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**Article**

## The Mission Comes First: Exploring the Mechanisms of Organizational Sponsorship for the Acceleration of Social Start-Ups

Junior Management Science (JUMS)

**Provided in Cooperation with:**

Junior Management Science e. V.

*Suggested Citation:* Manhart, Niklas (2022) : The Mission Comes First: Exploring the Mechanisms of Organizational Sponsorship for the Acceleration of Social Start-Ups, Junior Management Science (JUMS), ISSN 2942-1861, Junior Management Science e. V., Planegg, Vol. 7, Iss. 2, pp. 289-337, <https://doi.org/10.5282/jums/v7i2pp289-337>

This Version is available at:

<https://hdl.handle.net/10419/294986>

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## **Online-Appendix zu**

# **„The Mission Comes First: Exploring the Mechanisms of Organizational Sponsorship for the Acceleration of Social Start-Ups“**

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Junior Management Science 7(2) (2022) 289-337

					Mechanisms of Organizational Sponsorship								Impact Acceleration**				
					Buffering			Bridging			Boosting						
Source	Year reviewed	Peer reviewed	Sample size	Unit of analysis	Social incubators and accelerators												
Casasnovas & Bruno	2013	Yes	40	Social incubators	Training in entrepreneurial skills	Mentoring focused on designing business model / business plan							Access to grants or seed capital	Networking with other social entrepreneurs			
				Social accelerators	Management training		Strategic mentoring focused on growth strategies						Access to debt and equity	Networking with the social entrepreneurship ecosystem			
Lall, Bowles & Baird	2013	No	52	Impact accelerators	Business skill development	Technology training and assistance	Mentorship from experts	Direct funding	Access to co-working space	Network of partners and customers		Media exposure	Access to investors				
Miller & Stacey	2014	No	20	Social venture incubators	Teaching and training		Mentoring (speed dating, office hours, peer mentoring)	Finance (grants, equity etc.)	Co-location (office space, event and training space)	Access to networks		Demo days	Access to investors	Teaching and training (impact measurement)			
Aspen Network	2014	No	8	Impact Incubators and Accelerators	Training (financial and investment readiness, sales and marketing, HR and management)	General business support (strategy, business plan etc.)			Administrative and office	Access to mentors / entrepreneurs	Link to strategic partners	Pitch day	Access to peer mentoring	Impact and performance metrics			
Monitor Deloitte	2015	No	5	Impact Accelerators	Capacity building (courses, workshops or training programs)			Direct funding	Enterprise resources (office space, legal services)	Access to networks (funders, mentors, suppliers, customers etc).							
Wilburn King et al.	2015	No	Not specified	Impact Accelerators	Business skill development		Mentorship			Access to networks		Connecting with investors					
Pandey, Lall, Pandey & Ahlawat	2017	Yes	>4,000	Social entrepreneurs	Business skills training		Mentoring	Direct venture funding (seed capital)		Networking with partners and customers		Building awareness and credibility	Access to investors	Networking with like-minded entrepreneurs			
Roberts & Lall	2019	No	41	Impact acceleration programs	Business skills		Mentorship	Direct funding		Networks			Access to investors				
Global Accelerator Learning Initiative (GALI)	2019	No	24,000	Ventures applying to accelerators	Business skills development (e.g., finance and marketing skills)		Mentorship from business experts	Securing direct venture funding (e.g. grants or investments)		Network development (partners and customers)		Awareness and credibility (e.g., association with a recognized program, media exposure)	Access and connections to potential investors/funders	Gaining access to a group of like-minded entrepreneurs			
Sansone, Andreotti, Colombelli & Landoni	2020	Yes	88	Conventional and Social Incubators and Accelerators	Entrepreneurial / managerial Education Training / Consulting on business ethics	Managerial support (business plan, company incorporation, business model)			Physical spaces and shared services	Relationship management networking			Access to finance	Social impact measurement services			
Exemplary services					Education and training			Internal mentoring	Seed funding	Coworking space	External networking		Validation and visibility	Access to external funding	Peer support	Milestones and progress tracking	Impact measurement
Prominence*					100%			80%	60%	60%	90%		50%	80%	40%	0%	30%

