

Client Report

Orange Corners Consultancy Project

Scaling Success:

Helping entrepreneurs navigate tensions while scaling their business.

Utrecht University
Master of Science, Sustainable Business, and Innovation

Supervisor: Venema, dr. Tina (Utrecht University)
Coordinator: Derks, Milou (Orange Corners)

Students: Bakker, Tim 9031995
Grim, Rens 1124285
Groenen, Lars 1310933
Metz, Rosalie 9873066
Nijssen, Josha 7642717

Date: 28-06-2024



Universiteit Utrecht



Management Advice

This consultancy research project focuses on how inclusive business entrepreneurs deal with tensions between financial sustainability and social / environmental impact when scaling their businesses within Orange Corners' programmes in Angola, South Africa, and Mozambique. With a combination of a survey and interviews, the study explores the individual experiences and the challenges faced by entrepreneurs during the scaling process of their business.

The research explores the scaling challenges of inclusive businesses, focusing on tensions that arise from conflicting financial, social, and environmental business goals—referred to as multiple logics. Tensions between financial sustainability and social / environmental impact challenge inclusive businesses, requiring them to balance trade-offs and optionally redefine their business models to align with these multiple logics. Understanding and managing these tensions is useful for the improvement of entrepreneurial support programmes like those offered by Orange Corners.

The research highlights the significant challenges and synergies faced by Orange Corners entrepreneurs. The most frequently mentioned challenge was the limited funding for scaling their businesses. While some entrepreneurs faced tensions between financial sustainability and social / environmental impact due to the high costs of making an impact, others benefitted from synergies by effectively integrating impact into their business models, such as through resource efficiency. Another challenge is consumers' willingness to pay extra for social / environmental impact; however, some entrepreneurs gain from an improved brand image by incorporating these impacts. Lastly, the lack of consumer awareness can create tension between multiple logics, whereas entrepreneurs who focus on community education and awareness can better integrate these aspects into their businesses.

Based on the challenges and synergies found, we believe the programmes of Orange Corners could be improved by tailored business model training focused on increasing compatibility between financial and social / environmental impact goals. Moreover, the programme could advance by the inclusion of networking opportunities, fostering collaboration and knowledge sharing among the entrepreneurs across different sectors. Ongoing efforts include enhancing post-programme engagement and showcasing successful case studies to empower the entrepreneurial community further.

Orange Corners could improve their programme by helping entrepreneurs identify which logic is central to them, which should be central, and where they can learn the most. In the survey, entrepreneurs mentioned that the survey prompted them to reflect on their impact as entrepreneurs, which they found valuable. Entrepreneurs must reinvent their entrepreneurial identity to deal with tensions that arise from logic multiplicity (Cesinger, Vallaster & Müller, 2022).

Another advice for the improvement of the Orange Corners scaling programme could be identifying customer needs. Learning how to conduct customer research, determine willingness-to-pay for a product and specific features, understanding how their product fits into the market. If there is no demand for your product in either market, what gap are you trying to fill? You might consider focusing on something else. For example: is the Mozambican market willing and able to pay an extra fee for the impact an entrepreneur makes? If not, why not shift to the South African market? If a market is willing

to pay but awareness is simply too low, an entrepreneur can communicate more effectively with the target audience based on identified customer needs.

An additional step of crucial improvement for the Orange Corners programmes involves more targeted communication. Entrepreneurs need to strategize on how to effectively reach their target consumers and convince them that their product is better than conventional alternatives. These strategies not only enhance market acceptance but also contribute to the overall success and sustainability of inclusive businesses. This involves determining how to reach the target audience, identifying what they need to know that they do not yet know, conveying this information effectively, and creating a need for the service or product within this narrative.

A last step of improvement for the Orange Corners programmes involves training in enhanced financial management of the entrepreneurs. During the research, a large dependency on financial support was identified. Improvement in the programme could involve training in enhanced financial management for entrepreneurs. This empowers entrepreneurs with the essential skills to manage and evaluate the financial contributions of the core activities within their businesses. In this way, entrepreneurs can better strategize and optimise their resources, this reduces their dependency on external funding sources and enhances overall business sustainability. In combination with increasing the compatibility between social/environmental impact and financial sustainability in the business model, the tension between these elements can be reduced.

A fruitful future research avenue would be to investigate how the challenges and tensions change over time by conducting long-term research. This research should include more participants, more interviews, and look at the differences and similarities between entrepreneurs with different growth strategies & entrepreneurial ecosystems.

The survey used in this research had a high response rate. This highlights that the distribution strategy (various channels including email, newsletter, and WhatsApp groups) was highly effective and could be a valuable approach for future Orange Corners research initiatives. Additionally, involving students in the research agenda proved to be beneficial for this project. This project served as a pilot, and based on its success, Orange Corners might consider continuing to leverage student researchers for future studies. This approach not only provides valuable insights for Orange Corners but also offers practical research experience for students.

Table of Content

Management Advice	1
1. Client Problem Statement	1
2. Research Approach	4
2.1 Scaling	4
2.3 Challenges of Scaling in Context of OC Hubs	6
2.4 Tensions in Multiple Logics	6
3. Methods	8
3.1 Survey	8
3.1.2 Participants	9
3.1.3 Measurements	9
3.2 Interviews with Entrepreneurs	11
3.2.1 Participants	11
3.2.3 Measurement	11
3.2.4 Data Analysis	12
4. Findings	13
4.1 Challenges and Synergies	13
4.1.1 Lack of Funding for Scaling	13
4.1.2 Costs of Making Impact and Resource Efficiency	14
4.1.3 Consumers' Willingness to Pay and Improved Brand Image	14
4.1.4 Lack of Consumer Awareness and Community Education / Awareness	15
4.1.5 Lack of Networking	15
4.2 Mitigating Tensions	16
5. Discussion	17
5.1 Relevance of Results	17
5.4 Limitations & Recommendations	18
6. Conclusions	19
6.1 Managing Tensions and Shifting Logics	19
6.2 Increasing Compatibility Between Logics	19
6.3 Identifying Customer Needs and Conducting Market Research	19
6.4 Financial Management and Funding Challenges	19
6.5 Costs of Making Impact and Synergy	20
6.6 Consumers' Willingness to Pay and Brand Image	20
6.7 Networking Opportunities and Engagement	20
6.8 Final Remarks	20
7. References	20
8. Appendix	25
Appendix 1: Survey	25
Appendix 2: Plan Data Analysis	32
Appendix 3: Data Qualification Survey	38
Appendix 4: Codebook Interviews Entrepreneurs	42
Appendix 5: Codebook Interviews Hub-Coordinators	45
Appendix 6: Interview Script Entrepreneurs	48

Appendix 7: Interviewguide Hub-Coordiators	60
Appendix 8: Organogram Chart	62

List of Tables and Figures

Table 1:	<i>Four types of scaling</i>	4
Figure 1:	<i>Scaling strategies</i>	5
Figure 2:	<i>Types of logic Multiplicity within organisations</i>	7

List of Acronyms

BoP	Bottom of the pyramid
IB's	Inclusive businesses
LMICs	low- and middle- income countries
MSMEs	Micro, small and medium-sized enterprises
OC	Orange Corners
SDG's	Sustainable development goals

1. Client Problem Statement

The world's rapidly growing population has resulted in a growing workforce, and traditional job opportunities often fall short of accommodating this expansion. Entrepreneurship offers a solution by emphasising innovation and self-led economic activities (Hall et al., 2012; New Release: Orange Corners Research Agenda – Orange Corners, 2024). Micro, small and medium-sized enterprises (MSMEs) are known to be significant contributors to employment (Sharma et al., 2023). Furthermore, fostering a culture of entrepreneurship can lead to the development of diverse industries and enhance economic resilience, essential for reducing the vulnerability of low- and middle- income countries (LMICs) to external economic shocks like natural disasters, political instability, recessions, and pandemics like COVID-19. In this context, entrepreneurship becomes a driving force for fostering sustainable economic development and inclusive prosperity in the continent (Research Agenda – Orange Corners, 2024).

