Competing Enterprises for a Better World

A Case Study on the Business Development of Social Entrepreneurial Media
Platforms and Applications

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ABSTRACT

Media platforms and applications are becoming increasingly important in the current society. At the same time, there is a gradually increasing number of entrepreneurs focusing on social value due to the increasing need for social contribution instead of economical value. This research examines how social entrepreneurships involving media platforms or applications develop after having won in a start-up competition. Start-up competitions are an increasingly more common phenomenon, which aim to aid the further development of new ventures. This study focuses on start-up competitions in the social field, for new ventures that have developed a media platform or application. Runners in these start-up competitions receive benefits such as exposure, funding and guidance. This research builds upon previous studies on start-up development, as it focuses on social new ventures in a specific market: the media platform and application economy. When looking at research conducted in the field of start-up development, an abundance of research on entrepreneurship in the app economy can be identified. With that a research gap was discovered in the area of business development of social start-ups in the field of the media platform market, leading to the need for more insight on the matter. Additionally, it shows the outcome of winning a competition and how this has influenced business development. As there is an increasing amount of start-up competitions on the market this is an important area of research, upon which needs to be further elaborated. In order to create a compelling dataset this research uses a case study approach of six winners of three different social start-up competitions, combining a content analysis of a total of six company descriptions and five interviews with the founders of the companies. Results indicate that winners of a start-up competition go through a phase of growth and eventually move into a stage of expansion after the competition. Three kinds of resources are of great importance: social capital, financial resources and human resources. The development is mainly fueled by the importance of social contribution and the need for mission accomplishment. This research has given insight on the major obstacles the companies had overcome to in order to develop. Moreover, the results provide insight into the experience of start-ups with the competitions. This research outlines the need for validation and recognition of the companies by the competitions, due to the volatile factor of innovation on the media platform market.

KEYWORDS: competitions, social entrepreneurships, media platforms and applications, start-ups, business lifecycle, new venture development, resources, case study, content analysis, interviews.

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1. Introduction

There are 2.2 million available apps in the Apple App Store (Golsen, 2016). Those apps have been downloaded over 130 billion times. Nearly 50 billion dollars in revenue has been paid out to developers in the media platform market (Golsen, 2016) and the youngest developer of one of these apps is a nine-year old girl (Golsen, 2016). These facts have one thing in common: they are all about the app economy and its ambiguity. Over the last few decades, entrepreneurship and innovation have become increasingly important to the app economy (Vogel & Grichnik , 2014). Due to their innovative role, entrepreneurs play an important role in the economic growth process and are the vehicle to introduce new applications and platforms to increase economic growth (Galindo & Mendez-Picazo, 2013). On the one hand, the above-mentioned facts show the high revenues the media platform market can bring and the openness to new developers and entrepreneurs. This app economy is also highly ambiguous (Moore, 2016), as indicated by the large amount of available applications. On the other side there is a constant need for innovation in the market, which leads to a hyper-competitive environment.

Apps have the potential to impact the economic performance and organization of countries. Organizations are presented with new opportunities to create value, using applications (Varnali & Toker, 2010). Over the last few decades, different actors such as researchers, investors and incubators -organizations designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services (Entrepreneur, n.d.)- have been interested in the process of entrepreneurship (Hisrich and Ramadani, 2017). With that, there is a specific interest in the development of new ventures when it comes to goals, resources and finances (Nambisan and Baron, 2013).

To state that the start-up ecosystem is competitive is an understatement (Pozin, 2015). Many start-ups therefore choose to make use of this highly competing landscape and enter a start-up competition, designed to help them in terms of gaining exposure, validation and funding (Pozin, 2015). Nonetheless, winning alone is not a guarantee of success (Pozin, 2015). This research analyzes the development of social new ventures, specifically winners of start-up competitions, engaging with the media platform market.

Given its strong growth, the mobile industry is now a major source of opportunities on both the supply and demand side (Andelkovic & Imaizumi, 2012). The rapid innovation in the mobile sector is lowering barriers of entry and generating opportunities for small, young firms and entrepreneurs especially in developing countries and rural areas (Andelkovic & Imaizumi, 2012). The rise of entrepreneurship

in the mobile industry is therefore unsurprising; the new information-sharing practices and rapid information flow dynamic are characteristics of newly establishing markets (Andelkovic & Imaizumi, 2012).

The term 'entrepreneur' originated in French economics and suggests that the entrepreneur shifts economic resources out of an area of lower and into an area of higher productivity and greater profit (Mort, Waarwardena and Carnegie, 2002). Social entrepreneurs differ from business entrepreneurs in terms of their mission. As Dees (1998) argues, for social entrepreneurs the social mission is explicit and central. This affects how social entrepreneurs perceive and assess new venture opportunities (Mort, Waarwardena and Carnegie, 2002), as their ultimate goal is to create some sort of social value for their customers and create 'a better world' (Dees, 1998).

There are some competitions in the field of social entrepreneurship that focus on the development of applications for social change. Runners in these start-up competitions receive a few key benefits including exposure, funding (Pozin, 2015) and advise on the acquisition of further resources (Soh & Maine 2014). The winners are often rewarded with vital capital. This funding comes without having to sacrifice equity or other limitations, giving it an outsized value when compared to other sources of funding (Pozin, 2015). The (social) entrepreneurship competitions are designed to create and launch the most compelling social business ideas: start-up enterprises that tackle chronic issues faced by billions of people (Pozin, 2015).

These start-up competitions help the new ventures further in their own business lifecycle. The business life cycle represents the curve of the existence of a business, extending from the time it is first placed on the market until it is removed (Rink and Swan, 1979). Usually, the business life cycle is approximated by a bell-shaped curve that is divided into five stages (Rink and Swan, 1979): (1) seed & development, (2) start-up, (3) growth and establishment, (4) expansion and (5) maturity and possible exit (Petch, 2016). When looking at this business lifecycle, the businesses participating in a competition are at that moment often in the seed and development stage. In that phase they are overcoming the challenge of marketing acceptance and creating their idea (Solomon, 2013).

At the end of the seed and development stage, the start-ups either win or loose the competition leaving the rest of the development through the business lifecycle over the start-up itself. The biggest challenge that growing start-up companies face is dealing with issues regarding financial resources and the lack of sufficient knowledge (Solomon, 2013). Additionally, the marketplace is relentless and competitive, making it hard for start-ups to mature into an established company. Scholars have argued that after these

companies win a competition, some seem to fall off the map after the competition is over (McKenzie, 2013; Degeler, 2012). With that, media coverage on the company dies down (McKenzie, 2013). During the competition, teams make connections and receive helpful advice to take their idea to the next level (Innovate Blue, 2016). These might be important factors for the development of a new venture.

The challenge for new ventures with transitioning through the lifecycle stages is that each phase brings changes and is accompanied by a crisis (Scott and Bruce, 1987). Moving from the start-up phase to the maturing phase will therefore bring several challenges along. The transitions required in a rapidly growing and maturing start-up are unforgiving, and for many entrepreneurs the project-to-process change is particularly tricky (Lidow, 2014). It is one of the reasons entrepreneurs have such a high rate of failure and why those who understand it greatly increase their odds of survival. Additionally, due to the high competitiveness of the marketplace there is a constant need for innovation in the app economy. Developing opportunities, the level of competition, and demand preferences are possible drivers of the opposing innovation process within the media platform ecosystem (Pai-Ling, Davis & Muzyrya, 2014).

1.1 The Research Gap

The media platform market develops quickly due to rapid innovation of applications and technology. Some research has been conducted on how competitions are increasing innovation and how they help start-ups to put their business together. However, mentioned above, these start-ups have to go through many phases to develop a mature company. Not much research has been conducted on how these (social) start-ups develop after they have had funding and in particular won such a competition. This research attempts to fill this research gap by analyzing the development of new ventures and how competitions are a factor in that development. In specifically, the application economy and media platform ecosystem are chosen for this analysis due to the quickly developing and highly innovative dynamic of the market.

The above-mentioned elements lead to the following research question: "*How do winners of (social) entrepreneurship competitions develop after having won*?" The following four sub-questions have been formulated:

- What resources, factors and operations are of importance for the participating companies at the moment of competition?
- What kinds of resources continue to enable their development and how did they acquire them?

- To what degree have the businesses shifted, in terms of lifecycle phases, after the competition and why?
- What are the obstacles for the winners after the competitions and how did these start-ups deal with these challenges?

Answering this question will lead to understanding how the media platform start-ups develop after winning a competition and how the organizations can help or prepare the winning teams into the transition of creating a mature company.

To answer the proposed questions a research design of case studies has been constructed, conducting content analysis as well as interviews. Using a comparative case study design to investigate the business development of social entrepreneurships having won a competition will allow interpretation of this phenomenon.

1.2 Relevance

This research will contribute to entrepreneurial research, but is also important for media research as a new class of entrepreneurs has emerged who are brave enough to believe their media platforms can change the world. However, success in the app economy looks different than in any other industry as it can practically arrive overnight due to the incredibly fast dynamic of the industry (Godfrey, Bernard & Miller 2016; MacMillan, Burrows & Ante, 2010). Its high pace of innovative developments a research need from a business perspective. From a media perspective, much research has been done focusing on the user of applications or media platforms (Bohmer, 2011; Bell et al, 2013; Caplan, 2015). However as the app economy is becoming an increasingly important market due to the large amount of media platform users, it is of much necessity to research the business side of this market. With that, researching the entrepreneurial development will lead to important insights from a media research perspective.

From a theoretical perspective, the answer to the proposed research question has important implications for the area of innovation. Start-up competitions can stimulate the market environment in which entrepreneurs compete for resources for their ventures (Soh & Maine 2014). Therefore, understanding the process of development after having won a competition is most valuable and impactful, as it will provide insights into the innovation within the media platform ecosystem, economics of start-up competitions and development of social entrepreneurships and platforms. Answering this research question is of importance for the start-up companies winning the competitions, showing how these develop and move into the next phases of the business lifecycle, but also for the competitions themselves. It leads to an understanding

of how social entrepreneurships develop, what winning the competition means for these companies and how the organizations can support the start-ups during and after the competition in developing into a mature company. Additionally, this research focuses on social entrepreneurships and therefore leads to a better understanding of innovation for social purposes. This research has the ability to develop contextual knowledge about the distinct social entrepreneurial development, the way the companies tend to experience it and the influences of innovation on the market and entrepreneurial ventures.

Social entrepreneurship is an unusual contact point among entrepreneurship, innovation and social change, and has been progressively catalyzing the interest of academics, companies, and the business debate (Perrini and Clodia Vurro, 2006). Social entrepreneurs are increasingly asked to provide innovative solutions to manage complex social problems: from community development to social exclusion and poverty reduction (Margolis and Walsh, 2003). Although sharing the entrepreneurial ideas with business entrepreneurship theories, these social entrepreneurial players differentiate themselves from their business counterparts in terms of the final objective towards which the entrepreneurial process is addressed (Perrini and Clodia Vurro, 2006). As the goal differs from regular new ventures, the process towards this objective might also differ when it comes to resources, decisions and opportunities. Not much research has been conducted specifically on this social entrepreneurial process, this research aspires to fill this gap in research on social entrepreneurial media platforms.

1.3 Structure

This research will first describe the theoretical framework of the proposed research by discussing the app economy and media platform ecosystem, elaborating on social entrepreneurship with regards to media, explaining the business lifecycle and going further into competitions for social entrepreneurial purposes. The theoretical framework will elaborate on the market environment, as well as the internal and external resources based on the social capital theory, resource-based view and the resource dependency theory. Last, the theoretical framework will summarize and discuss influential factors of development for the companies participating in a competition.

In the third chapter, the methodology of this study will be discussed, starting with the explanation of case study research. The methodology will additionally discuss the units of analysis, the use of content analysis and interviews, and the operationalization of this research. The operationalization is divided into four sections based on the theoretical framework: important factors and operations, shifting of the

business, resources and environment, and last the obstacles and challenges. After the operationalization, the data analysis will be discussed, elaborating on the process of the content analysis as well as the process of the interviews. Last, the validity and reliability of this research will shortly be touched upon.

The fourth chapter presents the results of this research structured according to the operationalization. First, important factors and operations will be discussed, focusing on the media platform & application, goals & day-to-day operations, the importance of the competition and social contribution. Second, the results on shifting the business will be presented, following the business lifecycle, the future and opportunities for the businesses. Third, the results will focus on the resources and environment of the participating companies. The following resources and factors of environment will be discussed: social capital and network; physical resources; human resources; organizational resources; financial resources; team composition; and market environment. Last, the chapter of results will discuss the obstacles and challenges of companies, focusing on network and guidance of the competitions, validation and media coverage. A short conclusion on the chapter of results will follow.