## Appendix A: Literature Review for the Exemplary Services Portfolio (Part 2)

					Mechanisms of Organizational Sponsorship								
					Buffering				Bridging			Boosting	
Source	Year	Peer reviewed	Sample size	Unit of analysis	Conventional accelerators								
Miller & Bound	2011	No	20	Accelerators	Business and product advice	Mentoring	Funding			Validation	Connections to future investment	Peer support group	Pressure and discipline
Hoffman & Radojevich-Kelley	2012	Yes	5	Accelerators	Intensive training and workshops /education	Intensive, high-level mentorship	Early-stage funding		Networking				
Cohen	2013	No	Conceptual	Accelerators	Entrepreneurship education (unit				Network development				
Cohen & Hochberg	2014	No	Nearly all US programs with > 10 graduates	Incubators	Introduction to finance, legal, technology advice (fee based)			Office space and administrative support services					
				Accelerators	Entrepreneurship education (unit economics, SEO, term sheets)	Mentorship			Network development				
Wise & Valliere	2014	Yes	2	Accelerators		Mentorship and ability to learn from others			Connectivity to a powerful network that can be leveraged by the new firm	Brand enhancement and signaling of legitimacy			
Dempwolf, Auer & D'Ippolito	2014	No	Review	Accelerators		Mentoring (acquisition of specialized knowledge)	Seed capital	Technical assistance (HR support) / in-kind contributions (office space)		Brokerage services (demo days) / strong brands			Ongoing proof of concept through accelerator experience
Clarysse, Wright & van Hove	2015	No	41	Accelerators	Standardised curriculum / training program (finance, user design, PR, marketing, legal)	Regular counseling		Co-location in an shared office space			Investor demo days		
Pauwels, Clarysse, Wright & Van Hove	2016	Yes	13	Accelerators	Curriculum / training program (finance, marketing, management)	Mentoring services	Investment opportunities	Location services			Demo days / investor days		Counseling services / office hours to track progress
Crisan et al. (Review)	2019	Yes	Review	Accelerators (typical intervention)	Coaching	Mentoring			Networking	Preparation to pitch to investors (demo day)	Access to financing		
				Accelerators (extended intervention)	Financial and legal support / building a product			Office space / free housing	Targeted networking	Media exposure / brand recognition			
<b>Exemplary services</b>					<b>Education and training</b>	<b>Internal mentoring</b>	<b>Seed funding</b>	<b>Coworking space</b>	<b>External networking</b>	<b>Validation and visibility</b>	<b>Access to external funding</b>	<b>Peer support</b>	<b>Milestones and progress tracking</b>
<b>Prominence*</b>					<b>90%</b>	<b>90%</b>	<b>40%</b>	<b>60%</b>	<b>70%</b>	<b>60%</b>	<b>40%</b>	<b>10%</b>	<b>30%</b>

