

MSc Business Administration, Entrepreneurship, Innovation, and Strategy

Inclusive and Collaborative Business Modelling in Western Context

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Patrick Methorst

1st supervisor: DR. T. Oukes

2nd supervisor: DR. A.M. Von Raesfeld Meijer

Abstract

Inclusive businesses often struggle to find strategies for scaling their companies. These hybrid organizations, organizations with both commercial and economical goals, often lack a utilizable network and the founder tends to keep hold of their autonomy. Derks, Oukes and Romijn (2022) developed a collaborative business modelling framework for these inclusive businesses (the CBM4IB framework). They focused their framework on the Bottom of the Pyramid (BoP). The question arose whether the framework can also be applied to hybrid organizations in western context, since these hybrid organizations show some of the same traits as the targeted companies in the research (by Derks, Oukes and Romijn). However, there are some key differences among the BoP and the Western context. This research provides a comparison between the BoP and Western context and translates this to possible adaptations. The research was executed by giving CBM4IB workshops to a hybrid organization (in medical appliances) and a fictive hybrid company, which was needed due to the unavailability of potential participants and their busy schedules. This research provides insight in the BoP/Western context, hybrid organizations, collaborative business modelling, and provides a scaling framework for hybrid organizations.

Some of the key findings were that the CBM4IB framework is applicable in the Western context. However, some adaptations have to be made. Some of the strategies showed similar circumstances as companies in the BoP context. Whereas other strategies confirmed that there are some key differences such as access to the right infrastructure. Finally, a proposition was made to adapt the workshops and shorten the time they take. Also a matrix is added to imply the difference between easy and feasible strategies and higher potential strategies that are riskier.

Index

Abstract	1
Introduction.....	5
The research question	6
Theory.....	7
Hybrid organizations.....	7
Scaling strategies and methods	8
Collaborative business models	10
The CBM4IB workshops.....	11
Western context compared to BoP context	11
Conclusion to the theory section.....	13
Methodology	15
Research strategy	15
Research setting	15
Sample and recruitment.....	15
Data collection instruments, procedure, and methods.....	16
Academic perspective on workshops	17
Expected result of the workshops	18
The theoretical framework for analyzing the workshops.....	18
The workshops.....	Fout! Bladwijzer niet gedefinieerd.
Fisic Medimate	19
Preparation.....	19
The workshops.....	20
The researchers' observations.....	23
The fictive case (de Harkers).....	23
The workshop	23
The researchers' observations.....	26
Evaluation	27
Workshop process and analysis.....	Fout! Bladwijzer niet gedefinieerd.
Discussion	27
Theoretical implications	30
Practical implications	33
Limitations and further research	33
Conclusion	33
Bibliography.....	34
Appendix A - Planning.....	35
Appendix B – workshop design.....	36
Appendix C – Startup analysis table	36

Appendix D – Email invitation.....	39
Appendix E – interview protocols.....	40
Pre-workshop interview	40
Post-workshop interview.....	43
Appendix F – Preworkshop interview Fisic Medimate	48
Appendix G – Pre-workshop interview analysis	48
Appendix H – Workshops Fisic Medimate	51
Appendix I – Workshop fictive case.....	54
Appendix J – evaluations workshops.....	57
Appendix K – BMC Fictive Case.....	62

Introduction

Hybrid organizations are organizations that have a social/environmental goal besides their commercial business. These organizations can be defined as having social/sustainable goals whilst relying on a commercial business model (Santos, Pache, & Birkholz, 2015). Although these organizations have potential, they are fragile and must balance between their social mission and their commercial goals.

Hybrid companies tend to hold on to their autonomy, this can be explained by the fact that their founders try to stay in control and hold on to their mission. This can be related to mission drift, which is a large hurdle for hybrid organizations, as the founder starts the company with his own goal in mind. When investors join, they often have different goals (e.g. they want return on investment) (Haigh & Hoffman, 2011; Bauwens, 2020). To support their mission hybrids often create a sense of community, in which they consider the needs of the consumers and their connection with the product (Haigh & Hoffman, 2011).

To make a long term and increased impact and to reach their commercial goals, there is a need for hybrids to scale up their businesses (Bauwens, 2020). There are four types of scaling: quantitative, functional, political, and organizational (Uvin & Miller, 1996). There might be an interesting relation between hybrid organizations and their need for different scaling practices where they consider their network and make use of it.

Scaling strategies have been focusing on commercial growth. Whilst relatively few are focused on hybrid organizations. For hybrid organizations depth and breadth scaling are considered, common strategies for breadth scaling are business growth, franchising, and “scale-across”. Scaling-across has a focus on replication, diffusion by other actors, and adoption by other parties (Bauwens, 2020). Common strategies are “scaling deep” which focusses on improving and enriching processes and “scaling out”, where the focus is on diversification of the offered services to the same group of customers (Bauwens, 2020). Several scaling capabilities for hybrids can be distinguished. For example the SCALERS model helps the hybrid organizations scale their business by taking several key capabilities into account including staffing, alliance building, lobbying, earnings generation, replication, and stimulating market forces (Bloom & Chatterji, 2009).

However, the methods in the previous section focus on the single company without actively including the companies’ key partners into their framework. In the existing literature there is no (western context) scaling framework that includes partners. Therefore, a framework for collaborative scaling in the Bottom of the Pyramid (BoP) context was developed. In this research this framework by Derks, Oukes and Romijn (2022) will be tested.

An Inclusive and collaborative business modelling (CBM4IB) scaling framework was made for Bottom-Of-the-Pyramid countries. It includes collaboration with key-partners and strategies on scaling for social companies in the so-called BoP (third world countries) (Derks, Oukes, & Romijn, 2022). An interesting follow up question to this framework by Derks, Oukes and Romijn (2022) is whether the framework also functions in the western context?

How can this framework be applied to hybrid organizations in Western context? There are some key differences between BoP and western countries; in BoP context infrastructure (including proper electricity and internet access) and legal/supportive institutions are lacking (Oukes, Berkens, Langley, & Raesfeld, 2020). Besides the lack of infrastructure and institutions, businesses in BoP focus less on acquiring new customers than companies in the western context (Anderson & Markides, 2007). Another difference is that in the western context there is more time pressure. On the contrary, hybrid organizations are in some aspects closely related to startups in the BoP context. This is the case because, startups in the BoP also tend to have a lack of utilizable network (Koers-Stuiver, Groen, & Ehrenhard, 2014).

In the existing literature there is very little focus on collaboration. Hybrid organizations must consider a bigger picture than solely the own organization, they must consider their network and how the key stakeholders can contribute to their mission. Because hybrid organizations want to build a stable future where they can continue making the positive impact without giving away their autonomy (because of the risk of mission drift), they should focus on building relationships with their key partners (Haigh & Hoffman, 2011). Hybrids need to utilize their value network to gain more long-term impact, which is a part of the CBM4IB framework. In other

words, the CBM4IB framework can provide value to especially hybrid startups by utilizing their network and thus create a long-term positive impact. This is relevant to the model since new investors might interfere with the autonomy, which might cause mission drift, whilst the model provides an opportunity to scale and utilize the existing network without the interference of new investors (Bauwens, 2020; Santos, Pache, & Birkholz, 2015; Derks, Oukes, & Romijn, 2022). The goal of the research is to find out if the framework is applicable to the western context and whether the network can help create value.

The targeted company/organization in this research will have a social/environmental goal besides their commercial goals and is ready for scaling practices. These types of companies are referred to as hybrids. With the right scaling strategy hybrid organizations will achieve commercial growth, but they will also be able to make a greater impact with their social/environmental mission. The hybrid company is especially interesting as they strive for more autonomy and need a different scaling approach to help utilize their value network and create long-term impact (Haigh & Hoffman, 2011; Bauwens, 2020).

The participant that can profit most from this CBM4IB-framework (but is not limited to), are small (2-10 FTE) hybrid startups that are deprived from a utilizable network to help them grow their company. The workshops will potentially help them find the new partners needed to fulfill their scaling goals by potentially creating access to new partners. This can be achieved due to the network exploration phase in the workshop. In this phase the participants explore which actors are needed to fulfill each strategy. This will lead to the participants discovering all the opportunities within their network.

Interesting to this research are some of the common grounds between startups in BoP context and hybrid organizations in the western context. For example, they are lacking connections. This combined with the fact that hybrid organizations tend to strive for more autonomy makes the CBM4IB framework extra relevant to them, because it will enable them to make more usage of their network.

The research question

A framework for scaling inclusive start-ups was set for BoP context. It includes 5 steps that are aimed at improving the impact of the start-ups. However, what is interesting is how this strategy can work in western context. The strategy can be useful for hybrids in the western market because it is a method that does not compromise the autonomy of the startups' founder, but it does help create long-term impact by utilizing the startups value network.

This leads to the research question:

How can the inclusive collaborative business modelling scaling framework be applied to hybrid organizations in the western context?

The research question is focused on two aspects. The firstly, on the inclusive collaborative business modeling framework as a scaling method. And secondly, on the application to hybrid startups in the western context, this leads to the following sub question:

1) To what extent is the framework collaborative business modelling scaling applicable to hybrid organizations in the western context?

2) What changes must be made to make the CBM4IB framework applicable to western context?

This research will contribute to practice by providing a new scaling framework to hybrid organizations that strive hold on to their autonomy, therefore the framework will be useful since that is what can help hybrid organizations grow and make more impact (Haigh & Hoffman, 2011; Bauwens, 2020; de Man & Luvison, 2019; Elkington, 1998). To the scientific literature it is expected to contribute by testing this strategy and providing empirical data on Western hybrid companies. The research will test the CBM4IB framework in practice. This research should provide information on how western hybrid organizations can use their network to achieve their social and their commercial goals. What is missing in literature are strategies/frameworks that help in scaling hybrid organizations with the help of collaboration in Western context.

Theory

The theoretical framework was obtained by a given set of relevant papers, by snowballing and looking for relevant key words more relevant articles were obtained. These sources will be used to build fundamental knowledge about the following subjects:

First the theory section will start with the research setting. Hybrid organizations will be discussed, what are their main hurdles and what are their needs when scaling up? Potentially disruptive start-ups that are not backed by venture capitalists can profit from this CBM4IB-framework, since they need other methods to scale their businesses and hold on to their autonomy.

Second, the theory section will elaborate several existing scaling frameworks, what are the existing scaling frameworks and how do they relate to the inclusive and collaborative scaling framework. What type of companies are they suitable to? The advantages and disadvantages of several scaling strategies will be analyzed.

Thirdly, types of collaborative business models will be discussed and how the participants collaborate. In collaborative business modelling the stakeholder perspective is a key element (Oukes, Berkers, Langley, & Raesfeld, 2020). Besides the stakeholder perspective it is important to note how companies collaborate. The CBM4IB framework will be discussed as a part of collaborative business models.

Finally, the collaborative business models the difference between BoP context and western context will be discussed. In this part theoretical differences between BoP and western context will be analyzed. After which, the consequences for the CBM4IB framework will be discussed.

This theory section will be used as fundamental knowledge to test whether there is a fit between Western hybrid organizations and the scaling framework. The CBM4IB-framework has already been developed, but the theory section will provide information on whether it might work for hybrid organizations and what should be adapted to suit the western context. The similarities between the BoP participants of the workshops and hybrid organizations in the western context might help to answer the question whether it is suitable and what should be adapted or not.

The fundamental knowledge will be used to judge whether the framework is applicable and what should potentially be adapted.

Hybrid organizations

As mentioned before, hybrid organizations are organizations that have a social goal besides their commercial business model. Hybrids can exist on either side of the for-profit/non-profit line (Haigh & Hoffman, 2011). There exist 4 types of hybrid companies that are defined by their spill over method, whether the management needs to take steps to achieve the goal or that it is achieved automatically. The type of hybrid is also defined by its beneficiaries. Are the clients the beneficiaries or are others the beneficiaries (Santos, Pache, & Birkholz, 2015). There are four types of hybrid organizations (Santos, Pache, & Birkholz, 2015):

- Market hybrid, with automatic spill over and the clients are the beneficiaries. An example is a BoP initiative for basic services.
- Bridging hybrid, with automatic spill over but the clients are not the beneficiaries. An example is an integrated business model with job matching for people with disabilities.
- Blending hybrid, with contingent spill over and the clients as beneficiaries. An example is microfinancing.
- Coupling hybrid, with contingent spill over and the clients are not the beneficiaries. An example is a social enterprise that requires a dual value chain.

In these types of companies, it is important to not only report about financial incentives but also on CSR goals. Large enterprises can learn from hybrid organizations how to align commercial goals and social goals (Santos, Pache, & Birkholz, 2015).

Hybrid organizations are driven by three fundamental activities: Driving positive social/environmental change as an organizational objective, creating mutually beneficial relationships with stakeholders, and interacting progressively with the market, competitors, and industry institutions. The framework by Haigh and Hoffman (2011) is more focused on giving positive meaning to the company, building relationships, and is enabled by organizational values, long horizons for slower growth, and positive leadership. The long-term view often leads to hybrid organizations looking for more autonomy, so they can stay true to their mission this also translates to hybrid organizations avoiding standard venture capital. Hybrid organizations build close relations with the local community, by employing local people and involving them in decision making, training in specific techniques, and paying above-market wages to improve the quality of life. Also, hybrids do focus on building a stable business that will sustain giving positive change for a long period in time. Hybrid organizations do invest in building relationships with suppliers and develop understanding of their environmental and social context so they can do what is required to make the relationship mutually beneficial. Concluding, hybrid organizations seek for more autonomy and stay away from standard venture capital. They want to build long lasting relationships to create a long-term positive future (Haigh & Hoffman, 2011).

Scaling strategies and methods

In this section scaling strategies will be discussed. Both commercial strategies and social strategies for hybrid organization will be discussed. First the scaling strategies that are common in commercial companies will be discussed next the scaling frameworks for hybrids will be discussed. Ansoff (1957) has defined commercial scaling into a matrix which includes; concentrating on *existing products* in *existing markets* (market penetration), looking for *new products* in *existing markets* (product extension), seeking *new markets* for *existing products* (market development), diversifying into *new products* in *new markets* (diversification) (Ansoff, 1957).