The fifth chapter of this research contains the conclusion. The conclusion will summarize the findings by answering the sub-questions, leading to an answer on the main research question. Additionally, the chapter will elaborate on the relevance of the research, the limitations, the role of the researcher and future research.

2. Theoretical Framework

With regards to this research, several theories will be applied to give an in-depth view on the development of media platform companies after having won an (social) entrepreneurship competition. There are several important concepts that need to be elaborated upon in regards to the proposed research question(s). First, the concept of the app economy and media platform ecosystem will be discussed leading to insights on the dynamics of the market and the aspect of competition. Second, this chapter will further discuss social entrepreneurship with a specific focus on media platforms within the social entrepreneurship theory showing the increased importance for social ventures and research regarding its development. Third, the business lifecycle will be discussed to thoroughly understand the process of development of new ventures. Following, the theoretical framework will focus on entrepreneurship competitions and their influence on new ventures within the media platform market, leading to insight into the needs of participating companies and showing the lack of research about this specific segment. Fifth, the environment of start-ups and the importance of internal and external resources will be elaborated on, discussing three main theoretical points of view: social capital theory, resource-based view and the resource dependency. Last, the theoretical framework will shortly give insight into the important factors the literature review has shown regarding the development of new ventures.

2.1 The App Economy & Media Platform Ecosystem

Given its strong recent growth, the global mobile industry is a major source of opportunities (Andelkovic & Imaizumi, 2012). The app economy is therefore an important source for entrepreneurs (Andelkovic & Imaizumi, 2012). The greatest potential for employment growth derives from demand for services enabled by the app economy (Andelkovic & Imaizumi, 2012). Mobile systems and applications have attracted the interest of researchers that try to understand the behavior and functionality of this emerging technology (Petsas et al., 2013). This section will discuss the app economy and the media platform ecosystem, in relation to the importance of entrepreneurship on this market.

When looking at the app economy, the majority of bite-size software programs people load onto their mobile phones or tap into on the Web seem to be games and pointless novelties (MacMillan, Burrows & Ante, 2010). However when looking past this, a thriving app economy can be found that is creating new fortunes for entrepreneurs and is completely changing the way of doing business (MacMillan, Burrows & Ante, 2010).

The app economy can refer to the range of any economic activity that is surrounding mobile applications or platforms, with that it is mostly focused on companies creating platforms or ecosystems for apps (Mandel and Scherer, 2012). Companies can make money from selling apps, from advertising on the platforms and from selling digital goods used within the apps. As entrepreneurs are no longer burdened with distribution or processing payments, entrepreneurs nowadays face far fewer obstacles when building a company around an idea (Godfrey, Bernard & Miller, 2016). Internet access and the ability to code is all that is needed. This access to rich opportunities within the app economy has fueled some aggressive competition, due to the low entry barriers into the app business (MacMillan, Burrows & Ante, 2010).

Entrepreneurs may have initiative, an appetite for risk, creative ideas, and business intuition, but they may also need complementary resources to produce and deliver their services (Andelkovic & Imaizumi, 2012). Therefore, entrepreneurs important for the app economy by finding opportunities within this market, but the app economy brings important sources to the entrepreneur to provide access to distribution channels, skills and capital (Greve and Salaff 2003). This results in the media platform ecosystem, where entrepreneurs find new opportunities to attribute. The application ecosystem is a set of applications, capabilities and processes that provide a full lifecycle management of all applications, from its creation to end-of-life. The ecosystem in turn helps the entrepreneurs with channels for their ideas, leading to a circle within the ecosystem. Many individuals may recognize demand for a specific product or service, however there are many factors that can make or break an app (Andelkovic & Imaizumi, 2012). Within the ecosystem there are many opportunities to be found for entrepreneurs, the interaction pattern of the media platform ecosystem seems to circle from a group setting to one-on-one interaction and back to the wider network (Andelkovic & Imaizumi, 2012). However, there is also a lot of risk and competition involved within this market. These risks and the competition can lead to problematic development for social entrepreneurs within the market.

The expansion of players on the market contributes to aspects like increase of innovation. However as the market size increases, the resources needed for careful selection when entering the market has to increase equivalent to the amount of players of the market. This challenges the capability of the app economy, thus the market faces a difficulty in selection as they too have a gate keeping function. This large increase of market entrants due to lower barriers, has led to consequences for the market as well as the applications, including fragmentation issues, weakened governance power, entry of non-competent developers and, notably, vetting of the quality of apps and developers

(Shao, 2016). The research by Shao (2016) has shown that innovative developers therefore would have to behave differently from others, to indicate the quality of their innovative platform. Even though the low entry barrier has several advantages for entrepreneurs entering the market, the large amount of players is also influential on their business development and behavior.

This section has shown the importance of the app economy and the need for entrepreneurship and innovation within the media platform market. The mobile application ecosystem has recently gained increasing popularity, yet the main characteristics and development of the applications such as app popularity distribution and pricing are still poorly understood (Petsas et al., 2013). As the barriers of entry within the market are fairly low, there are many competitors leading to a larger amount or risk for new entrepreneurs entering the market. The app ecosystem is highly influenced by constant change due to its need for innovation. Additionally many of these entrepreneurs are approached, due to their innovative state of mind, to help with the development of applications regarding social problems. This will be further discussed in the following section.

This research tends to focus on innovative businesses in the app economy by researching its business development and taking the environment of the media platform ecosystem into account. With that, the aspect of the application environment and the factor of competition will be clarified. It also aims to elaborate on the tension between being innovative and its fit within this market. As the amount of applications and media platforms progressively increases on the market, it is important to get more insight to how these business develop. Additionally, as progressively more media platforms and applications are approached for innovative reasons, they are influential on the market and its development. Therefore gaining insight into their development and the resources that are important for these kind of business can be imperative for future research and for the app ecosystem.

2.2 Social Entrepreneurship

The term "social entrepreneurship" has taken on a variety of meanings (Dees, 1998) based on various levels (as the individual; organizational; and societal level) and perspectives, from psychological to political (Lehner, 2013). Social entrepreneurship could be defined as the belief in the innate capacity of all people to contribute meaningfully to economic and social development; a driving passion to make that happen; a practical but innovative stance to a social problem (Mort, Weerawardena and Carnegie, 2002). Globally there is a growing attention on social entrepreneurship, which can be explained by several mutually reinforcing economic, social and political changes in recent decennia. Persisting problems that call for innovative approaches is one important development created by social entrepreneurs. Additionally, it increases the chance for complicated problems to be solved (Hoogendoorn et al., 2010).

These entrepreneurs contribute to social development, as in a social enterprises profits are either directed to social causes or are reinvested in the business to create employment opportunities for individuals who are socially marginalized (McElnia, 2005). Next to this, social enterprises seek to add to economic development through the creation of jobs and entrepreneurial ventures (McElnia, 2005). Weerawardena and Mort (2005) found an important link between environmental dynamics and the value creating strategies adopted by social entrepreneurial ventures. The social entrepreneurial strategies are often a response to complexity and turbulence of the environment which has been argued, creates innovation (Weerawardena & Mort, 2005).

Social entrepreneurship can be seen as differing from other forms of entrepreneurship as it gives a higher priority to promoting social value -creating value to improve the welfare of certain communities- and development, whereas other forms of other entrepreneurship focus more on capturing economic value (Weerawardena & Mort, 2005). Social entrepreneurs actively seek opportunities to create enhanced social value for both existing and potential customers. Next to this, social entrepreneurs seek market opportunities that will enable them to create better social value for these customers (Weerawardena & Mort, 2005). Social entrepreneurs have an acute understanding of social needs, and fulfill these needs through creative organization (Austin et al, 2006). This focus on social value is consistent across various definitions of social entrepreneurship (e.g. Peredo & McLean, 2006; Shaw & Carter, 2007). Whereas entrepreneurship looks for innovation by market gaps, the social section used to be completely neglected as most people did a market gap. Nowadays, social entrepreneurs are using market-based approaches to define innovation within the social sector.

There are a lot of expectations when it comes to innovation in the technology

and mobile industry, and social entrepreneurship is a powerful force to deal with chronic issues. However, not much is known about this phenomenon. In research, much literature on social entrepreneurship focuses commonly on the not-for profit concept. Nonetheless as more social entrepreneurships start businesses that are for profit, using market-driven techniques, it is necessary to look at the development of these businesses. Dees & Anderson (2003) have defined for-profit social enterprises as entrepreneurial organizations that are (1) legally incorporated as for-profit ventures, with one or more owners with the formal right to control the firm and its assets, and (2) explicitly designed to serve a social purpose while making a profit.

When compared to entrepreneurship, social entrepreneurship has two distinctive features according to Mair and Marti (2004): (1) whether the entrepreneur chooses a not-for-profit or a for-profit business approach, often depends on the particular business model and the specific social need that the new venture wants to address; (2) the new venture has a limited ability to capture the value that is created by the business. Whether the entrepreneur chooses for a for-profit or not-for-profit, focuses on if the company wants to make a profit or will invest all profit made in its company or if the company is even aspires to make a profit. The ability to capture value focuses on the complicated measurements of social value, as economical measures do not suffice. Social entrepreneurs who address basic social needs (such as education) often find it difficult to capture economic value because even if the "customers" are willing, they are often unable to pay even a small part of the price of the products and services that are provided (Seels & Mair, 2005). It is regularly difficult to capture the added value by the company due to the complicated matter of measuring cultural or social value, in comparison to economic value (Seelos & Mair, 2005). Austin et al. (2006) agree with these distinctive features but add a third feature: commercial and social entrepreneurship differ in terms of resource mobilization, most obvious when considering financial resources. Resource mobilization emphasizes on the variety and sources of resources, which could be the relationship of social enterprises to media, authorities and other parties. In the case of social entrepreneurs the social gains and values are seen as the primary motivation (Carsrud & Brännback, 2011).

Entrepreneurship is particularly productive from a social welfare perspective when entrepreneurs enhance social wealth by creating new markets; industries; technology; institutional forms; and jobs (Mair & Marti, 2004). Social enterprises have risen to be prominent players in market economies as they are more market driven than traditional nonprofit social ventures and have the capacity to become financially self-sustaining (Di Domenico, Haugh & Tracey, 2010).

Weerawardena and Mort (2006) present an empirically derived framework of social entrepreneurship, with innovativeness featuring one of three core behavioral dimensions, next to pro-activeness and risk-management. These core behavioral dimensions are bound by the organizations' social mission (Hoogendoorn et al., 2010). Weerawardena and Mort (2006) also state that social ventures are forced to be innovative in their social value creating activities, due to increasing competitiveness. This too is the case in the application and media platform market, where there is an increasing amount of competitors for social entrepreneurship. Within the social entrepreneurial field, Alvord et al. (2004) have identified that there are three different types of innovations: (1) increasing the capacities of local actors in solving their own problems; (2) disseminating a package of innovations to serve a widely distributed need; and (3) building a movement to challenge the structural causes of social problems.

A main debate within literature regarding social entrepreneurships comes from the tension between social entrepreneurs being more like a commercial business or more like a non-profit. As the main focus of social entrepreneurs is to contribute social value, goals are deemed an important factor for these new ventures. Hoogendoorn et al. (2010) argue that it is remarkable that within the theme of social entrepreneurship, the aim to sustain the enterprise receives the most attention, while any findings on achieving social goals are lacking. Sharir and Lerner (2006) identified that generating independent revenue streams is one of the success factors of a social enterprise. The study concludes that social enterprises often pursue business-like goals, such as generating revenues, profit, or financial surpluses to guarantee an independent revenue stream in addition to their social goal. However other studies, as outlined above, argue that social enterprises often have difficulty capturing their added value, as financial measures are not sufficient. These different views lead to a tension between how added value by a social enterprise should be measured, but also to a tension between the role of goals in a social new venture and how this should be operationalized.

In conclusion, to let social entrepreneurship succeed it is important to look at how these businesses are developing and what their main obstacles are. Therefore, this research tends to focus on the development of (for profit) social entrepreneurships within the media platform ecosystem. The answer to this research question will lead to a better understanding of social entrepreneurial applications and their development over time. This research aims to fill the gap in lack of empirical evidence regarding the topic of development of social entrepreneurships. The study expands the view on the mentioned tension regarding goals and its operationalizing within social start-ups.

2.3 The Business Lifecycle

All social entrepreneurships go through a certain development of the business, this development can be described as the business lifecycle. The business life cycle represents the curve of the existence of a business, extending from the time it is first placed on the market until it is removed (Rink and Swan, 1979). In other words, during the business lifecycle the new ventures go through different stages in terms of growth, development and goals.