Orange Corners (OC), an initiative of the Dutch Ministry of Foreign Affairs aims to improve the livelihoods of people living in poverty by supporting young entrepreneurs in LMICs, reducing (youth) unemployment and poverty (*Our Approach – Orange Corners*, z.d.). They facilitate the growth of sustainable and impactful businesses in LMICs by providing training, mentorship, networking opportunities, funding, and facilities to help entrepreneurs start and scale their businesses. The expansion of entrepreneurial communities through OC's activities contributes to creating jobs, leads to innovative products and services, and further drives economic growth (Research Agenda – Orange Corners, 2024). Their research agenda emphasises the importance of scaling, as it is essential for the long-term financial survival of businesses operating in LMICs due to stringent price-performance requirements and low margins per unit of scale (Research Agenda – Orange Corners, 2024). Scaling in this context refers to the process of expanding or replicating successful projects, interventions, or innovations to reach a larger audience or address a broader set of issues.

Besides scaling, most businesses at OC's hubs focus on generating positive social and / or ecological impact and typically involve low-income groups. These businesses are referred to as inclusive businesses (IB's). With these two focus points in mind, OC's goals align with the Dutch strategy on the Sustainable Development Goals (SDGs). Specifically, Goal 8 (Decent Work and Economic Growth) and Goal 12 (Responsible Consumption and Production).

Inclusive businesses (IBs) typically integrate low-income communities into business chains to address socio-economic challenges (Likoko and Kini, 2017). Initially introduced in 1990, the notion of IBs has evolved to ensure that poor communities address their basic needs in economically, socially, and environmentally sustainable ways (Hall et al., 2014). IBs engage with the Bottom of the Pyramid (BoP) population (a demographic that includes low-income earners who often engage in the informal economy and are typically not integrated into the formal economy), creating sustainable income opportunities, and contributing to international development goals (Prahalad & Hart, 2010). OC focuses on entrepreneurs that include (1) the BoP community in their business and (2) positive social/environmental impact in their operations. Therefore, these businesses are mostly inclusive businesses. The diverse and widespread BoP population constitutes a significant portion of the world's population, potentially tapping into a big market. This further stresses the importance of supporting entrepreneurs that operate in these contexts.

Especially for IBs, scaling is important, as their social / environmental impact are directly linked to their ability to reach a larger audience. Scaling enables these businesses to increase their positive impact on BoP communities, creating more sustainable income opportunities, as well as addressing socio-economic challenges.

However, few IBs have achieved sufficient scaling and entrepreneurs face numerous challenges while scaling their businesses (Gradl & Jenkins, 2011). There is a need for guidance and support in implementing effective scaling strategies and making social / environmental impact. Without support, these challenges can hinder the growth of entrepreneurial activities and diminish the overall impact of OC's programmes. More specifically, support on how to successfully implement the strategies, challenges, and outcomes associated with scaling efforts, especially in navigating the tension between financial sustainability and social / environmental impact (Research Agenda – Orange Corners, 2024). The literature is clear on how scaling can be difficult for IBs, however, it is yet unclear how and if these findings are applicable to entrepreneurs within OC's programmes. To understand if and how individual entrepreneurs deal with the tensions that may arise between their different impact goals we formulated the following research question:

“How do inclusive business entrepreneurs deal with the tension(s) that arise(s) from financial sustainability and create social / environmental impact when scaling?”

Addressing this gap is crucial for improving the effectiveness of the entrepreneurial support programmes by OC. To further explain how tensions may arise between different impact goals and different sources of sustainability, these impact goals are further explained.

Environmental impact refers to the effects that a business's activities have on the environment. In the context of OC, it is linked to the firm's environmental performance, focusing on aspects such as energy consumption, waste production, and air quality (Amand & Seuring, 2022). An example of one of the participants of the OC programme is a business which focuses on environmental impact by using maize byproducts to produce ink for markers, thereby reusing waste.

Social impact refers to the effects that a business's activities have on society (Aman & Seuring, 2022). In IB's, social impact is closely related to social sustainability, which involves meeting the needs of all relevant stakeholders and achieving long-term corporate success (Tai & Chuang, 2014). It includes poverty alleviation, empowerment, inclusiveness, and social cohesion (Aman & Seuring, 2022). The aim of social impact within IB's is to achieve social sustainability or performance through business operations, ultimately benefiting underserved populations by creating jobs, generating income, and providing affordable goods and services. An example of one of the participants of the OC programme is a business which makes social impact by incorporating low-income communities as employees.

Financial sustainability refers to a business ability to remain viable over time, by generating sufficient revenue to cover for operating costs and continue operations over the long term (Gleißner, Günther & Walkshäusl, 2022). This implies not relying on external funding or subsidies over the long term, ensuring businesses can expand their activities, further scaling their revenue and impact.

As OC already has documented substantial data about the barriers their entrepreneurs face in their ecosystem, this research focuses more on entrepreneurs' experience on the individual level. By exploring how participating entrepreneurs have overcome tensions between impact categories, we gained insights in best practices. Moreover, this research focuses on entrepreneurs who are participating or have participated (alumni) in OC's programmes in the countries Angola, South Africa, and

Mozambique. Additionally, local entrepreneurs out of existing networks of hub coordinators were included since they face similar challenges. A focus on these countries allowed the research question to be answered at the level of the Southern African region since all three countries are part of the Southern African Development Community (SADC, n.d.) and members of the Southern Africa Region as defined by the UN (United Nations, n.d.). By focusing on countries from a specific region, the generalisability of the findings is increased.

Furthermore, South Africa, Angola and Mozambique operate in markets with different levels of maturity. For example, in South Africa the entrepreneurial ecosystem is much more developed compared to the other countries, having the most advanced financial structure in Africa (The African Entrepreneurial Ecosystem Index – Equipping Policymakers with The Knowledge To Support African Entrepreneurial Ecosystem Development, n.d.).

This research employs a mixed-method research approach to navigate the tensions between financial sustainability and social / environmental impact while scaling their (inclusive) businesses. The research combined a mixed quantitative / qualitative survey to gather data on the experiences of these entrepreneurs. Qualitative interviews with entrepreneurs helped better understand the initial results of the survey by providing more in-depth information and context. Finally, semi-structured interviews with hub coordinators from each participating country (Angola, Mozambique & South Africa) provided additional data and their expertise to further refine the implications of the initial results and better guide our eventual management advice. The insights gained from this research will directly inform the enhancement of OC's programmes, hopefully leading to the development of new training modules focused on sustainable business practices and innovative scaling strategies. Additionally, the findings will be used to advocate for policy changes that support the growth of sustainable and IBs in LMICs.

2. Research Approach

The multiple logics, specifically financial, social, and environmental logics, serve as a theoretical lens for this research. They are different, often conflicting, goals and values within a business. The aim of the research is to explore IB's and their scaling challenges, focusing on the tensions arising from conflicting goals of the multiple logics. The environment of these businesses has already been explored by OC's ecosystem mappings. However, these do not directly affect individual businesses. By looking into individual businesses and their challenges, tensions and synergies, effectiveness of OC's programmes can be increased.

2.1 Scaling

Given the price-performance requirements and low margins per unit of sale, scaling is seen as essential for the financial survival of businesses in low-income regions (Desa & Koch, 2014; Hammond et al., 2007; Prahalad et al., 2012; Prahalad & Hart, 2010). In this research, the definition of scaling is the process of expanding/replicating successful projects, interventions, or innovations to reach a larger audience or address a higher complexity in accordance with Bocken et al., (2016). This definition encompasses all four types of scaling mentioned by Palmié, Parida, Mader & Wincent (2023): financial scaling, market scaling, organisational scaling, and volume scaling (Table 1). Scaling is vital in the context of innovation; businesses can realise their potential, achieve financial sustainability, and ensure a stable market position (Ortigueira-Sánchez, Welsh, & Stein, 2022).

