

## A SYSTEMATIC LITERATURE REVIEW ON THE EFFECTIVENESS OF MENTORING SOCIAL IMPACT START-UPS AND FUTURE RESEARCH DIRECTIONS

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### Abstract:

**Purpose** – The primary purpose of the current study is to systematically review the effectiveness of mentorship and how it is linked to sustenance and scalability of social start-ups and social entrepreneurs.

**Proposed Design/Methodology/Approach** – A total of 50 articles published between 2010 and 2020 were selected and systematically reviewed.

**Findings** – This study proves that mentoring develops entrepreneurs' ability to execute social entrepreneurial tasks, including long-term value creation, identifying opportunities, mobilizing resources, and management to back up a particular community, thus permanently transforming their lives. This study further develops a conceptual model as a future research agenda for the entrepreneurial skills and mentorship process required for social start-ups to achieve financial and social purposes.

**Practical/Theoretical implications** – The review is believed to serve as a foundation and valuable aid for entrepreneurial mentoring in social start-ups. However, more empirical evidence is required to validate the benefits.

**Originality/Value** – This is the first literature review to study the effectiveness of mentorship in social entrepreneurship to achieve collective impact and profitability.

**Keywords** – Social start-ups, social entrepreneurship, mentoring, social entrepreneurs.

### 1. Introduction

In recent years, the world has experienced significant conflicts such as financial collapses, natural calamities, fights, and other challenges. It is evident that we require novel methods to meet the globe's most complex economic challenges and social complications. People can hold a chief character in seeking the answers, creating overall development (building local talent, funding those struggling with investment capital), and aiding billions of citizens across the globe. All entrepreneurship is social. Entrepreneurship generates positive social outcomes by creating jobs, stabilizing the economy, and advancing human ability. Social entrepreneurship as an idea permits the making of alternative frameworks of social ventures to promote business activity which is market-oriented, and simultaneously coordinates all stable elements such as employees, companies, investors, consumers, and so forth. Entrepreneurial undertakings with elite social tasks have been escalating recently, prompting a rise in the expression of communal

entrepreneurship to understand them. Today, these change-makers are called social entrepreneurs, who build platforms that unleash human potential (Bornstein and Davis 2010). A social entrepreneur is defined as an entrepreneur who has both a financial and a social purpose, and employs an innovative method of achieving that purpose. The main motive of a social worker is to solve intricate social problems that have no solid resolution and are majorly local. Consider raising remuneration for a destitute clan by stating that meaningful employment might raise issues like alcohol addiction since gents don't utilize their earnings well. Apart from innovation, common problems also have to be tackled from the perspectives of psychology, sociology, ecology, economics, and anthropology.

Although gaining profits is necessary for survival and overall sustainability of the business, sound social or ecological effects are the foundation of such a task. Nevertheless, elevating communities while seeking profits places the entrepreneur in a prototypical role in order to maintain balance. This doubly affects most decisions according to PR: tasks, cost efficiency, scaling up, and rising remuneration from investors. Socially minded entrepreneurial attempts form a vicious cycle: the larger the profits these ventures make, the greater are their motives to grow their businesses, and the more severe the issues they help reduce, the more people want to join the norm of global consumers.

Social business is a cycle by which citizens construct or change foundations to propel answers for social issues, for example, poverty, ailment, ignorance, natural demolition, denials of fundamental liberties, and defilement to improve life for some. Social entrepreneurs guarantee that reasonable thoughts flourish and change individuals' reasoning and conduct across a society. It is an intricate role that includes a great deal of listening, hiring, and persuading. Lastly, it is essential to re-emphasize that social entrepreneurship is a profession that makes more than the originators of organizations. Psychologists reveal that entrepreneurs score big on the quality of the "inner locus of control" (Bornstein and Davis, 2010).

There are many forms of entrepreneurship that have positive social effects. However, social entrepreneurship is different from other entrepreneurship. Social entrepreneurship alludes to ventures and intrusions focusing on underserved populaces, diminishing the bridge between those who can access socials and those who cannot. While the primary concern of business entrepreneurship is monetary benefit, the reality of a social venture is the social effect it produces (Chahine, T. 2016).

## **2. Background**

Praszkier and Nowak (2011) presented key principles that build the basis on which entrepreneurship seems to be validated are social innovation, social alteration, entrepreneurial attitude. A social enterprise, tasks, and start-ups are regularly utilized conversely to allude to an association, whose primary role propels potentially ecological prosperity and works using a financially sustainable model. While fiscal practicality is a success, it is contemplated to close – the primary concern of a venture (Chahine, 2016). Entrepreneurship also encourages individuals to discover opportunities in other areas, diverting their focus toward worldwide

movements in the development of social conditions and enhancing the quality of life (Zahra et al., 2008).

Social entrepreneurship comprises the conception of social and economic value put into entrepreneurial ventures (Saebi, Foss, & Linder, 2019; Chell, 2007; Pangriya, 2019). It provides an in-depth explanation of social entrepreneurship's contested nature and offers an innovative conceptual understanding of the structure of entrepreneurial intention, which is centered on choosing and extending the SCCT (Choi, & Majumdar, 2014; Tran, & Von Korflesch, 2016). Wendy Phillips (2014) identifies the pertinent intellectual territory escorting vertical into social innovations and entrepreneurship, supporting the growing process and focusing essentially on short-term profit maximization (Borzaga, Depedri, & Galera, 2012). Social enterprises can turn business into a force for sustainable growth. Company citizenship, corporate social responsibility (CSR), and good development are all essential considerations in developing a solid strategic knowledge in the field of social enterprise (Rahdari, Sepasi, & Moradi, 2016).