The work of Greiner (1972) provided a basic foundation for the theory on firm development (Masurel & van Montfort, 2006). With its stages theory, Greiner distinguishes five stages of development in terms of growth, growth through: creativity; direction; delegation; coordination; and collaboration. Quinn and Cameron (1983) suggest a similar lifecycle but with slightly different stages. According to them, ventures go through an entrepreneurial stage (early innovation, niche formation, creativity), a collectivity stage (high cohesion, commitment), a formalization and control stage (stability and institutionalization), and a structure elaboration and adaptation stage (Masurel & van Montfort, 2006). This corresponds with the following five stages by Masurel & van Montfort (2006): development; start-up; growth; expansion; and maturity. The business lifecycle models can illustrate levels of risk in certain stages, uncertainty and chaos. It can also outset certain key points within the lives of new business ventures as entrepreneurial effort and returns (Hill, Nancarrow & Wright, 2002). Within every stage, the venture has a certain crisis and most importantly, specific needs regarding resources as it intends to grow.

One element of the stages theory or lifecycle theory that has been found empirically true is that businesses tend to operate in some definable state for some period of time. Occasionally, especially in times of growth (or decline) of a business, that state changes sometimes incrementally (Churchill & Lewis, 1983). However, the stages theory proposes that businesses develop through a specific number of phas and that these represent an immanent development (Levie & Lichtenstein, 2010).

Even though social venture creation might appear similar to that of a commercial venture, the research by Haugh (2007) identifies several dissimilarities like the use of resources not available for for-profits, the somewhat longer timescale, the greater number of stakeholders involved, the absence of financial loss for stakeholders and the management of volunteer labor.

In order to capture the development of a new venture, it might be better to look at the dynamic state of a business lifecycle. In entrepreneurial terms, the firm is an energy conversion system (Slevin & Covin, 1997) that organizes resources into products

or services, providing value for its customers (Ardichvili et al., 2003), thus, leveraging a business opportunity (Levie & Lichtenstein, 2010). The dynamic state business lifecycle (*figure 1*) represents the best-perceived match between an organization's business model at a moment in time and the market potential in a certain moment in time, which is fulfilled by the organization's value-creation efforts (Pennings, 1992; Thompson, 1967; Levie & Lichtenstein, 2010). In other words, the dynamic state represents a network of relationships, systems and structures that convert opportunity into tangible (social) value for a company's customers and generating new resources that maintain the dynamic state. The elements of a dynamic state and how it works is explained in by Levie and Lichtenstein (2010) in *figure 1*. With flexibility and looking at the process development, ventures can endure for far longer than is predicted by stages theory (Levie & Lichtenstein, 2010). The dynamic state lifecycle can show at what stage a business is in at a certain moment, but additionally the probability of its development. As the lifecycle theory explains a phase of the business lifecycle comes with certain development and specific challenges, which can be overcome and turn into the next phase. The business lifecycle shows the development of a business while it is subjective to its surroundings according to the dynamic state.
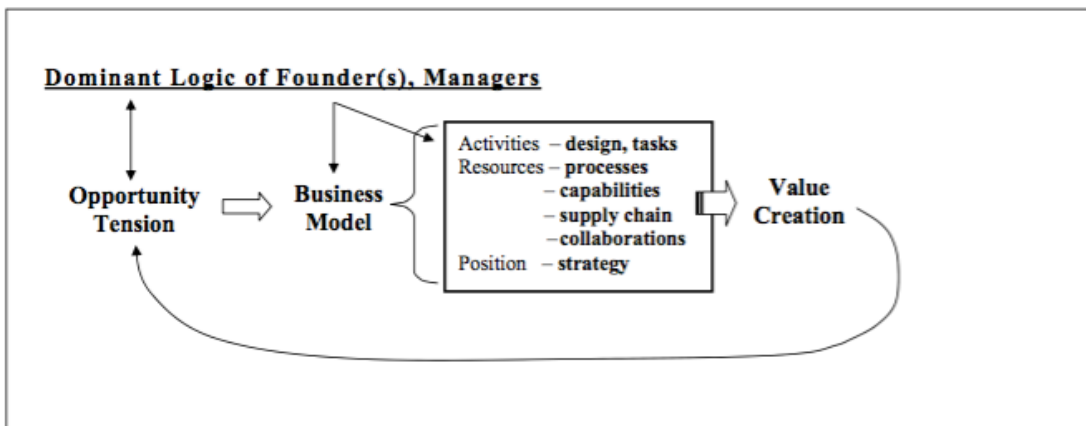
Figure 1: Elements of the dynamic state according to Levie & Lichtenstein (2010)

In short, the business lifecycle can be divided into stages or looked at as a developing process. However, in both views businesses go through a certain lifecycle. This lifecycle can either result in growth, death of stagnation and is influenced by other factors as goals, financials, network and most importantly overcoming the challenges of development. These are important factors that would be provided by start-up competitions. Therefore when researching the development of business, the business lifecycle is an important concept as it discusses the lifecycle stages and challenges every new venture faces. By researching the social entrepreneurial start-ups from a business lifecycle point of view, the development of a new venture can be discovered.

2.4 Start-Up Competitions for the Greater Good

Having discussed the app economy, social entrepreneurships and the business lifecycle, leads to the section of this theoretical framework that brings these elements all together: the (social entrepreneurial) start-up competitions.

In the market, there are experts experienced in managing or nurturing start-ups who are willing to be mentor and provide guidance to novice entrepreneurs with novel ideas (Soh & Maine, 2014). A good example of such guidance is start-up competitions. In these competitions, individuals with experience in start-ups are often invited to participate as mentors, judges, and sponsors in order to help early-stage ventures or novice entrepreneurs refine and pitch their creative business propositions, which in turn enhances their chance to acquire further resources (Soh & Maine, 2014). The organizations work as a social venture capital fund, helping selected participants with start-up funds and advise to launch their ideas (Sen, 2006). The participating entrepreneurs are likely to benefit from start-up mentorship and guidance and more successful in growing their early-stage ventures than those who do not (Soh & Maine, 2014). As Soh and Maine (2014) found in their research, start-up competitions can stimulate the market environment in which entrepreneurs compete for resources for their ventures.

2.5 Environment & Internal and External Resources

To fully comprehend the development start-up companies go through, it is important to understand the environment they have to operate in and how surviving in this environment often requires specific internal and external resources. Therefore, this sub-chapter examines the characteristics of the environment of starting companies and in what ways they often depend on resources or providers. This will be related to organizational theories, which illustrate the challenges of building a successful starting venture. It will be shown to which internal and extent external resources and their environment affect a successful new venture process. To fully disclose the environment new ventures compete in, three theoretical perspectives will be discussed: social capital theory, the resource-based view and the resource dependency theory. All three of these theoretical point of views give insights that are useful regarding the vital resources for the development of new ventures, which give important insights when discussing the development of start-ups as this research tends to do.

2.5.1 Social Capital Theory

Social capital such as personal networks and network diversity can play an important role in the entrepreneurial process and new firm performance (Stam, Arzlanian & Elfring, 2014). Network connections enable entrepreneurs to identify new business opportunities, obtain resources below the market price, and secure legitimacy from external stakeholders. As Ostgaard and Birley (1994) mention: "the personal network of the owner-managers is the most important resource upon which he or she can draw".

Social capital is defined by Lin (1999) as resources embedded in a social structure that are accessed or mobilized in purposive actions. With that, the notion of social capital is the investment in social relations with expected returns. Lin argues that there are three particular motives behind the creation of social capital: first, it facilitates the flow of information, in the way that social ties located in certain strategic locations or hierarchical positions can provide an individual with useful information about opportunities and choices that would otherwise not be available (Lin, 1999). Second, the influence of an individual can be increased with the help of social capital. Some social ties, due to their strategic locations and positions, carry more valued resources and exercise greater power (Lin, 1999). Third, social capital resources and their acknowledged relationships to an individual may enhance the identity and recognition of individuals (Lin, 1999). With that, the credentials of an individual can get higher value.

Researchers increasingly acknowledge that entrepreneurial activity is embedded in network relationships that direct resource flows to entrepreneurs who are somehow better connected (Aldrich & Zimmer, 1986; Hoang and Antoncic, 2003; Stam, Arzlanian & Elfring, 2014).

Bolino et al. (2002) argue that social capital is a valuable resource like any other form of capital. Lin, Li & Chen (2006) confirm this statement and highlight its importance in the context of new ventures. Premaratne (2001) states that social ties are able to facilitate a growth and with that are able to positively contribute to the company its performance. This can be attributed to the better access to resources social ties are able to give a company. The greater the web of relationships, the higher the chance to access resources and to obtain valuable information (Smilor, 1997). The social networks of entrepreneurs are a crucial factor in the development of start-ups. It can provide access to external resources and helps to overcome obstacles during the entrepreneurial and start-up process (Venkataraman, 1997).

Yli-Renko, Autio and Sapienza (2001) state that new ventures can benefit of social interactions with external parties as key customers. They can acquire knowledge

combined with the existing knowledge of a firm, which can give them a competitive advantage in the market. When looking at the relational dimension of social capital considering the nature and quality of interactions between exchange partners, some scholars highlight a possible trade-off between weak and strong ties. One the one side, theorists argue that entrepreneurs can access more novel information through weak ties (Granovetter, 1973), while other scholars have stressed the benefits of strong ties as increasing the willingness and ability of an entrepreneurs contacts to provide the needed resources (Batjargal, 2003).

Generally seen, the lack of social capital can be a major resource deficit and with that, can obstruct the successful development of a new venture. Start-ups that increase their social capital, can more easily acquire resources and business partners, and thereby are able to outperform the competition. This is important in relation to start-up competitions, as social capital is a relevant resource that can be acquired by new companies taking part in these competitions. They are able to speak and work with likeminded individuals but they are too broadening their network internationally, which means creating strong and weak ties that can help them with resources and the development of their platform. Therefore social capital is an influential resource that can be provided by start-up competitions to their participants, which might affect the development of participating new ventures.

2.5.2 Resource-Based View

The resource-based view addresses that valuable, rare inimitable and non-substitutable resources are the basis of enterprise competitiveness (Lin & Wu, 2012). It focuses on the internal strengths of a company that are based on the access to physical, human and organization resources (Barney, 1991). Newbert (2007) suggests that value and rare resources are related to competitive advantage and that competitive advantage is related to performance. Barney (1991) defines a sustained competitive advantage as a unique access to resources by a company. This is the case, if these resources are superior to the ones of current (and potential) competition.

Venkatamaran (1997) states that entrepreneurs usually have much knowledge in a particular field, which enables them to outperform the competition. However, entrepreneurs need more than just knowledge in the one field: they need to be jack-of-all-trades, as they need resources such as (social) capital and human resources to develop into a mature company. If resources are strategically developed from the beginning, the start-ups increase their chances to succeed (Brush et al., 2001).

Some scholars discussing the resource-based view extend this with the dynamic

capability view to examine the need of resources within dynamic markets (Helfat & Peteraf, 2003). Teece, Pisano, and Shuen (1997) propose the concept of the dynamic capability view to address the important role of capabilities to build, integrate and reconfigure resources to cope with the highly volatile environment. Most scholars believe that dynamic capabilities increase competitive advantage (Lin & Wu, 2012). Additionally, dynamic capabilities are regarded as a transformer for converting resources into improved performance. Wu (2007) states that dynamic capabilities of a venture can mediate between the entrepreneurial resources and its performance.

In short, the resources are important but in highly dynamic markets it is also important *how* these resources are used. As was discussed previously this study focuses specifically on the media platform and application market, which is highly dynamic. To cope with such a highly volatile market, the new ventures that use the dynamic capability view for their resources in the right way will have a better competitive position in the market. Therefore an important task of entrepreneurs is to enhance their access to valuable resources and with that, improve the chances to successfully develop into a mature company. Thus, the resource-based view and additionally the dynamic capability view are suitable to explain the importance of certain resources and its use, which influence the process of new venture development.

2.5.3 Resource Dependency Theory

Lastly, an important theory is that of the resource dependency by (Pfeffer and Salancik, 1978) which describes how external resources affect the organization's behavior – other than the social capital view that focus on networks of the company and the resource-based view that addresses the (internal) resources a company decides to strategically use and develop.

Pfeffer and Salancik (1978) argue that organizations often face interdependences with other market players, due to their need to obtain resources from the environment. There are two main forms of interdependency: behavior interdependence and outcome interdependence. Behavior interdependence occurs when another firm controls the resources that the venture requires, and this other firm can decide whether these resources are provided or not (Pfeffer and Salancik, 1978). Outcome interdependence occurs when a venture is affected by the behavior of a different market player, since they both aim at the same resources – specifically when they are limited (Pfeffer and Salancik, 1978).

