspectives will result in a different attitude toward the community in which it operates, as well as the implementation of plans of a different character and nature.

Aside from a company's CSR strategy or goal, the issue always remains: why do planned efforts and resources convert into actions that are not directly tied to creating or earning a profit? Company positioning in market segments (Kurucz, Colbert, & Wheeler, 2009). The answer to this question is that society constantly puts pressure on businesses to take action to address their stakeholders' social and environmental concerns. This reasoning, however, does not explain why firms choose to be socially responsible, but it does is helpful to grasp that any action a company does to improve society is CSR.

Two elements must be recognized in order to understand what motivates firms to take CSR activity. First, each organization interprets and executes CSR differently, and hence has distinct motives for doing so (Carroll & Shabana, 2010). Second, CSR is not restricted to one area of activity or action inside a corporation. CSR activities are developed in this sense in a given environment, with specific rewards updated based on the desired result or impact on the firm.

Regarding the first aspect, there are three justifications for carrying out CSR activities: (1) this is in accordance with the values and social characteristics of the company, that is, with the history of the organization and the vision of its founder and the needs in the public interest. (2) Bringing economic, social or institutional benefit to the company itself in the implementation of these actions, that is, the implementation of CSR represents a competitive advantage or helps to reduce costs and risks. (3) Mixing the two above in the hope of continuing to follow the philosophy and values of the company while still seeing benefits to the company.

Figure 2. Motivation for CSR (Portales, 2019)



In the second dimension, there are various interests or expected impacts on the part of the firm: economic or financial results, cost and risk reduction, competitive advantage, reputation and legitimacy, and synergistic value creation (Carroll & Shabana, 2010).

In terms of economic or financial performance, CSR is related to managerial performance that directly affects the business model, i.e., from a monetary or non-monetary point of view, as a company's ability to generate revenue or increase profits. Companies are interested in demonstrating a positive relationship between earning a badge or recognition and economic and financial performance, such as financial variables ROI, earnings per share, and price to book value ratio. It also seeks to build a relationship between reputation and brand positioning, increasing its bottom line. (Portales, 2019)

Reducing a company's costs and risks through CSR is when a company seeks to take action to reduce the costs associated with its activities while reducing the risks that may arise in relation to a particular product or service. An example of cost reduction is the creation of environmentally efficient processes aimed at reducing environmental impact while optimizing processes, such as the use of recycled materials. Cost reduction is also accompanied by improved working conditions to reduce financial or health and safety costs.

In terms of risk mitigation, companies view stakeholders as players in the environment that need to be monitored and treated as possible threats. Corporate Social Responsibility is a resource and action-oriented approach that focuses on the needs of a specific stakeholder, with the logic of mitigating the risks associated with poor stakeholder relations, and in the medium term may affect the interests of its stakeholders. From this point of view, CSR becomes a mechanism for companies to obtain LSOs. (Sepulveda, Lyon, and Vickers, 2018).

CSR optimizes or creates a competitive advantage when a company seeks to take actions that benefit the business and position itself above competitors. In some cases, the implementation of CSR is not about creating competitive advantages, but rather about preventing other companies from gaining them, for example, using methods aimed at ensuring environmental sustainability. According to this logic, the absence of a CSR program can lead to competitors differentiating themselves and gaining more market share or higher consumer preferences. Based on this logic, CSR is a business case based on meeting the needs of the industry, both environmental and social.

In terms of reputation and legitimacy, CSR is a way of aligning the interests of stakeholders with the interests of the company, thus making it easier for the company to work in the local environment. Corporate Social Responsibility is the mechanism by which companies adopt social interests as their own, ensure their social acceptance and enhance their reputation. Companies can create such a reputation because they have a place in public and social agenda topics that they are sensitive to or have their own interests in. This level of integration shows the legitimacy of the company in society to the extent that it becomes a leader of opinion.

The last interest that a company may pursue when implementing CSR activities is the search for synergistic value. This happens when a company defines itself as a social actor that shares a certain area with other actors, and the only way to guarantee improvement in its performance is through actions that create well-being. The company focuses on creating and developing opportunities to connect, connect and synthesize the interests of various interest groups within a common agenda.

The process of investment and reinvestment carried out by the company is designed to create value for all stakeholders gathered in the region. Companies see themselves as social catalysts, pursuing the long-term interests of their communities in addition to their own interests. In terms of creating synergistic value, CSR is a way to create value in many ways, one of which is economic value, but it may not be a priority in a disadvantaged social environment. It may happen that a company decides to devote resources to solving social problems that are not directly related to its business model or community but contribute to a more just and equal society.

It is worth noting that regardless of the motivation for the implementation of CSR actions, companies seek to create some kind of value, whether it be economic, social, environmental or institutional. CSR creates economic value when it is determined by economic and financial performance and competitive advantages. CSR brings institutional value when the motivation is to reduce costs and risks and improve the company's reputation and relationships with stakeholders. When CSR focuses on finding synergistic value, it can create four values at the same time.

1.2 SE/LC Partnership Types

What we call the partnership between social entrepreneurs and corporations we can call a social partnership – cross - sector collaborative efforts by participants from the business and non-profit organizations in which the partners pursue the solution social and/or environmental issues of mutual interest (Berger et al., 2004; Seitanidi and Crane, 2009; Waddock, 1991). In the last years it has gained more attention in management literature.

Selsky and Parker (2005) point out that the prevalence of partnerships between developed and developing countries has led to an unseen proliferation of various kinds and forms of partnerships between various corporate and not - commercial companies to address corporate social responsibility (CSR) issues. (Dahan et al. 2010; van Tulder et al. 2016). Of particular importance here are issues related to public goods (such as clean water, environmental protection, health, and education) or meta-social issues that are considered to have side effects on multiple groups and stakeholders that go beyond the scope, specifics or the capabilities of an individual organization or department (Selsky and Parker, 2010; van Tulder and Keene, 2018).

Partnerships concentrating on social, economic, and ecological concerns have expanded over the years as society has gotten more complex (Clarke & MacDonald, 2019), identifying those with partners from diverse sectors as a way to addressing sustainability challenges (Crane & Seitanidi, 2014). These are known as cross-sector social partnerships, and they are becoming increasingly common in tackling sustainability challenges such as education, biodiversity, transportation, economic development, and climate change (MacDonald, Clarke, Huang, Roseland, & Seitanidi, 2018). As cross-sector partnerships focus on social concerns, they bring collaborators in the public sphere and ask them to participate actively by committing resources but also in the planning, coordinating, assessing, and implementing of activities required for the project's success.

Cross-sector partnerships between MNCs and non-profits can take many different shapes. Austin (2000) conceptualizes them as a continuum ranging from the fully philanthropic connections criticized by Friedman, that include the unilateral flow of assets from a benevolent business contributor to a nonprofit receiver; to "integrative" partnerships, in which the two sides enjoy organizational integration; to a full cooperation, in which values, objectives, people, and activities are all combined. Austin and Seitanidi (2012) hypothesized that the proliferation of MNC/NPO collaborations has resulted in the establishment of a fourth position on the cooperation continuum, beyond integration: transformational partnerships. The fundamental goal of this greater degree of collaboration is to co-create profound societal change.

Figure 3. Collaboration Continuum Model (Austin, 2000)

Relationship Stage	Philanthropic	Transactional	Integrative
Level of engagement	Low	→ → → → → → → → → →	High
Importance to mission	Peripheral	→ → → → → → → → → →	Strategic
Magnitude of resources	Small	→ → → → → → → → → →	Big
Scope of activities	Narrow	→ → → → → → → → → →	Broad
Interaction level	Infrequent	→ → → → → → → → → →	Intensive
Managerial complexity	Simple	→ → → → → → → → → →	Complex
Strategic value	Modest	→ → → → → → → → → →	Major

Cross-sector collaborations are located in the middle of how companies engage on public problems, between those that are barely connected to others and those that merge into new categories, with the primary goal of providing public benefit that would be difficult to achieve by individual players separately (Bryson et al., 2006). Cross-sector partnerships foster collaborative atmospheres which leads to the improvement of sustainability practices (Clarke & Fuller, 2010), with massive cross-sector partnerships having a greater influence than tiny collaborations due to the heterogeneity and number of collaborators from various sectors, conditions that aid in addressing the complexity of sustainability challenges (Crane & Seitanidi, 2014).

Generally, in the academic literature there is a lack of research on the specific types of the partnerships between corporations and social entrepreneurs. As a rule, companies create their own categorizations based on their perception and interests. IKEA, for instance, emphasize three types of the partnerships – developing products collaboration, accelerating for impact collaboration and local services partnership. This method of categorization is based on the outcome, which should be generated as a result.

Resonance Global views the following models of partnerships: joint project (one time partnership with a short time span), joint program (a small number of partners, working on several projects), multi-stakeholder initiative (many partners working on the same agenda with supraorganizational governance) and collective impact (commitment from several partners to the long-term objectives). The categorization of that kind is based on the form of the partnership and the number of participants.

Acumen elaborates on the three types of the partnerships – skills partnerships (one party shares its knowledge, another gets the exposure to new markets), channel partnership (partners serve as supply channels for each other) and the venture partnership (parties are launching business together). This categorization is based on the form of interaction.

There are also a multitude of other categorizations by the companies, which are generally based on the various factors of the partnership, which is applicable to the companies themselves. However, the lack of unifying categorization is evident and impedes the profound analysis.

1.3 Value Creation in SE/LC Partnerships

In CSR and social partnership studies, the notion of "value" is essential yet multidimensional. Austin and Seitanidi (2012a) describe collaborative value as the transitional and persistent gains compared to the costs which are created due to the engagement of the partners and that go to organizations, people, and society. According to Waddock (1989), a significant distinguishing element of social partnerships is the continuing contacts of participants from many sectors with the expected influence on society problems. Yet, these collaborations frequently result in tense relationships, making them prone to failure. Austin and Seitanidi (2012) analyze how partnership between organizations and corporations might most successfully co-create value in their very significant assessment of the collaboration literature.

Austin and Seitanidi (2012) offer an evaluation framework that is based on the argument that, while any cross-sector collaboration has as its final objective some commitment to public welfare, sides inside a collaboration will frequently have justifications for their interaction inside the collaboration that are linked to business gains or aspirations. Therefore, it really is stated that even if the motivation of partnership would be to obtain access to funding, the possibility for creating value grows. Such potential is enhanced once the resources are not generic (cash, prestige, etc.), but organizational-specific (information, skills, facilities, connections) or are a part of a multilateral and mutual interchange instead of a unilateral movement to or from one party. Furthermore, mutual interests between collaborators are important predictors of prospective value creation, because personal or organizational self-interest is a strong motivator of action, even though cooperation incentives are frequently a combination of generosity and pragmatism.

Based on the resource kind, several sorts of value can be generated. The best cooperation creates synergistic benefit by integrating participants' resources to enable them to do more collectively than they could individually. Austin and Seitanidi (2012) employ value concepts to define several stages in the growth of a relationship along a continuum. The most advanced collaboration is the transformational partnership, during which shared learning about societal needs and partners' responsibilities in satisfying those needs profoundly, structurally, and irreversibly alter each business and its constituents. This level requires collective social entrepreneurship with the goal of creating value in the form of vast, transforming benefit to a major sector of society.

The Collaborative Value Creation paradigm contributes to assessing collaborations as development agents by calling attention towards the crucial role played by interaction dynamics. The compatibility of resources and the symmetry of their interchange have critical consequences for the partnership's smooth operation and intrinsic value generation, and hence for its capacity to contribute to social transformation. By this reasoning, big internal value creation is required for

social consequences; hence, the more complementary the partnership interchange develops inside, the larger its outward transformation capacity.