Sekliuckiene and Kisielius (2015) proposed a theoretical framework for social entrepreneurship(SE) theory using contextual factors, organizational and individual factors; and processes relating to social value creation. Ganesh et al. (2012) assess the environment of social enterprise on a sector-wide level, including its regional reach and maturity, the methods of involvement with poor and scant populations, business models, advances, technology acceptance, and strategies adopted. Sonne (2015) suggests that transforming social entrepreneurs requires networks to acquire knowledge to resolve issues and learn ways to initiate and improve their access in markets and expand their network.

Innovative thoughts can emphatically affect societies through new business ventures known as start-ups. Start-up innovation implies facing challenges and duties to create reasonable plans of action to address market issues. It also incorporates a thorough analysis of the potential expansion of an enterprise and novel opportunities that others cannot anticipate (Sopjani, 2019). Entrepreneurship has always been regarded as the generator for a job-creation rather than making profits. Start-ups in India declared that innovation lay on three related support systems: improvement and handholding, financial Aid and inducements, and collaboration of academia and development focus. Business owners are profiting of the distinctiveness of government policies, CSR gain, and overall wealth growth to attract investors (Ghosh, 2020). There are, however, severe challenges faced by start-ups that need to be stabilized to achieve sustainability and constant development with mentoring and guidance.

According to the British Council 2016 (Council, 2016), there is an absence of awareness about social enterprises; the youth lack skills; female social enterprise leaders face challenges in securing funding; enabling access to finance for proof of concept; and reducing guidelines to receive foreign capital. Strategic and systemic warnings should be brought to light through monitoring, investigations, and training of social enterprise employees to enable lasting positive influence on populations and maintain environmental stability. Reforms, such as new rules or standard methods for quality outcomes, are recommended (Ramani, *et al.*, 2016). Formal institutions of a country (financial, educational, and political) for linking individual

money are essential factors to enter into social entrepreneurship (Sahasranamam, S., & Nandakumar, M. K. 2020). Segmenting the BoP market; setting up socially embedded and hybrid organizational entity, innovation, and learning institutionalizing experimentation adopting the solution design philosophy, developing non-traditional partnerships, growing by impact and revenues are the key propositions to become successful, influential corporates (Goyal, Sergi, & Kapoor, 2017).

An ecosystem exists in India for entrepreneurship that attracts high-performing returnee entrepreneurs to aid mentorship profoundly in the social sector in India (Tripathy, & Pandey, 2019). Females play a significant role in extending the value creation to social and environmental entrepreneurship. The study also offers considerable policy implications. Social entrepreneurship is classified into five main themes: the social element, invention, human resources, business policy and value building, and difficulties faced by social entrepreneurs (Gupta, 2020). It symbolizes a unique type of market activity, including asset dependency on voluntary exchange, self-reliance of beneficiaries, upgradation of dignity, adaption to chances on the path, and skills to perceive consumer excise (Roundy, & Bonnal, 2017).

Mentoring is generally an understanding between a mentor and a mentee (Megginson, 2006), where personal backing and career supervision are rendered by an experienced worker or a more skillful person to a younger, less capable organizational team (**Kram, 1985**). Mentoring incorporates supportive relationships that conform to job performance, leadership practices, a career, and teaching–learning processes (Marzano & Zorzi, 2020). Mentors assist entrepreneurs in sailing over failures they typically face in the early stages of their entrepreneurial tasks (Baron, 1998). A mentor helps start-ups to discover the mysterious challenges of the entrepreneurial journey. Apart from having industry knowledge and experience, an individual requires specific personality traits and communication skills, a broad professional background, and genuine empathy to be effective as a mentor. Finally, a judge is someone who instigates curiosity, challenges conventions, makes anticipations, gives advice, guides by probing questions, is authentic and direct about what they don't understand, and is willing to review and teach (Sanchez-Burks *et al.*, (2017).

Mitchell (2018) illustrated that the mentoring aspects and its benefits were similar in BRIC (Brazil, Russia, India, China) countries. Terziev, & Arabska (2017) identified importance in training needs analyses in the perspective of overall learning and vocational training. Brodie, Van Saane, and Osowska (2017) mention a few profits of mentoring for start-up entrepreneurs: acquiring business knowledge, receiving supervision and prioritizing goals, growth of self-reliance, and access to significant networks. Effective learning in entrepreneurial education for students leads to case competitions and network building for deserving entrepreneurs (Wilbanks, 2013). According to the mentorship in accelerator programs, most of the impediments faced by start-ups are market-related (Padilla Nuñez, 2017). Integrating students as learners in various practical entrepreneurship programs is needed to improve their abilities and independence (Gimmon, 2014).

Mentoring relationships, in general, follow five phases: thought, commencement, development and maintenance, disintegration and dissolution, and redefinition. There are a few things to

contemplate for any mentorship relationship to succeed: compatibility between mentor and mentee, mentor and mentee should equally be responsible, expectations and relationship goals should be mentioned.