This resource dependency theory therefore discusses how the access to resources are important to the survival of companies and how other companies'

behavior might influence this, depending on the scarcity of the resources. A crucial task of every organization's management, including entrepreneurs, is therefore to ensure that essential resources do not become scarce. Pfeffer and Salancik (1978) stress that the degree of an organization its interdependence is derived from the impact of a particular resource on the firm its survival; only important resources with a significant contribution to organizational performance can create a dependency. Moreover, they highlight that in uncertain and dynamic environments companies are more likely to coordinate activities and restructure relationships, which decrease the interdependency (Pfeffer and Salancik, 1978).

Start-ups in the media platform market face an uncertain environment and with that might not have great access to certain resources. Thus, great interdependencies with external resource providers and competitors exist and there is a great need for these new ventures to build strong (and weak) ties. Additionally, the behavioral interdependence might be crucial to start-ups as they do not always have a guarantee that relevant actors will enable the access to promised resources, as capital or knowledge, within the entire start-up process. The resource dependency theory is a useful methodology when looking at access to resources for new ventures in markets where there are many players and which is highly dynamic, as the access to resources might depend on other players within the market.

To conclude, this chapter has discussed three main lines of literature that focus on different factors effecting the development of new ventures. The social capital theory looks to human capital and the network ties a company has with other actors within the market. These factors are important for a new venture as they give access to resources. The resource-based view addresses the internal resources and the strategic use of these resources to develop and mature a company. Last, the resource-dependency theory discusses the availability of specific resources on the market, the access to these resources and how other players might affect this access. These three views are relevant to take into account when looking at the development as all three discuss factors that might be influential to venture development.

2.6 Factors of Development

As was made clear throughout this theoretical framework, several factors can be seen as important or influential regarding the development of new ventures, especially in the dynamic market of media platforms and applications as well as the market of start-ups. In this chapter, these factors will be shortly touched upon to give a clear overview as these factors will be leading in this study to examine the development of new ventures

in the media platform market. The following factors have been derived from the theoretical framework as influential for the development of new ventures and will be shortly discussed: financial resources; human capital and resources; organizational resources; social value; network; market environment; team composition; and media coverage.

Financial resources – One of the most important resources for a new venture are financial resources, as funds are needed to start and grow the business (Bygrave, 1992; Greene, Brush & Brown, 2015). Even though social entrepreneurships can either be for-profit or not-for-profit, starting capital and follow-up capital is needed to develop the business into the mature phase. The study by Sharir and Lerner (2006) confirms the belief that social enterprises are hindered during their start-up stage by lack of access to capital, indicating that they have the same needs as commercial enterprises regarding financial resources in terms of business development.

Human capital and resources – these resources are defined by achieved attributes, education, experience and reputation (Greene, Brush & Brown, 2015). Common measures of human capital include level of education, work experience, upbringing by entrepreneurial parents, and other life experiences (Bruce, McNally & Kay, 2013). As competitions add to the human capital of entrepreneurs by gaining in their experience and achieving attributes, this is seen as a relevant element for the purpose of this research.

Organizational resources – organizational resources are the organizational relationships, structures, routines, culture and knowledge of a new venture (Greene, Brush & Brown, 2015). Employee resources, formal and informal systems, and organizational alliances are included in organization resources. These organizational resources are closely linked to the goals of the venture, especially in social entrepreneurships, as there are several goals to keep in mind (of the venture as well as the community it is serving or the problem it is trying to solve). With that, organizational resources focus on the dimensions of the entrepreneurs' cognition and behavior that contribute toward maintaining or effectively integrating these goals in the structure of the company (Nambisan & Baron, 2013).

Social value – As this research focuses on social entrepreneurships, a relevant factor of development is the social value the company is adding to the market and a certain community. A highly valued aspect of social entrepreneurship therefore is the creation of social value (Choi & Majumdar, 2013). However, as social value is an ambiguous concept it difficult to state what it actually entails. This research will focus on social value as contributing to a social group or communities' promotion of a social

purpose (Choi & Majumdar, 2013) and virtuous behavior (Mort et al., 2003).

Network - Social resources are based upon the work of Bourdieu (1983) to include the personal networks and social learning experiences of the entrepreneurs (Greene, Brush & Brown, 2015). Both relationships and social learning are seen as particularly important to the marshaling of resources, as was described previously by the social capital theory. Development and acquiring resources is highly dependent on strong and weak ties that an entrepreneur or firm has developed, therefore the (expended) network can be highly influential for its development. Several studies pay significant attention to the factor of network in terms of business development. Sharir and Lerner (2006) for example identify long-term cooperation as one of the variables that contribute to a venture's success. Haugh (2007) identifies that a network is useful in terms of their contributions to furthering the organization's purpose. This network consists of those involved in the community enterprise that contribute something of value, such as resources, knowledge, information or expertise (Haugh, 2007).

Market environment – As the resource dependency theory has shown, acquiring resources might be heavily dependent on the market environment. The competitions give some insight into the market of the product or services a company is offering, with that the companies can acquire much needed knowledge on the market environment that influences the companies' development. Therefore, market environment and knowledge about this environment is seen as an influential factor regarding the development of new ventures, especially in highly dynamic markets as the start-up scene and the media platform ecosystem. Sharir and Lerner (2006) argue that the acceptance of the idea of a social venture is one of the main variables that influence the success of a social entrepreneur. Lack of acceptance would imply a serious hurdle for social enterprises to overcome (Hoogendoorn et al., 2010)

Team composition – As was stated before, human and social capital is an important factor regarding the development of new ventures due to influential features of key individuals within start-ups. With that, performance of these start-ups might rely heavily on these key individuals and with that the composition of the team it has created. Eesley, Hsu and Roberts (2013) argue that diverse founding teams tend to exhibit higher performance in a competitive commercialization environment. This is confirmed by Visintin and Pittino (2013) who argue that the functioning of new ventures relies heavily on a proper balance, so simultaneous differentiation and integration, between scientific and commercial orientation.

Media coverage - A significant body of research has examined how new organizations gain legitimacy and how gaining it affects their subsequent access to

resources (Petkova, et al., 2013). Petkova, Rindova and Gupta (2013) have shown that new ventures that seek to attract attention and receive attention from different types of media increase their perceived value and level of interest by investors. As gaining media attention is an important part of participating in start-up competitions, this factor is seen as relevant for this research and influential for new venture development.

2.7 Conclusion

This theoretical framework has focused on the importance of social entrepreneurship as the capacity to contribute to economic and social development, especially within the context of the media platform ecosystem that has the capability to enable entrepreneurs to find opportunities and change the way of doing business. Three important aspects related to social entrepreneurship have therefore been set forth: the app economy and media platform system, the business lifecycle and the concept of start-up competitions for the social good. Next to this, several important views on start-up environment have been discussed, to disclose important factors that influence the development of new ventures. These important factors have been shortly touched upon in the last sub-chapter, as these factors might be of great importance in the start-up competitions and influence the development of new ventures.

Some tensions within research of this phenomenon have been uncovered that are of great importance to this study. One is the main debate between how added value by social ventures should be defined. This goes together with the goals of these social new ventures, how they influenced the operationalization and eventually the mission of the companies. Additionally, the difference between social and commercial new ventures in terms of the lifecycle stages is debated. In other words, certain resources might be more important to social enterprises in comparison to commercial new ventures. This research aims to look at these tensions by focusing on social contribution and goals of the social start-ups (having won a competition). With that, the experiences of social ventures will be elaborated on. Additionally, this study aims to research which resources are important for this development: the above-mentioned resources will be explored to give an overview of the importance of certain resources for social new ventures. In other words, all the outlined elements will be leading to answer the proposed research question: "*How do winners of (social) entrepreneurship competitions develop after having won*?"

3. Methodology

To answer the proposed research question: "*How do winners of (social) entrepreneurship competitions develop after having won*?", a qualitative approach is adopted in researching the mobile application companies. The qualitative approach that is used for this research consists of 6 case studies that on itself consist of two parts: a content analysis and interviews with the founders of the company. The content analysis and interview will be combined to form a rich case for every media platform company followed by an overall review of the results. These results will be analyzed in order to answer the research question(s), which will lead to a conclusion. *Figure 2* illustrates the proposed approach.

Figure 2: Proposed research approach

According to Yin (2003), a case study design is applicable when the focus of the research is to answer "how" and "why" questions, the behavior of those involved in the study cannot be manipulated and contextual conditions want to be covered because it is believed they are relevant to the phenomenon under study. As the proposed research question clearly states a 'how' approach and focuses on the development of a certain phenomenon, using a case study approach seems preferable for this research.

3.1 Case Study Research

As discussed in the theoretical framework, the research field of entrepreneurship (especially the focus chosen for this research) is still quite young. The theory can be seen as a relatively new phenomenon and as nascent (Blumberg, Cooper & Schindler, 2014); therefore an exploratory research is proposed for this topic. The study has an exploratory, inductive character with the purpose to contribute to theory development

(Yin, 1989). A comparative case study was be conducted, whereby the aim is "to investigate a phenomenon, population, or general condition" (Stake, 2000). Stake (2000) claims that this research design permits a more meaningful interpretation of a phenomenon and more generalizable results.

By selecting a sample of winning companies of a start-up competition, a deeper understanding of the development of these companies after having won will be provided. Gaining further insight into this development is important as it leads to an understanding of the needed resources for these social ventures. Additionally, this can lead to a much-needed understanding of the app economy and media platform environment, the development of social ventures within this dynamic and highly competitive market.

The criteria by which companies are selected will be discussed in the following section. As previously discussed, the research has an exploratory character and using qualitative data collection will be useful to develop propositions in an unknown field such as this research aims to study since it has the ability to offer insights into a complex phenomenon (Eisenhardt and Graebner, 2007). Moreover, using a case study approach has the main advantage that they permit the combination of different sources of evidence (Blumberg, Cooper & Schindler, 2014). This research tends to use documents and archives, as will be discussed in the section of content analysis, and interviews as will be further explained in the section on interviews.

3.2 Units of Analysis

Several scholars have indicated different ways for sampling within case study research. As this research tends to develop propositions and starts from a phenomenon to develop new theory, the perspective of Eisenhardt on case studies seems most appropriate (Eisenhardt, 1989; Blumberg, Cooper & Schindler, 2014). Based on Eisenhardt (1989), the range of four to ten case studies will be used, since less than four cases may not provide all the required information to sufficiently capture the complexity of the phenomenon and more than ten cases may interfere with the cognitive process of the information for the researcher. Therefore, to answer the proposed research question a total of six companies will be used as case studies. A method of theoretical sampling will be used. The units of analysis for the proposed research question are the mobile application companies. The companies that are chosen as case studies will be selected out the 2013 and 2014 winners of three competitions:

- NASSCOM
- Milken-Penn GSE Competition
- Mobile for Good Awards

These three competitions have been chosen since they are all focused on social issues and innovation for the social good. The time period of research is from when the companies won in 2013 or 2014 until the time of research. The years of 2013 and 2014 were chosen due to the objective to analyze the development of the participating companies, over the years from 2013 and 2014 till currently is appointed a sufficient time for the companies to have substantially progressed and have developed their goals. The companies within the sample are therefore subjective to the following criteria:

1. They are all winners of awards or grand prizes of the before mentioned organizations in either 2013 or 2014
2. They are focused on creating an innovative media platform (application; online; media accessible)
3. All are solving a social issue or have been created for social contribution.

The choice for these criteria is that the population becomes more homogeneous, resulting in a more likely scientific contribution. Thereby it will be more likely to identify patterns of development that will lead to a higher contribution within the field.

From every organization, two of the listed winners have been chosen for further analysis and interviews. The total overview of companies whom are approached can be found in appendix A. First, the companies will be studied by doing qualitative content analysis of the descriptions of the companies by the competition at the moment of the competition in 2013 or 2014. This content analysis was used as leading information and a starting point of the companies. It was also used as leading for the interviews held with the founders of the companies. The methods of content analysis and interviews will be further discussed in the following sections.

3.3 Content Analysis

This study is based on case study research, therefore it starts with a qualitative content analysis of the description of the companies provided by the competitions at the moment of competing in 2013 or 2014.

In total, this therefore will lead to the content analysis of six descriptions. The descriptions were found on the websites of the competitions and can be found in appendix B. This content analysis will lead to an answer on the following sub-question:

- What resources, factors and operations are of importance for the participating companies at the moment of competition?