Table 1
Four types of scaling.

Types of Scaling	Description	Example
Financial scaling	Concerns economies of scale, where businesses decrease average unit cost by increasing total output.	Decreasing cost per unit as production increases
Market scaling	Geographic Scaling: Scaling the enterprise regionally, nationally, or internationally.	Expanding from local to national market
	Customer Scaling: Scaling customer segments or customer experiences.	Tailoring products / services for different customer groups
Organisational scaling	Scaling activities, processes, and resources within the organisation.	Streamlining operations to handle increased demand
Volume scaling	Increasing unit output.	Doubling production capacity

(Baumers, Dickens, Tuck, & Hague, 2016, p. 199; Palmié, Parida, Mader & Wincent, 2023)

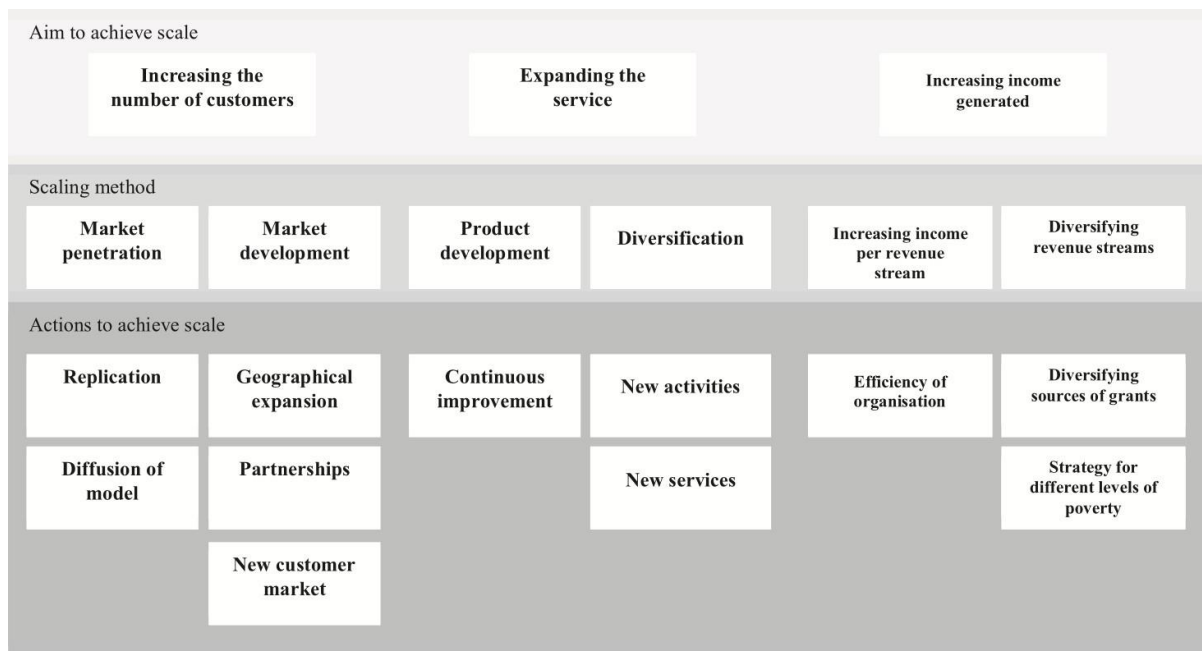
There are different ways in which businesses can scale up. Bocken et al. (2016) developed a tool that presents different scaling strategies. Depending on the type of scaling that is desirable, entrepreneurs can adopt different strategies, see figure 1. A scaling strategy encompasses the tactics employed to increase value creation. Value creation is the way in which a business enhances its offerings to customers, thereby increasing its competitiveness, profitability, or social and environmental impact. A tool for scaling is the framework developed by Bocken et al. (2016), illustrated in figure 1, which encompasses three dimensions:

1. **Increasing the number of customers**
2. **Expanding the service**
3. **Increasing generated income**

Financial scaling and volume scaling can both be associated with "increasing income generated," as mentioned in figure 1. Market scaling can be linked to "increasing the number of customers," while organisational scaling can be linked to "expanding the service."

Understanding how businesses scale provides insights into the scaling process and the tensions between multiple logics that may arise. This knowledge helps identify where OC can offer support. For example, increasing partnerships can boost awareness and develop new markets.

Figure 1
Scaling strategies.



(Bocken et al., 2016)

2.3 Challenges of Scaling in Context of OC Hubs

Entrepreneurs in LMICs face challenges in scaling due to limited profit margins and various internal and external barriers. Gradl & Jenkins (2011) highlight barriers such as lack of financial resources, skills, education, and infrastructural shortcomings. For instance, sustainable and scalable sourcing from smallholder farmers depends on factors like farmers' production knowledge, affordable inputs, credit access, and consumer willingness to pay (Gradl & Jenkins, 2011). IB models are expected to address such constraints in the market environment, requiring adaptation to socio-economic realities and flexibility to changing conditions. Many IB models are "high-touch," involving significant customer education, supplier, distributor, and retailer training, provision of financial services, and other tactics (Gradl & Jenkins, 2011). Essentially, "high-touch" means that these models require intensive interaction and support. However, these business models are often costly and difficult to scale (Karamchandani et al., 2011). This tension between financial sustainability and ensuring social and environmental impact could arise.

2.4 Tensions in Multiple Logics

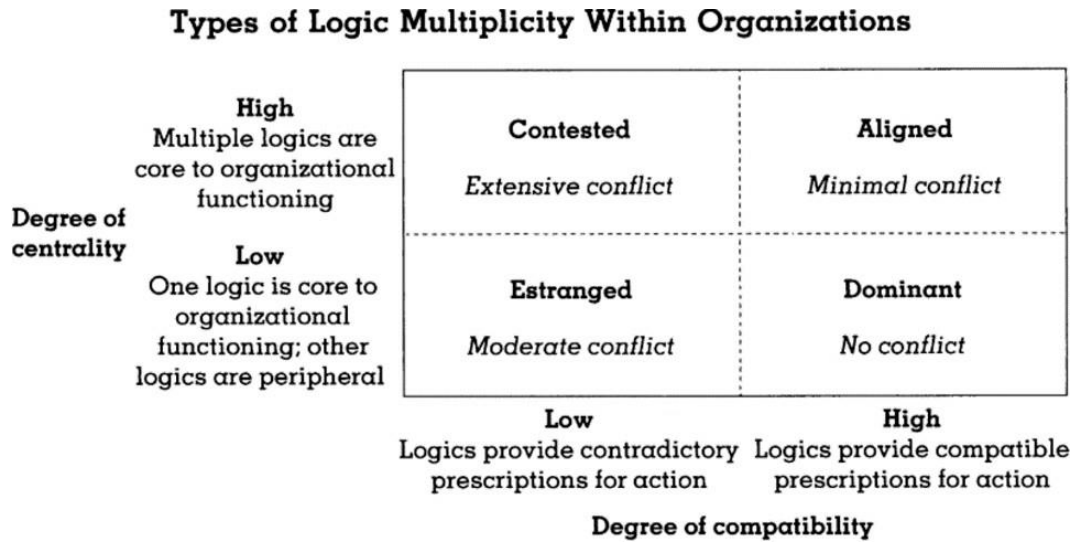
The multiple logics that this research refers to are the financial, social, and environmental logic. Inclusive businesses face tensions when trying to achieve financial sustainability while creating social and/or environmental impact (Elkington, 1998).

For instance, a company may aim to minimise production costs by keeping worker wages low, conflicting with the social perspective that workers deserve fair wages (Matzembacher et al., 2020). *Institutional logics theory* explains how individuals, groups, and organisations interpret their activities based on cultural elements like beliefs and values (Haveman & Gualtieri, 2017). These elements influence entrepreneurial reasoning and actions, determining how they manage trade-offs between the economic and social perspective. Institutional logics shape organisational strategies, structures, and identities (Thornton & Ocasio, 2008), influencing whether a business adopts cost-effective strategies or positions itself as a social enterprise.