There are four types of scaling defined by Uvin & Miller (1996):

- Quantitative scaling, increasing the number of customers served.
- Functional scaling, expanding the number and type of activities.
- Political scaling, moving from service delivery to empowerment and change in structural causes of underdevelopment.
- Organizational scaling, creating activities that generate income.

O'Reilly and Binns (2019) state that in entrepreneurial firms' growth is "... largely a function of attracting new capital and recruiting new people". In their article they present several scaling strategies (O'Reilly & Binns, 2019); merger and acquisition, building, partnering, and leverage. Of these four the acquiring and building options are often the most attractive to regular startups (O'Reilly & Binns, 2019). However, of these four strategies merger and acquisition and leverage require a large amount of financial assets.

Han and Shah (2020) developed a framework for the ecosystem of scaling social impact. In this ecosystem they visualize the relations among the key elements in social scaling. The key elements presented in this ecosystem are; financing, process of scaling, government policy, and institutional infrastructure. At the core of the ecosystem is the process of scaling that includes the organization, technology and data, and strategies (Han & Shah, 2020). These represent the organizations own scaling capabilities whilst most of the other key elements are external factors, which can be influenced by lobbying and building relationships. In comparison with the BoP the elements that are external are the ones that stand out see Western context compared to BoP context for a further comparison.

In social context the SCALERS method has been developed SCALERS is an acronym for Staffing, Communications, Alliance building, Lobbying, Earnings generation, Replication, and Stimulating market forces (Bloom & Chatterji, 2009). The capabilities presented in the SCALERS method relates to and have the following meaning (Bloom & Chatterji, 2009):

Staffing refers to the effectivity with which the organization is filling up its staffing needs. This requires a focus on human capital and HRM.

Communications refers to the way that the organization is capable of convincing the key stakeholders to adopt/support the change strategy.

Alliance building relates to how the organization forges partnerships, coalitions, joint ventures, and other linkages to bring social impact.

Lobbying refers to the capability of the organization to influence the government to adapt the regulations in their favor. Especially in the case of social organizations this does not just refer to changing tax rules but also to help the organization to make more impact.

Earning generation relates to the effectiveness at which the organization can generate an income flow. This is needed to generate more cash than expenses.

Replicating Relates to how the organization can reproduce its programs and initiatives. If this is done well the organizations can expand by replicating their programs without losing quality.

Stimulating market forces refers to how to organizations convinces people or institutions to pursue private interests while also serving the public good.

In the specific case of scaling hybrid organizations, the orientation of the company defines how they scale. Bauwens et al. (2020) define two orientations: the mutual interest orientation and the general interest orientation. The orientation can be related to whether the companies “scale-up” or “scale-out”, “scale-deep” and “scaling-across”. The mutual interest orientation means that the company provides benefits to the members of the organization, while general interest orientation means that the company provides benefits to others (Bauwens, 2020). The “scale-up” strategies include, business growth, franchising and “scaling-across” that focusses on replication and adoption by others (Bauwens, 2020). Whilst depth scaling includes “scaling deep” which focusses on improving and enriching the process in order to make more impact and “scaling out” that offers more diversity of services to the same audience (Bauwens, 2020). Basically, scaling social businesses comes back to two different aims; increasing the amount of users of the product/service or expanding the service/offer with a social impact (Bocken, Fil, & Prabhu, 2016). These are two of the goals that are presented in the Bocken et al. (2016) framework. Furthermore, the framework includes and build further upon the scaling methods by Ansoff (1957) and the ways to increase the income generated. The Bocken et al. (2016) framework was one of the sources to create the CBM4IB framework.

The CBM4IB has several steps as explained in the chapter, **Fout! Verwijzingsbron niet gevonden..** It starts with defining the social impact the participants want to make, this can strengthen the impact the partners can make (Han & Shah, 2020). The next part of the framework is inspired by Brehmer et al. (2018), the network and especially visualizing it can help finding ways to reach the desired impact and which partners can help achieve this. Partners can be related to the company in different ways and providing different information/support/financial gains (Brehmer, Podoyntsyna, & Langerak, 2018). The participants of the workshop will have to combine their social ambitions and their value network to create more value by utilizing the right strategy and adapting it to the existing network (Han & Shah, 2020; Brehmer, Podoyntsyna, & Langerak, 2018).

Strategy	Uvin & Miller (1996) Type of scaling	Description	Advantages	Disadvantages
Merger and acquisitions	Quantitative, Functional	Expanding the company by merger and acquisitions.	Expanding the company. Grow the market	Financial incentives needed
Building	Functional, Organizational	Expanding the company by making investments	Growing the company so they can expand the product line up	Financial incentives needed

<i>Partnerships</i>	Quantitative	Expanding the markets served by starting partnerships	or increase the capacity Strategic partnership can cause geographic scaling/expand the market	When starting a partnership, all involved parties should make a guideline/basic set of arrangements
	Organizational, Quantitative	When the company is part of a bigger group, they can use this to their advantage	Use the network grow the company	Only when part of a bigger group
<i>SCALERS</i>	All	Acronym for Staffing, Communications, Alliance building, Lobbying, Earnings generation, Replication, and Stimulating market forces	Complete and aimed at scaling social enterprises	Less focused on one single factor

TABLE 1, SCALING STRATEGIES OVERVIEW

The focus within this research will be on partnerships because this relates to collaborative business models (O'Reilly & Binns, 2019; Oukes, Berkers, Langley, & Raesfeld, 2020).

The theory in this section will be combined into the theoretical framework that will help analyzing the workshop and its brainstormed strategies.

Collaborative business models

Together with the key stakeholders, hybrid companies need to innovate their business model. What are collaborative business models? What are the key aspects? And What are the main hurdles to take? The result of the CBM4IB framework will potentially be a collaborative business model.

Collaborative business models happen when companies join forces there are three types of collaborative business models. These types are defined by De Man & Luvison (2019): Sharing model, Specialization model, and the Allocation model. These types depend on what the aim of the collaboration is, in certain situations when the aims are overlapping the models can be mixed. When the aim of the companies is to achieve economies of scale, the companies often have a similar skillset and start the collaboration to reduce costs and create more impact. If there are different skillsets that complement each other within the companies, the specialization model is at place, e.g. the collaboration between Phillips and DE to create the Senseo coffeemaker where Philips had the knowledge to make the machine and DE how to process the coffee. Finally, there is the allocation model, where the skillsets are overlapping. The difference between the companies is that one of the partners is more specialized in one process whilst the other partner has more knowledge on another part, by collaborating the companies can reduce their risk and improve their performance (de Man & Luvison, 2019).

As the SCALERS framework and Elkington's framework conclude, especially to hybrid companies it is important to build a network and work on long lasting partnerships. Hence, collaboration is very important when targeting both economical as social goals. Hybrid companies need to build long lasting partnerships with a wide range of partners such as NGOs (Elkington, 1998; Bloom & Chatterji, 2009). The hybrid companies will profit from building relationships and collaboration with these partners, as they have the resources to help them grow and achieve their goals. The triple bottom line, or the 3 Ps, also relates to collaboration within companies to achieve the sustainable goals. In achieving the triple bottom line there are several actors that have different goals and purposes (Elkington, 1998; Ritala, 2018). It is important to align the interests of all the actors and to know their goals and values. This can be achieved by minding the value network and how the stakeholders are related this network can be set-up for different reasons (Oukes, Berkers, Langley, & Raesfeld,

2020; Evans, et al., 2017; Derks, Oukes, & Romijn, 2022). Together the network can create more than just economic value. It is important for the companies to make clear arrangements when joining or creating such a network, there are some rules for this co-opetition (Elkington, 1998):

- Every actor should be aware of their potential added value
- There needs to be a basic set of rules to build trust
- The different perspectives of the actors should be regarded
- There is a need for boundaries to prevent complexity
- The actors should mind the different types of rationality/irrationality

The CBM4IB framework is closely related to collaborative business models, as a collaborative business model might be the result of the workshops. It will also help with aligning the interests and build a strong alliance (Derks, Oukes, & Romijn, 2022). By aligning the vision of the participants, the participants get a clear picture of who they are working with and who they are dealing with (Rohrbeck, Konnertz, & Knab, 2013). In these cases, hybrids depend on their value network and must utilize it to create value (Brehmer, Podoynitsyna, & Langerak, 2018; Geissdoerfer, Bocken, & Hultink, 2016). Together the participants must make clear arrangements and come up with an action plan (Geissdoerfer, Bocken, & Hultink, 2016). This all lead to the CBM4IB framework that includes key-partners and aligns their interests during the workshops which results in a concrete scaling strategy. However, the CBM4IB framework was developed for the BoP context. The differences between the BoP context and the western context and its consequences will be further elaborated in the Western context compared to BoP context section.

The CBM4IB workshops

The workshops will include all the key stakeholders, to collaboration with these stakeholders is crucial if you want to scale up with the desired impact (Oukes, Berkers, Langley, & Raesfeld, 2020). The workshops will exhibit five steps that are needed to achieve the goals (Derks, Oukes, & Romijn, 2022):

Ambition, the first step in the workshops is to align the social ambitions of the involved stakeholders. This includes seven questions that are asked to align the social ambition. It is crucial to have this as a first step since this is what the workshop is aimed at.

Discovery, in this second step the key stakeholders will reflect on the network. What are the relations among the stakeholders and how strong are the ties among the stakeholders? It is an important step that will show its value in the next phase. Because the network with the relationships will be drawn on paper it will visualize where new partners can join and how current partners can be of good use. Besides the network a PESTLE analysis will be executed. When the full network and environment of the involved stakeholders is known the stakeholders can use their network to achieve the set goals in the first step.

Strategy, the next part of the workshop is a brainstorm session. The stakeholder will be thinking about how they can scale up and what and who they need to achieve this strategy. This will result in several ideas to scale up. Are there any partners in the network needed? How realistic are these ideas? The result of this part will be several potential strategies of which some are realistic, and some are very opportunistic.

Adapt, the next step is to adapt the eco system to the chosen strategy. Who are new partners and how will they fit in to the network? Did the relationships among the stakeholders change?

Evaluation, the stakeholders will evaluate whether the chosen strategy will contribute to making the desired impact and whether the idea is feasible.

Concludingly, collaboration and a good network can have impact. But only if they well establish some ground rules and know who their partners are and whether they are trustworthy. The CBM4IB framework will help build a good alliance, by aligning the social, environmental, and commercial goals of the network's participants.

Western context compared to BoP context

There are some key differences between the western context and the BoP. As mentioned in previous chapters the absence of good infrastructure and legal/supportive institutions are some of the main differences (Oukes,

Berkers, Langley, & Raesfeld, 2020). What does this imply for businesses in BoP and how it does affect the CBM4IB framework.

An example of differences among different cultures is scheduling. Whilst in the western context CEOs of large companies have fully packed schedules with short meetings in Asian companies the CEOs tend to have longer meetings and space in their schedule for unexpected issues. There are three symbols of time; time as money, time as an indication of status, and time as importance. Different perceptions of these symbols cause people from different cultures to have different schedules (Brislin & Kim, 2003).

Besides differences among the BoP and Western context, there are also similarities between the startups in BoP context and hybrids in the western context. E.g., often hybrid organizations do not have access to the network that is needed to scale the company as desired (Koers-Stuiver, Groen, & Ehrenhard, 2014). Besides the lack of relevant contacts, hybrid organizations must keep their costs low (Wijesinha, 2015), although this might have different causes. For example, this might be a lack of funding or a lack of cash flow. Since the CBM4IB was created to help BoP startups with these problems it might also be applicable to hybrid startups in the western context who face similar problems.

On the other hand, there are differences between the BoP and the western context. In BoP context innovation has less to do with finding new potential customers and more with finding different methods to make the product/service more accessible (Anderson & Markides, 2007). Anderson and Markides (2007) mention three main question: Who should be targeted as customers; What product/services and what value proposition; and lastly How to offer these products/services in a cost-efficient manner. Especially the new whos (potential new customers) are less interesting to the BoP context, in the western context this question is more relevant. This is caused by the low income of the population in BoP countries, there are more than a billion people living with an income of less than \$1 per day (Anderson & Markides, 2007). The challenge in the BoP is in how to serve these customers by making the product more affordable. This also translates to the what question; it's not about finding new ways to benefit from the product but there is a focus on how to make offer and adapt the product (Anderson & Markides, 2007). Finally, in the BoP context the attention of the start-up is on finding the appropriate distribution channels and media channels (Anderson & Markides, 2007). Concluding, it all comes down to four dimensions in the BoP context: affordability, acceptability, availability, and awareness. Which is also applicable to the western context but to a different extent. To compare this to the western context, in the western context the new customers require a different approach, but the distribution channels are present and the media channels are better accessible.

Some of these differences will have impact on the workshop, whilst most of the workshop can remain intact some other parts will have to be adapted since they focus on the local context and how to offer the product to the customer whilst there might be a need for defining how to attract these new whos in the western context, see Table 2. The local context might be less relevant in western context because western countries have better infrastructure and the reach of companies is bigger than just the local context.

<i>Steps of the CBM4IB framework</i>	<i>Expected impact</i>	<i>Expected impact on the process</i>
<i>Ambition</i>	The ambitions of the participants will probably be more focused on finding the new whos instead of trying to reach them and making them able to afford it.	As finding new whos is one of the main goals in western context, the goals will be more the same. To serve more clients/beneficiaries. The understanding for each other's goals will be higher because the partners understand the mindset. This causes this step to be much shorter than normal.

<i>Discovery</i>	The network might be different in the number of key-partners and its type. E.g., in western context there is more access to knowledge institutes.	Not much change is expected, hybrid organizations often lack utilizable network.
<i>Strategy</i>	Possibly the startups will have more complex ideas/products. These involve more R&D and financial incentives. Therefore, it is expected that the strategy round is also affected by investment rounds.	The participants think further ahead and are already aware of some strategies that they can apply to their company. This might limit their creativity in this process step.
<i>Adaption</i>	Changing the network might be more complicated because some of the partners are more rigid.	The participants should be stimulated by examples (to think more creative) This step might not change the process too much as it is still about finding the right opportunities in the network. However, these might be more accessible (such as accessibility to knowledge institutes).
<i>Evaluation</i>	The feasibility of the strategies might again be affected by investment rounds. Also access to certain partners in the network might improve the feasibility of certain ideas.	This step might also not change to much, the feasibility might change but this does not affect the process step.