It was chosen to analyze the descriptions of the companies by the competitions, as these will provide an overview of the main operations of the companies and the important factors (as resources or needs) without the bias of an interviewee. Therefore, by doing a content analysis of the provided descriptions, emerging codes and themes for the companies can be determined in addition to the initial codes and themes that emerged from the literature review. The themes that emerged from the literature review are regarded as assumptions and inductively build upon by the content analysis. The content analysis can breakdown the descriptions into important factors for the companies, as its financials, outlook on the future, competition, risks, challenges and operations. Doing a content analysis to obtain this information is sufficient, as the information will not be influenced by the personal opinion of the entrepreneurs themselves when looking back in time. Therefore, a content analysis of the description is a more accurate representation of the position of the companies in the past as it is subjective to survivor bias (Blumberg, Cooper & Schindler, 2011).

The process of content analysis started with an open coding process. Through open coding, emergence of core categories and related concepts will be looked at (Holton, 2007). By using open coding, the data was examined for patterns and relationships (Boeije, 2010). To start this process, all the data was broken down into pieces, examined closely and compared with each other for relations, similarities and dissimilarities for each brand on itself but also compared to each other (Blumberg, Cooper & Schindler, 2014). The different parts of the data were marked with certain labels or codes to identify them for further analysis – these codes can either come from the open coding process or have surfaced out of the literature review. These labels will stand for a section of the data that has been identified in open coding as significant to some facts that the data represents. After the open coding process, axial coding was applied to the data, which was helpful in finding patterns within the development of the chosen media platform companies (Blumberg, Cooper & Schindler, 2014).

The method of content analysis was chosen as part of the case study research, since it has the capability of showing underlying relations and patterns in the data. The use of qualitative research gives the possibility for an in-depth understanding of the companies and topic. Answering the first sub-questions can lead to important factors for the companies at the moment of winning the competition, which in turn will lead to a better understanding of the starting point and goals of the companies. With that,

relations can be found in the emerging themes as most likely these will have developed over time. Patterns found within the content analysis will be used as leading topics for the interview, as will be discussed in the following subchapter.

3.4 Interviews

To gain a complete insight into the development of the companies, it was chosen to complete the case study with interviews additional to the content analysis. The in-depth, semi-structured interviews were held with the founders of the chosen companies. In this way, insights into the respondents' point of view and perceptions on the topic can be found (Cooper & Schindler, 2011). The interviews will lead to answers on the following sub-questions:

- What kinds of resources continue to enable their development and how did they acquire them?
- To what degree have the businesses shifted, in terms of lifecycle phases, after the competition and why?
- What are the obstacles for the winners after the competitions and how did these companies deal with these challenges?

Due to time constraints of the companies, one of the companies within the case study research was not able to conduct an oral interview. Therefore, one of the interviews was conducted via e-mail. The other interviews were all conducted orally by telephone or via Skype. This has led to the total amount of five oral interviews, and one e-mail interview for the case study analysis. This was seen as sufficient as this research is based on the case study research discussed by Eisenhardt (1989) and argues the range of four to ten case studies. By using five in-depth interviews and one (more shallow) interview over e-mail, this research fits within that range. The five in depth cases provided the required information and is sufficient to capture the complexity of the researched phenomenon.

The interviews will had a flexible format to enhance diversity, although an interview guide was used to ensure that all questions are asked similarly to all interviewees. The interview guide used included questions that were theory driven (Flick, 2009). These questions and topics will derive from the content analysis discussed in the previous subchapter. Additionally, the questions will also derive from the existing literature on venture development and competition winners so important factors can be identified in the development process. A semi-structured interview approach was chosen so the researcher is open to other factors that have not yet been considered in literature (Blumberg, Cooper & Schindler, 2014).

3.5 Operationalization

This section of operationalization explains how the sub-questions have helped answering the main research questions. Additionally, it explains how the core concepts that are mentioned in the theoretical framework were operationalized. First, the research questions are discussed in terms of how the research questions relates to the sub-questions and the research concepts. The main research question of this research is: "*How do winners of (social) entrepreneurship competitions develop after having won*?" In order to answer the research question, the question was divided into four sub-questions, which was divided in core theoretical concepts. The sub-questions are focused on: important factors and operations, shifted business (models), resource acquiring & development and obstacles & challenges.

The first important theoretical concept focused on important factors and operations for the companies. This translated into the following first sub-question: *"What important factors and operations can be distinguished at the moment of competition?".* The second theoretical concept focuses on the business lifecycle which translates into shifting of business (models), this translates into the second sub-question: "*To what degree have their (the companies) businesses or business models shifted after the competition and why?*" Third, as was discussed in the theoretical framework, resources are important for any start-up company. Therefore, this concept is transformed into the following third sub-question: "*What kind of resources continue to enable their (the companies) development and how did they acquire them?*" The last important concept is the start-up competition and how this can be influential regarding the development of the winning companies. This was translated into the fourth and final sub-question: "*What are the obstacles for winners after the competitions and how did ventures deal with these challenges?*"

These four core concepts will be each separately operationalized in the upcoming sections, with terms of insights obtained from the literature review. After connection these sub-questions to the theoretical, each theoretical concept was operationalized and translated into a topic list for the interview.

3.5.1 Important Factors and Operations

Every new venture has its own defined goals, important factors that translate into how the venture is operated. These operations are normally devoted to a discussion of the product and/or service, the market and the competition (McMillan, Siegel & Narasimha, 1985). Within this research, two important factors can be distinguished according to literature that might be influential for the operations of a new venture.

The first important factor that can be distinguished is the app economy and the media platform ecosystem. As was stated in the theoretical framework, the media platform ecosystem is a reinforcing ecosystem where entrepreneurs can find new opportunities but where entrepreneurs are also depending on the capabilities and process that are provided by the ecosystem itself. On the one hand they can provide the entrepreneur with opportunities, a platform and a market. On the other hand however, there is a lot of competition involved and the demand for innovation is high. In short, there are benefits and hindrances to this factor that can be highly influential to the development of a new venture and its operations within this market.

The second important factor is that all ventures discussed in this research are social entrepreneurships. Social entrepreneurship is defined by Mort, Weerawardena and Carnegie (2002) as the belief in the capacity to contribute meaningfully to economic and social development; a practical but innovative stance to a social problem. With that an important factor that might influence the operations of a new venture in this research is developed by the goal that these ventures would like to achieve. As solving the social gap that occurs is the main aim of these ventures, they often take different roads towards success then other non-social ventures. As discussed there are three distinctive features of social entrepreneurships:

1. Not-for-profit or for-profit: whether the new venture chooses to be for profit or not for profit. This often depends on the particular business model and the specific social need that a new venture wants to address
2. Capturing value: the new venture might have limited ability to capture the value that is created by the business, as it cannot always be measured by financial factors.
3. Resource mobilization: the variety and sources of resources that are used by a social venture as it often varies greatly from non-social ventures.

These important factors and operations of the ventures emerged out of the literature review and are too established by themes emerging out of the content analysis, which will be discussed in the next chapter about the analysis. However, these themes were also evident in the interview for the interview to get a sense on what the companies view was on value and what their development on value creation was. These questions were mainly focused on social contribution, where the interviewees were asked on the social value they were adding to society and how this would influence every day lives.

Secondly, the interviewees were asked to tell more about the problem they were trying to solve, the gap they were aiming to fill and the community they would serve.

The influence of the app economy and media platform ecosystem was mostly evident in the content analysis of the descriptions, where opportunities, the platforms and the market were discussed. However, to get a complete overview some questions were asked in the interview regarding the competition of these platforms in the market, and specific questions on the market environment.

3.5.2 Shifting the Business

As this research focuses on the development of new ventures after having won a competition, an important factor is the shifting of the business (model). Shifting the business becomes mostly evident in the theory of the business lifecycle, as was discussed by Greiner (1972) among others. Within every stage, the venture has certain specific needs regarding resources as it intents to grow. This is important for sub-question two as it focuses on the shifting of the business, and again for sub-question three regarding the resources of the venture which will be discussed in the following section.

In order to capture the development of a venture it is important to look at the dynamic state of this lifecycle, which represents a network of relationships, systems and structures that convert opportunity into tangible (social) value and generating new resources that maintain the dynamic state.

Therefore, for this research it is important to define the stage of the ventures within the case study and the way it has developed over time. With regards to the dynamic state, it is also important to look at the development of goals, finance, network and overcoming challenges that come with growth. This concept was operationalized in the interviews, by asking the interviewees about their business specifically: how long they have been on the market, how they had come to this idea, and which phase they would say they are in now. Secondly, they were specifically asked about resources as for example network, human and financial, which will be further discussed in the following section. Last, the interviewees were asked about their future goals to determine their development of goals and making the future of these companies tangible.

3.5.3 Resources & Environment

In the previous section, the importance of resources is already shortly touched upon. Three theoretical points of view give important insights:

1. *Social capital theory*: discusses social capital as personal networks and network diversity, as it can play an important role in the entrepreneurial process and new venture performance. Social ties are able to facilitate growth and are

therefore a positive contribution the performance of the new venture (Premaratne, 2001).

2. *Resource-based view*: addresses that valuable and non-substitutable resources are the basis of enterprise competitiveness. It focuses on the strengths of a company to grow that are based on the access to for example physical, human and organizational resources as the competitive advantage is related to its performance.

3. *Resource dependency theory*: describes how external resources might affect the organization's behavior, as they are interdependent to other market players. This theory factors in the external resources, which might be very important in the highly uncertain media platform environment.

The theoretical concepts of resources were operationalized in the interviews by discussing all specific kinds of resources as a topic on itself. With that, the topic of network, physical resources, human resources, organizational resources and financial resources were all discussed separately. Network and human resources related most to social capital theory as they focus on social ties. Team composition was also discussed to make the human resources within the company more tangible. The other mentioned resources were mainly focused on the resource-based view: the resources that were needed to facilitate growth. Last, questions regarding the market environment to factor in the resources within the market and other players they might be depending.

3.5.4 Obstacles & Challenges

A last important concept are the obstacles and challenges a new venture faces, and how they can be overcome. With that, the start-up competitions might be an influential factor. These competitions are often seen as guidance, to help early-stage ventures with their development. Other then the resources discussed above, two factors are mentioned in literature regarding overcoming obstacles for new ventures with regards to the competitions:

1. Guidance: many competitions ask individuals with experience in the start-up environment to participate as mentors, judges and sponsors to help early-stage ventures refine which in turn enhances their chances of acquiring resources (Soh & Maine, 2014)

2. Media coverage: several researchers have shown that new ventures that attract and receive attention from media is influential for the new venture its development due to interest by investors and gaining legitimacy.

To operationalize these factors in the interview, the interviewees were specifically asked to their experiences with the competitions. Secondly, they were asked about their media coverage and the influence they experienced it might have on the development. Last, they were asked specifically about every resource, and if they felt the competition had any influence regarding the development of that resource.

One main topic list was created -which can be found in appendix C- that was slightly adjusted for every case after the content analysis of the description. The topic list involved some general questions for the interviewee about the company. The aim of these interviews was to see how the ventures had developed and in what ways the competitions might have been an important factor. The interviewees were asked to share their experiences and to come up with examples if this was seen necessary. Open-ended questions were asked to gather as much information by the interviewees themselves without any bias.

3.6 Data Analysis

With regards to data analysis and management, first all information that is obtained within the content analysis was coded according to the coding scheme proposed by Strauss and Corbin (1990). This coding scheme will follow three steps: (1) open coding, whereby concepts will be identified and all information is grouped into categories, (2) axial coding, where the categories are linked and regrouped and (3) selective coding, in which the categories are linked to each other (Strauss and Corbin, 1990).

The interviews were recorded and transcribed. The first step taken was to familiarize with the data, which means reading the data in an active way. This step was taken during the transcription process, including taking notes when information seemed especially important for a certain topic. The interviews were transcribed using the program Transcriptions, which allows the audio to be played on a slower speed. This made it easier to transcribe the data and made sure the time stamps on the transcription were correct.

The open coding was done using Atlast.ti, where the codes were put together and combined. At the end of this phase, similar codes were merged together. The data elements will be summarized and displayed in a data matrix, allowing for intra- and cross-case analysis, meaning directly comparing and contrasting the different cases (Khan & Van Wynsberghe, 2008). In this way, the knowledge from the cases can be mobilized and produce new insights to the topic (Khan & Van Wynsberghe, 2008). By using open coding in the first stage of analysis, all data is labeled to identify similar phenomena in words, lines and phrases and thus explore new concepts and categories

(Ryan & Bernard, 2003). The ultimate goal of coding is to create a system to organize data and the ideas about it (Lewis & Silver, 2007).