Hybrid organisations, such as IB's, often integrate multiple institutional logics, which results in tensions during the process of earning credibility (De Clercq & Voronov, 2011; O'Neill & Ucbasaran, 2016). Stakeholders with different expectations create challenges for entrepreneurs in meeting varied demands, especially in scenarios like balancing worker wages with product prices (Derks et al., 2022). Besharov and Smith (2014) propose a framework (Figure 2) to understand logic multiplicity within organisations based on centrality and compatibility. This framework categorises organisations into four types, illustrating why some IB's experience conflicts while others do not. For the purpose of understanding these tensions, the framework is used for analysing the logics within entrepreneurs participating in OC programmes.

Figure 2

Types of logic Multiplicity within organisations.



(Besharov & Smith, 2014)

Previous studies have shown that hybrid organisations manage tensions by redefining their business models to multiple logics (Davies & Chambers, 2018; Gregori et al., 2019; Matzembacher et al., 2020). This continuous improvement aims to increase the compatibility between logics within the business model and therefore reducing tensions. Additionally, entrepreneurs may need to reinvent their entrepreneurial identity to overcome these tensions effectively (Cesinger et al., 2022). This research identifies if OC entrepreneurs face tensions between the logics and what the most common ones are.

3. Methods

To answer the research question, a combination of a survey and interviews was most suitable to collect comprehensive data. Surveys provided data that helped in better understanding of whether entrepreneurs faced challenges while scaling, and how these related to the different logics.

We conducted two types of interviews: first with entrepreneurs, and then, after drafting initial results, with hub coordinators in each country. This verification process aimed to refine our findings and formulate actionable management advice for OC on programme improvements. These interviews were crucial for understanding the variability in survey responses, particularly concerning the specific challenges entrepreneurs face due to varying logics, influenced by factors like sector, size, and country-specific economic conditions. Additionally, interviews provided context for the operational environments of the countries where OC operates.

The operationalization of this research was closely coordinated with OC supervisors, hub coordinators and our supervisor of the university to ensure that the sample population could understand the survey, as well as provide useful answers. Ethical guidelines were upheld by obtaining consent for the collection, processing and storage of data provided by the participants of the interviews and survey. They had the possibility to withdraw from the study at any time without consequences and they were informed about their information being shared within OC.

3.1 Survey

3.1.1 Procedure

Entrepreneurs were invited through the network of OC. The survey was sent to the programme advisors of Mozambique, Angola, and South Africa. These advisors, situated at the headquarters in The Hague, distributed the survey to the hub coordinators in the participating countries. The coordinators disseminated the survey among current participants and alumni via WhatsApp groups and email (appendix 8). The survey was available for 14 days. Five days after the initial distribution, the hub coordinators sent a reminder to the entrepreneurs. Survey participation was voluntary with no compensation offered. The survey was provided in both English and Portuguese to accommodate respondents' language preferences.

3.1.2 Participants

According to Orange Corners, approximately 40 entrepreneurs per country join their programmes annually. In countries where multiple hubs exist, this number is usually higher. Given the two-week data collection period, we anticipated 100 responses from active and previous cohorts across the three countries. Eventually we received 90 responses from adults between 18 and 45 years. Of these 90, 42 provided data useful for our analysis, as the remaining 48 did not have an operational business or did not complete the survey. Not all participants answered every question, resulting in varying response numbers per question. The participants included entrepreneurs from any entrepreneurial support programme (mainly targeting those involved with OC's programmes) and focusing on operational and scaling businesses. Out of the 42 selected surveys were 22 males, 19 females and 1 non-binary person of whom 13 were located in South-Africa, 16 in Mozambique and 13 in Angola.

Of the 42 respondents, 34 had participated in an OC programme, with 33 currently active, most of whom were from Mozambique participating in the BIZ programme (31%). The remaining 8 participants had engaged in other entrepreneurial support programmes and were reached through hub coordinators.

3.1.3 Measurements

In the survey (Appendix 1), the questions can be categorised into two primary types: background information and concept-specific measures aligned with the research framework. The background information questions included demographic details like age, gender, and country (Questions 1-3), as well as participation in OC programmes (Questions 4-5). Concept-specific questions measured different aspects of the theoretical framework, such as business scaling and financial sustainability (Questions 7, 9, 21), and impact (Questions 11, 14, 19-20), focusing on the business's operational focus and values. Questions on compatibility and synergies (Questions 17, 18, 25, 26) explored how entrepreneurs balance and integrate financial, social, and environmental goals. Together, these questions offered a comprehensive understanding of the respondents' contexts and business practices.

The survey was conducted using Qualtrics (www.qualtrics.com), an online survey platform. It included 11 close ended Likert scale questions where participants indicated their level of agreement with statements on a 5-point scale ranging from “strongly disagree” to “strongly agree.”. An example question is: “My company has a significant positive impact on the environment.” Additionally, the survey contained 17 multiple-choice questions, such as “Which country are you situated in?”. There were also 7 open-ended questions, including prompts like “What is the value proposition of your company?”

The face validity of the survey was assessed using a 5-point Likert scale question about the ease of understanding the survey (see appendix 3). Weighted average of the face validity score was 0.88 out of 1, indicating that participants found the survey questions clear and easy to understand. However, face validity has limitations: it relies on subjective judgments, only measures clarity and understandability, does not evaluate how well questions capture the intended constructs, and may be influenced by biases (Lawshe, 1975b). Based on the theoretical framework, we compiled survey questions that cover all relevant aspects of this research, as detailed below.

Scaling Strategy: A question was introduced in the survey to determine the type of scaling carried out by the entrepreneurs. This information helps in gaining a better understanding of the scaling methods employed. Moreover, this data was used to select follow-up interviews, ensuring that different scaling strategies were considered when choosing entrepreneurs to interview.

Degree of Scaling: The scaling degree reflects how actively companies are progressing toward financial sustainability. For instance, economic profitability and the extent of long-term financial stability. While we do not assign a specific scaling degree, we can generally conclude the business's stage of development from these questions. Analysing these factors is crucial for assessing whether companies are already scaling and anticipating potential challenges arising from conflicting logics. To determine the degree of scaling, we employed two questions:

Economic Profitability: Participants were asked about the current economic profitability of their company. Responses were segmented into “Yes my company makes profit (1 point),” “No, my company breaks even (0,5 points)” or “Other (0 points).” Responses categorised as “Other” were omitted from our analysis due to their lack of clarity regarding the company's state of scaling.

Long-term Financial Stability: Participants were surveyed regarding their perceptions of their company's long-term financial stability using a 5-point Likert scale ranging from “Strongly Disagree (0 points)” “Somewhat Disagree: (0.25 points)” “Neither Agree nor Disagree: (0.5 points)” “Somewhat Agree: (0.75 points)” “Strongly Agree: (1 point)” Finally, the overall average score was calculated, resulting in an average scaling degree of 1 out of 2.

Environmental and Social Impact: To quantify the environmental and social impact of businesses, we used the same 5-point Likert scale as for the degree of scaling with the same point distribution.

For social impact, there were four questions measuring the entrepreneur's perception on their social impact, resulting in an average score of 0,8 out of 1. An example of a social impact question is: “Creating social impact is at the core of my business”, the other 4 statements can be found in the appendix 3. The perception of entrepreneurs on environmental impact resulted in an average score of 0.76 out of 1. This score is calculated based on responses to five questions (Appendix 3).

The average scores provided insights into how entrepreneurs perceive their businesses' environmental and social impact. However, given the relatively small sample size of 42 respondents, caution must be exercised when generalising these results to the broader population. To address this limitation, we also calculated the mode for comparison with the average scores (the most frequently occurring value). The mode of social impact was 0,8 where environmental impact is 1. By incorporating the mode alongside the average scores, we gained a better view of the participants' sentiments regarding environmental and social impact.