Van Tulder et al. (2016) suggest an impact value chain which tracks the partnership's journey through problem characterization to impact. This paradigm depicts a series of outcomes wherein corporate inputs and actions culminate in a sequence of outputs, outcomes, and, eventually, society repercussions. Only with social problem as the initial phase, the entire process is discussed in terms of resolving a specific societal dilemma. With problem characterization, the second phase is mission, in which partners establish a strategy for tackling the identified issue. The CVC's resources (and capabilities) don't really come into consideration until about the third phase, inputs, to execute the partnership purpose.

As a result, the importance of collaborators' resources and competencies is decided by not only their reciprocal compatibility, like in the CVC paradigm, but also by the usefulness for the purpose. Throughputs are the frameworks within which partners operate and activities are carried out in the third level of the partnership process. According to the researchers, this comprises "governance, responsibility, agency, transaction costs, decision-making frameworks, and authority" (van Tulder et al., 2016). Outcomes, in turn, are the partnership's quantifiable achievements and deliverables, that should be matched with the mission's aims. Throughputs and outputs are thus derived from the partnership's problem, purpose, and inputs. The latter two phases, outcomes, and impact, pertain to the impacts of outputs beyond the collaboration and, as such, are where all the prospective social benefit may be recognized.

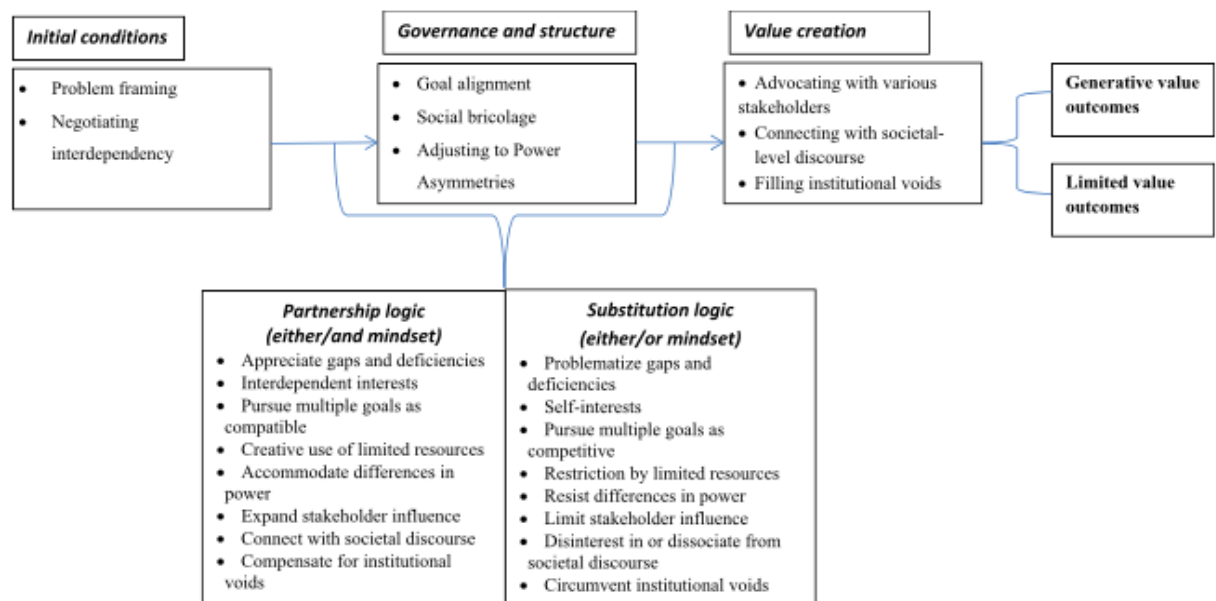
In two fundamental respects, the Impact Value Chain varies from the Collaborative Value Creation concept. Primarily, the CVC framework seems preoccupied with fundamental elements, whereas the IVC framework is organizational process and engaged with dynamics. That makes the latter more prepared to pay attention to issues that may impede with wealth generation, particularly those that are external to the collaborative partnership itself. Secondly, the Impact Value Chain architecture begins with social consequences. The initial stage, upon which succeeding steps are built, is mutual agreed definition of a societal problem to be solved by the collaboration.

Whereas the CVC paradigm is important for understanding the relevance of partnership and cooperation traits for prospective value creation, it gives little attention to the factors that define the potential for social value. In contrast, the IVC framework allows partnership evaluation to pay special attention to the processes associated for recognizing a social issue and developing a specific, common purpose to solve it, as well as examining the compliance of inputs and outputs with this purpose.

Yin and Jamali (2021) showed that collaborators in social partnerships respond differently to multiple institutional logics, making practices, initiatives, and actions part of their daily work

to increase or decrease the compatibility between business and social institutional logics, which strongly influences the value-creating potential of each social partnership. How these logics interact, intertwine, or conflict with larger institutional logics, such as that of the state, also helps shape value-creating or non-value-creating outcomes. Yin and Jamali proposed the following scheme of partnership.

Figure 4. A collaborative value creation model through institutional operation in social partnerships (Yin & Jamali, 2021)



Although there are positive indicators that corporations and non-profits are benefiting from successful strategic collaborations, development is inconsistent and patchy. Though there are numerous examples of integrative collaborations, many MNC and NPO cultures strictly adhere to a more traditionally classical conceptual representation of CSR, and all these viewpoints, or prejudices against collaborators, have hampered cross-sector partnership advancement. Consequently, mutual misrepresentations as well as trust issues among stakeholders are major barriers to CSR policy implementation" (Arenas et al. 2009).

1.4 Challenges of SE/LC Partnerships

One of the leading economists in 20th century Milton Friedman has identified the idea of profit maximization as the main objective for commercial firms to operate towards. However, today specialists along with cultural societal shifts pinpoint that companies should also make an ecological and societal positive impact. (Geissdoerfer et al., 2016). The possible partnerships between SE and LC can be on the frontline of this market transformation. As it can produce a profound synergetic effect from uniting the creative resources of social entrepreneurs and material ones of large corporations.

However, some authors see that one of the main challenges in formulating sustainable business model (which is an aim of the LC/SE partnership) is to balance monetary and societal value. (Yang et al., 2016) Indeed, as they emphasized, there can be some difficulties to achieve this balance: social entrepreneurs will be looking for all opportunities to achieve higher social value and their mission, but it will not be always consistent with large corporations which will place their dominant market position in the first place. So, there should be a little bit compromise to find a golden middle and achieve great monetary and societal results of business.

Although many scholars have emphasized the benefits of exploiting commercial and social advantages with social partnerships, handling such relationships is difficult because there are two or more disparate institutional logics are involved (Battilana et al., 2017; Quélin et al. 2017). The institutional logic, often based on values and norms, provides the existing underlying logic, limitations, and beliefs that help to form decisions and specific actions (Thornton and Ocasio, 2008).

Business and non-profit organizations from various sectors collaborating on social and environmental issues not only face conflicts of organizational values and beliefs that reflect broader cultural patterns, but also should overcome oddities to build lasting trust and comfort together (Ashraf et al. 2017). Institutional complexity stems from these interacting logics a is a key feature of social partnership and a base for potential joint benefits; at the same time, it is one of the tension causes, from which a cognitive dissonance and the failure of organizational expectations rise (Villani et al. 2017).

Scholars, in the recent years, have called for a better comprehension of how organizational activity affects multiple, perhaps conflicting, institutional logics between different companies (Dahlmann and Grosvold, 2017; Stadtler and Van Wassenhove, 2016). In this sense, interorganizational collaboration is especially important as it links macro levels (domain) and micro levels (organization), which are often studied separately (Huybrechts and Nicholls, 2013).

As businesses increasingly turn to non-profit organizations that rely more than ever on business revenue and service fees, companies are increasingly turning to professional "CSR services", an important issue yet to be explored in detail is the seemingly opposite how businesses and nonprofits work together (or don't). together) to create shared value outside and within the organization (Quélin et al., 2017; Vurro et al., 2010).

Because domain boundaries, domain member identities, and interactions between domain members often depend on one or more shared institutional logics (Greenwood and Suddaby 2006), a hybrid form of organization, such as a social partnership, is created and maintained. an institutional effort needs to be developed to integrate multiple potentially incompatible logics (Jay 2013; Pache and Santos 2013). Businesses and non-profit organizations have some degree of free

will, but at the same time are differently bound and constrained by the wider institutional environment (Vurro et al. 2010).

For instance, both nonprofits and multinationals face extensive and established mental models about NPOs' potential to play a partnering role in value development. However, the nonprofit sector has expanded significantly over time, with many NPOs building very complex organizations containing considerable administrative and financial obligations, and also high reward initiatives involving commercial and public partners, some corporate leaders continue to hold preconceptions that assume NPOs to be "utopian," "excessively ideological," and unskilled in commercial affairs, raising fears that working with NPOs may result in unrealistic outcomes.

These attitudes cannot be ascribed only to private sector preconceptions; studies demonstrate that far too many NPOs underestimate their own potential to add value to business, even when corporate partners appreciate their professionalism, efficiency, and commitment to the achievement of key business goals (Arenas et al. 2009). Additionally, some non-profits and community stakeholders believe it is just in the DNA of capitalism to dominate, control, and instrumentalize in the pursuit of profit, to the worsening of social welfare (Fleming et al. 2013).

There are also structural challenges, analyzed by the academia. Babiak and Thibault (2009) found that the set of participating organizations had two major structural issues: challenges with governance, duties, and responsibilities, and the complexity of partnership forms and structures.

According to resource dependence theory, collaborative partnerships are created as an administrative reaction to the uncertainty in the resource environment (Pfeffer and Salancik 1978). It has looked into how different external stakeholders put pressure on businesses to encourage various degrees of social responsibility (e.g., Agle et al. 1999). The ability of external stakeholders to affect enterprises' socially responsible behavior is sometimes related to the amount to which firms rely on them for critical resources (Chen and Robertson 2010). Partnerships enable firms in obtaining crucial resources and reducing uncertainty; nonetheless, these interactions are not free. The ongoing negotiation of mutual reliance is a significant problem for MNCs and charities working together (Hahn and Gold 2014).

Whereas interconnectedness frequently involves an unequal power connection in which the more important party attempts to impose their institutional logic on the other, very little established about how asymmetrical power interactions because of opposing logics may affect cross-sector partnerships (Nicholls and Huybrechts 2016). These collaborations may be viewed as the result of individuals working on various institutional logics and demonstrating unequal economic power distribution purposefully utilizing sector-spanning narratives to manage competing logics and possible organizational dissonance.

1.5 Summary of the Chapter

Having analyzed the existing literature on the topic of partnership between social entrepreneurship and large corporations, we may preliminary outline our basis for the following analysis.

Social entrepreneurship (SE) has emerged as an important study topic for enterprises and scholars. Certain challenges, including such as poverty and social equity, have prompted numerous enterprises to do business with a social component. SE serves as a catalyst for social change, and social entrepreneurs do not anticipate profiting directly from their social endeavors. According to Bygrave and Minniti (2000), all enterprise has a social purpose; nevertheless, SE differs from conventional entrepreneurship in that its principal aim is to create social value instead of private economic profits. This hybridity is what makes social entrepreneurship attractive for the large corporations, that wants to partner with non-profits to achieve social value. This is also what makes this partnership possible.