TABLE 2, EXPECTED IMPACT OF THE WESTERN CONTEXT ON THE STEPS OF THE CBM4IB FRAMEWORK

Conclusion to the theory section

The ideal participant is a small-scale startup with only a few employees. The CBM4IB framework might still be interesting to others but within the scope of the framework and the research goals small hybrid startups are most interesting for a few reasons. They tend to hold on to autonomy and have to utilize their network (Haigh & Hoffman, 2011; Han & Shah, 2020; Brehmer, Podoynitsyna, & Langerak, 2018). They have to build long lasting relationships to make a long-term impact and to hold on to their autonomy (Haigh & Hoffman, 2011). The CBM4IB framework is suitable to small scale hybrid startups in the western context because they face some common problems that are also found in the BoP context. The result of the workshop, a collaborative business model might help the ideal participant to solve these problems.

The framework for identifying the found scaling strategies will be using some of the theory from this theory section and some of the theory that was used to build the CBM4IB framework. Combined this will lead to **Fout! Verwijzingsbron niet gevonden..** This provides an overview of how the strategies that were brainstormed in the workshop relate to the theory. The literature for building the framework was chosen because it helps identifying the type of hybrid, to test whether the participant is suited for the framework. Next to that the strategies will be analyzed using theory that was used for the CBM4IB-framework and other literature that is helpful for categorizing the chosen strategies.

The type of hybrid organization (Santos, Pache, & Birkholz, 2015):

- Market
- Bridging
- Blending
- Coupling

Applying this bit of theory will help identifying to which type of hybrids the CBM4IB-framework is most suitable to.

The scaling strategies that are found are found in the workshop will be tested on:

Uvin & Millers (1996) 4 types of scaling

- Quantitative
- Functional
- Political
- Organizational

Bloom & Chatterjis (2009) SCALERS theory will be applied. The SCALERS parts that are emphasized in the strategies will be noted and analyzed.

Besides the literature by Uvin & Miller (1996) and Bloom & Chatterjis (2009), the Bocken et al. (2016), one of the main frameworks used as a source for the CBM4IB framework, and the Ansoff (1957) scaling methods are used.

To apply this framework the following table will be used to analyze the strategies

<i>Strategy</i>	<i>Uvin & Miller (1996)</i>	<i>Bloom & Chatterji (2009) SCALERS</i>	<i>Aims Bocken et al. (2016)</i>	<i>Scaling method Ansoff (1957)</i>

TABLE 3, THEORETICAL FRAMEWORK FOR ANALYSIS

Together this analysis will lead to more insights in the chosen strategies and what the impact is to the participants. This will help to judge whether the workshops are useful. The framework will help to identify what changes have to be made based on the strategies by the participant and if applicable show a pattern.

To end this theory section some conclusions will be made about the existing literature and help answer the research question. These conclusions will be reviewed in the discussion section.

1. *Hybrid organizations are most suited for the CBM4IB framework*
2. *The CBM4IB framework supports the hybrid organizations by providing a framework in which they can grow their company without compromising*
3. *Whereas organizations in the BoP context are less focused on finding new "WHOs", companies in the western context should be more focused on that*
4. *The CBM4IB framework provides in a method of building, crucial to hybrid organizations, long lasting relationships*
5. *One difference between BoP and western context is better access to infrastructure such as knowledge institutes*
6. *One difference between BoP and western context is a different perspective on time and scheduling*

7. *One difference between BoP and western context is Western companies should be less focused on cost reduction*

Methodology

Research strategy

The research was a qualitative case study set in the Netherlands. Workshops were held at one hybrid organization and one fictive hybrid startup, before the workshop the manager of the participating company was interviewed. Before the interview, the startup was analyzed. The decision to execute a fictive case was made due to a lack of willing participants. Since there was no time to attempt to find actual participants, the fictive case was the best back-up solution. The fictive case still provides some valuable insights. The fictive case was served as a simulation with real life participants. That participated the workshops as owners of a made-up company and its partners.

The combination of these types of research helped to build fundamental understanding of the involved startup, it explored its previous scaling practices and how the relations with the partners were, the qualitative data gathered in the workshop and the survey helped to explain whether the CBM4IB framework works in the western context and what should be adapted.

The knowledge gathered in the theory section leads to more understanding of the participants of the workshop and can be used to make adaptations to the workshop. The information from the theory section will be combined with the gathered data to draw a conclusion.

Finally, the analysis of the workshops and their outcomes will help answer the research questions. It will indicate which changes are necessary to apply the CBM4IB framework to the western context. This information will be gathered by observations during the workshops, analysis of the strategies and a post workshop survey. Besides the changes to the framework the research will help identify which type of company is best suited to the framework in western context.

Research setting

The research workshops were held at organizations with a social goal besides their commercial goal. The framework was made for BoP context and will be more likely to be adopted by these types of companies that do not solely have a commercial goal, because the CBM4IB framework is suitable for companies that want to build long lasting relationships with key partners to create both social/environmental and economic value.

The participating organization was at the end of their seed phase/at the beginning of their early growth phase. In younger startups there might be the risk of the startups not being ready to think about scaling, whilst more mature startups would already have surpassed the moment where the workshop is useful to them.

Sample and recruitment

During the recruitment process it proved hard to find suitable participants. The suitable participants were defined as having both social and commercial goals and therefore being hybrid organizations. Next to the participants being a hybrid organization, also the growth stage was considered. The participants should be in the seed/early growth stage. This decision was made because the participant should be thinking about upscaling but not be involved in an upscaling process already. This narrowed down the search scope.

The Startups were recruited using networking, LinkedIn and google searches. They will be contacted via an email invitation see Appendix D – Email invitation. This led to two leads, one being a start-up that had found a new technique to create green energy from plants. However, this did not lead to the company participating as the company was busy attracting new funding. Due to time constraints and scheduling issues the process was stopped. The second lead was acquired via the network of the University of Twente. This company created a new technology that helped measuring lithium values for patients with a bi-polar disorder. The participant was convinced and agreed on joining the workshop.

When going through, the pre-workshop stage it proved hard for this participant to find multiple diverse partners. In the end two partners joined after having a difficult scheduling process. Both the partners were from the same environment. Namely GGZ-institutions that researched the participants product. However, because there were limited other options the decision was made to continue with these partners.

To gather enough data for the research at least one other participant was needed. However, there were no other available leads in the network. It was necessary to approach other participants via mail. Also, multiple accelerator organizations were approached for a lead, but they could not provide suitable participants. During the cold acquisition of potential participants, it proved that the time commitment combined with the participation of multiple partners was a reason for the companies to deny the invitation (only few participants that were invited responded).

In the end the decision was made to not continue the attempts to acquire a real company and a fictive case was held. These participants from diverse backgrounds joined in a fictive case. The workshop was prepared for a fictive company. More information about this can be found in the section The fictive case (de Harkers).

The fictive case

The fictive case served as a simulation of the workshop. An actual workshop was held for people that participated in this roleplay. As preparation for the case a company was made up by the researcher, this included a business model canvas and a network. This was presented to the participants and the participants were given their roles. Especially step 2 was changed since this was an extra moment to reflect on the structure and further explain the relations among the participants.

Data collection instruments, procedure, and methods

These start-ups were analyzed. What, is their history, what is their current strategy, and what is their vision. How is their investment history and what are their returns? The startups were analyzed using a table (see Appendix C – Startup analysis table) in which some basic information was gathered and was completed by an interview. The interview completed the table and provided some more in-depth information on the current processes of the company.

After the first analysis the workshops were prepared. Before the workshops, the participants will be told about the framework and looked for ways that it would best suit them. In the workshops the key stakeholders were involved and triggered to rethink their business model. For the workshop design see Appendix B – workshop design.

AT THE END OF THE WORKSHOP, THE PARTICIPANTS WERE ASKED TO TAKE A SURVEY. THE SURVEY FOCUSED ON WHAT THE PARTICIPANTS LEARNED FROM THE WORKSHOP AND WHAT SHOULD BE CHANGED TO MAKE IT MORE APPLICABLE TO THE WESTERN CONTEXT. THE DATA RETRIEVED FROM THE SURVEYS WAS ANALYZED AND COMPARED TO THE EXISTING CBM4IB-FRAMEWORK. SEE TABLE 4, EVALUATION SURVEY ON A SCALE FROM 1 TO 5

for the evaluation questions. These questions were asked together with some substantiation.

Category Item

<i>Goal</i>	How likely are you to recommend the workshop to other businesses?
	I expect that the workshop supports us in scaling our (hybrid) business model
<i>Fit</i>	I think that the workshop fits well with our organizational context
<i>Structure</i>	I believe that the workshop is complete
	I believe that the workshop is simple
	I believe that the workshop is clear
<i>Activity</i>	I think that the workshop is easy to follow
	I think that the workshop achieves its goal within time

<i>Evolution</i>	I think that doing the workshop is worth the effort
	I expect that the workshop can be used in western contexts
	I think the workshop needs some changes
<i>Open question</i>	I expect that the workshop supports learning from experience
	What changes do you think are needed if there are any?

TABLE 4, EVALUATION SURVEY ON A SCALE FROM 1 TO 5

The qualitative data was audio/video taped. After which the qualitative data was transcribed and coded into different orders for analyzing purposes. This provided insights into the participants and their experience of the workshop. The survey provided some quantitative data and had one open question. The quantitative data was used for some explorative insights. These insights provided a view on whether the participants are positive about the workshop. The open question gave an overview of what the participants think that should be adapted. Concludingly, the combined data provides an answer to the research question, and what should be adapted to make it work for hybrid organizations in the western context.

<i>Step of the research</i>	<i>Who/what was involved</i>	<i>When was this executed</i>	<i>Data gathering method</i>	<i>Notes</i>
<i>Explorative analysis</i>	Website/LinkedIn/Crunchbase/other databases	After the Startup has agreed to participate	Secondary data from databases and primary data from the website/LinkedIn	The available data was not sufficient. Additional data was gathered in the interview.
<i>Pre-workshop interview</i>	Manager of the participating startup	Before the first workshop	Audio/video taping	The interview was analyzed using coding for the data
<i>Workshop</i>	Startup and its key partners	Picked date by participants	Video/audio tape Data gathered in online programs such as Mural	Researcher made notes during the workshop
<i>Evaluation</i>	Participants of the workshop	At the end of the workshop	Qualtrics	Combination of quantitative and qualitative data

TABLE 5, RESEARCH PLANNING

Academic perspective on workshops

A more practical side of this research are the workshops, what has been done already and what are the effects of giving workshops. The workshop subject has not been paid much attention by scholars. Workshops can be used to plan strategies and to collaborate with others. In research that includes workshops it is key to have a structured approach and find the common themes with the help of various analysis methods.

Workshops should have predefined focus definition, role allocation, triangulation, transparency, and reflection (Thoring, Mueller, & Badke-Schaub, 2020). With the right approach a workshop can enable the participants to reflect and act upon their business (Duffy & O'Rourke, 2015).

The researcher should mind the role allocation, what role does the researcher have, e.g. consultant, and what role do the participants have. Will the researcher combine different research methods (triangulation), be open about the evaluation goals, methods, and all other information necessary (Thoring, Mueller, & Badke-Schaub, 2020). This concludes to the pre workshop briefing (Duffy & O'Rourke, 2015).

When conducting a workshop, it is important to predefine the way of thinking (Geissdoerfer, Bocken, & Hultink, 2016; Thoring, Mueller, & Badke-Schaub, 2020). One method presented by Geissdoerfer et al. (2016) is to apply design thinking, which supports the creation of economic, societal, and environmental value and the collaboration with stakeholders. It is important to include stakeholders for hybrid organizations (Haigh & Hoffman, 2011), in this case the company can be informed about the stakeholders perspective, understand their value network, create common understanding and create new ideas for the value network (Geissdoerfer, Bocken, & Hultink, 2016). This can be regarded to as the focus of the workshop; create value together.

To conclude, for hybrid organizations it is important to collaborate which can be achieved by adopting stakeholder and the value network into workshops where the participants can create value together. This can be achieved by using a collaborative business model where all participants define where they stand in the value network and what their goals are.

Expected result of the workshops

The goal of the workshop is to build a scaling strategy that includes the network. Which will finally result in a collaborative business model. Which will help the participants to become more successful.

The findings of the theory section will be used to compare to the findings of the research. To help answer the research question and the sub questions:

How can the inclusive collaborative business modelling scaling framework be applied to hybrid organizations in the western context?

1) To what extend is the framework collaborative business modelling scaling applicable to hybrid organizations in the western context?

2) What changes must be made to make the CBM4IB framework applicable to western context?

The framework is expected to help the participants because of its' commonalities. By adapting it to the western context it might become even more relevant.

The framework for analyzing the workshops

The theoretical framework from the Conclusion to the theory section will be used to analyze the chosen strategies from the workshops. Besides, observations made by the researcher during the workshops will be used to find out what changes should be made to adapt to western context.

With this information, the desired participants and their potential strategies can be identified. Being aware of this helps answer the first sub-question, *to what extend is the framework collaborative business modelling scaling applicable to the ideal participant in the western context?*

The framework help identifying whether the participants were ideal and whether the found scaling strategies will help them scale up their businesses or not.

Next to the framework the evaluation and observations during the workshop will help to identify what parts of the workshop worked well and what parts did not work. This will help answering the second sub-question on what changes will have to be made. To analyze the process, **Fout! Verwijzingsbron niet gevonden.** will be used.

	<i>Fisic Medimate</i>	<i>De Harkers (fictive case)</i>
<i>Acquisition</i>		
<i>Pre-workshop</i>		
<i>Time</i>		

TABLE 6, PROCESS ANALYSIS

The table contains 6 factors that contribute to analyze the process surrounding the workshop. It contains the *acquisition* of the workshop, this relates to how hard it was to acquire these participants and why they did/did not participate. *Pre-workshop*, this factor relates to the steps that were taken before the workshop was organized, this includes planning and convincing the partners to join the workshop. *Time*, relates to the time spend on the workshop and how the workshop evolved time wise. *Participation*, this factor is used to analyze whether all participants are as involved as the others or that they shy away and only one or two participants are genuinely participating. *Discussion*, the discussion factor relates to how the discussion was executed. Finally, *innovation* focusses on whether the participants strategies/ideas were innovative and lead to new insights.