Degree of Centrality: These questions give insights into which logics are (most) salient within the entrepreneurs and their businesses. These questions can give insights into the potential for tensions between achieving financial sustainability and making social / environmental impact by providing insights into an important component of logic multiplicity. Examples of these questions are “Creating positive environmental impact is at the core of my business”. More examples can be found in the data analysis plan (Appendix 2).

Degree of Compatibility: these questions give insights into the degree to which tensions arise between multiple logics, by showing to what extent achieving financial sustainability and making social/environmental impact are mutually supportive. An example question was: “What kind of challenges do you experience between the financial, social and / or environmental aspects of your business?”

3.1.4 Data Analysis

Before analysing the data, we cleaned it by removing non-responses and incomplete responses.

The open-ended questions of the survey were analysed using coding. A coding book was determined before starting coding, based on the research framework (Data analyse plan (See appendix 4), allowing for a deductive approach to coding the survey data.

3.2 Interviews with Entrepreneurs

3.2.1 Participants

We aimed to conduct at least two interviews per country. Eventually we completed seven interviews with entrepreneurs: three from Mozambique, two from South Africa and two from Angola. Entrepreneurs were invited for in-depth interviews based on their survey contact details and the completeness of their responses, prioritising those who provided elaborate answers to open-ended questions.

3.2.2 Procedure

We sent invitations to entrepreneurs via email or WhatsApp, proposing two time slots for the following week. For respondents who finished the survey in Portuguese, we used Google Translate for communication. We conducted 7 interviews with entrepreneurs; 2 from South Africa, 2 from Angola and 3 from Mozambique.

All interviews were conducted through Microsoft Teams, recorded, and transcribed using its built-in transcription feature. The automated transcripts were reviewed and completed using the recordings. For interviews with entrepreneurs from Angola and Mozambique, Portuguese-speaking interpreters were enlisted due to the language barrier. The interpreters were independent Portuguese-speaking people that had nothing to do with the research or Orange Corners, they were recruited within the network of the research team. The interviews were conducted by two different members of the research team for every interview. Both asked questions, creating a dynamic atmosphere that allowed for more attentive discussions, enhanced follow-up questions, and increased engagement.

3.2.3 Measurement

An interview guide was developed based on the survey answers to ensure that the topics requiring further clarification were discussed (See appendix 6). The guide format was specified for each interview with individual questions based on the entrepreneur's survey answers. Interviews began with a summary of the interviewee's survey responses, followed by questions to elaborate on these answers and better understand the factors contributing to tensions. The interview guide contained open-ended questions about scaling challenges, strategies, and outcomes, as well as their approaches to managing the tension between financial sustainability and social/environmental impact.

3.2.4 Data Analysis

A codebook was developed to establish a consistent framework for coding the interview transcripts. The main codes were created deductively and included: degree of centrality (social high, social low, environmental high, environmental low), degree of compatibility (challenges high, challenges low, synergies high, synergies low), degree of scaling (high and low), and feedback for OC. These codes corresponded to the themes of the interview questions. The subcodes within these main codes were generated inductively based on recurring themes. For example, "challenges high" was divided into subcodes such as "lack of funding for scaling" and "costs of making impact". Similarly, inductively created subcodes under "Feedback for OC" included "more tailored programmes", "funding", "networking", and "operating knowledge" (Appendix 4). The coding facilitated the identification of patterns, themes, and insights related to the experiences and perspectives of the entrepreneurs.

3.3 Interviews Hub Coordinators

To verify the reported challenges, we conducted interviews with the OC hub-coordinators. These interviews were used to formulate concrete advice and assess the feasibility of our recommendations for the OC programmes. We invited the hub-coordinators for an in-person interview during the OC-connect days in The Hague. During the OC-connect days all the Hub-coordinators from the countries where OC is active came to the Netherlands to connect with each other. These interviews were the final step of data collection. Based on preliminary results of the survey and interviews with the entrepreneurs, an interview guide was made (See appendix 7). These interviews were the final validity check to our results. Furthermore, it helped in identifying areas of improvement for the programmes by incorporating their feedback.

4. Findings

4.1 Challenges and Synergies

4.1.1 Lack of Funding for Scaling

The challenge predominantly mentioned was a lack of funding for scaling. In both the interviews and the surveys, most entrepreneurs indicated they would like to scale, but they lack the financial resources to do so. Although a lack of funding does not necessarily imply a tension between multiple logics, the issue emerged so often in our results that it could not be neglected in this study. Therefore, we verified with the hub coordinators how this challenge is currently experienced and / or tackled in the programmes and what more OC can do to overcome this challenge. The hub coordinators acknowledged this challenge. While the OC programme offers some financing options, such as governmental financing programmes, the availability of funding is uncertain and often not continuous. One hub coordinator mentioned they organise business fairs at which entrepreneurs could potentially connect with investors and gain capital. However, the investors present at the business fair applied a minimum investment of \$100.000, which is simply too much for the entrepreneurs participating in the programmes. Another hub coordinator mentioned that they do not provide direct financing but teach entrepreneurs how to secure funding through masterclasses and workshops. A third hub coordinator highlighted the shift from a social / environmental logic to the financial one due to investor's demands to increase profit. This raises the question of whether the right investors are connected to inclusive businesses. Improvements are needed in financial support, including attracting suitable investors and linking entrepreneurs to various funding programmes.

We found that the challenge of lack of funding differs among the specific cases we came across and depends on the level of compatibility between logics. For entrepreneurs with high compatibility between the multiple logics, revenue generation and impact making are inherently intertwined within the business model. When these entrepreneurs experience a lack of funding to scale, it means that their impact stagnates because they cannot expand their business. For example, one of the interviewed entrepreneurs from Angola -who repurposes vegetable oil and plastic from markers- indicated that they currently lack the funding to scale their business from a laboratory to a semi-industrial scale. Here, increased scaling would mean increased impact. However, due to the high compatibility between logics, no tension occurred for this group of entrepreneurs. Due to this high compatibility, these entrepreneurs experienced the most synergies between the multiple logics.

For entrepreneurs with low compatibility between the multiple logics, the limited budget caused by a lack of funding results in trade-offs between scaling - to achieve financial sustainability - or making social / environmental impact. One part of the business creates revenue the other creates impact. The impact is financed by the revenue from the other activities. Thus, impact creation and revenue streams come from different activities. For these entrepreneurs lack of financial sustainability compromises on social / environmental impact. For example, a Mozambican entrepreneur, active in e-commerce, mentioned "...the social projects we carry out are not paid for and as a company we have to generate profit. This is the dilemma we always face whenever we have social projects." A South African software developer focusing on underserved communities mentioned that a "challenge lies in striking the right balance between ensuring profitability for the company while keeping products and services affordable for the target audience." Thus, these entrepreneurs face a tension between the financial and social /

environmental logic. The cause of this tension predominantly lies in the costs of making an impact and the consumers' willingness to pay.

4.1.2 Costs of Making Impact and Resource Efficiency

For entrepreneurs with lower compatibility, the results show that the key resources and activities used to make impact drive up the cost structure. Therefore, the impact creation conflicted with the financial sustainability. This South African company specialising in handcrafted accessories illustrates how impactful initiatives can drive up costs.

We face several challenges in balancing the financial, social, and environmental aspects of our business. Firstly, sourcing eco-friendly materials can be more expensive, which impacts our profit margins. Secondly, dedicating time and resources to training programs for community members can slow down our production and revenue growth. Lastly, maintaining high standards for both social impact and environmental sustainability requires continuous investment in research and development, which can strain our financial resources. Balancing these aspects demands careful planning and constant adaptation to ensure we meet our commitments without compromising the business's financial health.