Large corporations, in their turn, is getting more and more pressure from the various social groups to conduct their business with the stronger focus on societal and environmental benefit. This special focus has strengthened the new understanding of the market, such as CSR. CSR changed in its comprehension from a theoretical and practical standpoint, resulting in a non-congruent definition. Notwithstanding this lack of agreement, CSR may be defined broadly as the method how a firm builds a relationship with society that extends beyond its financial objectives. It is possible to develop a conversation with society and the firm through it, with the goal of addressing the advantages of both. This connection may have a variable form depending on the company's idea of what duty or effect it aims to achieve in society. With this awareness, the firm chooses to take on or perform its social obligation intentionally through the execution of various programs, projects, and initiatives based on its interests and strategies in a particular social, cultural, commercial, and institutional environment.

The literature on the types of LC/SE partnerships is generally scarce, the main categorizations are conducted by the organizations themselves and mainly based on the current activities and interests of the organization, which do not relate to any general picture of possible forms of partnership and impede any analysis. Austin (2000) proposed the continuum model, which is the closest resemblance of the general classification, and in this research, we will also focus on how we can expand this model and add the newer categorization in the modern academic work on cross-sector social partnerships.

The interesting point is that the companies and corporations themselves develop the typologies of SE/LC partnerships, their categorizations are often based on the variety of criteria, from the form of the partnership to the forms of interaction between partners. In the following

research we will also try to complement these categorizations or maybe even connect them together.

The partnership between these two unities seems improbable as there are the competing logics in their interaction with each other, which means, that they pursue entirely different initial objectives, and their organizational processes are focused on different things. There are also purely organizational incompatibilities such as complexities in the structure of corporation, power asymmetry, challenges with governance etc. The challenges that arise in the partnership are also the point of the research analysis, in the following analysis we want to explore, whether the mentioned challenges indeed are the real impediments for the partnership between social enterprises and large corporations, and how they can affect it.

Notwithstanding the challenges, academia sees this partnership as possible. The incompatibility of logics is now blurred by the more hybrid forms of the organizations and the duality of their missions which make essentially the notion of cross-sector partnership less precise, as the borders between sectors are also blurred. Apart from that, both social enterprises and large corporations have rather compatible resources that can bring the powerful synergetic effect in monetary and social value. Social enterprises obtain insights and risk tolerance, which is what corporations may lack in their activity, conversely, large corporations have larger scale and resources which may be useful for social enterprises. This is all brings forth the topic of value creation in these partnerships.

For the value creation, authors look on the various models how value can be created, the most prominent of them are the Impact Value Chain and Collaborative Value Creation Framework. The Impact Value Chain differs from the Collaborative Value Creation paradigm in two major ways. The CVC framework appears to be concerned with basic aspects, whereas the IVC framework is concerned with organizational process and dynamics. This makes the latter more willing to address challenges that may hamper wealth growth, particularly those that are external to the collaborative partnership itself. Second, the Impact Value Chain architecture starts with social implications. The first stage, on which subsequent stages are constructed, is a mutually agreed-upon characterization of a society problem to be remedied through cooperation.

The profoundness of these models however fail to take into account the variety of possible values that can be achieved through the partnership, which creates another interesting gap, that can be elaborated and analyzed in the research to complement these models.

2. RESEARCH METHODOLOGY

2.1 Research Design

This research is conducted as exploratory research, thus the objective of it is to determine the types of partnerships, the value created and challenges that came from these partnerships and made the basis for the future research in this topic. To conduct the research, 96 cases of LC/SE partnership were studied and 12 interviews with corporations and social entrepreneurs were run to explore the distinct types of partnerships. Thus, analysis is based both on the primary and secondary data.

Exploratory, descriptive, explanatory, and experimental research are the four types of research designs identified by Akhtar (Akhtar, 2016). The goal of exploratory research is to find new ideas and insights so that hypotheses can be developed for future in-depth examinations of the subject (Kothari & Garg, 2004). In essence, it is preliminary study that examines a problem that has not yet been thoroughly examined and serves as a foundation for future research (Singh, 2015). Descriptive study seeks to correctly describe the characteristics of a certain person or group as they exist (Akhtar, 2016). Explanatory research is carried out to identify and report some connections between various components of the phenomenon under investigation (Singh, 2015). To test a hypothesis, experimental research requires changing at least one independent variable in a group of randomly selected people in a controlled environment (Boettger & Lam, 2013).

2.2 Research Method

In the present research, I used the qualitative methods of analysis to answer research questions. Qualitative research is frequently coupled with a philosophy of interpretation (Denzin and Lincoln 2011). It is interpretative in nature because researchers must make sense of the subjective and socially created interpretations stated about the issue under investigation. Naturalistic research is so named because it requires researchers to work in a natural environment, or study context, to build trust, involvement, access to meanings, and in-depth comprehension. In this research, the qualitative methods are needed to allow more interpretation and flexibility to extract the insights and explore them in depth. The qualitative methods, that are used in the research:

- Scientific generalization – this inductive method is a necessary tool to derive broader theory from number of distinct facts. In the master thesis research, it is used along with the case analysis to derive from the cases of partnerships of large corporations and social entrepreneurs, the broader conclusions about mutual benefits and features of such collaborations which can be applicable for both unities in the future. As the topic of such partnership is not fully explored, scientific generalization should help to extract useful insights and new theoretical perspectives.

- Systems analysis – this tool will be used to break down components of large corporations and social enterprises (entrepreneurs) and analyze the interactions between different elements of these systems to see at what level these contacts are effective and efficient. Systems analysis should help to see the partnership between these parties in depth, as it would be easier to understand what will make this collaboration successful (what elements of these systems are synergizing) and what mistakes can disturb the possible success (define not-fitting pieces).

- Problem – oriented analysis – the usage of this analysis presupposes that there is a problem, which nature is undefined, and based on this problem, the source must be defined and remedied. This analysis is expected to be helpful in finding what causes the problems in finding balance between gaining monetary value and achieving social change, it is used to find out what can be done to increase efficiency and effectiveness of partnership between large corporations and social value, and by that it is the most useful tool in handling the distinct problems which can be detected during case analysis and system analysis.

- Classification methods – some of the classification techniques are used to answer the questions about possible partnerships between large corporations and social entrepreneurs. They are expected to help in classifying and looking for the best forms of partnerships, the best practices and techniques which are used in these collaborations.

- Case – analysis method – the main tool that will be used in the master thesis. It is seen to be a superficial tool that provides a preliminary analysis of partnership cases and is based on the using of several conceptual and theoretical frameworks. Case analysis will provide with necessary preliminary insights to the topic from existing practical applications and will help to determine shortcomings of large corporations and social entrepreneurs' partnerships based on present theoretical perspectives.

- Thematic analysis – this qualitative method is aimed to find commonalities and patterns in the dataset of partnerships between social enterprises and for-profit companies, through the coding of initial data.

The main tool for the given research is a multiple case study, which will help us to define the aspects of LC/SE partnerships, their interplay and make the inferences about what are the important differences between various types of partnerships. Mr. Yin (2009) claims that case studies are appropriate for research aiming at studying contemporary occurrences over which one has little or no influence. Case studies are appropriate for research that demands an examination of both the context and the phenomena itself. It is critical because conclusions and interpretations of findings cannot be formed appropriately unless the context is carefully considered.

That is why, to take into account the context of the partnerships and make the better judgments about them and mutual benefits, that they create, multiple case study seems the most appropriate tool.

2.3 Methods of Data Collection

In the current analysis for the data collection, we used interviews and content analysis to create a pool of data to derive from. Content analysis was used to make explicit inferences from verbal, visual, or written data to explain certain occurrences in a systematic and analytical way. In the given research, the content analysis was used to process the cases of existing partnerships between large corporations and social enterprises.

The interview questions were compounded based on the two types of the interviewees – corporations and social enterprises. The questions should have reflected the emphasis on the previous and existing partnerships of both parties along with the obstacles and issues that arise in the cross-sector collaborations.

While conducting the research the primary and secondary data were used. In the master thesis primary data is found with the following instruments:

- Observation – the present cases of partnerships which are currently developing in the market were systematically viewed, recorded analyzed and interpreted. The methods of participant, structured, and internet – mediated observations were used to get a full picture and depth of partnerships and catch different aspects for multiangled partnership.
- Semi – structured interviews – in the present research I used semi-structured interviews to get a full understanding of past experiences from the companies who practiced LC/SE partnership. Semi-structured interviews of helped to determine some useful insights and unpredicted aspects of partnership. Semi-structure interviews were partially transcribed with the relation to the examined topic.

Apart from primary data, secondary data was be collected to get an information considering the present topic in the form of:

- Raw data – information that was not earlier processed – the cases of large corporations partnering social entrepreneurs, extracted from the data repositories, such as GitHub and open statistics (for example, government statistics) with the information from internet webpages of these companies. These data included text and non-text data of the organization’s workflow process along with social entrepreneurs, from which several insights of partnership procedure were gained. Data included the information about
- Compiled data – useful information supported by the processing and analysis. In the case of partnership, this data comprises of the existing academic and non-academic analysis of existing

partnership cases, the impact of them on the social fiber, peeked in the various markets, which will give a depth of perspective and may be detect some new variables (for example an impact of cultural context on partnership).

For the data collection, **non-random sampling** has been used as for the probability sampling, we do not have enough diversification between initial data – we often need context and specific aspects to determine whether there is an actual partnership and whether this partnership can be seen as LC/SE partnership and is not including other types of organizations or objectives. In the analysis, **the snowball sampling technique** was used. Non-random sampling techniques include quota, purposive, snowball, self-selection, and convenience sampling (Saunders, Lewis, Thornhill, 2009). The snowball method involves contacting the initial few instances and then being referred by them to others. In the current research this technique was also used to find new cases of partnerships and new interviewees for the semi-structure interviews.

The sampling criteria for the research was the compliance of the partnerships to the features of cross – sector partnerships of SE with LC. SE should have dual goals both for the monetary value and social value. In the research only these types of partnerships were considered.

The size of the sample for the cases was set as minimum 80 cases of the partnerships, as we believe that this would reach the data saturation point and minimum 12 in-depth interviews should be conducted as Guest, Bunce, and Johnson (2006) believe that 12 in-depth interviews should be sufficient to make conclusions about reasonably homogenous groups. Nevertheless, that partnerships can be seen as very different, we believe, that the main variety in them are constituted in the differences of obtained mutual benefits, and that the partnership themselves are built on the homogeneous basis.

2.4 Chosen Partnership Cases and Companies for the Interview

Overall, 96 partnership cases were analyzed and categorized along with the 12 interviews with corporations and social entrepreneurs. The information about all cases were derived from the public sources – websites of the organizations in the partnership, media, business journals and forums.

The secondary data processing included the following steps:

1. Creating the pool of cross-sector partnerships – this step includes finding as much collaborations between commercial companies and not-for-profit organizations as possible. In the initial pool there were 224 cases of partnerships consisted of the collaborations between companies, social entrepreneurs, NGOs, Foundations etc. All of them were created to generate a social impact locally, regionally, or globally.

2. Extracting from the pool the cases of corporations partnering with social enterprises. For this to be achieved, all the not-for-profit organizations were differentiated by their compliance with the notion of social entrepreneurship. The social enterprises then were sorted by the quantity of their partnerships, cleared from the duplicated value and each case of the collaboration analyzed.

3. All the partnerships were then elaborated in their essence and put into the united dataset.

After the data on cases was found, it was analyzed with the objective to find commonalities and patterns, that would allow to divide information into the meaningful subsets, that then can be used in the analysis as the different types of partnerships.