Results

When looking for participants to join the workshop it turned out to be challenging to find participants (that were in the right stage of their growth). One participant was found, however it proved to be hard to find a second participant. Therefore, the choice was made to produce one fictive case with a fictive start-up.

Fisic Medimate

The first participant was Fisic Medimate. A company that has been going for a while, however, because of its industry complex and strict nature they have not come to maturity. Fisic specializes in making testing machines to measure Lithium values in the blood of patients with a bipolar disorder. The company started after finding a technological opportunity

Preparation

Before the workshop, an interview was held and the participating startup was analyzed. Besides the analysis the network of Fisic was worked out in preparation of the workshop. The full analysis of Fisic can be found in Appendix C – Startup analysis table. Combined with the pre-workshop interviews in

Appendix F – Preworkshop interview Fysic Medimate And Appendix G – Pre-workshop interview analysis the first analysis of Fysic Medimate can be done.

In terms of type of hybrid, Fysic has automatic spill-over (Santos, Pache, & Birkholz, 2015). Their testing device helps the patients by testing their lithium values and helps them (and their doctors) to control their disease. Therefore, it can be said that the company has automatic spillover. The company does not purposely invest in their spill-over. However, what is more questionable is whether Fysic can be seen as a bridging or a market hybrid. Which is dependent on who the beneficiaries are (are the clients the beneficiaries or not) (Santos, Pache, & Birkholz, 2015). In the case of Fysic there are two types of beneficiaries, the patients and the treating staff. The first, the patients, has benefits because their life will be made easier and the second, the medical staff, will have an easier job and will be able to treat their patients better. However, from a social point of view only the life of the patient improves. Hence, the patient is the main beneficiary. The question is whether the patient is the client. In the first implementation phase the machines will be sold to GGZ institutions. However, later on the machine is aimed at providing the lithium measurement at home, which makes the patient the client. The focus is currently on working together with and selling to GGZ institutions. The GGZ institution is the client and the patient is the beneficiary. Concludingly, Fysic Medimate can be opted to be a bridging hybrid.

The network was made to create an overview of the companies' network and how Fysic is related to its partners.

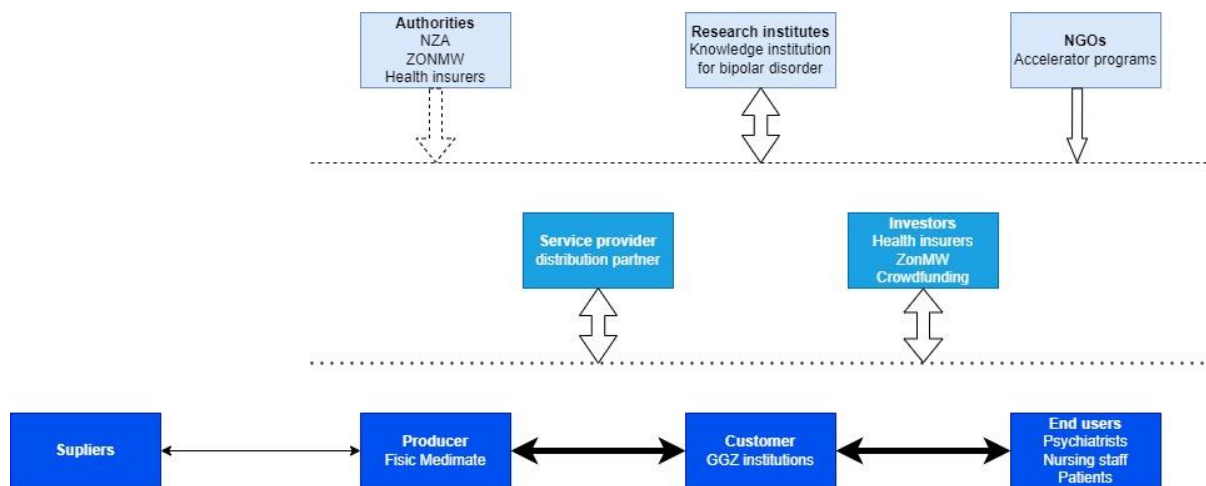


FIGURE 1, NETWORK FYSIC MEDIMATE

The workshops

The partners that joined the workshops are two GGZ-institutions, who are the clients of Fysic, but who also provide knowledge to Fysic. Both the institutions are involved in research regarding Fysic's product. Therefore, they were asked to join the workshops. First of all, it was proven hard to get all the involved parties together at one moment to join the workshops. The busy schedules of the partners made it hard to find a suitable moment.

Steps 1 and 2 progressed quickly, where step 2 was already prepared and just briefly discussed. The participants were not surprised by the network and seemed pretty aware of their own networks. The workshop started adding value in step 3 when the strategies were brainstormed see Appendix H – Workshops Fysic Medimate.

The 4 main strategies chosen were:

1. Offer all the measurements necessary in one single service, this strategy offers a wider service than solely the lithium value measurement. This strategy might make it more interesting to adopt the product.
2. To communicate the user experience, to achieve the goal of adoption. This strategy is about advertising the positive user stories.
3. Lower the price, by having health insurance cover more of the price and upscaling procurement

4. To communicate the measurements from research, to achieve the goal of adoption. This strategy is about advertising the research results

These 4 strategies were used as the main strategies in the rest of the workshops.

Strategy	Uvin & Miller (1996)	Bloom & Chatterji (2009)	Bocken et al. (2016)	Ansoff (1957)	Feasibility	Ambition
	SCALERS					
Offer all the measurements in one single service	Functional scaling	Earning generation	Expanding the services impact	Product extension	Low	High
Communicating user experience	Organizational scaling (marketing)	Lobbying, stimulating market forces	Reaching more potential users	Market penetration	Medium-High	High
Lower the price	Quantitative scaling (higher acceptance)	Lobbying, Replication	Reaching more potential users	Market penetration	Low-Medium	High
Communicate the measurements (tests)	Organizational scaling (marketing)	Lobbying, stimulating market forces	Reaching more potential users	Market penetration	High	High

TABLE 7, FISC MEDIMATE STRATEGIES

Most in about Table 7 is that three out of four strategies involve lobbying. This can be explained by the highly complex and strict medical rules of the branch that Fisc operates in. In this branch the health insurances and health authorities have a lot of power. Often the goal is to convince them to create acceptance.

All strategies were deemed high for the ambition goals, the differentiation was made on the feasibility aspect. The strategy of offering all measurements in one single service was given a low 'mark' on the feasibility aspect since it involved a high investment. The higher strategies in the spectrum involved organizational scaling and had an core focus on marketing, this was deemed more feasible because the company was already working on their research which will lead to advertising the results.

	Complete set of measurements	Market experiences	Financial compensation	Communication measurements/data
What actors are needed to realize this strategy?	GGZ, Lab, Fisc	GGZ, Academics (UMC), Labs, Health insurers, ZONMW, Fisc	ZVN, Health insurers, GGZ, Fisc,	GGZ, Fisc, Lab
What activities	Collaborating with the labs, Marketing,	Measurements/Tests, scientific research, article in the related	Costs-benefit analysis for insurers/GGZ,	Tests, Communication, Marketing, arrangements among involved parties,

<i>are needed to realize this strategy?</i>	contract negotiations, process development	journals (publicize), Financing structure	(upscaling procurement), process optimisation, communicate/share experiences among GGZ institutions	develop communication processes
<i>What resources are needed to realize this strategy?</i>	Contacts, financial, participants	Financial, Patient experiences, medical experiences (professional) Test results, intellectual (operational)	intellectual, access to compensation structures	Financial, intellectual

TABLE 8, FISIC MEDIMATE STEP 4

After finishing step 3 the first workshop was ended due to time constraints, the session was ended because one of the participants had to go to a next appointment. It was proposed to fulfill step 4 in between the workshops and discuss the outcome in the second session. After this was discussed step 5 was addressed and completed. The full second session can be found in Appendix H – Workshops Fisic Medimate. The value streams in the network have not been changed, because the value streams in the network itself did not change.

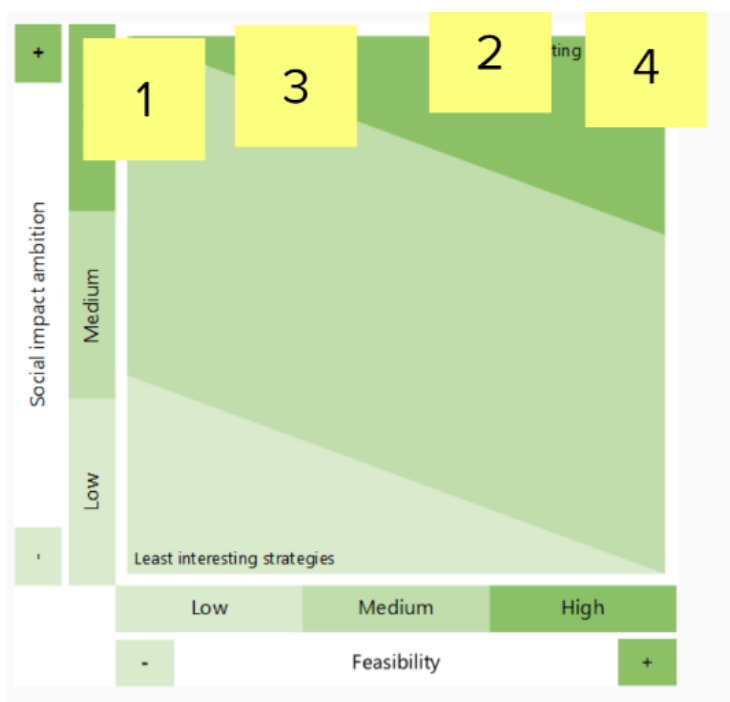


FIGURE 2, FISIC MEDIMATE MURAL STEP 5 PART 2

Step 5 of the workshop has proven to be valuable. It was found by the participants that there is a relation between ideas 2, 3, and 4. They should be executed in chronological order (2-3-4). The other idea (idea 1,

offering the full set of measurements) was deemed to be unfeasible, because it would need collaboration with laboratories. And the idea would fall out of Fisics scope.

The researchers' observations

Fisic Medimate was started from a technological opportunity, the company was not started with the goal to improve the lives of bipolar disorder patients. The spillover of Fisic is automatic, it is a hybrid company. However, the social part of this company might be an accidental opportunity. Next to that the branch in which Fisic (and its partners) are active is very complex, bound to strict rules, and limited by the bureaucracy of health insurances and authorities. This had the effect on the workshop that there were not much groundbreaking ideas, except for idea 1. Idea 1 was more groundbreaking but also fairly quickly deemed infeasible due to all the limitations.

The fictive case (de Harkers)

Because of the lack of participants, a fictive case was held. Some people with improvisation talent were asked to join. A made-up case was created to test the framework. The case is 'held' for gardening company the Harkers. A gardening company that employs mentally disabled people to give them a chance to have a professional career.

There was no pre-workshop analysis to the participants as the case was fictive and made up. However, the scenario of the case presents a bridging hybrid. Since the spill-over is automatic and the clients are not the beneficiaries. The spill-over is automatic because the social goal of the company is to provide mentally handicapped people with an opportunity to work, their main business is still gardening. The beneficiaries are the handicapped people and the clients are the people who have their garden done.

The workshop

As this was a fictive case the approach to the case was slightly different. The workshop was explained but next to that also the by the researcher made up company and its partners were explained to the participants. This gave step 1 a slightly different approach since it was also to define the roles that the participants took and their takeaways to the workshop. Since the participants had no knowledge about the network it was presented to them as a part of the explanation. More can be found in Appendix I – Workshop fictive case.

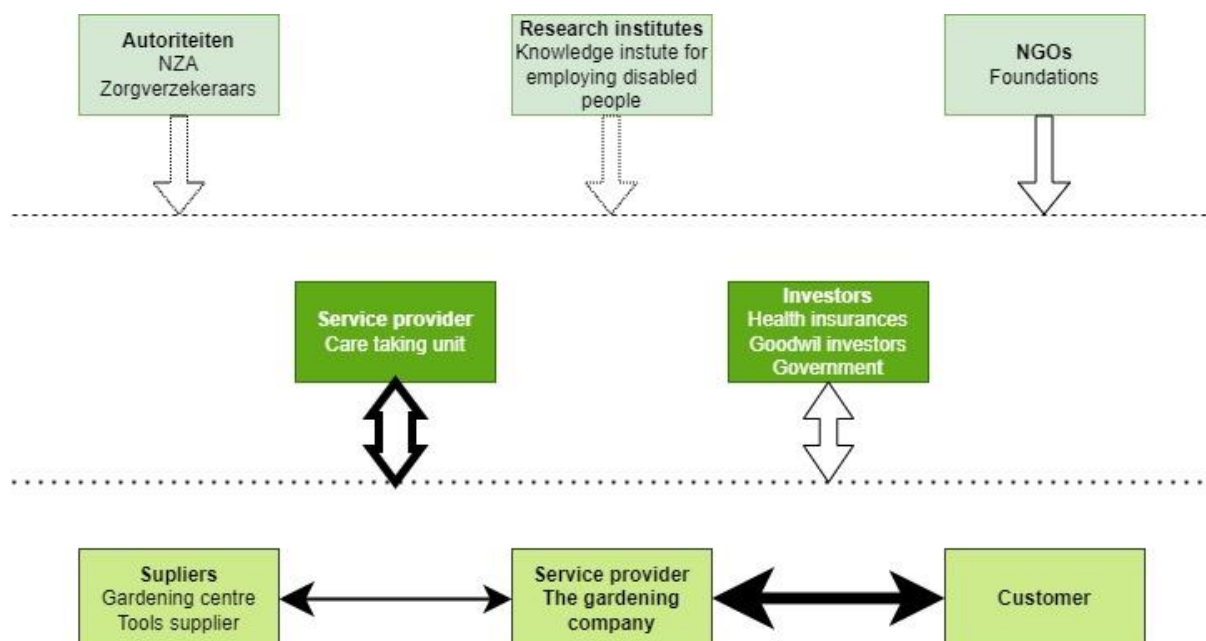


FIGURE 3, NETWORK THE HARKERS

Step 3 was executed as usual with as outcome the following five strategies:

1. Advertising, by word of mouth and local media

2. Course for specializing in certain jobs/tools, in this way the disabled employees can focus on one job to increase safety and employ more people.
3. Interns to help guide the employees, to reduce the costs of guidance for the disabled employees.
4. PGB, use the budget that disabled get from the government for daycare to cover a part of the expenses
5. New (big and impactful) organizations as a client, this helps to gain a reputation among potential clients.