As mentioned in the quote above, the costs of making an impact can reduce profit margins. However, in other cases the impact creation increased the profit margins. These companies benefit from high compatibility between financial and social / environmental goals, achieving the synergy resource efficiency. For example, they save costs by using recycled materials or repurposing their own waste to create other products. This cost-saving contributes to financial scaling and aligns with the scaling strategy of *increasing generated income*.

4.1.3 Consumers' Willingness to Pay and Improved Brand Image

In some cases, entrepreneurs pass on the higher costs of making an impact in their products. However, our results show that customers are not always willing to pay a premium price for a sustainable product. For instance, a South African entrepreneur specialising in responsibly sourced jewellery design and manufacturing mentions that “[s]ome consumers prioritise low prices over ethical practices”. This can lead to a tension similar to the *costs of making impact*, namely *consumers' low willingness to pay for impact*. Both tensions are caused by higher cost of production due to social / environmental impact creation. Yet *consumers' low willingness to pay for impact* is perceived differently by entrepreneurs. That is, by passing on costs, the tension arises at the point of marketing rather than at the point of production. It is important to stress that lower sales are not only caused by consumers' unwillingness but also by their inability to pay for impact. Some consumers simply cannot pay a premium price. For example, one South African entrepreneur who crafts jewellery from recycled materials mentions that their products are not always affordable for most consumers. Moreover, a South African entrepreneur specialising in custom software solutions notes that “poor people often expect free services”.

The hub coordinators also perceive these as significant challenges; the market is flooded with cheaper products from larger brands or other countries. Given the limited disposable income of many consumers in Africa, it becomes difficult for entrepreneurs to sell their relatively more expensive sustainable products. However, one hub coordinator implied that to persuade consumers to pay a higher price, entrepreneurs need to revise their business models. They must ensure that incorporating sustainable practices becomes an advantage, making their products more appealing despite the higher cost. Our results indeed showed that higher compatibility entrepreneurs incorporated social and environmental principles to enhance their brand image. This made them more favourable to consumers.

They increased customer loyalty and sales, and obtained a more loyal customer base, thereby supporting the scaling strategy of *increasing the number of customers*. Furthermore, entrepreneurs mentioned that social impact can attract sponsorship or funding. Sustainability and social impact are important to their customers, allowing these companies to charge higher prices for their products, as consumers are willing to pay more for products that make a positive impact. Thus, entrepreneurs benefit by using their impact to enhance their brand image.

4.1.4 Lack of Consumer Awareness and Community Education / Awareness

Moreover, the tension of lack of consumer awareness emerged from the analysis. Several entrepreneurs indicated that scaling is difficult because consumers are unaware of the social and environmental impact of their products. For instance, a South African technological entrepreneur specialising in innovative livestock management applications stated, “Achieving widespread adoption and market penetration across multiple regions (...) can be an obstacle due to limited awareness [about sustainable farming].” Another South African entrepreneur in contemporary architecture using recycled materials mentioned that customers can be hesitant to adopt new products, particularly recycled ones, as they often doubt the quality and believe that recycled products are inferior. This indicates that these entrepreneurs make less sales because their customer base is not aware of the specific social / environmental impact that the company makes.

In contrast to the issue of consumer awareness, some entrepreneurs integrated community education on sustainability into their social impact initiatives. For example, a Mozambican entrepreneur produces additive-free nutrition and offers cooking classes using these products in her community. By doing so, she raises awareness about both sustainability and her sustainable products, potentially leading to increased sales. This approach demonstrates a high compatibility between social and financial goals.

4.1.5 Lack of Networking

Entrepreneurs often mentioned a lack of network, which - while not a direct tension between logics - is crucial for the OC to address as it aids in scaling efforts. They expressed a desire to learn from other entrepreneurs and believe that networking could help in scaling and expanding into different regions. For example, a South African agricultural software developer noted the importance of networking across borders to find potential business partners. This aligns with the scaling strategy of *increasing the number of customers* through geographic expansion and scaling customer segments. Hub coordinators also recognize the critical role of networking for business growth. Networking could lead to collaboration between companies, resulting in organisational scaling. Streamlining operations in this way would support the scaling strategy of *expanding the service*. Collaboration and knowledge sharing are already integral parts of the OC programme. Coordinators highlighted various initiatives that facilitate this, such as WhatsApp groups where participants share content and knowledge. These groups remain active even after the programme ends, fostering continuous interaction and support. One hub coordinator explained, “I think the value we bring is bringing people together, exposing them to each other (...) Sometimes it is not even in the same area but in a different area, then they can collaborate. So, I think the added value of the OC programme is that people will know how to find each other within the programme.”

Despite these efforts, hub coordinators agree that collaboration could be further enhanced in the OC programmes. They see potential in forming teams to address common challenges, advocating for certain issues, and engaging with stakeholders collectively. Coordinators also suggested creating committees or interest groups that bring together startups from different sectors. One hub coordinator

proposed, "... you should create a circle where the older companies help the startups." Maintaining engagement after the structured programme ends is another area for improvement. Another hub coordinator said: "... it's important to bring examples from the people that already participated in the programme." So, bringing past participants back to share their experiences and case studies is seen as beneficial for community empowerment.

4.2 Mitigating Tensions

These results indicate that low compatibility between multiple logics leads to challenges, whereas high compatibility may result in synergies. According to Besharov and Smith (2014), mitigating this tension is possible by either decreasing the degree of centrality of the logics or by increasing the compatibility between them (figure 2). Reducing the centrality of the financial logic would mean that entrepreneurs no longer prioritise financial sustainability, which endangers the viability of their business. Conversely, decreasing the centrality of social or environmental logic would lead entrepreneurs to focus solely on financial goals, neglecting social and environmental impacts. This shift would disqualify them from being considered inclusive businesses and hence make them ineligible for OC programmes. Therefore, the only viable solution is to increase the compatibility between the multiple logics.

As discussed in the theoretical framework, increasing compatibility between multiple logics is usually done by improving the business model in such a way that the multiple logics are better intertwined and mutually constructive. The hub coordinators mentioned that business model improvement is included in the OC programme. However, specific attention to social and environmental impact is needed for entrepreneurs to properly include them in their business models. Several entrepreneurs indicated that answering the survey questions helped them reflect on the multiple logics. For example, a Mozambican company in an academic landscape consultancy stated, "I liked the survey because it made me think about how I should look at my company in order to reconcile the environmental, social and financial aspects." So, reflecting on the different logics invites rethinking the business model. Such revisions involve reinvention of the entrepreneurial identity (Cesinger, Vallaster & Müller, 2022). This also seems the case for OC entrepreneurs, as the survey results show that 74% of the entrepreneurs shifted their focus towards a different logic while scaling. Therefore, social, and environmental logics should receive more attention in business model training. This can help entrepreneurs to integrate multiple logics within their specific market and to become more aware of their entrepreneurial identity.

5. Discussion

5.1 Relevance of Results

The findings of this study are highly relevant to our client and their program and have broader implications for sustainable business and innovation in theory. The research design and approach proved to be effective. In 14 days, we were able to reach 92 entrepreneurs, receiving 42 useful responses, suggesting that this initial trial may be repeated more frequently and extended into additional countries. We and OC both considered the survey dissemination to be successful, thanks to the assistance of the hub coordinators and OC's programme advisors.

Our findings are consistent with previous research, which suggests that enhancing modules on both business models and entrepreneurial identity would improve OC's programme effectiveness and help entrepreneurs achieve financial, social, and environmental goals (Cesinger et al., 2022; Davies & Chambers, 2018; Gregori et al., 2019; Matzembacher et al., 2020). Our study identified underdeveloped areas in entrepreneurs' businesses that limited impact and scaling efforts. These resulted in the following points of recommended improvement for OC's programmes: financial management, identifying customer needs, reflecting on entrepreneurial identity and targeted communication.