The primary data was collected with the interviews. The main objective for the interviews was to extract and explore insights about cross-sector partnerships and find the obstacles for the successful collaboration between parties. To find interviewees, the requests to large corporations and social entrepreneurs in five countries were made: USA, Russia, India, China, and Germany.

Along with that, the request was made to the SE accelerators, that are usually have the contacts of social enterprises and CSR departments of commercial companies. We have got a response from the Impact Hub Moscow, which has given us the contacts of social enterprises that was needed for the research. Impact Hub Moscow is a business incubator, innovation lab, and entrepreneur community that is part of a global network of more than 80 centers. It was formed in Moscow in 2014 and provides working/meeting space as well as access to tools for social entrepreneurs at all phases of their business.

Overall, the requests for the interview were sent to 30 corporations and 30 social enterprises, from which we have got 5 and 7 interviews respectfully. Thus, the response rate was 17% for the corporations and 23% for social entrepreneurs.

The corporations and social entrepreneurs that we have managed to interview were all the participants in the cross-sector partnership at least at some point, they were all engaged in the process of initiation, conducting and evaluation of the partnership, so their experience is relevant. Some of the participants have asked not to disclose their companies' names, so in the research all the interviewees were codified.

2.5 Research Limitations

The topic of cross-sector partnerships is a multidimensional issue, that can be analyzed from the different perspectives, so, naturally, the current research has its limitations in that it looks upon the problem from the lenses of strategic management and dual value creation. The found typology in this research is also limited by the categories that were used for the differentiation and may not reflect all the combinations of factors that can be encountered in the cross-sector partnerships.

There also two other limitations of the research. Firstly, nevertheless of the amount information that has been gathered for the existing partnerships from the open sources, the data is still in some cases incomplete (e.g. the specific financial conditions are hard to find, as well as other details). Secondly, the conducted interviews are also not always extensive, some of them give more information on the research questions, some of them less.

Even with those limitations however, we believe that the research will be useful for the strategic management and entrepreneurship academic literature by the expansion of the perspectives on cross-sector partnerships. It will be definitely helpful for acting managers to navigate between various options for collaboration.

3. RESEARCH FINDINGS

3.1 LC/SE Partnerships Analysis

The 96 cases of LC/SE partnerships were examined and categorized along with the interviews with social entrepreneurs and large corporations.

All the cases were categorized according to the following criteria:

1. Type of organization – types of large corporations ranged from socially responsible business (acting in the benefits of society along with profit maximization – dual mission) to the business with CSR (corporation that conducts some policies for society benefit, but generally profit-driven). This distinction was based on Alter (2007) typology of companies according to open-source information (company’s mission statements, reports etc.) and is made to differentiate cases, where for-profit companies have generally dual mission and where they are for-profit with some philanthropic pivot. The overall 55 companies included are presented in Table 1.

Table 1. List of companies in social partnerships by the type of organization

Type of LC	Companies
Socially Responsible Businesses	Hogan Lovells, Mastercard Foundation, Participant Media, StudentUniverse, Dermatology Times, The Travel Corporation, Sproxil, EthioChicken, Unilever, IKEA Social Entrepreneurship, Liverpool FC, Paul, Whole Foods Market
Companies with CSR	Wayra, PwC, Baxterstorey, LinkedIn, Microsoft, IKEA, Virgin Atlantic, EF, DHL, Canadian Living, SAP, Johnson & Johnson, Mitsubishi, EY, Bain & Company, H&M, Sodexo, Nestlé, Dow Chemical, Novartis, Amazon, Flunch, Auchan, Starbucks, Natura, Verizon, IBM, Google, Bayer, L'Oréal, Allianz, AB InBev, Orange, PWS, McKinsey, The Foschini Group, Truworths, Woolworths, Ocado, Holland & Barret, Deloitte

2. Clients – who are the main clients of the company – individual customers, other companies, startups etc.

3. Industry – what industry is company in, what is its focus. In the considered cases, partnerships with companies from 36 industries were included, for instance: airline industry, alcoholic beverages, farming, automobiles, beverages, cinema, clothing, consulting etc.

4. Partnerships – what social enterprises company partners with. The 55 social enterprises, that has been included in the analysis are listed in the table 2.

5. Type of SE – what is the essence of activity of social enterprise which the corporation partners with. In the cases considered social enterprises with 27 various activities were looked on, all of them are listed in the table 2.

6. Social Value – what social mission is accomplished by these partnerships. Social value is usually associated with contributing to the society or the environment. All social values, brought by the social enterprises under analysis are also listed in the table 2.

Table 2. List of social enterprises considered in the cases by their activity and social value

Activity	Companies	Value
Accelerator	Ashoka, Babban Gona, SIF, Social Enterprise UK, UnLtd	Social Enterprises Development
Agriculture	Eyes In The Sky	Risen Aggicultural Productivity, Employment
Bike Sharing	Bike for Good	Skills Teaching, Cheap Transportation, Environment Protection
Biotechnology	WHI	Environment Protection
Clean Energy	BioFiltro, d.light, Easy Solar	Affordable Clean Energy
Clothing retail	Liberty Society, Ortestella, Rangсутra, Women + Waves, Yalla Trappan	Local Products Retail, Employment
Consulting	DSC, ESG	Cheap Consulting Services for SE
Education	Rumah Mucaf, 100mentors, Every1Mobile, JFF, SF Goodwill, KIMS, Me to We	Skills Teaching
Financial Services	Hello Paisa	Cheap Remittances
Food processing	City Harvest UK, Too Good to Go, Kulaku	Cheap Food, Environment Protection
Goods for Children	From Babies with Love	Employment
Insurance	OKO	Affordable Insurance for Locals
Local Products Retailer	Sustaination	Environment Protection, Healthy food
Logistics	Elepha SAS BIC, Green Mining	Recycling Logistics in Developing Countries
Medical Help	Arogya Parivar, IDA Foundation	Affordable Medicine
Medical Technology	Shift Labs	Affordable Medical Technology
Psychological help	Me to We	Skills Teaching, Psychological help
Recycling	Greenie, Koinpack, Mr. Green Africa, Plépah, QYOS, The Clothing Bank	Employment, Environment Protection
Restaurant	Brigade	Cheap Food
Sanitation	Clean Team, Sanergy, Splash, Tiger Toilets	Improved Sanitation in the Developing Countries
Soap Production	CLARITY - The Soap Co.	Employment
Specialty Food	Aduna Ltd.	Employment, Community Empowerment
Transport Services	Hello Tractor, Westbike Messenger	Affordable Transportation, Affordable Technology
Venture Investing	Acumen	Financing
Waste Management	Duitin	Waste Control
IT	BSR HERproject	Skills Teaching, Women Empowerment
Sports	NSPCC	Environment Protection

7. Value Created – what large corporation and social enterprise gain from the partnership individually, based on the outputs that either were intended (evident from the public messages from both LC and SE) or actual outputs from the partnership.

8. Country/Region – in what region or location the partnership is taking place, what is the area of influence. In the considered cases it may be local (one city/country), regional (several countries in the same sub-region) or international (various countries in different regions).

9. The level of commitment – how embedded are the parties in this partnership in terms of the resource utilization. This categorization was made according to the open information about partnership, the level of financial, human, marketing and other resources used by parties compared to their estimated total resources. In the analysis it is divided into three categories: low, medium, and high.

10. Activity – from the perspective of corporation is this partnership connected with its primary, secondary, or extraorganizational activity. Primary activity is the selling or production of LC goods or services, secondary relates to financing, marketing and other activities that support the selling and the production of LC goods and services, extraorganizational activity is not connected with core activities of the corporation and essentially means, that the company is using replicable resources in the limited manner in the not-familiar industry.

11. Regularity – how regular this partnership requires the interaction between parties, it can be constant, irregular or project. Constant interaction means the regular and consistent interaction between parties over the indefinite amount of time, irregular interaction occurs, when time is indefinite, and the connections are only circumstantial, project interaction is happening, when the partnership is time-bound and regulated.

3.2 Partnership Matrix. Activity and Commitment

Based on the categories it would be safe to say, that the consistency and similarity between various cross-sector partnerships are evident in three categories: Activity, Regularity and The Level of Commitment. The value, created in those partnerships is essentially limitless in its type and may range from environment protection to the local farmers empowerment.

Therefore, the types of partnerships can vary significantly in their outcome, but we can observe and categorize them by the form they take, thus creating structures, which are common for all partnerships.

These structures are found at the intersections of two categories – Activity and The Level of Commitment, that are united in the one matrix, which we will call a partnership matrix. However, before we can construct this matrix, we need to elaborate on how to divide partnerships by the type of activity and the commitment.

3.2.1. Primary, Secondary, Extraorganizational Activity

The categorization of partnerships by activities is based on the viewpoint of the corporation as the party with the highest share of resources in the partnership. Thus, when a corporation is embedded in the cross-sector partnership with a social enterprise, it partners to fulfill one of three types of its activities, each of which requires the relevant set of resources and capabilities of the company to be exploited.

Primary activities are the development, production and selling of corporation products and/or services. In terms of social partnership, we consider a company to conduct its primary activities, when it invests its production and/or selling facilities to be directly involved in the creation and selling the value, generated in the partnership.

When LC is partnering with social enterprise by conducting its primary activities, the value, that corporation seeks is usually new market and customers, which company wants to serve, simultaneously promoting social benefit. Corporation can also seek for the new technology, that can help it to create a new value, consistent with its CSR or ESG policies. The examples of such partnerships are usually very prominent.

- Grameen Danone partnership – the joint venture of multinational food-products corporation Danone and, community development bank, Grameen Bank. This is a social enterprise founded in 2006 to provide rural Bangladeshi children with many of the key nutrients commonly lacking in their diets. Its operating principle is "no losses, no dividends". Grameen Danone Foods aims to decrease poverty by creating business and job opportunities for the local population, as raw materials such as the milk needed for production, will be sourced locally.

The organizations that created Grameen Danone Foods Ltd have agreed not to take profits from the company. Instead, they will invest in creating new opportunities for people's well-being and development. Danone in this case partners with Grameen and invest in it its primary activity – production and selling of its food, by that resolving local malnutrition problem and even earning a small margin by cross-subsidizing the expenses with revenues from larger priced Indonesian cities customers.

- Unilever – d.light partnership - d.light is a global solar company providing affordable solar solutions to the 2 billion people who have not reliable energy in their homes. d.light formed a pilot partnership with Unilever by joining the Perfect Store Initiative. d.light sells home solar systems to Unilever, which lists it in small retail stores that sell its products. Launched in Kenya in 2014, the partnership aims to answer the question: "If you put your retail stores on solar lights, will they stay open later? If so, will they increase sales?" The partnership was created to bring economic benefits to all parties: Unilever, d.light and retailers benefit from increased sales, while d.light also wins from increased awareness of its products among consumers shopping in retailer stores

because of how light affects the aesthetics of the store that is often dark or smoky because of the use of kerosene. Unilever in this case uses new technology to create a value for customers to visit retail stores to buy the Unilever products.

Secondary activities are the administrative, marketing, logistical, infrastructural actions of the corporation, which are not directly connected with company's core activities, such as developing, producing, and selling its products.

In the lenses of partnerships, secondary activities are conducted, when the corporation supports social enterprise by providing it with necessary financial, marketing or other help, that is not connected with the production or selling of the products, but only with the support of current operational activity of social enterprise.