These strategies were analyzed using the framework in

<i>Strategy</i>	<i>Uvin & Miller (1996)</i>	<i>Bloom & Chatterji (2009) SCALERS</i>	<i>Bocken et al. (2016) Aims</i>	<i>Ansoff (1957)</i>	<i>Feasibility</i>	<i>Ambition</i>
<i>Advertising</i>	Quantitative scaling	Communications, Stimulating market forces and Staffing	Bringing the services to new customers	Market development	High	High
<i>Course for specialization</i>	Organizational scaling	Replicating, Staffing, Alliance building and Earning generation	Expanding the impact (more potential employees)	Market penetration	Medium	High
<i>Interns</i>	Organizational scaling	Staffing and Earning generation	Expanding the impact (more supervisors, that can guide more employees)	Market penetration	Medium	Medium
<i>PGB</i>	Organizational scaling	Earning generation	Expanding the impact (making the service cost effective)	Market penetration	Medium-High	High
<i>New clients</i>	Quantitative and political scaling	Communications, Alliance building and Stimulating market forces	Bringing the service to new markets	Market development	Low	High

TABLE 9, DE HARKERS STRATEGIES

Interestingly, the participants were more focused on growing the earnings of the company than the participants in the Fistic Medimate workshop. This also shows in the five chosen strategies, especially in the SCALERS (Bloom & Chatterji, 2009) theory it shows that the chosen strategies involve earning generation or stimulating market forces.

In this workshop there was a higher spread in the ambition axis. However, the feasibility axis was the most interesting. The highest strategy was, again, advertising. Whilst the lowest feasibility was given to the acquiring big organizations as new clients as this would take a lot of convincing and relatively more effort. During the strategy selection one of the more complicated/costly brainstormed strategies, adapting the gardening tools

to the disabled employees, was deemed unrealistic as this involved much engineering by the supplier and a high investment.

	<i>Advertising</i>	<i>Course</i>	<i>Interns</i>	<i>PGB</i>	<i>Non-profit customers</i>
<i>What actors are needed to realize this strategy?</i>	(local) media, social media, Positive customer experiences, PR spokesperson	Trainers (who are being coached), participants (employees), monitor (nurse)	Schools, HR employee, intern mentor	Municipality, Parents/caretakers (PGB administrator), financial employee	PR spokesperson, Sales employee
<i>What activities are needed to realize this strategy?</i>	Networking with involved parties, setting up PR-strategy, promoting word of mouth, Designing a good logo/name	Course preparation, planning, inviting, transport	Course to become a certified mentor, setting up internship contracts, certification of the company, VOG application	Creating a permission form, approval to become a daytime activities company, setting up information stream, motivating clients	Organizing a benefit evening (to gain reputation), making a sales pitch
<i>What resources are needed to realize this strategy?</i>	Network, human resources	Course materials, tools, personal protection gear	Human, financial	Facilities, knowledge	Facilities, consumptions, entertainment, network

TABLE 10, DE HARKERS STEP 4

The need for staffing showed up in step 4. This shows that in the chosen strategies extra staff is needed to scale up the company. In the next step, step 5, the strategies were judged on their feasibility and their attractiveness.

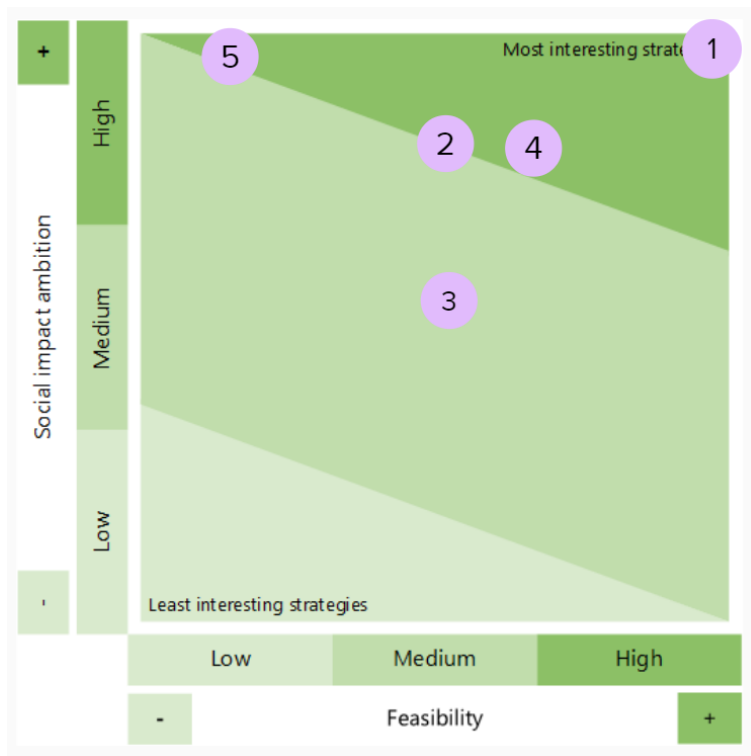


FIGURE 4, DE HARKERS MURAL STEP 5 PART 2

After the strategies were judged it showed that advertising was the most interesting strategy due to its high feasibility. The more complicated strategies were deemed less feasible or less attractive due to the involved effort.

After the final steps, the network was adapted to show what the strategies would implicate for the network. These adaptations were made because the value streams among the participants in the network has been changed and more value is added in some relations

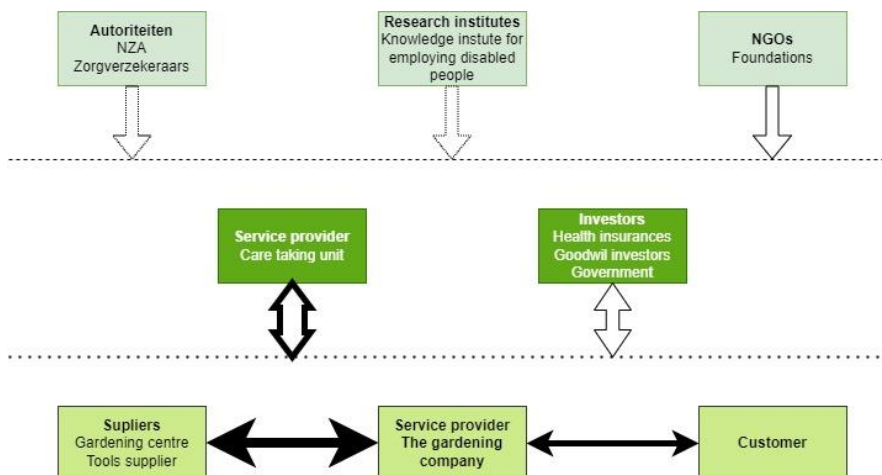


FIGURE 5, DE HARKERS NETWORK ADAPTED

The researchers' observations

This workshop went quite quickly. Especially because of the goals as part of the introduction of the role and being less expansive on step 2 these steps were completed quite quickly. Again, it was shown that the feasibility part of step 5 causes the final chosen strategy to be less complex. There is a lack of high-risk high-reward in these cases.

Evaluation

After the workshops, an evaluation was executed which provided the following outcomes. Since there are only six measurements there are only six measurements, the results have no statistical value and are only indicative:

Question	1	2	3	gem FM	12	23	34	gem HARK	Gemmideld
1	3	3	3	3,0	5	3	5	4,3	3,7
2	2	1	4	2,3	4	2	4	3,3	2,8
3	2	1	4	2,3	4	2	5	3,7	3,0
4	3	3	4	3,3	3	4	4	3,7	3,5
5	3	3	4	3,3	4	4	4	4,0	3,7
6	2	4	4	3,3	4	4	4	4,0	3,7
7	3	4	3	3,3	4	4	4	4,0	3,7
8	4	2	2	2,7	5	5	5	5,0	3,8
9	3	2	4	3,0	5	3	4	4,0	3,5
10	4	3	4	3,7	4	4	4	4,0	3,8
11	4	4	5	4,3	3	3	4	3,3	3,8
12	2	4	4	3,3	4	3	4	3,7	3,5

TABLE 11, RESULTS EVALUATION

The questions that were asked after the workshop are the following:

1. How likely are you to recommend the workshop to other businesses?
2. I expect that the workshop supports us in scaling our (hybrid) business model
3. I think that the workshop fits well with our organizational context
4. I believe that the workshop is complete
5. I believe that the workshop is simple
6. I believe that the workshop is clear
7. I think that the workshop is easy to follow
8. I think that the workshop achieves its goal within time
9. I think that doing the workshop is worth the effort
10. I expect that the workshop can be used in western contexts
11. I think the workshop needs some changes
12. I expect that the workshop supports learning from experience

As can be seen the first group was more critical. This might have been caused by the workshop being a bit more chaotic due to the researchers' inexperience. What is most interesting is that they think the workshop do/did need some changes (which were made during the execution of the workshops). This can also be found back in the open questions at the end of the questionnaire.

"Make it less time consuming (e.g. by making the network between workshops)"

"Hard to plan, make it one session (preferably not too long). Researcher making step 4 between workshops helped before reviewing."

"We skipped a few steps, but (I feel like) it didn't hurt the progress."

These answers show that some changes are necessary and that skipping some parts did not affect the progress in the workshops.

Discussion

Testing the CBM4IB framework in western context has led to some interesting findings in differences between the BoP and the western context. First of all, it was hard to find suitable participants that are in the right phase

of their growth. Potential participants seemed to be reluctant to join the research as it hard to find time in the western context and get partners of the organizations to participate.

After the organizations join it is hard to find a suitable moment that all participants to the sessions can be present as the workshop sessions took quite some time. This scheduling problem led to the proposition to shorten the workshop and make them more effective.

Another general finding was the difference in background and how it affected the focus on the commercial goals. Whilst only two workshops are done it cannot be concluded indefinitely. However, it was interesting to see that when participants from an institution took part in the workshops, they were less focused on earnings generation, whilst the more varying group of participants did show more interest in the commercial goals as well.

Especially Earning generation and Stimulating market forces stood out in the chosen strategies. The most interesting part to the participants is how to collaborate with commercial parties that want to create some goodwill (the supplier in the fictive case). From the chosen strategies, it also stood out that most of the strategies focused on market penetration (Ansoff, 1957). This can be caused by the growth stage of the participants where they are not ready for diversifying and still focus on a single market.

This research showed that sometimes the company is active in a complex and bound by strict rules market. This limited the possibilities for new strategies. It showed that there are only limited ways to develop a product in this branch and that there is a long way before product acceptance.

The theory section concluded with the ideal participant. Together with the findings of the workshop we can test whether that is correct and answer the sub question:

To what extent is the framework collaborative business modelling scaling applicable to hybrid organizations in the western context?

Answering the first question; the ideal participant has a clear social goal, for more commercially orientated startups there are other methods that might suit better. The CBM4IB framework is applicable to them if they are not too limited in their opportunities caused by the branch. What showed in the workshops is that the participants are aware of their partners social and commercial goals and do have a good understanding of their value network. Where things got interesting for the participants is in the final three steps where strategies were made and worked out. Concludingly to the ideal participant in the western context the focus should be on the latter three steps and the first few steps should only be discussed briefly as an introduction.

The previous Alinea builds up to answering the second sub question:

What changes must be made to make the CBM4IB framework applicable to western context?

The changes that should be made to apply it to western context are:

Make the workshops shorter and one session (or at least be held to a minimum), this can be achieved by having the participants prepare their social and commercial goals. Use these goals in a short introduction at the beginning of the workshop, this creates the mutual understanding. Make the value network pre-workshop and present it as part of the introduction to the workshop. The participants seemed to be aware of their network and understand it well.

Make step 3 to 5 the core of the workshops, the workshop should move quite quickly to the strategies part as the participants seemed to have a good understanding of the goals of their partners and the value network. What was most interesting to the participants is the strategies and coming up with ideas. The mural is a good tool for these steps.

Make the participants aware of the probability of high-risk high-reward, step 5 seemed to favor the simplest solutions. As the simple solution was judged to be high on the feasibility of achieving their social ambitions. The feasibility part of step 5 made the more complex strategies less interesting whilst these might have a higher potential. A second matrix comparing risk and reward can be added to step 5.

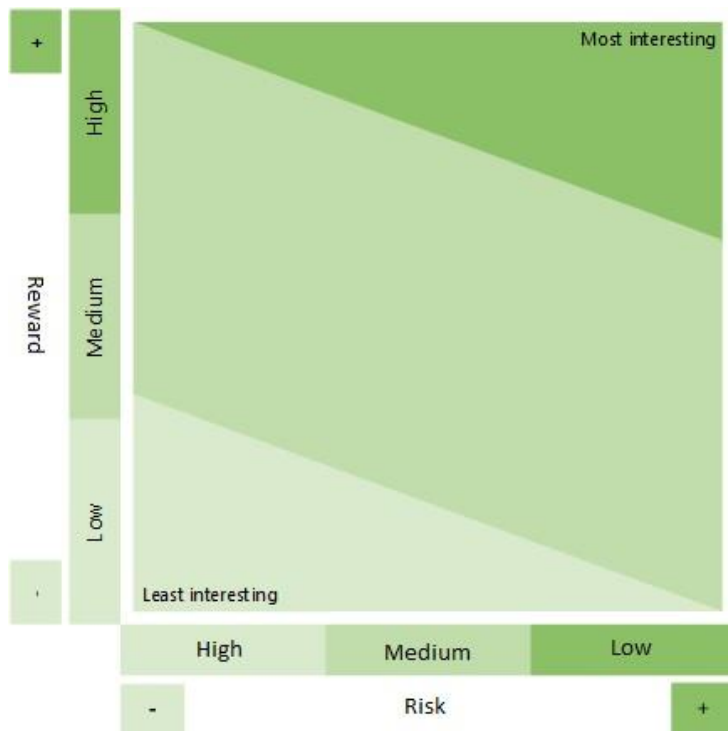


FIGURE 6, RISK REWARD MATRIX

Using the proposed matrix, it should be emphasized that high-reward low-risk strategies are unicorns and be adopted immediately. However it should be hard to find one of these unicorns.