## Appendix A: Literature Review for the Exemplary Services Portfolio (Part 3)

					Mechanisms of Organizational Sponsorship									
					Buffering		Bridging			Boosting				
Source	Year reviewed	Peer reviewed	Sample size	Unit of analysis	Conventional incubators									
Carayannis & von Zedtwitz	2005	Yes	> 20	Incubators	Entrepreneurial start-up support		Access to financial resources	Access to physical resources	Access to networks					
Chan & Lau	2005	Yes	6	Ventures in a single incubator	Legal and business advice	Pool training resource		Office support Rental subsidy / general resource support Infrastructure (localities, office facilities and administrative services)		Public image, media relation	Market network / public funding			
Bergek & Norrmann	2008	Yes	16	Incubators	Business support (coaching, entrepreneurial training, education) strong intervention vs. laissez faire				Mediation (between each other and outside world) - network mediation	Graduation (exit policies)				
Bruneel, Ratinho, Clarysse & Groen	2012	Yes	7	Three generations of Incubators	Business support: coaching and training (2nd generation)			Infrastructure: office space and shared resources (1st generation)	Access to technological, professional and financial networks (3rd generation)	Access to external resources, knowledge and legitimacy (3rd generation)				
van Weele, van Rijnsoever & Nauta	2016	Yes	6	Incubators	Technological knowledge	Business knowledge	Financial capital (seed capital)	Physical capital (office space)	Social capital (social structures, networks and memberships)		Legitimacy ("right to exist")	Financial capital (connecting to external funding)		
Dutt et al.	2016	Yes	133	Incubators	Training	Consulting	Financial capital	Physical space						
Hausberg & Korreck	2020	Yes	Review	Incubators	Business support (monitored business assistance)				Mediation / networking activities					
<b>Exemplary services</b>					<b>Education and training</b>		<b>Internal mentoring</b>	<b>Seed funding</b>	<b>Coworking space</b>	<b>External networking</b>	<b>Validation and visibility</b>	<b>Access to external funding</b>	<b>Peer support</b>	<b>Milestones and progress tracking</b>
<b>Prominence*</b>					<b>100%</b>		<b>0%</b>	<b>40%</b>	<b>90%</b>	<b>70%</b>	<b>60%</b>	<b>30%</b>	<b>0%</b>	<b>0%</b>

*Note.* The literature review is based on a selection of relevant sources for each category. Mostly non-peer-reviewed sources had to be consulted for "social incubators and accelerators" and partly for "conventional accelerators" due to the scarcity of published research. The coding process was as follows: In the selected sources, all mentions of activities and services by incubators and accelerators were identified and then grouped in order to find the most prevalent (exemplary) services. These services were, in turn, matched to the three mechanisms of the extended organizational sponsorship framework based on Flynn (1993a; 1993b), Amezcua et al. (2013) and summarized by Breivik-Meyer (2020). Thereby, an exemplary services portfolio for incubators and accelerators was compiled.

\* The "prominence" refers to the (rounded) percentage of mentions within that category, i.e., if six out of seven sources in the "conventional incubators" category mention "coworking space", then its prominence equals 90% (0,85). Sources which contained different types of organizational sponsors [i.e., "social incubators" and "social accelerators" in Bruno & Casanovas (2013)] were counted as separate sources for calculating the prominence in that category.

\*\* The mechanism of "impact acceleration" is only listed for "social incubators and accelerators" because the corresponding activities were never mentioned in the sources on "conventional incubators" and

## **Appendix B: Interview Guide**

### **Part 1 – Introduction**

- 1.1 What is your name and your role in your start-up?
- 1.2 What products or services does your start-up offer?
- 1.3 Which societal or environmental challenges is your start-up trying to solve?
- 1.4 When was your start-up founded, and what is its development stage?
- 1.5 How has your start-up been financed so far?
- 1.6 How many employees does your start-up have?

### **Part 2 – Perceived support needs by the start-up**

- 2.1 What was your motivation for joining the Impact Factory?  
 Follow-up: Did you consider joining an alternative program? Why?
- 2.2 What were the main challenges of your start-up before the program?
- 2.3 What challenges do you face today, after the program?
- 2.4 Have you participated in any other support program? Why?

### **Part 3 – Benefits and services offered by the Impact Factory**

- 3.1 How did the Impact Factory support you and your organization?
- 3.2 Based on 3.1, how valuable have the following benefits or services been for you?
- 3.2 (*adapted for Fellows*): *How valuable are the following benefits or services in general?*
  - a. Entrepreneurial and managerial training
  - b. Mentoring
  - c. Coworking space
  - d. Seed Funding
  - e. Access to external networks
  - f. Visibility & validation
  - g. Access to external funding
  - h. Peer networking
  - i. Milestones and progress tracking
- 3.3 Could the incubator have offered any additional services or resources?
- 3.4 Are there benefits or services offered by the incubator you have not used?

### **Part 4 – Evaluation of the support provided by the Impact Factory**

- 4.1 How important was the incubator to the success of your start-up?
- 4.2 Has the participation in the incubator also led to disadvantages for your start-up?
- 4.3 Do you consider the support needs of social start-ups to be different? How?