Secondary activities are typically seen in the partnerships, where corporation is taking the role of an accelerator, which develops social enterprises to promote the solution to social issues in underdeveloped regions, thus promoting its image and influence. There are also a couple of other prominent examples of such partnerships.

- **IKEA – Ashoka partnership** - Ashoka and IKEA Social Entrepreneurship created the Dela accelerator program. The program aims to increase the impact of existing social enterprises operating at a system level in the areas of livelihoods, equity, and inclusion. The program unites IKEA employees and social entrepreneurs to help SE to change systems and scale. For IKEA it is the opportunity to also learn from social entrepreneurs, adopting and testing their business practices within IKEA.

Together they propose a unique experience based on the knowledge and networks of both IKEA and Ashoka. IKEA also has the opportunity to recruit social entrepreneurs as ambassadors and sparring partners, heading to IKEA's eminence as a fully circular by 2030. In this case IKEA is providing its expertise along with its employees to help SE to scale, which in turn would generate the sustainable business practices for IKEA itself. IKEA

- **Baxterstorey – Brigade partnership** - Brigade Bar + Kitchen is a professional restaurant and social enterprise training kitchen. The restaurant was built with a social mission, so it provides a learning opportunity for the disadvantaged or those who have gone through hard times and to teach them new skills. BaxterStorey is an independent foodservice provider operating in the UK, Ireland, and Europe, focusing on restaurants, cafes, gastropubs and executive catering for commercial and industrial clients.

BaxterStorey provides back-office support for Brigade Bar + Kitchen and Beyond Food Foundation. BaxterStorey does not use its production facilities but provides the administrative support in conducting orders and accounting, in exchange it gets the part in the social issues resolution and build its reputation as the local company developing local community.

Extraorganizational activities are the hardest to spot on, as they can be similar to the secondary ones, however there is a difference, that also differentiates the types of cross-sector partnerships from each other. Extraorganizational activities are in general do not require non-physical resources and capabilities of the corporation, neither do they require the activity of organization departments. As a rule, extraorganizational activities are aimed at building the «social» image of the organization through the donations, grants, or sponsorships. Thus, when corporation invests in partnership extraorganizational activities it usually means financing or other involvement, that do not require active participation in value creation. The examples of this type of partnership are the most common.

- PWC – Brigade partnership - PwC owns the building that houses the Brigade Bar + Kitchen and Beyond Food Foundation. The PricewaterhouseCoopers Foundation has provided the Old Fire Station Building, a professional kitchen and dining room, which also houses a training kitchen and meeting rooms. PricewaterhouseCoopers is a multinational network of professional services firms operating in various partnerships under the PWC name. PricewaterhouseCoopers is considered the second largest professional services network in the world and is seen as one of the Big Four accounting firms together with Deloitte, Ernst & Young and KPMG.

PWC does not provide any of its legal services or consulting in the partnership with a Brigade, rather it allows the restaurant to use one of its buildings to conduct its activity. This indirect approach to the partnership from one hand contributes to social issues resolution, but from the other hand it does not require the organization to be involved in this value creation.

- Johnson&Johnson – Acumen partnership – Johnson&Johnson is an American multinational corporation created back in 1886 to develop medical devices, pharmaceuticals, and consumer products. Johnson & Johnson is one of the most valuable companies in the world and one of two companies with a US AAA credit rating, which is higher than one for the US government. Acumen is an organization that is specializing in the investments in social enterprises.

Johnson&Johnson gives the money to Acumen in the form of stewardship, that further goes to the development of social enterprises. In this case, Johnson&Johnson also do not provide the Acumen with its expertise or facilities and partners with a company only through the investment of one resource.

3.2.2. Low, medium, high commitment

The level of resource commitment is also crucial, as it reflects the importance which parties endow on their partnership with each other. We differentiate between low, medium, and high resource commitment.

- Low resource commitment – implies the very limited investment from the corporation and social enterprise, low engagement (or none) of company employees and top management. Usually,

this commitment is seen in the irregular interactions between corporation and social enterprise, such as when corporation is buying SE – partner products as a part of its CSR or provides financial support.

The example of such partnership is EY – Easy Solar partnership. EY is a global professional services organization headquartered in London, England. EY is one of the world's leading professional services networks. It is one of the Big Four accounting firms, alongside Deloitte, KPMG, and PricewaterhouseCoopers. Its clients are largely served by assurance (which includes financial auditing), tax, consulting, and advice services. Easy Solar is the social enterprise that is producing affordable solar panels, thus providing clean and cheap energy.

In this partnership EY sometimes provides consulting services on pro bono basis for Easy Solar, in exchange it is gaining the reputational boost and construct the social image. Investing only one resource (in the EY case this is an expertise) on the irregular basis, makes this partnership a low commitment one.

- Medium resource commitment – companies with medium commitment in the partnership are essentially invest 2-3 types of resources with a moderate participation from the employees and attention of managers.

The prominent example of such commitment is Coca-Cola – WHI partnership. The Coca-Cola Company is a multinational beverage firm based in the United States that is best known for producing Coca-Cola. Other non-alcoholic beverage concentrates and syrups, as well as alcoholic beverages, are also manufactured, sold, and marketed by the Coca-Cola Company. The company's stock is traded on the New York Stock Exchange and is included in the DJIA, S&P 500, and S&P 100 indexes.

WaterHealth International (WHI), an Acumen portfolio company, builds and operates decentralized WaterHealth Centers (WHCs), financially viable water treatment plants that use UV and reverse osmosis technologies to deliver safe and inexpensive drinking water. The company, which was founded in 1995, has already installed over 500 WHCs in rural, underserved populations in India, Bangladesh, Ghana, and the Philippines.

The Coca-Cola Company acquired a minority equity investment in WHI in 2014. This investment will aid WHI in accelerating the installation of new WHCs around the world, as well as The Coca-Cola Company's aim of refilling all of the water used in its products by 2020. In this case, Coca-Cola is making a strategic investment by financing and giving an expertise to the social enterprise. However, comparing to other investments of the corporation, this one is not a big one and is differentiable, but enough to make a solid commitment from the LC.

- High resource commitment – implies that there is a multidivisional involvement of the corporation in the partnership, high involvement of the top management and utilization of multiple

types of the resources. In this case, corporation and social enterprise are actively participating in their partnership creating value together.

The example of the high resource commitment is the Mastercard Foundation – Babban Gona partnership. The Mastercard Foundation was founded by Mastercard in 2006 as an international non-governmental organization. The group, based in Toronto, Ontario, has aided projects in 49 countries. Through its Young Africa Works initiative, the Mastercard Foundation turned its focus to Africa in 2018. The foundation primarily produces programs aimed at eliminating gender and economic inequality, boosting access to high-quality education, extending chances for decent work, and promoting general economic growth.

Young Africa Works, a program of the Mastercard Foundation, is partnering with Babban Gona, a thriving social enterprise in Nigeria's agricultural sector that is partially owned by the farmers it helps. Babban Gona hopes to create 560,000 jobs for young entrepreneurs and smallholder farmers through this cooperation by 2022, and 7.5 million by 2030. In Nigeria, five Young Africa Works partners (Access Bank, Sterling Bank, EDC, IITA, and NIRSAL) are working together to give integrated training, leadership development, and finance to young grassroots level entrepreneurs.

The collaboration with Babban Gona is based on a strategy that has been tried with Trust Group Entrepreneurs who manage Trust Groups of 3 to 5 farmers each. The strategy is scalable and can unlock youth entrepreneurship, increase young women's participation in rural economies, and allow young people to develop and service a burgeoning agriculture market if it is repeated. It puts the young person at the center of its growth strategy and gives them the opportunity to run their own franchised agribusiness. In this case, Mastercard Foundation invests expertise, money and other resources to increase the social impact in the collaboration with Babban Gona and impact African Region.

3.3 Partnership Matrix. Types of the Partnership

Uniting the considered categories, we put them in the matrix, where the intersections of them are constituting the distinct type of partnership. We argue that there are 8 types of partnerships by the level of engagement and the type of activity which companies put in. Each type of partnership implies certain values in other categories such as regularity, created value, social impact etc. Thus, the low level of resource commitment alongside with the extraorganizational activities of LC result in the irregular partnership with a small-scale impact. All types of the partnerships are considered in the Figure 5.

Figure 5. SE/LC Partnership Matrix

Activity/Commitment	Low Low engagement, volume of resources, management inclusion	Medium 2-3 resources are committed, management involved, but not decisively	High Multidivisional involvement, several types of resources are committed, management participate actively
Extraorganizational Neither core, nor supporting activities	<i>Philanthropic Partnership</i> LC wants to get Institutional Value, but does not want large participation	<i>Sponsor Partnership</i> LC wants to get a reputation, provides sufficient amount of certain resource, but is not hugely involved	-
Secondary Supportive Activities, Marketing, Administration etc.	<i>Client Partnership</i> LC wants to have some relationships with SE and give it some business for reputational interest	<i>Golden Mean Partnership</i> LC is helping SE with some support activities, dedicating sufficient resources	<i>Semi-Synergetic Partnership</i> LC engages in the full partnership with support of secondary activities, LC helps, but not gets into production
Primary Core Activities, Development, Production and Selling	<i>Alert Partnership</i> LC starts engaging with SE in primary activities, but on the low scale	<i>Balanced Partnership</i> LC is dedicating more resources to SE, e.g. giving it an access to supply chains	<i>Synergetic Partnership</i> LC is engaging in main operations with SE, it provides full support and is involved in the production process

All types of partnerships are staged diagonally from the most superficial to the most integrated. They are not necessarily ranged from bad to good, each type of partnership may be good or bad depending on the objectives of parties and their available resources. Each of them is considered from the point of view of large corporation, as it usually is the partner with the highest share of resources in the partnership and more difficult organization.

- **Philanthropic partnership** – this type of partnership is the most superficial one, which implies both the low level of commitment and the low level of outcome. Philanthropic partnership is mainly irregular; however, it also may be constant, but with low investment into the partnership. This type of collaboration has its benefits in the relatively insufficient interdependence, parties in it usually do not have profound relations, connected extranet systems, common governance etc., and so, it bears less risk if the exit from the partnership is needed. The drawback, however, stem from the benefits, low commitments lead to the low shared value and anticlimactic outcomes. This partnership is typical, when the parties are the clients of each other on the specific conditions, or the corporation in the partnership is generally a sponsor or philanthrope, transferring some limited resource to the social entrepreneurship. The example of such partnership is PWC giving the Brigade restaurant the building on pro bono basis.

- **Sponsor Partnership** – the type of partnership, when corporation still is not using its operational departments, but put in more resources than it did in the philanthropic case. The instance for this type would be the IKEA - Acumen partnerships. Acumen is an organization that invest and develop social entrepreneurs. IKEA is a global furniture corporation, it created the

special grant for the social entrepreneurs in Acumen, which the latter disperse among the most talented entrepreneurs. IKEA is also helping with the expertise and knowledge. Thus, sponsor partnership requires the investment of several resources from the corporation, but it does not involve the corporation existing departments. It has the same benefits than the previous form along with the drawbacks, however the possible social impact can be more noticeable as more resources are invested.

- Client Partnership – the corporation may involve its supporting departments, however in the partnership it invests a small number of resources. This type is typical for the companies without distinct CSR department or for the corporations that try to understand the potential of larger partnership by conducting the smaller one. The example of this partnership is IBM with JFF (Jobs For the Future), HR company which re-educate the unemployed people to get more demanded job position. IBM relates to JFF by the partnership of filling the small amount of job vacancies in the range of specific quota. The partnership is new, so IBM do not invest large amount of money there to understand the quality of the skills education, that is conducted by JFF.