This paper is organized as follows: it begins with an early literature survey, the gap area is analyzed, and five research questions are formulated. An exhaustive literature review was organized utilizing a literature survey as the approach, and the discoveries were classified in **Tables I to VI**. Given these discoveries, four exploratory suggestions were created.

### **3. Research Gaps and Research Questions**

Despite the advantages made by social start-ups, the challenges encountered by them need to be studied in the context of mentorship. Large-scale changes additionally require common frameworks to be implemented, which has been remarkably troublesome.

Bornstein and Davis (2010) state that the social entrepreneur has an intricate job which includes lots of tuning, enlisting, and convincing. It takes a curious blend of affectability and bullheadedness, modesty and daring, and anxiety and persistence to process change in the face of difference, phobias, convention, resource limitations, personal stake, and other protections. Social entrepreneurship require mentors to change their reasoning and practices in order to make a social impact. From these above viewpoints, we have identified two research inquiries to answer part of the social entrepreneurship question and a few more common regions of concern faced by social entrepreneurs in India:

***RQ1. What role does social entrepreneurship play?***

***RQ2. What are the problems and prospects of the social start-up ecosystem in India?***

The social mission for social entrepreneurs is definite and focused; this influences how such entrepreneurs observe and induce changes. Task-oriented consequences become a focal basis instead of money earning (Dees, 1998). Moreover, the goal might be distinctive on account of certain for-profit social ventures aided by external donors or impact investment organizations looking for monetary goals and social impact. It is conceivable that the pressure to be beneficial within time limitations antagonistically impacts the key hidden objective of making a community effect. It is critical to concentrate on how far social start-ups have become influential in both contexts: how they launch, scale up, and make a difference in people's lives. Hence, we define our third research question to assess the fulfillment levels of the recipients of social start-ups toward different activities executed by the respective social start-ups in India.

***RQ3. Are social start-ups in India making a social impact while achieving profitability?***

Getting the right teacher can be an essential aspect of success for social entrepreneurs, especially for those beginning now. Mentoring offers vital advice, accountability, support, and encouragement. A good instructor enables social entrepreneurs to avoid basic missteps and spotlights the highest needs. A mission-driven mentor can provoke social entrepreneurs to think about various methodologies and points of view while bestowing skills, tools, and best practices for handling social issues. A purpose-driven mentor can combine different mentoring

strategies for social start-ups to make a social impact and produce profits. The overall proportion of failed social ventures will fall if more founders obtain mentors to guide them (Social Change Central, 2017). Thus it is essential to find out the role of studying the sustenance and scalability of social start-ups (Allen, S et al., 2012). Following this, we structure our fourth research question.

**RQ4. What difference could be made by mentoring in the performance of social start-ups?**

Social entrepreneurs are frequently addressed by their goals, misconstrued by their own families and companions, generally disregarded by the media, the business field, and public authorities, and questioned on the expectations behind taking the untrodden path toward offering social good rather than a regular profession. Mentoring relationships have valuable results in youngsters on various personal, academic, and professional levels. However, mentoring social entrepreneurs is different from commercial counterparts. To determine the difference between the performances of social start-ups taking mentoring help and those not using the mentoring service (Pompa, 2012), we frame our following research query.

**RQ5. What are the impacts of mentorship on social entrepreneurship?**

We have addressed these research questions from our systematic literature review study in the following sections.

<b>Table I</b>		
<b>The Pursuit of Social Entrepreneurship: Definitions, Drivers and Challenges</b>		
<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Katre, A., & Salipante, P. (2012)	Entrepreneurs utilize a mix of nonprofits and professional project behaviors, proposing the significance of contextual elements.	Empirical
Lubberink, R et al. (2019)	Social entrepreneurs concentrate on crafting direct socio-ethical value for target recipients.	Empirical
Dacin, M. T et al., 2011	There are five potential avenues: social and institution movements, culture, networks, identity and image, and cognition for theory building at different degrees of social entrepreneurship as a territory of investigation.	Empirical
El Ebrashi, R. (2013)	Social entrepreneurship behavioral theory inspects contextual factors causing social venture building, the present organization paths, structures, and the ways to analyze its social impact, resources mobilization, and bring to fruition justifiable communal modification.	Empirical

Allen, R. A. (2020)	The lack of understanding of the complexity of expert support utilized by social enterprises features eight categories of expertise: Peers, Professionals, Academic/Educational, Institutional, Technological, Workforce, Pastoral and Unrevealed.	Empirical
Hockerts, K. (2015)	Entrepreneurial needs are structured on empathy, duty obligation, own efficacy, and social support. These intentions resulted in creating the own Antecedents Scale (SEAS) new variable in this context.	Empirical
Ormiston, J., & Seymour, R. (2011)	A mission measurement paradox agenda has been proposed for understanding the significance of social entrepreneurs; presents a visible adjustment whirlpool established by possibly wrong ways of entrepreneurial adjustment; and identifying a case of shock that potentially affects the sustainability of social ventures.	Empirical
Bacq, S., & Eddleston, K. A. (2018)	A more nuanced knowledge about the founder succession phenomenon in Indian social enterprises has been studied. If a social enterprise survives its founder's departure, higher survival chances are expected, the whole organization has greater chances of solving societal problems aptly and sustainably.	Empirical
Ruskin, J., Seymour, R. G., & Webster, C. M. (2016)	This research found certain emotions, like entrepreneurial love and desperation, lead to intentions, while apathy and empathy are forerunners of self-sacrifice and social justice intentions.	Empirical