How can the inclusive collaborative business modelling scaling framework be applied to hybrid startups in the western context?

By offering it to the ideal participants with a clear social goal and shortening the sessions and reduce the number of sessions to a minimum. The focus should be on step 3 to 5 and a matrix should be added to step 5 to make the participants aware of risk and reward.

At the end of the theory section 7 conclusions were made:

1. *Hybrid organizations are most suited for the CBM4IB framework*
2. *The CBM4IB framework supports the hybrid organizations by providing a framework in which they can grow their company without compromising*
3. *Whereas organizations in the BoP context are less focused on finding new “WHOs”, companies in the western context should be more focused on that*
4. *The CBM4IB framework provides in a method of building, crucial to hybrid organizations, long lasting relationships*
5. *One difference between BoP and western context is better access to infrastructure such as knowledge institutes*
6. *One difference between BoP and western context is a different perspective on time and scheduling*
7. *One difference between BoP and western context is Western companies should be less focused on cost reduction*

Propositions 1, 2, 4, 5, and 6 cannot be disproved by this research. However proposition three states that companies in the western context should be more focused on finding new WHOs (new markets/customers) and some of the strategies confirm this since they are focused on marketing. However, especially in the Fistic Medimate case there was a strong focus on market penetration. This also has a relation to proposition six, to gain market acceptance Fistic Medimate has to reduce the costs of their product. Otherwise, the health insurers will not cover the product in their services.

Workshop process and analysis

Overall the process of the workshops and the way towards giving the workshops might be as interesting as the results of the workshops themselves. This will be represented by using

	<i>Fisic Medimate</i>	<i>De Harkers (fictive case)</i>
<i>Acquisition</i>	After approaching some potential participants. Fisic Medimate was approached through the network of Petra de Weerd.	<p>Besides using a renowned network. The researchers' network was used. Although it came close to have a second company commit, they backed out because the phase they were in at the time did cost quite some effort and time. The workshops did not suit their busy schedule. After trying cold acquisition on other hybrids, it was found too hard. Some of the companies responded by answering they did not have time in their schedules for the workshops.</p> <p>After some time, the decision was made to organize a fictive case was made and the researchers' personal network joined the workshop.</p>
<i>Pre-workshop</i>	<p>Before the workshop, the founder was interviewed. In this interview the founder already seemed to be focused on a strategy to scale up his company. Next to that it showed that the social goal of the company was secondary and a result of the technological capabilities of the companies' product.</p> <p>An analysis of the company was executed.</p> <p>When attempting to plan the workshop it proved to be hard to invite a diverse set of partners to the workshop. The participating partners were both GGZ institutions.</p> <p>It also proved to be hard to pick a date since the workshops occupied quite some time. In the end a date was set. This was the latest possibility; however the date was still a bit unsuitable because it still interfered with some appointments of the partners which had to be done in</p>	<p>Because this was a fictive case the participants were invited to join the workshop which came with a brunch.</p> <p>Before the workshop, a network was made and a business model canvas was made to give some background to the case.</p> <p>The fictive case gave an opportunity to diversify the participating set of partners (roles).</p> <p>The participants came from diverse backgrounds: A student, a teacher in agricultural soil and water management and a food technologist.</p>

<i>Time</i>	between the workshop (which took place via teams)	
	The first session was planned. It was attempted to fulfill the entire workshop in one session. However, the first step of the workshop took too much time. It was not possible to complete the workshop in the available time. It was proposed by the participants to have the fourth step completed by the researcher (of which all inputs were already discussed).	<p>The fictive case proved to be less time consuming. The participants were asked to introduce themselves and their social and commercial goals.</p> <p>The second step was skipped due its lack of relevance (the participants were unaware of the fictive network). The network was used to introduce the case.</p> <p>The 3rd to 5th step were executed on a good pace. The workshop was completed in the set time frame.</p>
<i>Participation</i>	The second workshop was executed in a shorter time frame. First the fourth step was discussed and the fifth step was executed.	
	The discussion was mainly led by the founder and the older more experienced participant. They were focused on the solution they already had in their mind	The participants all had the same amount of input.
<i>Discussion</i>	The discussion was influenced by already existing ideas. Besides that, the limitations of the branch were clear within the discussion. It is hard to introduce a new product in the medical machine branch.	The discussion was open. However it showed that the more difficult, less feasible ideas were not as interesting to the existing model.
<i>Innovation</i>	The more innovative ideas seemed to be less feasible and therefore less interesting. This combined with the branch's limitations resulted in the lesser innovative strategies being the most interesting.	Also in the fictive case the more complicated ideas were deemed to be less feasible. The most interesting ideas according to the model were the simple strategies.

TABLE 12, WORKSHOP PROCESS AND ANALYSIS

The results of the analysis can lead to some conclusions. The adaptations that can be made to the CBM4IB framework to apply it in western context are:

- It is hard to block quite a bit of time in the busy schedules of potential participants
- If the workshop can be shortened and be concluded in one session it might be more interesting
- Step 1 can be prepared and done as a quick introduction round
- Step 2 can be prepared by the researcher so it can be briefly discussed in the workshop
- The participants seemed to be aware of what their networks looked like
- Step 3-5 are the core of the workshop and are most interesting to the participants
- Step 5 seems to favor simple strategies due to the feasibility part

Concludingly, there are a few improvements to be made to adapt the workshops to western context. The points above help to answer the sub question:

What changes must be made to make the CBM4IB framework applicable to western context?

Finally, to compare the strategies found in the BoP context and the western context. The strategies in the BoP context seem to be more focused on building basic relationships, whilst in the western context the relationships and the network seems to be more present and the focus is on exploiting the opportunities in the network even more.

Theoretical implications

As identified in the beginning of this thesis, the common scaling strategies that are being researched lack the inclusion of the companies' main partners into their scaling strategies. Especially in the sense of the under researched collaboration in scaling theory. The work of Derks, Oukes and Romijn (2022) was the inducement to this thesis. Their research on collaborative business modelling in the BoP context led to the question how this model could be applied in western context. Therefore, this research also adds to the comparison between entrepreneurship in the BoP and western context. Finally, hybrid organizations have been researched and analyzed.

First, the framework by Derks, Oukes and Romijn has a focus on collaboration. There was a gap in literature since it was not researched often in combination with scaling strategies. The triple bottom line (Elkington, 1998) also stresses the importance of collaboration to achieve sustainable goals. This research showed that it is also important to include a diverse set of partners into the CBM4IB framework. In the Fisic Medimate case the partners were both from the same environment (GGZ institutions) that are the key partners to Fisic at this moment. However, this also limited the amount of viewpoints on the matter. The fictive case proved that a more diverse set of partners might add value to the workshops and the framework.

Secondly, this research makes a comparison with the BoP context. In the BoP context the focus is often on making the product service more accessible (Anderson & Markides, 2007), whilst in the western context the focus might shift to finding new who's. Interestingly, the Fisic Medimate case also focused on making the product more accessible. In the Fisic Medimate case the product needs to be approved by health insurances. Health insurances have to cover the expanses of the use of the product. Since they have the power to decide what is covered by the health insurance and what is not, they often pick the cheaper solutions. Therefore, the focus of Fisic Medimate is on making the product more accessible. However, in other instances (within both the Fisic and the fictive case) the focus was indeed on finding new whos. This confirms that not solely in BoP context there is a need to make the products more accessible but also in western context there are situation in which the company has to focus on product accessibility to make their product become accepted.

Next to that, one finding that was not found in the literature on BoP is the scheduling issues that were ran into during this research. In the western context the schedules of the company and its partners seem to be very packed and it is a challenge to schedule a full workshop. As there was no information found on the schedules of companies and its partners in the PoB literature it is a subject for further research to prove this point. This can be linked to the research by Brislin and Kim (2003) confirming that these time perception and symbols still affect current western business culture. This can be interpreted as one of the key differences among western and BoP context.

Finally, this research included hybrid organizations. In the theory section there is an emphasize on holding on to autonomy and reporting on social goals. The Fisic Medimate did not give proof of this being the case as it was not discussed in any of the sessions. In the fictive case there was a focus on employing people from the local care taking unit and building a relationship with the local community and to train the employees in certain techniques (Haigh & Hoffman, 2011). Since this was a fictive case there was no proof of reporting on CSR goals, in the Fisic Medimate case this was not discussed. This research cannot confirm that hybrid organizations tend to hold on to autonomy.

The participants to the workshops were only limited in their size, fulfilling the first point of only having a few employees and being a small-scale startup. However, during one of the workshops the participants did not hold on to their autonomy to achieve their social goal (Haigh & Hoffman, 2011), because this was only a side goal. The goal when starting was to utilize the new opportunity caused by the technology.

Haigh and Hoffman (2011) present 3 fundamental activities for startups; driving social/environmental changes as an organizational objective, creating mutually beneficial relationships with their stakeholders, and interacting progressively with the market. Especially the latter two activities were represented in the workshops, by building partnerships with institutions. In the fictive case these three activities come forward in the strategies which were all ways to get to help more mentally disabled people to work. Next to that the fictive case also worked with local communities, this was done by working with the local caretaking units.

Practical implications

This research provides a new framework for scaling hybrid companies in western context. This means that hybrid companies in western context have a new way to find their scaling strategies and to collaborate with their main partners. When a diverse set of partners is included into the workshops it might bring interesting new (collaborative) strategies. On the other hand, if partners from the same environment are included it might limit the amount of ideas.

The adapted workshops might be very interesting, but they should also be promoted to make them worth the effort. If there are not enough (diverse) partners, the workshops might not lead to valuable new insights.

Limitations and further research

The main limitation to this research was that there was only one real company involved. Due to time constraints the choice was made to have a second fictive case. Although the fictive case gave some interesting insights, it also does not really provide insight from real hybrid organizations. The participants in the fictive case might not have been aware of some of the limitations or opportunities in its branch. However, this was taken into consideration when choosing for a fictive case.

To prove the findings of the research, the framework should be adapted as is presented in the conclusions section. After adapting the framework, a follow up research should be done with real hybrid companies. This research should be about proving the changes made to the workshop are valuable.

Next to that, Fistic Medimates social goals originate from the opportunity that was caused by the development of a new technology. The company has the social goal so it can be considered a hybrid company, but it is possibly not as much driven by its social goal as other hybrids. In follow up research the origin of the social goals must be considered. Besides the social goals of the hybrids, this research did not give proof of whether the hybrid organizations tend to hold on to their autonomy. This should be considered in future research. The subject of autonomy can be addressed in the pre-workshop interview.

Lastly, the post workshop evaluation was held with only a limited number of participants and therefore has no statistical value. This is one of the limitations of the research, the adaptations to the workshop were made based on data from a limited amount of (real hybrid) participants.

Conclusion

This research focused on differences among BoP and western context and confirmed some of the differences among the different cultures. Whilst also providing some valuable insights on hybrid organizations and how these organizations can scale their practices. It provided some suggestions for adaptations to the framework and how to apply it in the western context.

Finally, for follow up research it should be taken into account that it is difficult to find participants and their partners that are willing to join. By finding a way to promote the workshop and stimulate the participants to come together. Future research should be done with a wider variety of hybrid organizations. Next to having a wider variety of participants in this research the workshop should be adapted as recommended and tested.

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Appendix A - Planning

Week	Subject	What	Time	Notes
38	Pre-workshop interview FISIC	Coding and Qualitative analysis	2-3 hours	
39	Confirmation Plantics	Discussion and explanation	2-3 hours	Needs some discussion and convincing
39	Expanding theory section	Finding new key words and relations to first conclusions	5 hours	
40	Planning workshops FISIC	Planning and preparing the workshops	4 hours	Sending preparational questions
40	Pre-workshop interview 2nd participant	See interview protocol	1 hour	
40	Pre-workshop interview 2nd participant	Transcribing, Coding and Qualitative analysis	6-8 hours	
41-45	Workshops FISICS	Giving the first workshops to FISIC and its partners	6-9 hours	
41-45	Data analysis	Transcribing, Coding and Qualitative analysis	18-24 hours	
43-50	Workshops 2nd participant	Giving the first workshops to the 2nd participants and its partners	6-9 hours	
43-50	Data analysis	Transcribing, Coding and Qualitative analysis	18-24 hours	
49-51	Post-workshop interviews	clarifying some of the obtained data	2-3 hours	
49-51	Data analysis	Transcribing, Coding and Qualitative analysis	12-18 hours	
51-52	Finishing the thesis	Working through final remarks	40 hours	
1-3	Preparing colloquium	Presentation	12 hours	Ambitious goal

This planning is subject to change, next to my job the planned time the thesis costs is 12 hours per week, this will be used to work on improving the thesis. The set goal is to finish in the beginning of January. The planning is dependent on the planning of the workshop participants.

Appendix B – workshop design

Half a day (morning/afternoon), with preparation by the participants. Maybe start at 12.00 and do part 1 during the lunch. In between the parts we can have coffee breaks.