The second phase was to generate initial codes: the data was segmented and interesting features of the data were coded across the entire data set, assembling the data that were relevant to each code. These initial codes came out of the content analysis, and were after leading when coding the interviews. However, the same process was used for the content analysis as well as the transcribed interviews: open coding, axial coding and last selective coding. Using the same method of analysis for the two research methods, leads to a systematic analysis towards the development of the companies. The systematic analysis will therefore be based upon information collected for the content analysis as well as in the interviews. A combination of these two different evidence sources will increase the reliability of the research, as it offers opportunity to review the relative performance of these companies from a multiple source perspective (Blumberg, Cooper & Schindler, 2014). By generating the initial codes, using axial coding, connections could be made between the categories (Strauss & Corbin, 1990). In this way, relevant connections could be made between codes that help to make sense of what is happening and to establish a core concept of the process.

The third phase in the process was to review the themes, which also included the refinement of the themes. Within this stage, missed data can be coded and added to a theme. Next to this, less important themes could be either merged into others or be removed (Braun & Clarke, 2006). Clear names were generated for each theme, an overview of the content analysis is represented in appendix D and an overview of the coding of all the interviews can be found in appendix E.

The last phase was to 'produce the report' in which the complicated story of the data will be presented (Braun & Clarke, 2006). With this report, the themes are connected to the theoretical framework and a result is presented which answers the sub- and main questions of the research. These results will be presented in chapter four.

3.6.1 Process of the Content Analysis

In total six descriptions by the competitions have been analyzed: two of each competition (NASSCOM, Milken-Penn and Mobile for Good Europe). All the descriptions were retrieved from the stated competitions websites and/or YouTube channel if a short movie was presented with the results. The images and text of these descriptions were coded to find important emerging themes, as will be discussed in chapter four. Themes of importance could be recognized in multiple forms – starting from specific terms that are used and going on to include statements or whole paragraphs of text.

The process of open coding led to important emerging themes, guided by the main themes that were found in the theoretical framework. Some of these codes fell within two important categories, for example developing business proposals would fall under entrepreneurship as well as under social value. With that, all the codes were allocated to a theme. Later, these themes were attributed to a main category (see appendix D). For example, network, finances and human resources would all fall under the main category 'resources'. As the open coding process allows, some codes did not fall under a theme. These codes were put together in a group other – if possible, these themes were grouped together to form a new 'theme' as was the case in the interviews, which process will be discussed in the next section. The process of grouping together the codes in emerging themes, in other words connecting meaningful categories and subcategories in such way, is known as axial coding (Walker & Myrick, 2016). This is a more advanced stage of the data analysis in comparison to open coding, as the aim is to understand how these categories are interconnected among each other and go a step further in answering the research question, sub-question(s) or both. These themes and main categories were leading in the development of the interview guide (appendix C) as it has shown important emergent factors for the companies, as well as in the analysis of the interviews. After the interviews, the last step of the three-step process of analysis – selective coding – was conducted, whereby categories emerge on a more abstract level as a result of establishing the concepts that are most relevant interlinked in the current context (Strauss & Corbin, 1990). This will be further discussed in the following subchapter.

3.6.2 Process of the Interviews

The five interviews were conducted over Skype or by phone, as the respondents were located globally ranging from the United States, India, Germany and Portugal. All the respondents were founders of their own company and working on this company full time. Due to being restrained to Skype or phone, the connection was sometimes a difficulty within the conversation, which might have influenced the collected data. For all respondents, this was their first company. Most, four out of five respondents, had entered in multiple competitions with these companies – one of them states:

> We won several competitions actually, we won the Power of Ideas, which is a competition for start-ups in 2012. We won the NASSCOM social innovation honors in 2014. And last year [2016], we won the mobile for good awards from the Vodafone Foundation. (Respondent 1, transcript).

As was described before, one topic list that was slightly adjusted for every case after the content analysis was used for the interviews. Sometimes the order of the discussed topics did not match the topic list, as the interviewees drifted to the next topic in advance or to a topic later on the topic list. In order not to interrupt or guide the interviewee in any way, some of the first topics were discussed in the last part or the other way around. Sometimes it happened that the interviewees already started a certain topic themselves, this was encouraged to keep the flow of the conversation going. Therefore, none of the interviews followed the topic list exactly, but in the end it was verified if all the topics on the list were discussed to ensure the completeness of the case studies. Certain measures were employed to meet the validity criteria regarding conducting this research. First the participants of the interviews were not limited to give static answers, which created a form of dialogue between the researcher and the respondent. This not only created a pleasant environment for the respondent, but also contributed to a better understanding of business development and importance of certain factors for the companies. Second, due to the open format of the interviews the researcher was able to ask follow-up questions when necessary. These follow-up questions were asked to make sure all aspects of the emerging themes were covered and leaded to a better understanding of these themes with regards to business development.

The coding process of the interviews is facilitated by the software ATLAS.ti, which is specifically designed for qualitative analysis of large textual data. The software makes the categorization of concepts and overarching themes more convenient as compared to manual coding by hand. The interviews were again coded using open coding, as new codes and themes were found in the interviews. For example, successes and shortcomings of the competitions were much mentioned by the respondents, leading to the overall theme of competition with subthemes strengths and weaknesses. Also, new codes were found that were placed under the main theme of 'business', as future, opportunities and challenges. However, the open coding was slightly thematic, as it was guided by the important emerging themes from the content analysis and theoretical framework as previously described. The codes and overall themes of the open and axial codes they were assigned to can be found in appendix E. The last stage of the analysis process was the selective coding, where the concepts are linked to the current context. Within this phase, the categorization of concepts and identifying the core themes will lead to a discussion that would eventually help answer the research question. Some overlap has been found in the different emerging themes and important concepts, but clear distinctions will be made with regards to how the theme can be

applied to each variable. The results of the content analysis and interviews can be found in chapter four.

3.7 Validity and Reliability

Internal validity looks if there is really a relationship between two factors, in this case the winners of a competition and their development (Blumberg, Cooper & Schindler, 2014). The construct internal validity therefore relates to the establishment of operational measures for the concepts that are being studied. The process of open analysis requires the researcher to identify themes and topics in the source material alongside the analysis (Blumberg, Cooper & Schindler, 2014). As there has been some research on the influence of certain factors on development of new ventures, as finance, experience and advisors, this can help establish the internal validity of this research. However as this research only looks at the winners of competitions, and not at those who have lost, this might jeopardize the internal validity of this research. This internal validity is secured by having explored previous research to establish certain important factors and only focusing within the research on the winners. With that, this research does not try to explain the influence of the competition on all the participating companies, but solemnly explores the development of the winning companies after having won such a competition and how the competition has been related to this development.

External validity relates to the validity of the research in different settings and over time and the generalization of the research (Blumberg, Cooper & Schindler, 2014). The multiple data sources as well as the several competitions that will be looked at, must assure the needed external validity. With the six proposed case studies a valid conclusion can be drawn that will be generalizable for the complete population of media platform companies that were winners of a start-up competition.

The reliability relates to if the measurement is consistent over time and with that if it could be repeated with the same results. As there in qualitative research always is a small researcher bias, complete reliability with qualitative research is most often complicated to achieve (Blumberg, Cooper & Schindler, 2014). However, as all the data was securely saved and systematically analyzed, the reliability of this research should be secured.

A limitation of this research, being a qualitative, exploratory study, is that it cannot be supported by quantitative data to reinforce arguments. Moreover, the data collection and coding might suffer from research bias, since one researcher will conduct the content analysis as well as the interviews.

4. Results

In this chapter, the results are presented in order to understand the support that is offered to social entrepreneurs and the way their companies develop. Several themes were discovered in the analyzed data and connected to the core theoretical concepts: (1) important factors and operations; (2) shifting of the business; (3) resources and environment; and (4) obstacles and challenges. These theoretical concepts are connected to the themes emerging from literature as well as the coding process. Each theme is elaborated on, leading to an interpretation of the data that will be used to answer the sub-questions. Within the first chapter, four emerging themes from the descriptions of the companies by the competitions will be discussed that will and have been leading for further data analysis. The second subchapter will show the results on the business lifecycle of the companies, how they see the business develop and their opportunity recognition. The third subchapter focuses on the development of the resources and environment, including the theory discussed on the social capital theory, the resource-based view and the resource dependency theory, by individually showing the results on previously discussed important resources. Last, obstacles and challenges of the companies will be discussed by elaborating on the contribution of the competitions to the development of the companies and what obstacles have been overcome.

4.1 Important Factors and Operations

In this sub chapter, the important factors and operations of the companies found in the data will be discussed and connected to literature. The important factors and operations were mainly gathered out of the content analysis of the descriptions. As these were constructed by the competitions an outsider view was given. These results can be seen as a starting point for the development of a new venture, as this analysis will lead to the answer on the following sub-question: "*What resources, factors and operations are of importance for the participating companies at the moment of competition*?" By analyzing the descriptions of the competitions, it was possible to have an unbiased view on the company and its operations at the time of competition. Additionally, these factors were important in leading the interviews with the companies as a comparison to the development of the company.

The content analysis has shown the goals of the companies and operating factors of the companies. The emerging themes can be found in *figure 3*. The first important emerging operating factor that will be discussed is that of the media platform and application. Secondly, an important emergent theme is that of the goals and day-to-day operations of the companies. The third emerging theme in the content analysis is the importance of the competition for the companies and their development. Lastly, the importance of social value, the problem the company is aiming to solve and the community it is serving appeared as an emerging important factor from analyzing the interviews.
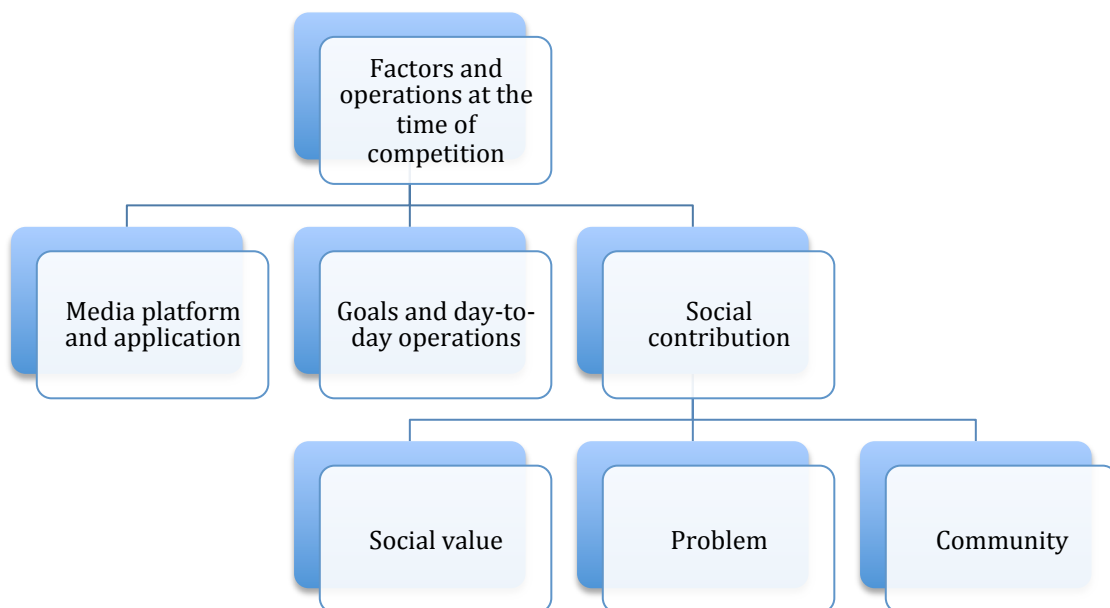
Figure 3: Emergent themes in important factors & operations (at the time of competition)

4.1.1 Media Platform & Application

As was discussed in the theoretical framework, the media platform ecosystem and app economy is a very dynamic and thriving market. Therefore, the range of economic activities regarding media platforms and applications is quite diverse. The content analysis of the descriptions has confirmed this diverse environment, as several different platforms were discussed while all part of the media platform ecosystem. Competition 1 for example describes the company of respondent 5 as follows: "Open Distance Learning Systems – using multimedia materials in local languages" (Competition 1, description 5), while another platform is described as "interactive content, completely game and activity based [...] available as an offline solution or online on the cloud" (Competition 1, description 1).