<b>Table II</b>		<b>The Role of Social Entrepreneurship</b>
<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Gali, N., et al. (2020)	Being socially entrepreneurially concerned is suitable for a firm's social status; a commendable firm's social performance will benefit economically (the mediating effect). The manager's role is to be loved for the firm's social influence or performance, which leads to increased money gains.	Empirical

Bencheva, N., & Stoeva, T. (2018)	Social enterprises aim to achieve social goals. When working on sustainable rural development, the main factors are reinvestment of income from economic activity, institutional independence, internal self-governance, and a transparent management style.	Empirical
Chan, C. H., <i>et al.</i> , 2019	The government's innovative-focused money policies set up with comprehensive eligibility become an effective policy tool to facilitate bottom-up social workers in the East Asian context.	Empirical
Tiwari, P <i>et al.</i> (2017)	Attitude towards social business and its ways are affected by EQ, imagination, and moral tasks.	Empirical
Younis, A et al., 2020	Positivity and empathy have a noticeable impact on social entrepreneurial independence, an excellent social entrepreneurial purpose. Furthermore, the high sought social support strengthens the connection of social entrepreneurial self-efficacy and intention.	Empirical

<b>Table III      The problems and prospects of social startup ecosystems</b>		
<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Satar, M. S. (2016)	It analyses structure necessities and builds up an S-ENT strategy in the country. It discovers an unusual growth in the path improvement endeavors from Authorities of a few advanced geographies.	Empirical
Phillips, Wet <i>al.</i> (2019)	Social innovation– stakeholder relationship network that furnishes social enterprises with understanding for the progression of stakeholder relationships to accomplish their social innovation missions.	Empirical



Haugh, H. M., & Talwar, A. (2016).	Segregating is a method that enables females and adds a change to the social construct in which ladies are installed.	Empirical
Chowdhury, I., & Santos, F. (2010)	The study's finding emphasized the fundamental feature of the innovation being shifted; the dangers of not focusing on expected differences of the innovation at the beginning targeted area, and schemes were implemented by a partner organization.	Empirical
Prasad, C. S. (2014)	The study provides recommendations to reconsidering social innovation in India and the emerging components globally that centers on citizen participation, the democratization of creation, and thoughts for socio-political change.	Empirical
Bradač Hojnik, B., & Crnogaj, K. (2020)	The research uncovers several contrasts between operating in various cultural contexts. It demonstrates the significance of culture, which is considered when creating public policies for the organization.	Empirical
Oeij, P. R <i>et al.</i> (2019)	Suggested that there are many ways to scheme an innovation which allows the selection of innovators with a likely purpose might try varied tactics; successful adoption of social innovation has no particular condition to represent the innovation process.	Empirical
Goswami, K <i>et al.</i> , 2017	The accelerator programs contribute to an ecosystem that is distinctive from, but supportive of, building individual ventures.	Empirical
Pandey, S <i>et al.</i> (2017)	Social accelerators should assess the fit between their program contributions and the current human investment of the founding groups.	Empirical

<b>Table IV</b>		<b>Success factors of Social Start-ups</b>	
<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>	
Bacq, S., Janssen, F., & Noël, C. (2019)	To seek government support and generate earned income, a culture of entrepreneur-based stewardship increases the impact of the choices while a stewardship culture addresses poor means.	Empirical	
Sopjani and Xheneta (2019)	Generating an ecosystem of innovation would substitute a startup culture that is comprehensive, capable, and valued for the society, to offer clarifications to meet the essentials and expectations of our society.	Empirical	
Allen, S <i>et al.</i> , (2012)	The findings spotlight the industry's size, motives, structure, human resources, financing, development periods, and common obstacles to sustainability and scale.	Empirical	
Pollack, J. M., Vanepps, E. M., & Hayes, A. F. (2012)	The communication with social ties controls: the relationship between economic difficulty and the withdrawal needs of entrepreneurs and the outcome of financial stress on depressed entrepreneurs	Empirical	
Vassallo, J. P <i>et al.</i> , (2019)	When differentiated with gain and loss amalgamations, part-profit ways have an affinity to turn out to be more predominant and accomplish better charges in bottom-of-the-pyramid markets in all.	Empirical	
Zhao, E. Y., & Lounsbury, M. (2016)	Solid market logic attained by MFOs enhances commercial and public capital; religious needs reduce the flow in the amount of nominal money and diminish the positive effect of the market logic on capital flow.	Empirical	
Calic, G., & Mosakowski, E. (2016).	The success of crowdfunding projects is positively affected by sustainability orientation, and this give-and-take is partly stipulated by project creativity and anonymity.		