- Alert Partnership – this type of partnership is similar to the client partnership in a way, that is also aimed at testing the ground between parties. In this partnership, corporation is investing its production and selling facilities to the new partnership, however on the low scale. This is traditional for the corporations, that want to test the technology which SE offers, or productions that social enterprises produce or retail. The example of such partnership is Whole Foods – Aduna Ltd. collaboration. Aduna is the social enterprise that buys the production from local farmers for the fair price and supply this product to the Whole Foods, groceries retailer. Whole Foods are ordering the limited portions to test the influence on the customers, simultaneously it supports the farmers from the developing countries.

- Golden Mean Partnership – this partnership unites the several types of the resources committed and several operational departments of the corporation engaged. This is the partnership when the parties became interconnected. It usually works with the collaborative projects in the limited region. This type of partnership is a good fit for the organizations that want to achieve significant impact in the region, however, do not want to invest too many resources. The instance of such partnership is Starbucks, coffee shop, with Green Mining, recycling logistics company. Starbucks has implemented the reverse logistics technology from the Green Mining in Brazilian shops to decrease the level of litter and pollution. Starbucks and Green Mining pursue the purpose of decreasing the thrush in the Brazilian cities.

- Balanced Partnership – one of the three «integrative» types of the partnerships. At this stage, the corporation invests more resources in the partnership that is connected with its main activity in production and selling goods. This partnership has the similar features as the Golden

Mean collaboration. However, in the case of Balanced Partnership, LC and SE take more equal roles in terms of the focus, which lowers the incompatibility of competing logic. Corporation in this case is getting more clear value as it is directly connected with its core activity, whereas social enterprise is getting more spread social mission. The example of such partnership is Pfizer, pharmaceutical company, and IDA Foundation, social enterprise that make medicine accessible in the developing countries, which is aimed to distribute the oncological medicine to the low- and middle-income countries. Both Pfizer and IDA invest money, knowledge, and other resource to make the medicine accessible for the Latin American countries, simultaneously allowing for both parties to conduct their primary activity.

- Semi-Synergetic Partnership – the second integrative type, which is similar to the Balanced partnership, however, excludes the necessity to conduct for corporation its primary function. The example of such partnership is Orange, mobile operator, with OKO, insurance firm. Their partnership is aimed at the necessity to help the African farmers to get the necessary accessible insurance. For this Orange developed and distribute the mobile technology for farmers to have access to the insurance, OKO collaborated to offer its accessible service to the farmers. This type of partnership is good for the cases where the big project with different inputs is necessary to create a transformative change.

- Synergetic Partnership – the final type of partnership includes the large-scale projects which are connected with the primary activity of the corporation and are well – fitted for the prospective changes. The instance of such partnership is the collaboration between Mastercard Foundation and Babban Gona, an agricultural social enterprise. They united to generate half a million job opportunities in Africa through the assistance to the local farmers. Mastercard Foundation was created to solve the social problems as a subsidiary of Mastercard. In this case, both parties are engaged in the partnership in the primary activities and invested large resources to create a system, that would create planned job vacancies.

Each type of the partnership is compounded with implied additional characteristics, they all differ in the likeliest regularity, what type of social entrepreneur is engaging in it, and how big would be the social impact. In the table 3 different types of partnerships are elaborated on the additional categories over the typical regularity of interaction in the partnership, type of social entrepreneurs and level of social impact.

Table 3. Additional features of LC/SE partnerships

Type/Aspects	Regularity	Type of SE	Level of Social Impact	Examples
Philanthropic Partnership	Constant, Irregular, Irregular	Social Bricoleur	Micro	PWC - Brigade, Virgin Atlantic - Me to We
Sponsor Partnership	Constant, Project, Irregular	Social Bricoleur	Micro	EY - Easy Solar, IKEA - Yalla Trappan
Client Partnership	Constant, Project, Irregular	Social Bricoleur, Social Builder	Micro	PWC - Bike For Good, Baxterstorey - Brigade
Alert Partnership	Constant, Project, Irregular	Social Bricoleur, Social Builder	Micro, Meso	IKEA - Acumen, Amazon - City Harvest UK
Golden Mean Partnership	Constant, Project	Social Engineer, Social Builder	Micro, Meso	SAP - JFF, Unilever - Mr.Green Africa
Balanced Partnership	Constant, Project	Social Engineer, Social Builder	Micro, Meso	Coca - Cola - WHI, Starbucks - Green Mining
Semi-Synergetic Partnership	Constant	Social Engineer	Meso, Macro	Orange - OKO, Auchan - Too Good To Go
Synergetic Partnership	Constant	Social Engineer	Macro	Mastercard - Babban Gona, Unilever - Elepha SAS BIC

All the partnerships can be constant, however at the levels of lower resource commitment the variety of time spanning is evident, which is due to the fact, that these types of partnerships are more flexible and, thus, more variable. The social impact and the type of social entrepreneur is dependent on how integrative the partnership is. Social bricoleurs with the local knowledge and local impact is usually engaged in the partnerships up to the Alert type of partnership, Social Builders can be seen in the partnerships up to the Balanced partnership and Social Engineers, capable of the transformative change is seen from the Golden Mean partnership to the Synergetic one.

Micro level (the local impact, in the proximity of one city) is possible from the Philanthropic to the Balanced partnership), Meso level (the regional impact, in the proximity of one region) is existent from Alert to Semi-Synergetic partnership, finally Macro level (the global impact) is often coming from semi-synergetic and synergetic partnerships.

3.4 Mutual Benefits from the Partnerships. Model BIR-ISS

Large corporations as well as social enterprises can gain various combinations of values from their collaboration if the partnership is successful. The number of possible options are, in essence, infinite, however, we can list some of the most prominent gains, that both large corporations and social enterprises get from their partnerships.

Table 4. Typical value obtained by LC/SE in cross-sector partnership

Type of partner	Value Obtained
Large Corporations	New Market/Customers, Reputational Gain, Employees Attraction/Motivation/Development, Talent Development, Sustainable Technological/Business Innovation, Cheap Goods/Services, Expertise and Information
Social Enterprises	New Market/Customers, Enhanced Social Impact, Awareness about SE, Business Support, Logistics/Distribution, Networks, Finance, Expertise and Information, Technology

For the corporations the main value is the reputation and the image, that they get from partnering social enterprise. However, the image value is also common across partnerships of corporations with NGOs and other not-profits, which do not explain why corporations need to partner with specifically social entrepreneurs.

Social enterprises in this sense are helpful for corporations because of the duality of their mission, which include both commercial and social aspects. That is why, corporation apart from the social impact, which brings them favorable reputation and image in the lenses of its stakeholders, also can get other values, that are more measurable and perceivable. One of the values is the access to the new markets and customers, to which social enterprises have a better availability and knowledge. For this value to be achieved, companies often engage in the integrative partnerships, such as Balanced, Semi-Synergetic and Synergetic, as it helps them to capture value more efficiently. These types of partnerships are also compatible with getting the technology or innovation that social entrepreneur can develop operating on the particular market.

Social entrepreneurs can also bring the multitude of other values depending on the specific work of the specific social enterprise, for example: cheap goods/services, that can be used by large corporations in the production, selling or internal use; talent development etc. All of the specific values are countless; however, we can categorize them in three categories for every partner in the collaboration.

For large corporations possible benefits go into three groups: Business, Innovation, Reputation. For social enterprises it divides into Impact, Survival and Scale.

- Business – all benefits that LC gets from the partnership in terms of the business development – the exposure to new markets, customers, access to the insights, local knowledge, talents, and employees etc.
- Innovation – all intellectual benefits that LC gets from the collaboration – new technologies, business models, systems etc.
- Reputation – all reputational benefits that LC gains from the partnership – image for the customers, for the employees, for the shareholders, new positioning etc.

- Impact – all the social benefits, that social entrepreneur gains from the partnership – awareness, social changes, area of influence etc.
- Survival – all the benefits needed for existence that SE gets from the collaboration – finances, equipment, customers, knowledge etc.
- Scale – all the benefits SE gains from the partnership to grow and scale the business – expertise, finance, technologies etc.

These 6 categories are united in the abbreviation BIR-ISS, in which the first 3 letters mean the benefits gained by LC and the last 3 gained by SE. The full abbreviation used to describe the partnership would mean, that the partnership brings the differentiated value for both parties, however only the part of the abbreviation is more common. For example, it is possible to see the B – I combination (Unilever and d.light partnership described above) or BR-IS (Grameen – Danone partnership described above) etc.

To sum up, the specific mutual benefits from the partnership are difficult to list separately, however with the abbreviation BIR-ISS, it is possible to represent the shared value from the partnership in the most concise manner.

3.5 Challenges in the LC/SE Partnerships

To determine the specific issues and obstacles for the LC/SE partnerships and answer to the question what challenges social entrepreneurs and corporations face when creating the partnership, the total of 12 interviews were conducted, 7 with social entrepreneurs and 5 with large corporations. The short summary of the interviews are presented in the table 5. All interviews are categorized by the industry of the company, type of the partnerships, what constituted partnership in the essence, companies – partners (wherever it is possible) and main obstacles.

Table 5. Interviews Summary. SE/LC Partnerships

Case	Type	Industry	Typical Partnership	Partnerships	Partnership Type	Obstacles
01FE	SE	Gifts	LC buys the products, that SE orders from the local artisans, and gift them to its employees	Rostelecom, Rosbank, Sberbank Insurance, Cappi	Philanthropic, Client Partnership	Bureaucracy, Communication, Unprofessional Behaviour
02FE	SE	HR	SE trains people with disabilities for the LC, which need to hire them to fill the state quota	no names	Client Partnership	Communication
03FE	SE	Recycling	LC give away their waste for free to SE, who, then transform the waste into clothing	Gruzovichkoff, ExpoForum, Zenit, Gazpromarena - Marketing Agencies	Client, Golden Mean Partnership	Bureaucracy, Communication, Unprofessional Behaviour, Weak CSR, Closeness, Prejudices
04FDE, 04FAE	SE	Entertainment	SE is a theatre with actors with Down syndrome, LC partners with theatre to perform for the company employees and to educate them	Vkontakte, Afisha, Rosbank	Client, Golden Mean Partnership	Communication, Bureaucracy, Unprofessional Behaviour
05FC	LC	Manufacturing	LC buys the products, that SE orders from the local artisans, and gift them to its employees	BuySocial	Philanthropic, Client Partnership	Professionalism, Quality of production, Price
06FC	LC	Beverages	LC buys the products, that SE orders from the local artisans, and gift them to its employees	no names	Philanthropic, Client Partnership	Professionalism, Quality of production, Price
07FE	SE	Coaching	SE is an expert in how to interact with people with disabilities, LC works with SE to educate employees	no names	Philanthropic, Client Partnership	Lack of respect, communication
08FC	LC	Furniture	LC is partnering with local SE to sell their products and all revenue give to the SE	Small Retailers in Russia	Semi-Synergetic Partnership, Golden Mean Partnership	Quality of production, Social Impact
09MC	LC	Banking	LC buys the products, that SE orders from the local artisans, and gift them to its employees	Small Social Entrepreneurs in Russia	Philanthropic, Client Partnership	Professionalism, Quality of production, Price
10MC	LC	Consulting	LC partners with SE to educate employees on social issues	Small Social Entrepreneurs in Russia	Philanthropic, Client Partnership	Professionalism, Business Knowledge
11ME	SE	Medical Technology	LC partners with SE to promote its prosthetic arms and scale the production	no names, large Indian Medical Technology Producers	Semi-Synergetic Partnership, Golden Mean Partnership	Professionalism, Business Knowledge
12FE	SE	HR	SE trains people with disabilities for the LC, which need to hire them to fill the state quota	IKEA, Sber, Maersk	Semi-Synergetic Partnership, Golden Mean Partnership	Communication, Bureaucracy

The interviews have brought several insights into what are the problems and obstacles that social entrepreneurs and large corporations encounter during the partnerships. The companies that were interviewed are codified by the following manner – the number is the place in order of conducted interviews, the first letter is the gender of a person, who was an interviewee (F – female, M – male), the last letter is the type of a company they represent (C – corporation, S – social enterprise), the middle letter is present, where there were two interviewees from the same organization (D – director, A – assistant). In the detail, the interviews are conducted gave the following results:

- In the several interviewed organizations, the partnership was only superficial, irregular, and often connected with a one-time interaction. These cases are 01FE, 02FE, 05FC, 06FC, 07FE, 09MC and 10MC. In these partnerships, the interaction was made with a low resource commitment, which is evident from the following citations and was not connected with the core activities of the large companies.