Preparation:

- Think about the social/sustainable goals that you wish to achieve
- What is your place in the network and what are your relations with partners (including non-participating partnerships)

Part 1 (1 hour)

- Discussing the ambitions shortly
- Designing (drawing on a board) the network including relations

Part 2 (2 hours)

- Coming up with several strategies (brainstorming)
- Pick the best options (Most feasible, in between, and very ambitious)
- Adaptions to be made to the BM and network (can other partners help the cause)

Part 3 (1 hour)

- Evaluating the different ideas
- What is the best option?
- How to adapt the BM
- Actions to be taken

Appendix C – Startup analysis table

General info	Fisic	
When was the company launched?	2005	
How many employees does the company have at this stage?	11-50	
How much capital has the company raised so far?		
At which stage of development is the company at the moment?	Operational (growth stage), looking for new investment rounds	
Which kind of company is it?	Independant/university related	
Notes to the previous section	Founded after graduating	
Business proposition		
Which problem is the company solving?	Tests for people that take lithium as a medicine. Can also be	

	used for several tests on other substances	
How does the company solve this problem?	By using a drop of blood and testing it with a (small) machine instead of a lab	
How does the company make money?	Selling the product to professional in the GGZ	
Is the company offering something that already exists?	Currently the tests are done in labs	
How scalable is the company by means of serving more customers?	Scalable by bringing it to different markets/target groups	
	Recommendations by healthcare professionals	
Notes to the previous section	main target group are bi-polar people that take lithium as a medicine, tests for other groups	
Market information		
Who are the potential customers?	Healthcare professionals	
How big is the market that they are serving?	about 2-4% of the population has a bipolar disorder	
How is the market growing?		
Why did the startup start at this moment?	Lab-on-a-chip technology was booming and can be useful	
Notes to the previous section		
Competition		
What are the entry barriers for the startup?	Long R&D period before official launch, because it is a healthcare product	
What is the competitive advantage of the company?	Has several patents for lab-on-a-chip technologies	
What are competing companies?	none	
Which kind of market is the firm operating in? (WTA/Limited nr/Competitive)	Limited nr	

Notes to the previous section		
Management team		
How many people are in the management team?	2	
Besides the CEO/founder, which other positions are filled at the company?	COO	
What is the share of team members with university education?	100%	
What is the share of women in the team?	0%	
Notes to the previous section	Advisory board	
What is the background of the founder(s)?		
What is her/his name(s)?	Steven Staal	Stefan Lenk
What is the level of education?	MSc	
What is the field of education?	Electrical Engineering	Electrical Engineering(?)
In which year was the graduation?	2004	
At which university/instance?	UT	UT
What is the previous work experience?	None	Nedap, Lenk electrical engineering, MetLenk
Has the founder founded startups before?	No	Yes
Is the founder also working for another company?	No	Yes, for his own company
Notes to the previous section		
Technology		
Is the company developing their technology themselves?	Yes	
How complex is the technology the company uses?	Complex lab-on-a-chip technology	

Can this core technology easily be copied?	Protected by patents	
Notes to the previous section		

Appendix D – Email invitation

Beste lezer,

Tijdens mijn afstudeeronderzoek hou ik mij bezig met het onderzoeken van een inclusive collaborative scaling framework. Hiervoor ben ik op zoek naar hybride startups die willen deelnemen aan een workshop.

Om wat meer uit te leggen over de workshops, mijn thesis begeleidster (Tamara Oukes) heeft met haar team een inclusive collaboration businessmodel scaling framework bedacht voor startups in de BoP context. Ik ga dit framework testen in westerse context. De workshops zijn erop gericht om de sociale/sustainable doelen beter op een lijn te krijgen met de key stakeholders en een overzicht te maken van het netwerk en de relaties tussen de stakeholders. Samen gaan zij vervolgens brainstormen naar manieren om op te schalen. Zie ook de PowerPointpresentatie in de bijlage om een idee te krijgen wat er in de workshops behandeld wordt.

Meer informatie is ook te vinden op <https://www.inclusivecollaboration.nl/>

Wat vraag ik van jullie? Graag zou ik bij jullie bedrijf een workshop houden waaraan jullie en je key stakeholders deelnemen. Uiteraard staat hiertegenover dat de deelnemers een interessante workshop krijgen over scaling en samenwerking en natuurlijk zal ik de uitkomsten van het onderzoek delen met de betrokken partijen. Ik zal eerst uw startup analyseren en achteraf zal er een evaluatie zijn door middel van een interview of enquête (afhankelijk van de mogelijkheden).

Ik wacht uw antwoord af. Voor vragen kunt u mij altijd mailen.

Met vriendelijke groet,

Patrick Methorst

Appendix E – interview protocols

Pre-workshop interview

Thesis: “CBM4IB in western context”.

Location:

Date and starting time:

Name and function of respondent:

Special circumstances:

Other notes:

Do you agree with me recording the interview for academic purposes?

Welcome, thanks for participating in my graduation project. During this research I will be researching the application of the CBM4IB to hybrids in the western context. I will explain you a bit about the CBM4IB framework, if you have questions, you can ask them at any time. First we'll complete the analysis table after which I have some more questions about your company and its scaling practices.

Q1. Can you tell a bit more about the financial state of the company? Do you have any investors so far?

Q2. If you have any investors, what type of investors? (Angel, VC, PE) Did the investor interfere with the companies social/environmental goals?

Q3. Did the pressure on your commercial goals grow? Or do you still stick to the other goals as well? (Mission drift)

Q4 What steps in scaling has your company already taken? How did that work out?

Q5. How is the current collaboration with your key partners? Will all of these be involved in the workshop?

Q6. Do you think there is any potential in better collaboration with these partners?

Q7. Do you think that you can align you goals with the goals of your partners?

Q9. What do you expect from the workshop?

Q10. Are there any points of which you are unsure? Do you have any scepticism?

Q11. Do you have any other advices for me?

Did you notice anything during the interview?

What did the respondent behave like?

Do you think the answers were truthful or the did the respondent give “desired” answers?

Did the respondent have any “hobby horses”?

Post-workshop interview

Thesis: “CBM4IB in western context”.

Location:

Date and starting time:

Name and function of respondent:

Special circumstances:

Other notes:

Do you agree with me recording the interview for academic purposes?

Welcome, thanks you for participating in the workshop. I hope it did help you and your partners. In this interview we'll discuss the workshops and review what we did.

Q1. What was your first impression of the workshop? What did you expect?

Q2. Do you think that you were able to align your goals with your partners goals?

Q3. Did you get a clear picture of what your network looks like?

Q4 Were you able to come up with the most interesting scaling strategies for your collaborative business model?

Q5. Were you able to adapt the network in such a way that you are happy with it?

Q6. Do you think you picked the best option, or do you think there was a better one? Considering everyone's input do you think you picked the best option?

Q7. Do you think the strategy will help you forward?

Q8. Do you think that there are parts of the workshop that should be adapted to the western context?

Q9. Do you think that the duration of the workshop(s) was right?

Q10. Were you able to include all the partners that you wished to include?

Q11. Are there any points of which you are unsure? Do you have any scepticism?

Did you notice anything during the interview?

What did the respondent behave like?

Do you think the answers were truthful or the did the respondent give “desired” answers?

Did the respondent have any “hobby horses”?

Appendix F – Preworkshop interview Fistic Medimate

[Interviews deleted due to privacy constraints]

Appendix G – Pre-workshop interview analysis

1st order	2nd order	agregate
Geological scaling plans	Scaling plans	Plans
Scaling thought market acceptance		
Little to none scaling partners	Scaling partners	Partners
Current state of the company	Current situation	Now
Consequences of technique to the market introduction		
Change away from laboratory tests	Company goals	Goals
To start their first sales		
First positive financial result	Current situation	Now
Investments in logistics, quality and certificates	Scaling plans	Plans
Current state is still in the valley of death, but getting out	Current situation	Now
Processes in the market make acceptance more difficult		
Break even with a limited organization		
Transition from small to professional organization	Scaling plans	Plans
Cant hire all the desired people yet	Current problems	Now
Trouble with financers in private issues	Previous problems	
Current investment needs are small compared to previous investments	Current situation	
Investments gathered to small investors and crowdfunding.	Financing methods	Financing
Investments of about 5000 to 10000	Financing sizes	
Downscaled from 8 to 2 persons due to investors problems	Previous problems	Past
Previously had a health insurance company as shareholder	Previous situation	
Social goal was started out of the technical possibilities	Social goals	Goals
Can help multiple groups but acceptance is a issue		
Not yet thought about scaling up again	Current plans	Plans
Cost structure of the product	Hurdles for break even	Hurdles
Bigger organization mean harder to reach break even		
No partners for geographical scaling	Scaling problems	
Desired partners is already in the market and can help distribute	Scaling partners	Partners

Desired partner already sells to psychiatrist in other country		
Hurdle in track and tracing the product for maintenance purposes	Scaling consequences	Hurdles
Interesting participating partners are involved in market acceptance.	Scaling partners	Partners
Patients should be willing to use	Catalysts for scaling	Catalysts
Healthcare workers should be willing to work with it		
Project leaders and management should be accepting the costs		
Insurances might influence acceptance		
Government instances might help within the acceptance		
GGZ should be able to declare		
Product is more expensive than competition	Current problems	Now
Goal of enabling the patients to measure at home	Social goals	Goals
Step up phase, measuring at the psychiatrist	Scaling path	Plans
Sales possible if GGZ accepts higher price	Catalysts for scaling	Catalysts
Project leaders can only make costs neutral investments	Scaling hurdle	Hurdles
FISIC should reduce the price to improve acceptance	Scaling path	Plans
Questions how important is it at which price level	Considerations for acceptance	Hurdles
Good cooperation with patients and psychiatrists	Potential partners	Partners
Ties to other parties could be better	Improvements on relations	Hurdles
Health care focusses on 3 main aspects	Aspects for acceptance	Catalysts
1) Is it better for the patient?		
2) Is it accepted by the healthcare provider		
3) Is it cost efficient?		
Therapy discipline and quality of life improves	Positive consequence	
Financial barriers should be taken out	Scaling barriers	Hurdles
Long term vision and roadmap for bipolar disorder	Scaling plans	Plans
How to get access to efficient measurements	Questions to selves	Plans
What steps to take to get there		
Collaboration should be initialized	Goal of workshop	Workshop
Contact with a key position at health insurance	Potential partners	Partners
Top down recognition	Long term goals	Goals
Can we succeed in asking a realistic price?	Potential barriers	Hurdles
Small organization is very vulnerable		

Need financial space to invest in professionalizing		
Active in small market		
Health insurance more interested in bigger markets		
Subsidies to support these innovations	Subsidies to bigger impact	
Great potential in long term	Scaling Catalyst	Catalysts
Insurance might have the budget to pay themselves		
Rather helping 100000 than 10000 patients	Potential barriers	Hurdles
30000 patients with bipolar disorder	Market size	Now

Appendix H – Workshops Fisis Medimate

[Interviews deleted due to privacy constraints]



FIGURE 7, MURAL FISIC MEDIMATE STEP 3



FIGURE 8, MURAL FISIC MEDIMATE STEP 3



FIGURE 9, MURAL FISC MEDIMATE STEP 3

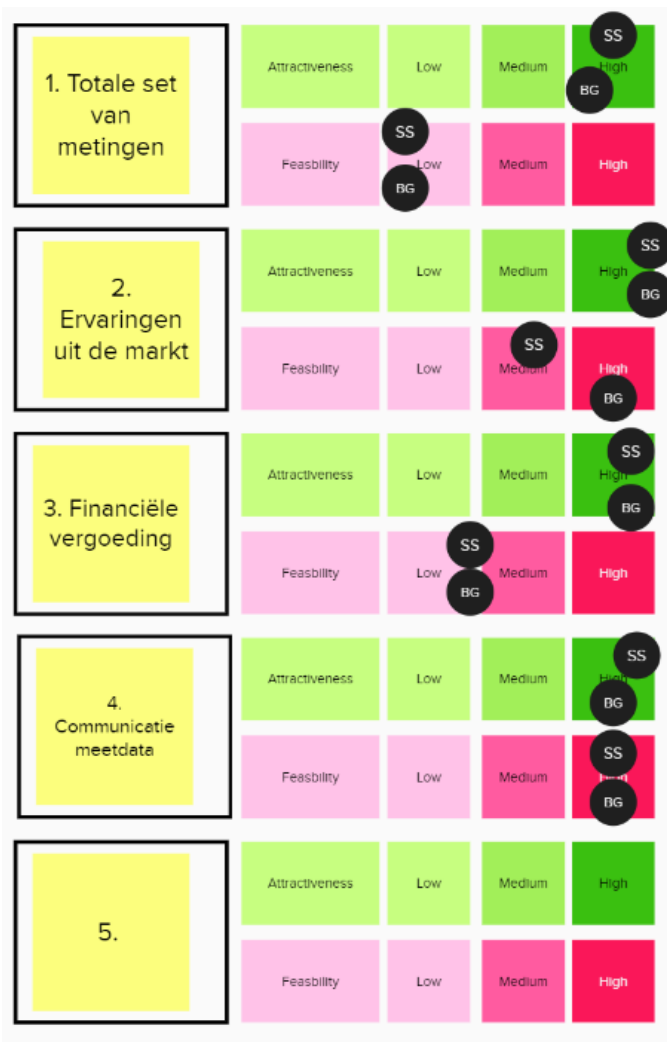


FIGURE 10, FISIC MEDIMATE MURAL STEP 5 PART 1

Appendix I – Workshop fictive case

[Interviews deleted due to privacy constraints]