<b>Table V</b>		
<b>The Role of Mentoring the Sustenance and Scalability of Social Start-ups</b>		
<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Jeffrey Sanchez-Burks <i>et al.</i> (2017)	Mentoring is the basic necessity to founder education, and non-university programs pull in more experienced mentors, leading to additional productive collaboration compared to university programs.	Empirical
Saurabh A. Ballet <i>et al.</i> (2019)	Important implications suggested for: Scaling entrepreneurial mentoring, providing more equitable access to mentoring, Cost-effectiveness, and practical implications for Micro Mentor to inform program design.	Empirical
Moore, J. H., & Wang, Z. (2017)	The significance of top leadership mentoring assistance. Effective mentoring: improves innovativeness in psychological safety development; helps leaders having lower levels of flexibility raise innovativeness within the place.	Empirical
Ben-Ahmed, K. (2020)	The factors acknowledged as crucial to the needs of the partnership choice Tunisian business user and his business motivator, included in the business development process, our learnings, the scheme, meeting the business requirements, exchanging information, and the coach's involvement.	Empirical
Saurabh A. Lall <i>et al.</i> (2019)	The research finds important implications for Scaling Entrepreneurial mentoring, provides more equitable access to mentoring, Cost-effectiveness, and practical implications for Micro Mentor to inform program design. The study also finds solutions for the entrepreneurs to find online mentors.	Empirical

Boldureanu, G <i>et al.</i> (2020)	The critical influence factor for a student in deciding to start a business, to improve the entrepreneurial intention of less or not interested students in entrepreneurship is to expose the students to entrepreneurs' success stories considered as role models by them.	Empirical
Kar, S. K., & Biswal, S. K. (2019)	The entrepreneurial orientation of Indian visionary and their inspirations using qualitative paradigm have been studied.	Empirical
Kunaka, C., & Moos, M. N. (2019)	Since the learning relationship travels between various natives of beginning, growth, between, and definition, consequences of mentoring like skills transfer and entrepreneur resilience are individually achieved.	Empirical
Eesley, C. E., & Wu, L. (2019)	The implications of choosing between low- and high-adaptability strategies of mentorship and how social networks can modulate this relationship in digital ventures are addressed.	Empirical
St-Jean, E. (2012)	The influences of mentoring on mentee's learning outcomes and the intermediating role of cowork, supposed connection, and mentor's play between the mentee's nature.	Empirical
St-Jean, E., & Audet, J. (2013)	The magnitudes of maieutic and procurement in the mentoring changes are valuable to succeed.	Empirical

<b>Table VI</b>		<b>The effect of Mentoring</b>
<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Baluku, M <i>et al.</i> , 2020	Mentoring improves the competence and boosts self-efficacy of small business owners to achieve superior outcomes and for the claim of entrepreneurial competencies.	Empirical

Etienne St-Jean and Marie Pier Tremblay (2011)	The mentee's trust in their abilities in identifying opportunities increases when they learn more with their mentor in novice entrepreneurs' context.	Empirical
Fayolle, A., & Gailly, B. (2015)	The beneficial outcomes of a learning program are generally more stamped when past entrepreneurial experience has been feeble or inexistent.	Empirical
Mitchell, M. E., <i>et al.</i> , (2015)	To the degree that protégés see themselves like their mentors, they will undoubtedly identify them as role models. This distinguishing at last proves the impact of their commitment to their association and profession.	Empirical
St-Jean, É. <i>et al.</i> (2017)	Experienced mentors working in the business are more needed for enlightening opportunity choosing and change manifestation.	Empirical
St-Jean, É., & Mathieu, C. (2015)	The usefulness of SCCT in the study of business careers exhibits the influence of self-efficacy (ESE) on work implementation and intention to hold on to the business during career development.	Empirical
St-Jean, E., Radu-Lefebvre, M., & Mathieu, C. (2018)	The growth of business changes is best when learners show low levels of studying goal chasing. Mentees with learning goal orientation lessened their level of entrepreneurial self-efficacy with more inclusive mentoring received.	Empirical
Wei, X., Liu, X., & Sha, J. (2019)	The viewpoint of entrepreneurship education and opinions of innovation has a positive relationship.	Empirical
Elliott, C., Mavriplis, C., & Anis, H. (2020)	The study reports ESE and EI for learners on the properties of student peer mentoring programs for women.	Empirical

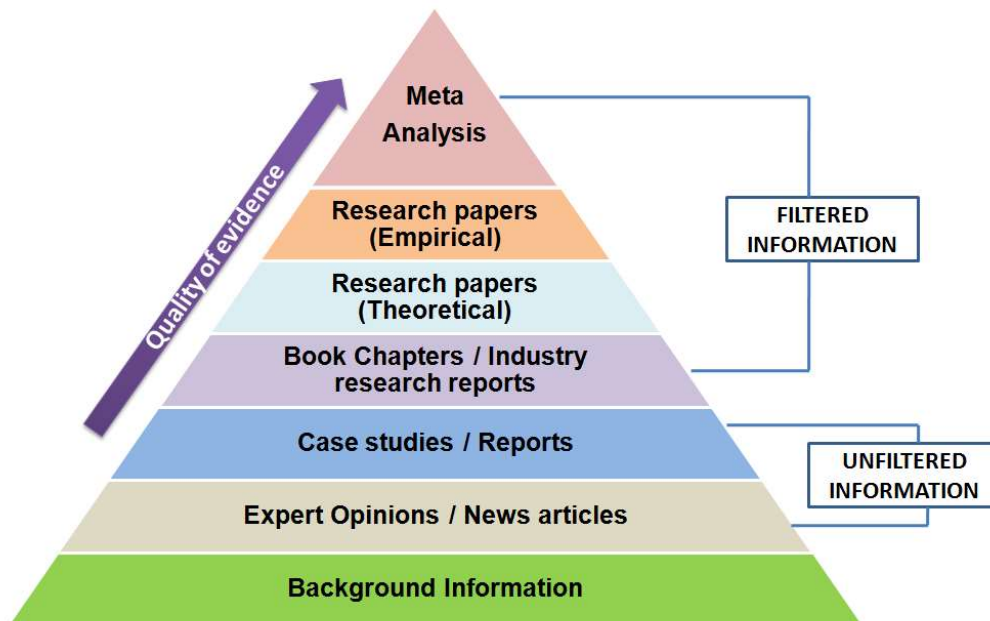
Baluku, M. M <i>et al.</i> , 2018	High autonomy and culture support-based Mentoring play a crucial role in incorporating business intentions.	Empirical
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#### 4. Methodology