The descriptions by competition 2 are made in the form of a short YouTube video, where the actual use of the media platforms are described and shown. For the company of respondent 4 (description 4) for example, the application and use of the 'one touch principle' is shown. The same applies for the company of respondent 1 (description 1), which is setting forth the media aspect of the company by showing the use of its universal language by using the application. Interestingly, competition 3 only briefly mentions the media platform aspects of its participants, but describes the participating platforms based on business and social value aspects that will be further discussed in the following subchapters.

These different descriptions show the different values of the competitions attributed to its participants, but also validate the diversity in the media platform ecosystem mentioned in the theoretical framework. The diversity of these platforms mostly lies in the platform used. In other words, the diversity in terms of platforms available within the media platform ecosystem is indicated by these results. Diversity of media platforms in this sense is defined as different use of media, differing from web-based platforms, to smartphone applications, to the use of text-message media. The diversity of these platforms is quite interesting, as literature argues the platformization of media platforms. Helmond (2015) argues the rise of the platform as the dominant infrastructural and economic model of the social web. When defined, a "platform" is a system that can be reprogrammed and therefore customized by outside developers—users—and in that way, adapted to countless needs and niches that the platform's original developers could not have possibly contemplated, much less had time to accommodate (Andreessen, 2007). This platformization would mean platforms are becoming more similar, leading to less diversity in the platforms. In that case, the diversity could most probably be found in the use of these platforms, therefore on the

consumer side instead of the side of the developer. However, the results from this study show that the diversity of the social entrepreneurships can be found in difference of the platforms, in opposition to what the mainstream literature shows. This diversity might be attributed to the social value the company is aiming to add, as different goals ask for a differing approach and thus diverse use of media platforms.

The diversity of platforms contrasts the dominant stream of current literature on media platform consolidation and mega-monopolies in the digital world. As was seen in the theoretical framework, innovative developers have to behave differently due to the otherwise overwhelming large body of heterogeneous applications (Shao, 2016). This high amount of similar applications is largely due to the fact that games are overall dominant in this list (Lee & Raghu, 2014). This means that the diversity in the results of this study might be attributed to the fact that the media platforms are social value driven and goal oriented. Therefore, there might be a distinction between commercially driven new ventures and socially driven starting ventures in the media platform market.

4.1.2 Goals and Day-to-Day Operations

At the time of competition, the descriptions contribute to distinguishing important factors and operations of the companies by describing their goals and day-to-day operations. As the mission of a company is especially important for social ventures, which will be elaborated on in the section on social contribution, this section will elaborate on the goals of the ventures. The goals of an entrepreneur and its venture are important for the competition(s) as this is partly what they are judged on:

> Considered one of the most prestigious and well-funded education business plan competitions around, the [competition 3] has earned a name for itself by attracting innovative ideas from around the world and spotting winning education innovations early on in their growth. (Competition 3, description 3).

This shows the importance for competitions that a company is innovative and has its business plan thought through in order to proceed within the competition. Moreover, the added social contribution is often mentioned as an important factor for daily operations of the companies, as the organizations evolve around these contributions. For example, the day-to-day practices of company 6 are described as:

> Evaluates and assesses the efficacy of each motivational intervention at promoting successful college-going behaviors in real-time and uses the data collected to refine its approach for different populations and context. (Competition 3, description 6B)

This description elaborates on the daily practices of a company but also shows how these practices lead towards the goal of the company, in this case "motivate and support more students to a degree" (Competition 3, description 6A). The goal of company 1 is described by competition 1 as follows:

> [Company 1] works towards developing interactive content, completely game and activity based which solves the biggest problem, which is the learner engagement. (Competition 1, description 1).

In short, these day-to-day practices are meaningful to establish the needs of a company, but also suggest the (social) goals the companies are trying to reach. Therefore, it is not only important for the competitions as these evolve around the innovative and social aspect of the participating companies, but corroborating the goals of a company also gives a starting point for evaluating the development of these companies. To establish the goals of the companies, the common patterns, trends and commonalities in the descriptions made by the competitions are identified (*table 1*).

Table 1: Identified patterns in the descriptions made by the different competitions

Competition	Patterns / trends / commonalities
Competition 1	- Descriptions are provided under 'past winners', indicates emphasis on winners instead of all participants - Broad overview of the winners by describing the kind of company, what they do, place of the organization and a link to the website. - Emphasis on the problem identification and an elaborate description on the innovation.
Competition 2	- Descriptions are made in form of a movie, not written descriptions or linkages to the website of the company and/or the competition. - Intro of floating screens and light bulb, emphasis on media as well as innovative ideas. - Descriptions told by the founders of the companies themselves, emphasis on the use of the applications - Ending with all the organizations involved (commercialization of the competition)

Competition 3	• Slight differences in the descriptions per year
	• Emphasis on the process the companies went through and the importance of the competition of this process
	• In comparison to the other descriptions, much larger emphasis on the competition instead of the companies themselves.

When analyzing the common patterns in the descriptions of each competition, the results indicate that they each have a different approach in not only describing the participants but also differ in factors they want to emphasize. The emphasis for each competition varies between problem identification, innovation, the media platform and the competition itself. However one common factor within all these descriptions is the identification of the participants overall mission: the goals of the companies whom are taking part in this study can be found in the table (*table 2*) below.

Table 2: The goals of each case study – starting point of development.

Company	Goal/Company mission
Company 1 (Competition 1, description 1)	Encourage learning by mapping curriculum into games and activities using an e-learning solution
Company 2 (Competition 2, description 2)	The app is focused on colorblind people to help those people whatever you're doing, in actions of everyday life.
Company 3 (Competition 3, description 3A)	A learning application to help the medical community
Company 4 (Competition 2, description 4)	[Company 4] brings a great usage in the sector of ambient assistant living but not just for the elderly people, it is good for young and even for everyone, it's an inclusive tool.
Company 5 (Competition 1, description 5)	Using multimedia materials in local languages, training women to conduct value chain analysis and develop business proposals for their cow/goat rearing enterprises

Company 6 (Competition 3, description 6)	The use of mobile technology and behavioral research to motivate and support more students to a degree.

Several descriptions elaborate on resources and what the companies have done in the past to become part of the competitions. The description of company 3 for example (Competition 3, description 3A) mentions how the venture has access to a hybrid incubator seed-fund.

4.1.3 The Importance of the Competition

Interestingly, an emerging theme in the descriptions is the competition itself and how they have contributed to the company. Most obviously, the short YouTube video by competition 2 (describing company 2 and 4) ends with showing the logos of all the involved parties within the competition itself: the competition as well as the important ties in their network.

The descriptions by competition 3 are even more evidently showing their contribution to the development of the companies. They describe: "It [the competition] provides an opportunity for the competitors to connect with top investors and researchers in the field of educational innovation." (Competition 3, description 5A). The descriptions of competition 3 are also very clear on the financial contribution to the companies:

> [Company 6] won both the Milken Family Foundation Second Prize ($15,000) as well as the American Public University System Prize for Innovation in Online Education ($25,000). (Competition 3, description 6)

In short, the use of their logos, the logos of their partners and the elaboration on how they have been part of the companies development -in terms of network or financial resources- present how the companies are described but also how the competitions want to be perceived. Therefore, the content analysis has revealed that the descriptions are not solemnly about the goals and important factors for the participating companies, but also to expose the effort and willingness of the competitions to assign resources to these companies for development. The results on the experiences from the companies with these competitions and how they have attributed to the development of the companies will be further elaborated on in subchapter 4.4.

4.1.4 Social Contribution

As outlined in the theoretical framework, social entrepreneurship is defined as the belief in the capacity to contribute meaningfully to economic and social development. Therefore, social enterprises give a higher priority to promoting social meaning by creating value to improve the welfare of certain communities. The importance of social value within the social entrepreneurships that are part of this research is reestablished by the content analysis as well as in the interviews. The social contribution can be separated into three factors: social value, problem recognition and community.

The social value of an entrepreneurship is difficult to capture, as it depends on the particular business model and the specific social need that the venture wants to address. However within the descriptions of the competitions as well as the interviews, social value is an emerging theme. The descriptions by the competitions show several ways of describing the added social value of the ventures:

> So the application takes the [company 2] code, and with that reference, when you point the camera of your iPhone, it tells you what color you're seeing by writing the name of the color and also the code that represents that color. (Competition 2, description 2)

> Learners repeatedly like to play games. Hence, the solution is capable of holding both the attention and retention of concepts through repeated engagement by the child (Competition 1, description 1)

These descriptions do not show any financial added value, but how the companies are creating (social) value for a particular community that is experiencing a problem. In other words, the ventures have a limited ability to capture the value that is created by the business, as this is not always measured by financial factors. However, the descriptions clearly show that the social value is very important for these ventures – in some cases more important then the financial value. Respondent 2 states:

> The idea is to use the code as a practical solution. But, it is not for today. This is a language, a solution for the next generation. [...] If you have the opportunity to leave a legacy for the humanity like [company 2], you have to integrate it into your daily life – like a mission. (Respondent 2, transcript).

For most respondents, the business came forth out of a solution for a problem experienced by a community: colorblind people, students, people with a disability. The results indicate that helping these communities is the most important added value for

these ventures, which has led to the start of a company.

This leads to the second emerging factor within this theme: problem recognition. As stated above, all respondents have started their business by identification of a problem within a specific community. Solving this problem has led to adding social value. The definition of these problems is also clearly stated in the descriptions by the competitions:

> Despite e-learning solutions being implemented, challenges still remain in the educations systems. The main problem even today is that of low learning outcomes, low engagement in class and low participation of teachers. (Competition 1, description 1).

Others state the moment they recognized the problem and the need to add social value very clearly in the interview:

> After two years working with the color blind people to understand the difficulties on the daily life, I understand how I can create a solution to guarantee the correct integration of colorblind people in the society. (Respondent 2, transcript).

This shows recognizing the problem is part of the importance for social contribution. As discussed in the literature review, the adding of social value is normally based on a specific community. This leads to the last important emerging factor to social contribution. In the descriptions as well as in the interviews communities were an important factor:

> It's focused for colorblind people to help those people whatever you're doing, in actions of everyday life. (Competition 2, description 2)

> Our primary focus as the company is providing your future clinicians the best education, so they can provide you the best care. (Respondent 3, transcript)

Several interviewees have stressed that helping communities was a reoccurring theme in the stories on the development of the new ventures. All of the respondents state that helping these communities is their primary goal.

However, even though all the media platforms were created for one specific group – many also mention the inclusiveness of their platform. One of the respondents' states: "We have made something with an inclusive, positive aspect to it. It is inclusive, it helps everyone – that benefit must be stretched." (Respondent 4, transcript). Another

respondent mentions: "We guarantee that it is for all, this is not exclusive. This is to guarantee the social impact in the community." (Respondent 2, transcript). All of the respondents argue that their platform is created for one specific community. However, during the growth of the company they have realized how it is beneficial for multiple groups and with that, their platform has become inclusive: beneficial for everyone. Even though the platforms state the inclusiveness, most still focus on their target group to differentiate themselves from others and focusing on their unique selling proposition. All the companies are actively promoting and looking for these consumers of their product, keeping the target group as their focus. Eventually however, they state they would like to expand by generalizing to other groups aside from their initial target group as well. At the moment of research, all of the included companies stayed within their initial -niche- target group throughout their phase of development.

In short, this subchapter has discussed the emerging important factors at the moment of competition for all the companies: the media platform and/or application, the goals and practices of the company, the importance of the competition and the social contribution. These four factors are important for the following subchapters, as they have emerged as important in several ways for the development of the companies.

4.2 Shifting the Business

As has become evident in the theoretical framework: ventures go through several stages in terms of growth and with each stage the venture has specific needs regarding resources to facilitate that growth. Competitions might have the ability to help companies develop and grow by facilitating those resources, as will be further discussed in subchapter 4.4 regarding obstacles, challenges and competencies of competitions. This subchapter will discuss the results regarding the development of the companies in this research, winners of the start-up competitions. Doing so will give further insight into how these companies have developed over the years, what resources are needed for this development, opportunity recognition and how these companies see their future.

4.2.1 Business Lifecycle

When looking at the business lifecycle, the ventures normally have five stages: (1) development; (2) start-up; (3) growth; (4) expansion; and (5) maturity (Scott & Bruce, 1987). The development of companies is most easily recognized when they are going through these stages. Therefore, to analyze the development of the companies in this research it is expected they go through these stages. According to the literature, the companies would be in either the seed and development or the start-up phase when entering a competition. Meaning with the resources provided by the competitions, they could eventually go into the growth, expansion and later the maturity phase.