FIGURE 11, MURAL DE HARKERS STEP 3

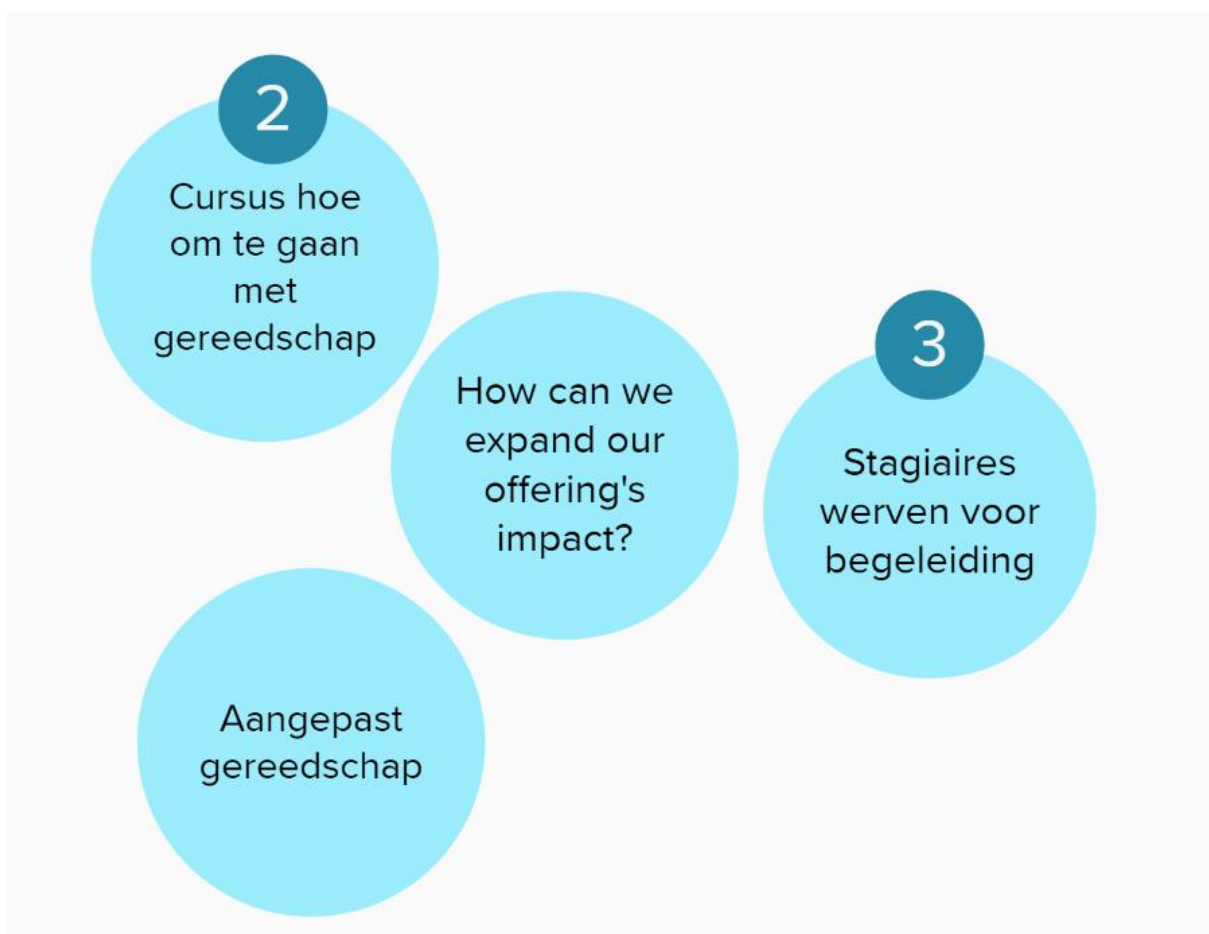


FIGURE 12, MURAL DE HARKERS STEP 3

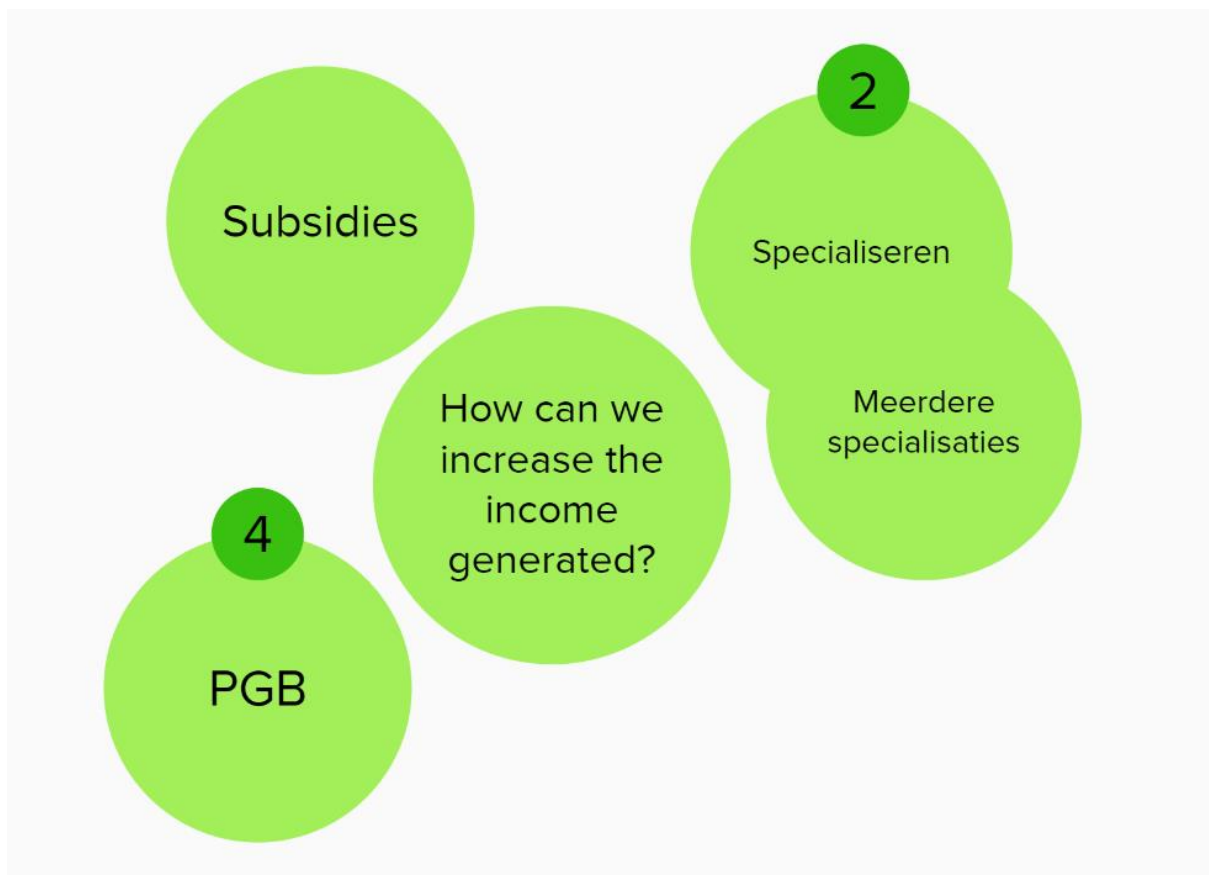


FIGURE 13, MURAL DE HARKERS STEP 3



FIGURE 14, DE HARKERS MURAL STEP 5 PART 1

Appendix J – evaluations workshops

Participant 1

Category	Item	Score
Goal	How likely are you to recommend the workshop to other businesses?	3
	I expect that the workshop supports us in scaling our (hybrid) business model	2

<i>Fit</i>	I think that the workshop fits well with our organizational context	2
<i>Structure</i>	I believe that the workshop is complete	3
	I believe that the workshop is simple	3
	I believe that the workshop is clear	2
<i>Activity</i>	I think that the workshop is easy to follow	3
	I think that the workshop achieves its goal within time	4
	I think that doing the workshop is worth the effort	3
<i>Evolution</i>	I expect that the workshop can be used in western contexts	4
	I think the workshop needs some changes	4
	I expect that the workshop supports learning from experience	2
<i>Open question</i>	What changes do you think are needed if there are any?	More preparation, adapt the network and review

Participant 2

<i>Category</i>	<i>Item</i>	<i>Score</i>
<i>Goal</i>	How likely are you to recommend the workshop to other businesses?	3
	I expect that the workshop supports us in scaling our (hybrid) business model	1
<i>Fit</i>	I think that the workshop fits well with our organizational context	1
<i>Structure</i>	I believe that the workshop is complete	3
	I believe that the workshop is simple	3
	I believe that the workshop is clear	4
<i>Activity</i>	I think that the workshop is easy to follow	4
	I think that the workshop achieves its goal within time	2
	I think that doing the workshop is worth the effort	2
<i>Evolution</i>	I expect that the workshop can be used in western contexts	3
	I think the workshop needs some changes	4
	I expect that the workshop supports learning from experience	4
<i>Open question</i>	What changes do you think are needed if there are any?	Make it less time consuming (e.g. by making the network between workshops)

Participant 3

<i>Category</i>	<i>Item</i>	<i>Score</i>
	How likely are you to recommend the workshop to other businesses?	3

<i>Goal</i>	I expect that the workshop supports us in scaling our (hybrid) business model	4
<i>Fit</i>	I think that the workshop fits well with our organizational context	4
<i>Structure</i>	I believe that the workshop is complete	4
	I believe that the workshop is simple	4
	I believe that the workshop is clear	4
<i>Activity</i>	I think that the workshop is easy to follow	3
	I think that the workshop achieves its goal within time	2
	I think that doing the workshop is worth the effort	4
<i>Evolution</i>	I expect that the workshop can be used in western contexts	4
	I think the workshop needs some changes	5
	I expect that the workshop supports learning from experience	4
<i>Open question</i>	What changes do you think are needed if there are any?	Hard to plan, make it one session (preferably not too long). Researcher making step 4 between workshops helped before reviewing.

Participant 1, ws 2

<i>Category</i>	<i>Item</i>	<i>Score</i>
<i>Goal</i>	How likely are you to recommend the workshop to other businesses?	5
	I expect that the workshop supports us in scaling our (hybrid) business model	4
<i>Fit</i>	I think that the workshop fits well with our organizational context	4
<i>Structure</i>	I believe that the workshop is complete	3
	I believe that the workshop is simple	4
	I believe that the workshop is clear	4
<i>Activity</i>	I think that the workshop is easy to follow	4
	I think that the workshop achieves its goal within time	5
	I think that doing the workshop is worth the effort	5
<i>Evolution</i>	I expect that the workshop can be used in western contexts	4
	I think the workshop needs some changes	3
	I expect that the workshop supports learning from experience	4
<i>Open question</i>	What changes do you think are needed if there are any?	We skipped some parts (such as the network,

		because it was made as an example by the researcher)
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Participant 2, ws 2

<i>Category</i>	<i>Item</i>	<i>Score</i>
<i>Goal</i>	How likely are you to recommend the workshop to other businesses?	3
	I expect that the workshop supports us in scaling our (hybrid) business model	2
<i>Fit</i>	I think that the workshop fits well with our organizational context	2
<i>Structure</i>	I believe that the workshop is complete	4
	I believe that the workshop is simple	4
	I believe that the workshop is clear	4
<i>Activity</i>	I think that the workshop is easy to follow	4
	I think that the workshop achieves its goal within time	5
	I think that doing the workshop is worth the effort	3
<i>Evolution</i>	I expect that the workshop can be used in western contexts	4
	I think the workshop needs some changes	3
	I expect that the workshop supports learning from experience	3
<i>Open question</i>	What changes do you think are needed if there are any?	Not too relevant for my mostly commercial goals. Participating too me is mostly because I want too make this world a better place.

Participant 3, ws 2

<i>Category</i>	<i>Item</i>	<i>Score</i>
<i>Goal</i>	How likely are you to recommend the workshop to other businesses?	5
	I expect that the workshop supports us in scaling our (hybrid) business model	4
<i>Fit</i>	I think that the workshop fits well with our organizational context	5
<i>Structure</i>	I believe that the workshop is complete	4
	I believe that the workshop is simple	4
	I believe that the workshop is clear	4
	I think that the workshop is easy to follow	4

<i>Activity</i>	I think that the workshop achieves its goal within time	5
	I think that doing the workshop is worth the effort	4
<i>Evolution</i>	I expect that the workshop can be used in western contexts	4
	I think the workshop needs some changes	4
<i>Open question</i>	I expect that the workshop supports learning from experience	4
	What changes do you think are needed if there are any?	We skipped a few steps, but (I feel like) it didn't hurt the progress.

Question	1	2	3	gem FM	12	23	34	gem HARK	Gemmideld
1	3	3	3	3,0	5	3	5	4,3	3,7
2	2	1	4	2,3	4	2	4	3,3	2,8
3	2	1	4	2,3	4	2	5	3,7	3,0
4	3	3	4	3,3	3	4	4	3,7	3,5
5	3	3	4	3,3	4	4	4	4,0	3,7
6	2	4	4	3,3	4	4	4	4,0	3,7
7	3	4	3	3,3	4	4	4	4,0	3,7
8	4	2	2	2,7	5	5	5	5,0	3,8
9	3	2	4	3,0	5	3	4	4,0	3,5
10	4	3	4	3,7	4	4	4	4,0	3,8
11	4	4	5	4,3	3	3	4	3,3	3,8
12	2	4	4	3,3	4	3	4	3,7	3,5

Appendix K – BMC Fictive Case

<div> <div>Designed for:</div> <div>Designed by:</div> <div>Date:</div> <div>Version:</div> </div>				
Business Model Canvas				
Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Gardening centre, key supplier/distributor of plants with connections to plant breeders The care taking unit, they help take care of the employees and decide who can join to work with the company or not. The material supplier, the distributor of tools and workwear.	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? Services by gardening. But also taking care of and activating mentally disabled people. Marketing goes through internet and word of mouth.	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? The company does gardening differently. They employ mentally disabled people and use their creativity to design gardens and build them. The customer gets a unique garden for a reasonable price	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? Customers are reached via (online) marketing and word of mouth. Therefore it is important to give the customer a satisfied and happy feeling after the company is working on their garden. These customers give the employees the opportunity to develop themselves. Next to that the company helps insurance/parents by helping the employees live a normal life. This has to be done in a safe manner so the employees don't get hurt. Therefore there's always a care taker involved and some jobs are not suitable for the mentally disabled and has to be done by an actual gardener	Customer Segments For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform Customers are people that have a garden. People that want to help the world by using the company's services The second segment is the health insurance company or parents/relatives to the employees. The company has a special program to help the disabled people get into the regular world of working
	Key Resources		Channels	

	<p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships Revenue Streams?</p> <p>The key resources are the (mentally disabled) gardeners since they do all the work.</p> <p>Besides that one of the key resources are the plants. On a small scale farm at the care taking unit the employees already make cross breed their own plants</p> <p>Besides that the is gardening centre that supplies plants on a commercial base.</p>		<p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>(online) marketing Word of mouth</p>	
Cost Structure <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Salaries for the employees Costs of the tools/workwear Cost of caretaking Costs of the plants</p>		Revenue Streams <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>Customer payments Insurance payment Subsidies</p>		
Designed by: The Business Model Foundry (www.businessmodelgeneration.com/canvas). Word implementation by: Neos Chronos Limited (https://neoschronos.com). License: CC BY-SA 3.0				