To comprehend the link between entrepreneurs and mentors in the context of social start-ups, we surveyed **104** papers from 2010 to 2020. As a literature selection methodology, peer-reviewed scholarly articles were searched from electronic databases such as EBSCO, Google Scholar, and Pro-Quest in the period mentioned using four search keywords “social entrepreneur,” “social entrepreneurship,” “entrepreneurial mentoring,” and “social start-ups.” We have summarized the outcomes and suggestions of the scholars and tried to single out the linkage between mentorship and social entrepreneurship in the creation of social impact from different geographies in the following terms:

- Social entrepreneur’s lack of clarity in identifying opportunity
- Lack of mentoring support available within the social start-up ecosystem
- The relationship between mentors and mentees in the context of start-ups transforming people lives, social and economic development, firm performance, etc.
- Entrepreneurial skills required for creating socially conscious business that achieves both a financial and a social purpose

Figure 1: Category wise distribution of reviewed literature in meta-analysis



Theoretical research, book chapters, and reports are excluded in the final synthesis. Altogether, 50 empirical research studies were analyzed in an exploratory qualitative study. A thorough literature survey was conducted, and a meta-analysis (**Figure 1**) of the reviewed literature was done to address our research questions.

## 5. Literature Review

### 6.

#### *5.1. Social Entrepreneurs' lack of clarity in identifying opportunity*

The idea has its foundations in the more extensive aspect of the business. It draws on the meaning of ownership as a quest for opportunity in addition to the substantial assets one is controlling (Yitshaki, & Kropp, 2016). In this definition, a significant spotlight is on how different people and groups distinguish and focus on an opportunity, how the entrepreneurial association obtains access and practical command over a network of assets that are not within its hierarchical control, and how participants are compensated. The entrepreneurial association is centered around circumstance, not assets. Entrepreneurs submitted rapidly yet mindfully to the option for correction as new data emerged. The process of social responsibility among entrepreneurs have become multistage and each stage require considerable learning from experience and information before more assets are looked for.

Shaw and Carter (2007) reveal that opportunity acknowledgment, system embeddedness, knowledge of fiscal threats and profits, those against combined action in managing and organizing initiatives, and innovation and originality are the fundamental themes of social entrepreneurship. However, this study ignored the variations between the social entrepreneurs and their for-profit peers. Social entrepreneurs were recognized as use agents who were employing entrepreneurial ways to give systemic answers to social and environmental limitations (Bansal, Garg, & Sharma, 2019) while also ensuring their survival and sustainability.

However, from the initial literature conducted, we have observed that social entrepreneurs in India lack clarity in transforming a good idea into a viable business opportunity. There is also a lack of comprehension as to who fits into the journey. **Table I** provides the definition of roles. Despite the increase in academic and non-academic literature in social entrepreneurship, the concept still needs to emphasize how entrepreneurs should identify various business opportunities while solving social problems (Waldron, Fisher & Pfarrer, 2016).

#### *5.2. Lack of mentoring support within the social start-up ecosystem*

Swissnex India (2015) reported India's social impact scenario, intending to give an overview of this sector and areas of opportunity and challenges. The report presented a broad spectrum of opportunities for entrepreneurs and start-up companies to grow in India. Swissnex India, along with a wide range of organizations such as social enterprises, incubators, capitals, accelerators, and establishments, has been offering help to the Swiss social stakeholder to enter the Indian market effectively.

Nascimento *et al.* (2020) encouraged budding social start-ups to enter incubation, and explained the exposure of social incubators in social businesses, suggesting a new action plan for the maturation of incubating social enterprises. According to Étienne St-Jean and Maripier Tremblay (2020), in order to aid the retention of drastic aspects of entrepreneurial self-efficacy (ESE) and understand goal orientation (LGO), the long-term support of

entrepreneurs is needed, which would explain the objective and understanding of entrepreneurs, contribute to entrepreneur support, and review the potential consequences.

**Bruno and Cassanovas (2013)** emphasized that social incubators and accelerators can offer possibilities to social entrepreneurs to learn to benefit from them and develop significant scaling and social impact.

**St-Jean et al. (2017)** proposed that experienced mentors who are good at their job are more in need for envisaging and explaining the changes that opportunities can bring about. From the studies reviewed (**Table III**), we can observe that India's start-up ecosystem has very few mentors who are active in the business. One of the foremost reasons for the lack of clarity in entrepreneurs identifying opportunities is the dearth of mentoring support available within the social start-up ecosystem. The Indian government should initiate policies to fund accelerators and incubators to help entrepreneurs find mentors.

### ***5.3. The relationship between mentors and mentees in the context of start-ups transforming people lives, social and economic development, firm performance, etc.***

The guidance of a mentor would be beneficial to a mentee only when the relationship between both parties is objective. **Thomaz and Catalão-Lopes (2019)** suggested that the relationship between mentor and social entrepreneur is personal, emotional, and subjective, posing a significant challenge for a social entrepreneur's growth.