Furthermore, the research data confirms that some entrepreneurs experience low compatibility between different logics (financial, social, and environmental), which leads to tensions. Conversely high compatibility results in synergies. This is consistent with Besharov and Smith's (2014) description of tensions arising from varying centrality and compatibility. Scholars like Danciu (2013) have stated: "sustainability pays off if it is integrated in the DNA of the companies", emphasising the importance of high compatibility and centrality between sustainability and other logics. This would tackle one of the most mentioned challenges we encountered from entrepreneurs trying to make impact: lack of funding for impact and partly for scaling. Zhao (2005) described innovation and entrepreneurship as positively related and essential for long-term sustainability. Improving OC's programme could therefore contribute to advancing innovation and sustainable business studies, demonstrating how support for entrepreneurs can lead to broader economic and social benefits.

Future research could benefit from the approach of using the multiple logic framework, as when trying to research tensions while scaling for individual inclusive business entrepreneurs, this framework is universally applicable and not tied to specific market conditions or context (Haveman & Gualitieri, 2017; Thornton & Ocasio, 2008). The results suggest that integrating the multiple logics into business models can lead to high compatibility and reduced tensions between the logics. Furthermore, regulators could benefit from this study: they could use the identified challenges to stress the need for more reliable and accessible funding mechanisms for startups with a social / environmental focus. Regulators could use the insights of the research to design their funding programmes that are more attuned to the realities faced by these IBs.

5.4 Limitations & Recommendations

The sample size, while adequate for initial insights, may not fully capture the diversity of experiences across different regions and sectors. This is due to multiple factors. First, the inherent diversity of BoP communities, which can lead to varying and more frequent tensions in other contexts (Prahalad, 2010). For example, one hub coordinator pointed out that securing funding for initiatives in South Africa tends to be easier compared to Mozambique, due to South Africa's more mature investment culture. Furthermore, our sample included inclusive business entrepreneurs who had either completed or were

currently in a support program. Within the context of OC, this approach generated comprehensive insights in helping them improve their program. However, for researching IBs as a whole, including IB entrepreneurs that have not yet undergone any training could further improve the generalizability of the results. Furthermore, this research focused on entrepreneurs with operational businesses, which could introduce bias since this group may have already overcome challenges. Future research could expand the sample size by including entrepreneurs that do not have operational businesses yet, which would result in decreased bias, a larger sample size and more generalizability to the findings IB entrepreneurs, this could lead to insights in tensions now not recognized. Furthermore, the sample size could be expanded by visiting hubs or extending the survey period. Including a broader range of industries and geographies to validate the findings would help to give more in-depth insights.

Due to the small sample size, combining data from the three countries in the Southern Africa development region was necessary. However, increasing the sample size would potentially enable differentiation of entrepreneurs' experiences across countries. Combined with research done by OC about ecosystem mappings per country, this could help identify distinct challenges in each country and the customization of programs to address these specific tensions.

Additionally, the study provides a snapshot in time and may not account for long-term trends or changes in the entrepreneurial landscape. Longitudinal studies could offer deeper insights into how these challenges and tensions evolve over time. The reliance on self-reported data from entrepreneurs and coordinators may introduce bias. For instance, social desirability bias might influence entrepreneurs to present their challenges in a way that could potentially attract more funding. Triangulating these findings with external data sources or objective performance metrics could strengthen the validity of the results.

Furthermore, reliance on interpreters may cause a bias. They were recruited within the research team's network and were not professional interpreters; while independent from the research or OC, this approach could potentially introduce bias through translation accuracy, interpretation of the answers, and simplification of the responses, which could affect the fidelity and objectivity of the interview data. Using a professional interpreter or having Portuguese speaking researchers in the research team could strengthen the validity of the results.

6. Conclusions

The following research question was addressed during this consultancy project: “How do inclusive business entrepreneurs deal with the tension(s) that arise(s) from financial sustainability and create social / environmental impact when scaling?” A comprehensive analysis of the experiences and strategies of OC entrepreneurs was conducted, providing valuable insights to answer our research question.

6.1 Managing Tensions and Shifting Logics

74% of the entrepreneurs in our sample filled in in the survey that they experience a shift in focus towards a different logic while scaling. Balancing conflicting priorities of the multiple logics caused this shift. Entrepreneurs need to tackle these tensions, which often requires a reframing of their core business strategies and value propositions. Continuous adaptation of the business model is needed, this reflects the broader challenge of managing tensions, it is essential in logic multiplicity.

6.2 Increasing Compatibility Between Logics

Our analysis suggests that increasing the compatibility between financial and social / environmental impact logics is needed to mitigate tensions, this could even create synergies between the multiple logics. To realise this, entrepreneurs should be guided to develop business models in which the social and environmental goals and financial performance are better intertwined and mutually constructive. The OC programme already touches upon business model building and sustainability, but there should be more in-depth training focused on the practical implementation of sustainable goals within the business models and value proposition.

6.3 Identifying Customer Needs and Conducting Market Research

Understanding the needs of your target audience is an important aspect of successful entrepreneurship. By doing market research, entrepreneurs gather insights on the preferences of the consumer, their behaviour, and their willingness to pay. This process involves not only researching the market demand but could also involve educating consumers on the value of sustainable practices. In our analysis we found that limited consumers’ awareness on sustainability can be challenging for entrepreneurs to focus on social / environmental impact in their business model.

6.4 Financial Management and Funding Challenges

One of the most identified challenges in this research was the lack of funding. This issue was highlighted by many entrepreneurs, who did want to scale, but were constrained by financial limitations. Funding is a topic in the current OC programs, but mainly to connect OC entrepreneurs with potential investors. However, these measures are often insufficient, since there is a mismatch between available investments and the needs of small entrepreneurs. The tension between financial sustainability and social / environmental impact is especially visible when funding is limited. Entrepreneurs who successfully balance financial and social / environmental impact often struggle to grow due to funding shortages. Securing profits and creating impact are interlinked for entrepreneurs, so without enough income, they are unable to scale or increase their impact. However, entrepreneurs who have low compatibility between the logics, are struggling between being financially resilient and making an impact. This can lead to conflicts as they must prioritise one logic above others.

6.5 Costs of Making Impact and Synergy

Another tension arises from the costs of making an impact. Entrepreneurs with lower compatibility between logics, experience that the costs of implementing sustainable practices can have a negative effect on their revenue. The profit margin of these entrepreneurs is reduced by the extra costs related to eco-friendly materials, training and education. In contrast, businesses with high compatibility between the multiple logics achieve resource efficiency and turning social / environmental impact into a competitive advantage. These entrepreneurs experience a synergy reduction of their costs. This synergy not only supports financial logic but also strengthens the market position by attracting environmentally aware consumers. Moreover, financial scaling can strengthen the social and environmental impact over a longer period.

6.6 Consumers' Willingness to Pay and Brand Image

The consumers' willingness to pay for social and environmental impact products is another tension we identified. Entrepreneurs face the challenge in convincing consumers to pay a higher price for social and environmental impact products. This problem expands in markets where incomes are low, and cheaper alternatives from larger brands are available. Further, entrepreneurs who successfully communicate the value of their social / environmental impact product, can strengthen their own brand, and attract a loyal customer base. Education on the impact aspect can increase customer loyalty which improves their sales and the creation of the ability to charge better prices.

6.7 Networking Opportunities and Engagement

Entrepreneurs have expressed a need for more case related training programmes that address the challenges of their products and markets. These programs should provide a more detailed guidance on integrating social and environmental impact to gain a unique selling point. Hub coordinators recognize this need and agree that increasing the time spent with experts during the programmes could improve the effectiveness of these programmes. Second, networking opportunities are crucial for scaling business. Entrepreneurs benefit from learning from each other and forming partnerships that can support market entry, scaling and education. The current initiatives, such as the WhatsApp groups and networking events, have proven to be valuable platforms for knowledge sharing and collaboration. However, there is potential to expand these initiatives by creating committees or interest groups that bring together startups from different sectors. Not only during the programme, but also after the programme.