Table 6. Interview citations. Partnership experience (cases 01FE, 02FE, 05FC, 06FC, 07FE, 09MC and 10MC).

Case	Citations
01FE	"...so, we have several partners, but they are our clients really, they order every year baskets with gifts, several of them not every year, some of them take more and more regular, some of them not..."
02FE	"...they (partners) come to us, tell us what they need exactly, well who they need exactly, and we then look if we can help them to hire someone similar, it is not very easy, to be honest, and it is not super regular"
05FC	"The initiative has been from me initially to buy something from social entrepreneurs, to help them, so we do, on some occasions, buy the gifts for our employees, for thir kids etc."
06FC	"...yes, we were buying some things, generally for employees, to sometimes make presents to some occasion, we also sometimes invite various speakers to talk about special people in the workplace etc."
07FE	"Usually all partnerships are going this way - they (partners) connect with me somehow, as via phone or by something else, and then they offer me to conduct a seminar in their company and essentially that is it"
09MC	"We have had some money always on various social things, and we try to buy something from social entrepreneurs, to give them money and buy something for the office or for guys..."
10MC	"...we have also some companies with whom we are working for a long time, but our interaction is purely about business, we need to find the first job for our clients, and our partners just offer the work..."

- In the cases 03FE, 04FDE and 04FAE, partnerships were more committed, more resources were dedicated, and more stable connections were implemented.

Table 7. Interview citations. Partnership experience (cases 03FE,04FDE and 04FAE).

Case	Citations
03FE	"We have a very good connection with Zenit right now and Gazpromarena, they give us, they drive us the whole trucks with waste periodically and we can make from it hats, bags..."
04FDE, 04FAE	04FDE: "It is really a widespread practice, when just somebody offer us to perform and explain in their companies how to talk with this type of people, and these meetings are happening very often"

- Finally, the cases 08FC, 11ME and 12FE have been the most experienced in terms of partnerships. The resources that were committed are sufficient, and the outcomes are meaningful.

Table 8. Interview citations. Partnership experience (cases 08FC, 11ME and 12FE)

Case	Citations
03FC	"...we have a rigid set of rules and criteria what do we expect from the entrepreneur, but if we have found a common ground, we always help him, develop so he could earn and scale..."
11ME	"Yes, I got help with how to increase the production, they (company - partner) support me, so it really works like that"
12FE	"...they know that we are very flexible and we can find the right person, teach him and we have a very profound communication and interaction is also great..."

There are however several issues that came from the partnerships and challenges that need to be accounted for. Interviewees from the social enterprises are generally refer to the communication problems, that are caused mainly by bureaucracy in the large organizations. This problem is mentioned in the majority of interviews of social entrepreneurs, in cases 01FE, 02FE, 03FE, 04FDE and 04FAE, 07FE and 12FE. They particularly tell that any decision from the company needs to undergo very long processes of approval.

Table 9. Interview citations. Partnership experience (cases 02FE and 03FE)

Case	Citations
02FE	«We have already had negotiated everything and reached the consensus and then, when we almost finished the order, they tell us that everything is off, their director does not approve this deal, it was really 2 days before the end of the order»
03FE	"You need to somehow get the contacts of the person who makes decisions, otherwise it is an extremely long and useless process to get anything done"

In the cases 01FE, 03FE and 04FDE and 04FAE social entrepreneurs also mention the unprofessional behavior and «unseriousness» of their counterpart in the partnership. For instance, here what interviewee 04FAE has mentioned during the interview (table 10).

Table 10. Interview citations. Partnership experience (case 04FAE)

Case	Citations
04FAE	"There were also negative cases of how we collaborate with companies, I do not want to name the organization, but essentially we have had a deal in one organization, we asked that there should be some things for our artists, I mean the things for them to be comfortable we agreed on that, and eventually nothing was provided"

The mentioned issue with the «respect» is also can be connected with the problems of communication and unprofessional behavior.

Table 11. Interview citations. Partnership experience (case 07FE)

Case	Citations
07FE	"...I believe, that the most important thing, that for me is important is respect, so to be treated with dignity, because respect is generally in deficit when you try to make these arrangements work"

The problem with prejudices was mentioned in case 03FE, where social interviewee said that corporations have some initial assumptions about the product only because of people who made it (she brought up an example with the company who refused to collaborate when it has learnt that the clothing was made by ex-convicts. However, this may be due to cultural or even person-specific issues, as other interviews did not show this.

Large corporations also referred to some issues, emerged during the partnership. The most prominent were the problems with a professionalism and business knowledge that were lacking in social entrepreneurs. This was mentioned in the interviews 05FC, 06FC, 09MC, 10MC.

Table 12. Interview citations. Partnership experience (cases 05FC and 09MC)

Case	Citations
05FC	«This was the problem in communication, when I have needed to explain when we need the product and why exactly that time, as the person did not understand what a lead cycle is...»
09MC	"...so, when we started discussing the budgets, I understood that this would be a problem, as that person did not comprehend what I was talking about..."

Interviewees from large corporation were also emphasizing the importance of quality and price on their decision. This topic is mentioned in the cases 05FC, 08FC, 09MC.

Table 13. Interview citations. Partnership experience (cases 05FC, 08FC, 09MC)

Case	Citations
05FC	«We are checking our suppliers so the quality should be good, otherwise we would give money to charity»
08FC	"...when we are applying our guidelines, our rules, we choose the partner with the best products, so the quality is important"
09MC	"I believe, that these goods should not be excessively expensive, even with the «social» in the name, the price should be ok"

To sum up, the challenges, that were mentioned in the interviews are consistent with what has been found in the literature review. The competing institutional logics are realized in the difficult communication between social entrepreneurs and large corporations. The issue of power asymmetry and the perceived dependence of social entrepreneurs are seen in the seeming «unseriousness and unprofessional behavior» of large for-profit companies. Bureaucracy is a result of the complex organizational structure that come into a conflict with relatively flat companies of social entrepreneurs.

Therefore, interviews have helped us to confirm the previous findings of literature on the cross-sector partnership and institutional logics in it and prove, that these problems are indeed fundamental.

4. CONCLUSION

4.1 Discussion of Research Findings

Social entrepreneurship and large corporations' partnerships may indeed become one of the most powerful tools to create innovative business models and promote more inclusive and fair economy through the right types of partnerships and collaborations.

The primary goal of the research was to define the various forms of partnerships between large corporations and social enterprises, as well as to define the mutual benefits, which can be gained by both parties in the partnership. For these tasks, almost one hundred cases of the partnerships between large corporations and social entrepreneurs were categorized and analyzed.

First of all, we have determined what are the different types of partnerships between social entrepreneurs and large corporations, for this we have looked on the several categories by which we differentiated between different cases of such partnerships. Categories have spanned throughout the main aspects of the partnership including regularity, resource commitment, activity etc. The last two criteria have made the basis for the extraction of distinct groups of partnerships. Resource commitment and activity has created the Partnership Matrix – the intersections of this matrix have constituted the distinct forms of partnerships.

Based on the matrix, 8 types of the partnerships were found: Philanthropic Partnership, Sponsor Partnership, Client Partnership, Alert Partnership, Golden Mean Partnership, Balanced Partnership, Semi-Synergetic Partnership, Synergetic Partnership.

The first 5 types are the flexible partnerships, implying, that they require relatively low or medium levels of resources and commitment and are made for the small and medium social impact partnerships; the last 3 types are integrative partnerships, they require higher commitments and generally are more fit for the partnerships with wide social impact.

After the types of partnerships were found, the analysis over the mutual benefits has helped to widen the perspective on LC/SE partnerships. The suggested abbreviation BIR-ISS covers all mutual benefits, that both social entrepreneurs and large corporations can achieve in the partnership. It helped to answer the question on what are the mutual benefits that can be gained by both parties from the SE/LC partnerships. This abbreviation recognizes that there are 6 big categories of values generated in the partnership. First three letters BIR – are the group of values that can be gained by large corporation, these are Business values, Innovation values and Reputation values. The last three letters - ISS put an emphasis over the values gained by social enterprises. Those are Impact, Survival and Scale. The combination of these categories show how much value can parties gain from the partnerships, the full abbreviation symbolize the highest possible benefits, whereas other combinations are also possible.

The final question of the research was to find the challenges, that both large corporations and social enterprises face while they are partnering for a social good. Businesses and non-profit organizations from many sectors working together on social and environmental concerns encounter not just conflicts of corporate ideals and views that mirror wider cultural trends, but they must also overcome peculiarities in order to create long-term trust and comfort (Ashraf et al. 2017). Institutional complexity is a significant aspect of social partnership and a foundation for possible shared advantages; at the same time, it is one of the tension sources that leads to cognitive dissonance and failure of organizational expectations (Villani et al. 2017).

We have conducted interviews to find the challenges that are met in the practice of the social entrepreneurs and large corporations. We determined that communication issues, bureaucracy of companies, unprofessional behavior are the biggest challenges in the cross-sector partnership. These findings support the academic literature, as all of these challenges are the consequences of considered in the literature incompatibility of institutional logics, organizational complexities and governance. Therefore, the interviews prove that indeed these issues are persistent and important.

4.2 Theoretical Contribution

In the theoretical domain, the research extends the existing typology of partnerships between social entrepreneurs and large corporations. The partnership matrix complements the continuum model of Austin and supports the existing categorizations of the social partnerships. . Austin (2000) has viewed cross-sector partnerships as a continuum ranging from the fully philanthropic to "integrative" partnerships, in which the two sides enjoy organizational integration; and to full cooperation, in which values, objectives, people, and activities are all combined. Austin and Seitanidi (2012) also argued, the expansion of MNC/NPO collaborations has resulted in the emergence of a fourth position on the cooperation continuum: transformative partnerships. The overarching purpose of this increased collaboration is to co-create meaningful societal transformation.

The developed typification extends the continuum model of Austin, as the suggested types of partnerships explain the transactional phase of the continuum and expand other phases differentiating between different states of partnerships on each stage. In essence different types of partnerships are concise with various stages at the continuum model.

The abbreviation BIR-ISS also complement the existing models on value creation – the IVC and CVC frameworks, as it helps to categorize outcomes – created values from the analysis of IVC and CVC paradigms. Research also supports the previous literature on the specific challenges, that social entrepreneurs and corporations face in the partnership and proves, that the

main problems still lie in the domain of competing logics and power asymmetry, which underlie the emerging conflicts and discrepancies.