**Mirvis and Googins (2018)** reviewed social entrepreneurship and enterprise organizations in Africa. The authors introduced short case studies on how elite Western institutions, NGOs, and corporations are banding together with African establishments to support, train, and establish social entrepreneurs, effect adventure financing, and strengthen social entrepreneurship outcomes. The case material features prospects of supporting Africa's social entrepreneurship and focuses on investigating suitable opportunities for educators and professionals in Africa.

**Kuznecova and Volkova (2020)** proposed that incorporating social entrepreneurs' mentoring into the higher education process resulted in improved imparting of practical knowledge from social entrepreneurs to students; it instilled development and provided an opportunity for social entrepreneur mentors to enhance their level of personal individual mentees.

**Nelly Bencheva et al. (2018)** examined the available and required state of knowledge and competencies of Social Business Advisors on mentoring enterprises in social path. Mentors in the social entrepreneurship field from several business industries were interviewed. This study recommended the following skills and competencies for social venture mentoring: personal competencies, business management, interpersonal skills, human resources management, digital skills, critical analyzing, decision making, time assessment, problem deciphering, and various other techniques.

### ***5.4. Entrepreneurial skill required for creating socially conscious business that achieves both a financial and a social purpose***

**Satar and John (2016)** determined thirteen crucial factors of social entrepreneurship, among which are marketing, community engagement, human capital, organizational culture, social



impact evaluation, frugal innovation, and government support, that contribute to the success of social entrepreneurs. This paper contributes to the conceptual model assimilating various CSFs of social entrepreneurship management and operation.

Various researchers have studied attempts to develop concepts that would help entrepreneurs build their skills for initiating a social start-up for a social purpose (**Table III to IV**). We observe that there is a need for combining two essential components: the “entrepreneurship component,” which includes innovation and business skills, and the “social component,” which comprises social service skills.

## 7. Literature Summary

The present study has contributed to and enhanced the existing knowledge on social entrepreneurship and mentoring social start-ups. Though entrepreneurs are incredible problem solvers, social entrepreneurs have been facing unique business challenges. They need a mentor with a particular purpose to learn to solve unaccustomed problems, explore vulnerable sides, and gain financial returns alongside specific social benefits. The mentor is the component that can formulate social entrepreneurs to manage various aspects present in the social entrepreneurship ecosystem like investors, institutions, policy frameworks, infrastructures, potential stakeholders, knowledge-based resources, and suppliers (social incubators and accelerators).

The initial conclusion drawn from this study is that mentorship programs ought to be planned and developed for social entrepreneurs to expand their chances of accomplishing sustainability, and perhaps profitability. The second conclusion from this study highlights that mentorship has to succeed in a way that it helps social start-ups towards forever changing lives of people in modification of predominant socio-economic path. Third, the study found that creating significant awareness for both the mentor and the mentee about their skills and roles at the end of the program gave them the option to renegotiate their relationship. The study found a need for empirically creating a mentorship model that combines technical mentorship, business mentorship, domain-specific mentorship, and functional mentorship periodically for social start-ups to accomplish social sustainability and financial profitability.

## 8. Research Propositions

The study found that purpose-driven mentorship is an essential predictor for the success of social start-ups, leading to long-term value creation. Future research should focus their investigation on how mentoring social entrepreneurs can impact the personal growth of the entrepreneurs; secondly, how mentoring social entrepreneurs affects the business growth of the entrepreneurs; and finally, how mentoring social entrepreneurs can make a social impact.

These assessments are put together to form the basis of our first research proposition.

**RP1a:** *Purpose-driven mentorship programs for social entrepreneurs will positively influence a social start-up’s chance of achieving sustainability and profitability.*

Social start-ups’ success these days also depends upon other factors such as identifying significant stakeholders and envisioning unanticipated results of the enterprise. The

stakeholder theory is commonly used to study social entrepreneurship. A stakeholder is an entity that is either affected by or profits from the corporation: whose interests may be infringed upon by the company or who must be looked at by the corporation (**Crane and Matten, 2010, p. 62**). Stakeholders – those who have a direct or indirect interest in the organization’s work – are unique to each social enterprise. Employees, clients, beneficiaries, civic officials, funders and backers, and others are examples of stakeholders. A systematic mapping framework can help decide how to approach and handle these diverse groups, which often oppose conflicting interests.

**RP1b:** *Social entrepreneur’s skill in systematically mapping stakeholder community will positively influence a social start-up’s chance of achieving sustainability and profitability.*

**RP1c:** *Social entrepreneurship competencies such as Entrepreneurship Component and Social Component together will positively influence a social start-up’s chance of achieving sustainability and profitability.*

The study has highlighted the importance of mission-driven mentorship programs, which ought to be planned and developed for social entrepreneurs to expand their chances of accomplishing sustainability, and perhaps profitability. Mentorship programs must be designed assuming the social mission of social start-ups as a profit goal for social enterprises. Therefore, the mentorship process must be task-oriented in order to create a socially conscious business that achieves both a social and a financial purpose. This context leads us to formulate our second research proposition.