Maintaining engagement with entrepreneurs after the programme ends is important for long-term success. Successful participants can share their experiences and provide valuable insights and inspiration for new participants. Creating a supportive community that enables entrepreneurs through interaction and mentorship can significantly improve the impact of the OC programme.

6.8 Final Remarks

This research addressed the research question: “How do inclusive business entrepreneurs manage tensions between financial sustainability and social / environmental impact when scaling?” The results highlight the importance of balancing the tensions. By increasing compatibility between multiple logics, providing detailed training, fostering engagement, and improving networking opportunities, the OC programme can support entrepreneurs in achieving both financial and social logics more effectively. This could help entrepreneurs in navigating the complexities of scaling their businesses while staying committed to their positive social and environmental impact.

7. References

- Aman, S., & Seuring, S. (2022). Interestingly it's innovation: Reviewing sustainability performance management in the base of the pyramid (BoP). *Technovation*, 112, 102394.
<https://doi.org/10.1016/j.technovation.2021.102394>
- Besharov, M. L., & Smith, W. K. (2014). Multiple institutional logics in organizations: Explaining their varied nature and implications. *Academy of Management Review*, 39(3), 364-381.
<https://doi.org/10.5465/amr.2011.0431>
- Bocken, N., Fil, A., & Prabhu, J. (2016). Scaling up social businesses in developing markets. *Journal of Cleaner Production*, 139, 295-308.
<https://doi.org/10.1016/j.jclepro.2016.08.045>
- Cesinger, B., Vallaster, C., & Müller, J. M. (2022). The ebb and flow of identity: How sustainable entrepreneurs deal with their hybridity. *European Management Journal*, 40(1), 77-89.
<https://doi.org/10.1016/j.emj.2021.04.003>
- Danciu, V. (2013). The sustainable company: new challenges and strategies for more sustainability. *DOAJ (DOAJ: Directory of Open Access Journals)*.
<https://doaj.org/article/c8ce82126a474119af3a8c6bc51b79ab>
- Davies, I. A., & Chambers, L. (2018). Integrating hybridity and business model theory in sustainable entrepreneurship. *Journal of Cleaner Production*, 177, 378-386.
<https://doi.org/10.1016/j.jclepro.2017.12.196>
- Desa, G., & Koch, J. L. (2014). Scaling social impact: Building sustainable social ventures at the base-of-the-pyramid. *Journal of Social Entrepreneurship*, 5(2), 146-174.
<https://doi.org/10.1080/19420676.2013.871325>
- Derks, M., Oukes, T., & Romijn, H. (2022). Scaling inclusive business impacts at the Base of

- the Pyramid: A framework inspired by business model ecosystems research. *Journal Of Cleaner Production*, 366, 132875. <https://doi.org/10.1016/j.jclepro.2022.132875>
- De Clercq, D., & Voronov, M. (2011). Sustainability in entrepreneurship: A tale of two logics. *International Small Business Journal*, 29(4), 322–344. <https://doi.org/10.1177/0266242610372460>
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, 8(1), 37-51. <https://doi.org/10.1002/tqem.3310080106>
- Gleißner, W., Günther, T., & Walkshäusl, C. (2022). Financial sustainability: Measurement and empirical evidence. *Journal of Business Economics*, 92(3), 467-516.
- Tewes-Grادل, C., & Jenkins, B. (2011). Tackling Barriers to Scale - From Inclusive Business Models to Inclusive Business Ecosystems. *ResearchGate*. https://www.researchgate.net/publication/281808309_Tackling_Barriers_to_Scale_From_Inclusive_Business_Models_to_Inclusive_Business_Ecosystems
- Gregori, P., Wdowiak, M. A., Schwarz, E. J., & Holzmann, P. (2019). Exploring value creation in sustainable entrepreneurship: Insights from the institutional logics perspective and the business model lens. *Sustainability*, 11(9), 2505. <https://doi.org/10.3390/su11092505>
- Hall, J., Matos, S., & Martin, M. (2014). Innovation pathways at the base of the pyramid: Establishing technological legitimacy through social attributes. *Technovation*, 34(5-6), 284-294. <https://doi.org/10.1016/j.technovation.2013.12.003>
- Hammond, A. L., Kramer, W. J., Katz, R. S., Tran, J. T., & Walker, C. (2007). The next 4 billion. *Innovations*, 2(1-2), 147-158. <https://doi.org/10.1162/itgg.2007.2.1-2.147>
- Haveman, H. A., & Gualtieri, G. (2017). Institutional logics. In *Oxford Research Encyclopedia of*

Business and Management. <https://doi.org/10.1093/acrefore/9780190224851.013.137>

Karamchandani, A., Kubzansky, M., & Lalwani, N. (2011). The globe: Is the bottom of the pyramid really for you? *Harvard Business Review*.

Lawshe, C. H. (1975b). A QUANTITATIVE APPROACH TO CONTENT VALIDITY1. *Personnel Psychology*, 28(4), 563–575. <https://doi.org/10.1111/j.1744-6570.1975.tb01393.x>

Likoko, E., & Kini, J. (2017). Inclusive business—a business approach to development. *Current Opinion in Environmental Sustainability*, 24, 84-88.

London, T., & Hart, S. L. (Eds.). (2011). *Next generation business strategies for the base of the pyramid: New approaches for building mutual value*. FT Press.

Matzembacher, D. E., Raudsaar, M., Barcellos, M. D., & Mets, T. (2020). Business models' innovations to overcome hybridity-related tensions in sustainable entrepreneurship. *Sustainability*. <https://doi.org/10.3390/su12114503>

O'Neil, I., & Ucbasaran, D. (2016). Balancing “what matters to me” with “what matters to them”: Exploring the legitimation process of environmental entrepreneurs. *Journal of Business Venturing*, 31(2), 133-152. <https://doi.org/10.1016/j.jbusvent.2015.12.001>

Orange Corners. (n.d.). Our approach – Orange Corners. Retrieved from <https://www.orangecorners.com/our-approach/>

Prahalad, C. K. (2012). Bottom of the pyramid as a source of breakthrough innovations. *Journal of Product Innovation Management*, 29(1), 6-12. <https://doi.org/10.1111/j.1540-5885.2011.00874.x>

Prahalad, C. K., & Hart, S. L. (2010). The fortune at the bottom of the pyramid. *Revista Eletrônica de Estratégia e Negócios*, 1(2), 1. <https://doi.org/10.19177/reen.v1e220081-23>

Tai, F., & Chuang, S. (2014). Corporate social responsibility. *Zi Xun Shang Ye*, 06(03), 117-130.

<https://doi.org/10.4236/ib.2014.63013>

The African Entrepreneurial Ecosystem Index – Equipping policymakers with the knowledge to support African entrepreneurial ecosystem development. (n.d.).

<https://africa.ecosystem.build/>

Thornton, P. H., & Ocasio, W. (2008). Institutional logics. In *The Sage handbook of organizational institutionalism* (pp. 99-128).

Sharma, R., Jain, M., & Agarwal, D. (2023). *MICRO SMALL & MEDIUM ENTERPRISES AND EMPLOYMENT IN INDIA*. <https://www.semanticscholar.org/paper/MICRO-SMALL-%26-MEDIUM-ENTERPRISES-AND-EMPLOYMENT-IN-Sharma-Jain/d8da182c42901ed3f1e428b25f9b43c7f165d63a>

Desa, G., & Koch, J. L. (2014). Scaling social impact: Building sustainable social ventures at the base-of-the-pyramid. *Journal of Social Entrepreneurship*, 5(2), 146-174.

<https://doi.org/10.1080/19420676.2013.871325>

Orange Corners. (2024, April 1). New release: Orange Corners Research Agenda.

<https://www.orangecorners.com/2024/04/01/new-release-orange-corners-research-agenda/>

Zhao, F. (2005). A dynamic perspective on next-generation competencies. *Strategic Direction*, 21(9),

3-4. <https://doi.org/10.1108/13552550510580825>