4.3 Managerial Implications

For the acting manager, research will be useful in the possibility to evaluate the available options for partnerships between two parties, as well as what each option entails. It would be also helpful to evaluate the quality of the value created in the partnership with the model BIR-ISS and to define what challenges exist right now and can emerge in the future.

Research gives to the managers two tools on evaluation of the cross-sector partnerships between social entrepreneurs and large corporations – Partnership Matrix and BIR – ISS model. These tools can be also used in the decision-making to structure the intersectoral interactions between companies and organize the effective relationships with corporate and social partners of the company.

4.4 Limitations and Opportunities for Further Research

The research consists of several limitations and can be improved and extended in the future academic literature. The first limitation is that some information on the cases of partnerships is hard to acquire, this impeded to construct a clear line of what types of value are created by each form of the partnership. More information in the future can help to resolve this limitation.

Another limitation is that the categorization in this research is based on the two categories, it helps to create a concise model of partnership, but it may be extended with more information about existing partnerships. Finally, as the response rate on the interview was low, there can be some limitations on the quality of extracted information, the bigger sample can either support or partly refute some of the inferences, however we believe, that for the objectives of this research the information is sufficient.

To sum up, there are many ways of how current research and inquiry on the cross-sector partnerships can be extended, while we believe, that given research is self-sufficient, there are numerous blank space that can be touched.

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Appendix 1. Questions for Interviews with Social Entrepreneurs (English)

1. How can you characterize your competitive strategy?
2. Do you consider the company's business model to be innovative? Tell us about the unique and innovative features of the business model.
3. What market does your organization operate in? What are the competitive advantages of your company?
4. How does the social mission relate to the overall strategy of your company?
5. Is the firm in partnership with big business? List these organizations and tell us about the projects implemented within the framework of cooperation.
6. Who initiated this partnership and how?
7. How is a partner firm selected? By accident? For special projects?
8. What are the main criteria for partnership with big business? List the criteria from the most important to the least important. (funding, social media promotion, source of inspiration, learning opportunities: soft skills (intrinsic motivation) / hard skills = professional experience)
9. How would you rate such a partnership? Has any benefit been gained? Briefly describe your experience.
10. In your opinion, what are the main obstacles to interaction with big business? List these obstacles from the most serious to the least important.
11. How has cooperation with large firms affected your organization? (has a new policy been adopted, changes in daily activities, or new ideas emerged after cooperation?)
12. What can be improved in the interaction between big business and social enterprises?
13. What resources/competencies does a social enterprise need for effective partnership with large firms? (describe based on your experience)
14. What benefits has the company received from cooperation with big business?
15. What resources/competencies do large firms need to interact more effectively with social enterprises? (describe it based on your experience).
16. Do you consider your partners (large firms) socially responsible?
17. Who was usually the initiator of the projects?
18. In your opinion, what are the main features of a sustainable and profitable business model?
19. Has your social enterprise helped to introduce any sustainable innovations into the work of large firms? Give examples.
20. Do the large companies you have collaborated with measure social impact?
21. What were the expectations from cooperation with big business?
22. Did the expectations coincide with reality? What lessons have been learned from the collaboration?

Appendix 2. Questions for Interviews with Social Entrepreneurs (Russian)

1. Как Вы можете охарактеризовать свою конкурентную стратегию?
2. Считаете ли Вы бизнес-модель компании инновационной? Расскажите об уникальных и инновационных чертах бизнес-модели.
3. На каком рынке работает Ваша организация? Какие конкурентные преимущества у Вашей компании?
4. Как социальная миссия соотносится с общей стратегией Вашей компании?
5. Состоит ли фирма в партнерстве с крупным бизнесом? Перечислите эти организации и расскажите об осуществленных проектах в рамках сотрудничества.
6. Кто и как инициировал это партнерство?
7. Как выбирается фирма-партнер? (случайно? для особых проектов? ...)
8. Каковы основные критерии для партнерства с крупным бизнесом? Перечислите критерии от самых важных до менее важных. (к примеру: финансирование, продвижение в социальных сетях, источник вдохновения, возможности для обучения: мягкие навыки (внутренняя мотивация) / жесткие навыки = профессиональный опыт и.т.д.)
9. Как бы Вы оценили такое партнерство? Была ли получена какая-то польза? Опишите вкратце свой опыт.
10. По Вашему мнению, каковы основные препятствия для взаимодействия с крупным бизнесом? Перечислите эти препятствия от самых серьезных до менее важных.
11. Как сотрудничество с крупными фирмами повлияло на Вашу организацию? (принята ли новая политика, изменения в повседневной деятельности или появились новые идеи после сотрудничества?)
12. Что может быть улучшено во взаимодействии между крупным бизнесом и соц. предприятиями? (к примеру улучшения в условиях взаимодействия, в работе крупного бизнеса или социального предприятия и.т.д)
13. Какие ресурсы/компетенции нужны социальному предприятию для эффективного партнерства с крупными фирмами? (опишите, исходя из Вашего опыта)
14. Какую выгоду получило социальное предприятие от сотрудничества с крупным бизнесом?
15. Какие ресурсы/компетенции необходимы крупным фирмам для более эффективного взаимодействия с соц. предприятиями? (опишите, исходя из Вашего опыта).
16. Считаете ли Вы ваших партнеров (крупные фирмы) социально ответственными?
17. На Ваш взгляд, какими основными чертами обладает устойчивая бизнес-модель?
18. Помогло ли Ваше социальное предприятие внедрить какие-либо устойчивые инновации в работу крупных фирм? Приведите примеры.

19. Измеряют ли крупные компании, с которыми Вы сотрудничали социальное влияние?

20. Какие были ожидания от сотрудничества с крупным бизнесом?

21. Совпали ли ожидания с реальностью? Какие уроки были получены из сотрудничества?

Appendix 3. Questions for Interviews with Representatives of Large Companies (English)

1. How can you characterize your competitive strategy?
2. Do you consider the company's business model to be innovative? Tell us about the unique and innovative features of the business model.
3. What market does your organization operate in? What are the competitive advantages of your company?
4. How does corporate social responsibility relate to your company's overall strategy? Tell us about the main principles, directions and projects.
5. Is cooperation with your company built into the organization's strategy? Is cooperation tied to the activities of the organization, or is it rather charity, divorced from the main business processes?
6. Is the firm in partnership with social enterprises? List these organizations and tell us about the projects implemented within the framework of cooperation.
7. Name the most significant social contribution projects in which your company participated.
8. Who initiated this partnership and how?
9. How is a partner firm selected? By accident? For special projects?
10. What are the main criteria for partnership with social enterprises? List the criteria from the most important to the least important. (Funding, Social Media Promotion, Source of Inspiration, Learning Opportunities: Soft Skills (intrinsic motivation) / Hard Skills = Professional experience)
11. How would you rate such a partnership? Was there any benefit gained? Briefly describe your experience
12. In your opinion, what are the main obstacles to interacting with social enterprises? List these obstacles from the most serious to the least important.
13. How has cooperation with social enterprises affected your organization? (has a new policy been adopted, changes in daily activities, or new ideas emerged after cooperation?)
14. What can be improved in the interaction between large companies and social enterprises?
15. What resources/competencies does a large firm need to effectively partner with social enterprises? (Describe it based on your experience).
16. What benefits and advantages did the company receive from cooperation with a social enterprise?
17. What resources/competencies do social enterprises need to interact more effectively with large firms? (describe based on your experience)
18. Do you consider your company socially responsible? Give examples of social enterprise projects that your company has conducted or participated in?
19. Who is the initiator of the projects? How are priority areas selected?

20. In your opinion, what are the main features of a sustainable and profitable business model?
What features are inherent in your company?

21. Tell us about innovations in the field of corporate social responsibility in your company?
What kind of innovations were they? Give examples.

22. Has the company's business model become more socially responsible over the past few years? How, to what extent?

23. Give examples of services or changes in business processes that your company has introduced in order to become more socially responsible.

24. What new features were added to business processes after interaction with social enterprises?

25. What were the expectations from cooperation with social enterprises?

26. Did the expectations coincide with reality? What lessons have been learned from the collaboration?

What forms of partnership do you consider the most promising? How do you see cooperation in the future in the light of the strengthening of the ESG agenda?

Appendix 4. Questions for Interviews with Representatives of Large Companies (Russian)

1. Как вы можете охарактеризовать конкурентную стратегию своей компании?
2. Считаете ли вы бизнес-модель компании инновационной? Расскажите о её уникальных и инновационных особенностях.
3. На каком рынке работает ваша организация? Каковы её конкурентные преимущества?
4. Как корпоративная социальная ответственность связана с общей стратегией вашей компании? Расскажите об основных принципах, направлениях и проектах.
5. Сотрудничество с вашей компанией встроено в стратегию организации? Завязано ли сотрудничество на деятельности организации или это скорее благотворительность, оторванная от основных бизнес-процессов?
6. Является ли фирма партнером социальных предприятий? Расскажите о проектах, реализованных в рамках сотрудничества.
7. Назовите наиболее значимые проекты социального вклада, в которых участвовала ваша компания.
8. Кто инициировал это партнерство и как?
9. Как выбирается фирма-партнер? Случайно? Для спецпроектов?
10. Каковы основные критерии партнерства с социальными предприятиями? Перечислите критерии от самого важного к наименее важному. (Финансирование, продвижение в социальных сетях, источник вдохновения, возможности обучения: навыки межличностного общения (внутренняя мотивация) / профессиональные навыки = профессиональный опыт)
11. Как бы вы оценили такое партнерство? Была ли получена какая-то польза? Кратко опишите свой опыт.
12. Каковы, по вашему мнению, основные препятствия для взаимодействия с социальными предприятиями? Перечислите эти препятствия от наиболее серьезных до наименее важных.
13. Как сотрудничество с социальными предприятиями повлияло на вашу организацию? (была ли принята новая политика, изменения в повседневной деятельности или появились новые идеи после сотрудничества?)
14. Что можно улучшить во взаимодействии крупных компаний и социальных предприятий?
15. Какие ресурсы/компетенции нужны крупной фирме для эффективного партнерства с социальными предприятиями? (Опишите это, исходя из вашего опыта).

16. Какие выгоды и преимущества получила компания от сотрудничества с социальным предприятием?

17. Какие ресурсы/компетенции необходимы социальным предприятиям для более эффективного взаимодействия с крупными фирмами? (опишите исходя из своего опыта)

18. Считаете ли вы свою компанию социально ответственной? Приведите примеры проектов социальных предприятий, которые ваша компания проводила или в которых участвовала?

19. Кто является инициатором проектов? Как выбираются приоритетные направления?

20. Каковы, по вашему мнению, основные черты устойчивой и прибыльной бизнес-модели? Какие черты присущи вашей компании?

21. Расскажите о нововведениях в области корпоративной социальной ответственности в вашей компании? Что это были за инновации? Приведите примеры.

22. Стала ли бизнес-модель компании более социально ответственной за последние несколько лет? Как, в какой степени?

23. Приведите примеры услуг или изменений в бизнес-процессах, которые ваша компания внедрила, чтобы стать более социально ответственной.

24. Какие новые возможности добавились в бизнес-процессы после взаимодействия с социальными предприятиями?

25. Каковы были ожидания от сотрудничества с социальными предприятиями?

26. Совпали ли ожидания с реальностью? Какие уроки были извлечены из сотрудничества?

27. Какие формы партнерства вы считаете наиболее перспективными? Каким вы видите сотрудничество в будущем в свете усиления ESG-повестки?