**RP2:** *There is a significant impact of mission-driven mentoring strategies on the social start-up’s long-term value creation.*

According to the study’s findings, mentoring programs have real-world benefits for entrepreneurs (**Table VI**), offering a significant and appropriate source of support. Getting an experienced and well-respected outside specialist working directly with the needs of the company and the entrepreneur has proved to be of significant benefit. It is critical to assess the experimental possibility of mentoring for start-up success. As a result, we have come up with the following study propositions:

**RP3a:** *There is a unique path of mentoring on the sustenance of social start-ups.*

**RP3b:** *There is noteworthy sustenance of mentoring on the scalability of social start-ups.*

Entrepreneurial mentoring assumes a significant role in enterprise development, boosting change and accomplishment through issue identification, providing solutions, data and emotional help, influence, and numerous different capacities (**Table VI**). Our final research proposal is to comparatively study the effectiveness of mentoring for social start-ups:

**RP4:** *There is a significant association between the performance of social start-ups taking mentoring support and the social start-ups not taking mentoring support.*

## 9. Implications

Rigorous research efforts have been conducted on mentorship and social entrepreneurs in academia and the industry during the last decade; regardless of this increase in academic and

non-academic literature, both the concepts are at a nascent stage and suffer from a lack of transparency. Researchers in both fields have no stable ground to explain social entrepreneurship and mentorship definitions. This study is believed to serve as a base and be a valuable tool for researchers to understand the current and future scenarios about social entrepreneurial mentoring and social start-ups. The discoveries of this investigation will fund the learning and study in social ventures.

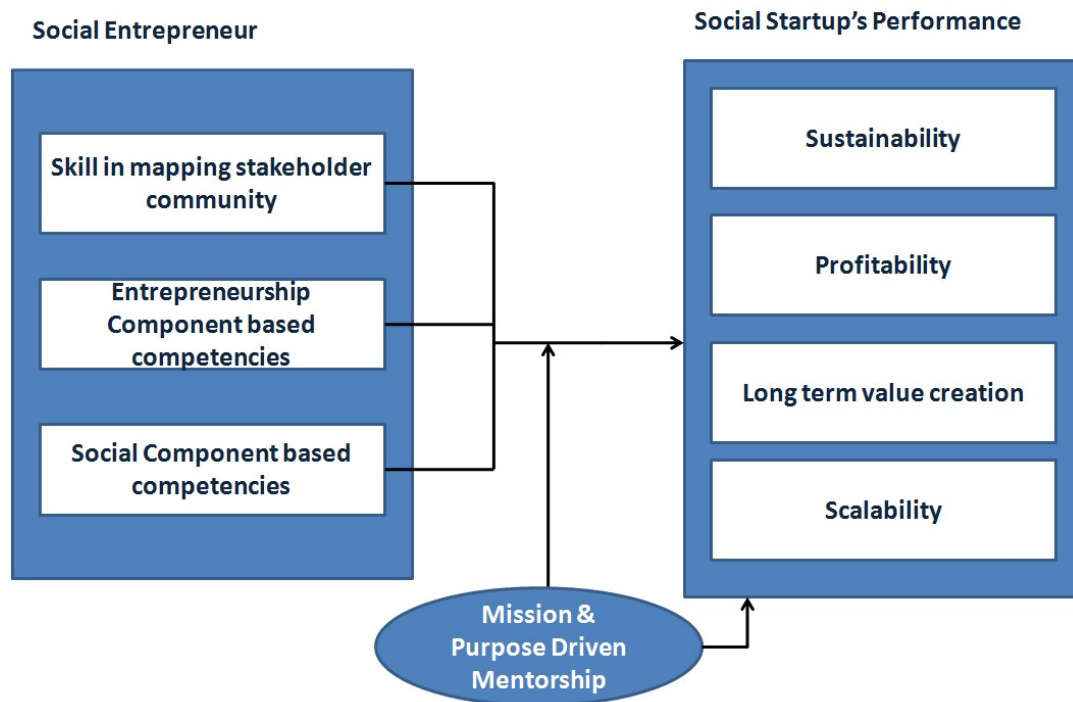
#### **10. Limitations of the Study**

While these results explain the association between social start-ups and mentorship, the findings must be translated in light of a few limitations that need to be addressed soon. First, the proposition established in this research is based on a systematic review without any empirical support. Therefore, further research is obligatory to test these positions practically to validate the benefits. The study has ignored mentorship concerning technology. The identification of mentors according to the requirements of pedagogy or based on the duration (long term or short term), as well as the results, has been ignored.

#### **11. Proposed Conceptual Model of the Study**

To sum up, we propose that research on the role of mentoring in social start-ups should be assisted by factors that affect social entrepreneurship. We suggest distinguishing between social and entrepreneurial components and analyzing them in the contexts of the mentor, the mentee, and the start-up. This is shown in Figure 2.

Figure 2: A model to guide future research on social mentoring



## 12. Conclusion

Overall, the suggestions provided here include the need for mentorship and its importance for social start-ups in achieving both a financial and a social purpose. This study proves that mentoring develops entrepreneurs' abilities to execute social entrepreneurial tasks, including long-term value creation, identifying opportunities, mobilizing resources, and management to back up a particular community, permanently transforming their lives while chasing profits for the survival and stability of the establishment. Gaining a better understanding of most quality mentoring methods and applying these for social start-ups not only benefits social entrepreneurs and social ventures but, by extension, future change-makers, organizations, and the society at large. Therefore, it appears that mentoring social start-ups can be a special consideration as a research field.

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