Four out of five companies interviewed (respondents 1, 2, 3 and 4) were in the start-up phase when entering the competition. As respondent 3 states: "[during the competition] we had to keep reminding ourselves that this was not the end – it was just the beginning". The other company (company 5) was somewhat, no longer in the real start-up phase. This company was the only NGO in the sample, therefore it had the possibility to stay in the start-up phase for a longer time, as their main goal was to provide for the employees and keep the business going (the survival stage). However, this company is also moving towards the growth phase: "In two or three years slowly [it is growing]. Actually we have started this concept and from the start this is going up. So it has been a very successful concept, but also very different." (Respondent 5, transcript).
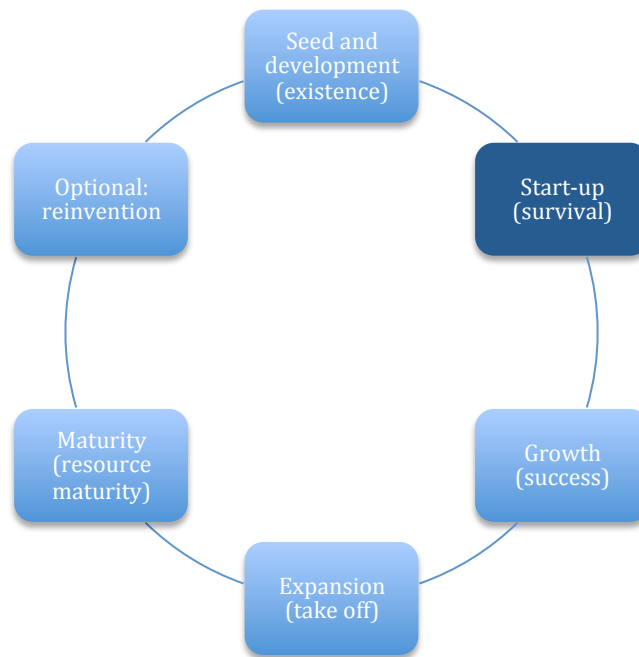
Figure 4: Business lifecycle. Moment of competition - start-up phase

The start-up phase that all the companies go through before and while entering a competition is explained by Masurel and Montfort (2006) as the entrepreneurial stage. In this phase early innovation; creativity; and the creation of a target community is key. They mention that the creativity stage is followed by a "crisis of leadership", as was indeed the case for some of the participating companies. Respondent 1 states: "The biggest change was that there was restructuring in the team. We felt like it was getting top-heavy, and so two partners moved out". The same applies for respondent 3:

> Before, everyone kind of had to report to me. And that was a hub and spoke model. Increasingly we have tried operationalizing a lot of what we […], with that extra bandwidth I am able to do much more stuff and content is now being run much more effectively. (Respondent 3, transcript)

At the time of this research, two or three years after the competition, all companies have transitioned into the growth phase – wanting to scale up and leaning towards expansion of the business.

> And now our focus is to scale up, to reach organizations and to scale op solutions through different channels. (Respondent 1, transcript).

> And, for that reason, we create - I have a team, we have a small team I need to grow up, but I need money (Respondent 2, transcript)

When we have started that competition we were four full time people, and we had about 10.000 users. At this point we are 19 people, and we have 180.000 users. So, it has been good growth. (Respondent 3, transcript)

As was outlined in the theoretical framework however, growth of new social ventures can be measured in different ways. Additionally, whereas the growth of business in the past was measured by the size of the company (e.g. the amount of employees), in this digital age this might not be the best way to measure growth as there have been examples of high growth companies that employed few people in comparison to its expanding user base. Even though this is outlined in the theory, the results from this study indicate that to expand the companies still need additional team members. In these companies the expansion of the team is mostly necessary for the increase of content available on the media platform(s). It is important to note however, that in comparison to the amount of users this might not be commensurate. Therefore the amount of employees might not be a good measure for growth in this digital age and a better way would be to shift the measurement to the expansion of user base.

Even though the measurement of growth might have changed over time and this is complicated to measure for social ventures, all companies are still convinced they have grown over the years after the competition. Masurel and Montfort (2006) explain this stage of growth as the collectivity stage: moving from solemnly survival of the company into a phase of success (*figure 5*).
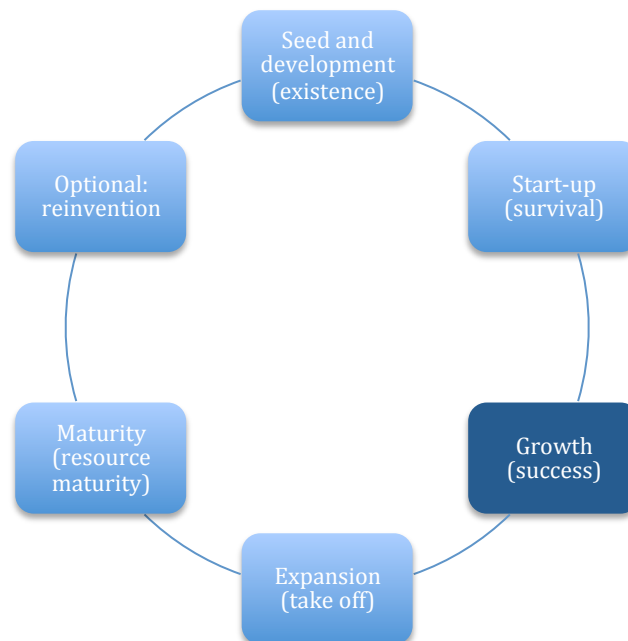
Figure 5: Business lifecycle. Development after competition - growth phase

At this stage, the company is healthy and ceases to grow (Masurel & Montfort, 2006). Within this stage the first professional staff members come on board as the results have shown, which will be further elaborated in subchapter 5.3.7 on team composition and its development. Masurel and Montfort (2006) state that the next phase the companies would move into, also seen as the expansion or maturity phase (Scott & Bruce, 1987), is that of resource maturity in which management has been decentralized and the systems are extensive and well developed. Going into the stage of expansion or maturity, would be made possible by growth through coordination; delegation and an extended range of products and markets. All of the respondents convene with this statement as they are already, or in the near future, expanding to new markets.

> On the other side, we are also working on creating new products, so we have just launched last week a program on – to educate working people about sexual harassment at the work place app. (Respondent 1, transcript)

> We have created lots of pilots. In maybe three years, we will have all the London maps in the underground with the code. But first, now we are testing the [company 2] code in the Underground Metro of Porto (Respondent 2, transcript)

The participating companies have not mentioned other strategies for the future, as being bought by other organizations. This might be explained by the social contribution of these ventures, which is their main vision and influential for all steps of development they take.

In short, these results show how the companies have transitioned from the start-up phase at the time of the competition, into the growing phase and are now moving towards the expansion or maturity phase with their company. These different phases go along with the need for different resources, and different challenges for the companies to overcome. The results on this will be further elaborated on in the following subchapters, focusing on resources and challenges. First, the coming section will discuss the future lifecycle of these companies and the defined opportunities.

4.2.2 Future

For all participating companies, the future within the lifecycle is to move into the expansion and maturity phase. This phase is defined by rapid growth, how to finance that growth and eventually decentralized management and continued performance.
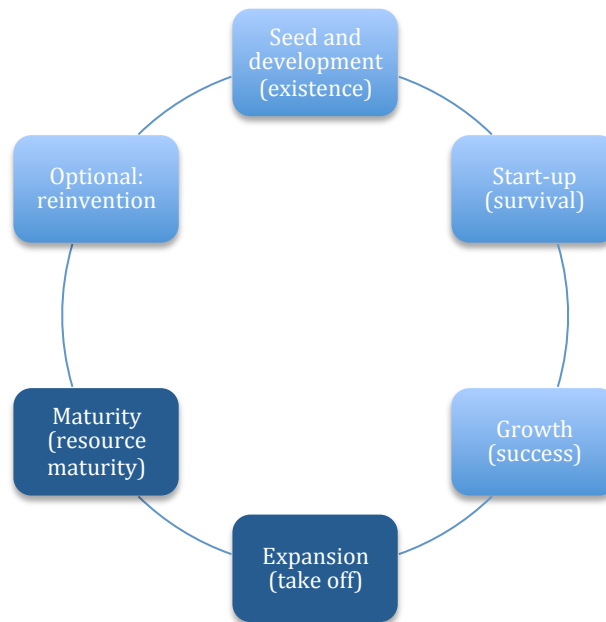
Figure 6: Business lifecycle. Development in the future - expansion and company maturity

The goal of all companies in this research is to expand the consumer base by moving into new markets as illustrated previously, and mature the company in terms of finance and team stability.

> But, we need time. We are talking about innovation, and the idea is like a tree: if you plant a tree, if you give them a lot of water and a lot of light, they do not grow up in a day. They need time. (Respondent 2, transcript)

> Currently, have a high burning rate since we have few employees and we all have a family, etc. And at the end of the day we are burning, well we burned up to now without any revenues, around half a million euro and there is close to be, to finish - we need to be scalable at the end of the day (Respondent 3, transcript)

For some, maturity is still further away as they are currently focusing on the expansion and facilitation of more growth. However, for all the companies maturity is the end-goal of the company.

Right, we want to have a huge global reach in fields as broad as medicine, dentistry, pharmacy, chiropractic, nursing. And you know - we want to make sure that they are on top of the game - that they become top clinicians because they have knowledge and skills they acquire. So we are planning to reach over 1.5 million students a year by 2022. And, just become an industry leader for health science education. (Respondent 3, transcript).

What constitutes maturity for the participants might be difficult to define due to insufficient measurements for media platform or application companies in the digital age. However, the companies participating in this study state that maturity for them is when they have reached two objectives: (1) no longer having to worry about the acquiring of resources; and (2) reaching the stated goal or mission globally (presented in subchapter 4.1).

In short, this section has shown the future of the business lifecycle for the included companies. All are focusing on the expansion of their product base, market, or both hoping to stabilize their resources (mainly financial resources). They are focused on expanding their reach as much as possible, for most companies this eventually means going global. In the future all included companies are focused on moving into the expansion phase of the business lifecycle.

4.2.3 Opportunities

As outlined in the theoretical framework, a large part of capturing the development of a business lifecycle is based on how resources are organized in products or services, providing value for its customers. In other words, how opportunities are converted into tangible social value for customers by a network of relationships, systems and structures. The respondents reveal that the most influential opportunity they have coming in the near future, is going globally with their business.

If we got an opportunity definitely – a lot of our programs are relevant on an international level as well. (Respondent 1, transcript).

This does not only show the perspective of the founders on opportunities, it also demonstrates how opportunities like going internationally are crucial to reach their goal of increasing social value for a specific community. In some cases, the need of going internationally justifies the reality of doing so as it serves the final goal of the company. Three out of five respondents state the global implementation of their media platform is important for their mission.

> The importance is to guarantee the internationalization of the code. [...] to guarantee the correct integration into society for 315 million people in the world – it is like a legacy for humanity. (Respondent 2, transcript)

Besides that, all respondents state that it would not be complicated to scale their product globally. Some mention that it would only require some customization and changes, but most are already internationally oriented. Respondent 2 for example is partnering with companies in the United States, Europe and South-America, as well as respondent 3 who has many users worldwide. The companies are not much focused on what market or region would be most beneficial for them to be part of. Moreover they are focused on the target community, which is (possibly) based worldwide. These results indicate that they would not per se expand internationally for the economical or financial benefit, but mainly to serve their community and bring their developed product to this target group internationally.

In other words, opportunities are of importance for the development of the social ventures. In some cases, the opportunities -e.g. going global- is even influential when it comes to creating the ultimate social value for their customers. When looking at the model created by Levie and Lichtenstein (2010) the opportunity tension is indeed, as these results indicate, directly related to the creation of (social) value.

Within this subchapter, the results have shown how the included companies in this research have gone through their business lifecycle. First, the stage of business lifecycle as the companies entered the competition was discussed, leading to the development according to the different stages after winning the competition. Following, the future of the companies was discussed – showing that the results correspond with the literature on the business lifecycle and importance of resources. Last, the importance of opportunities was briefly touched upon conform the model of the dynamic state of a business lifecycle.

4.3 Resources & Environment

As was discussed in the theoretical framework, three theoretical points of view were relevant with regards to resources: the social capital theory, the resource-based view and the resource dependency theory. These theoretical points of view give insights into the importance of certain resources for the development of new (social) ventures. This subchapter will present results on specific resources on how they have enabled the development of new ventures. The results above have discussed relevant resources that will be further elaborated on in this subchapter, as financial resources, organizational resources and the team composition. First, the results on social capital and network will be presented and related to the social capital theory. Second, the results on physical, human, organizational and financial resources will be discussed with regards to the resource-based view. Following, the results on team composition will be presented after which the market environment will be discussed in relation to the resource dependency theory.
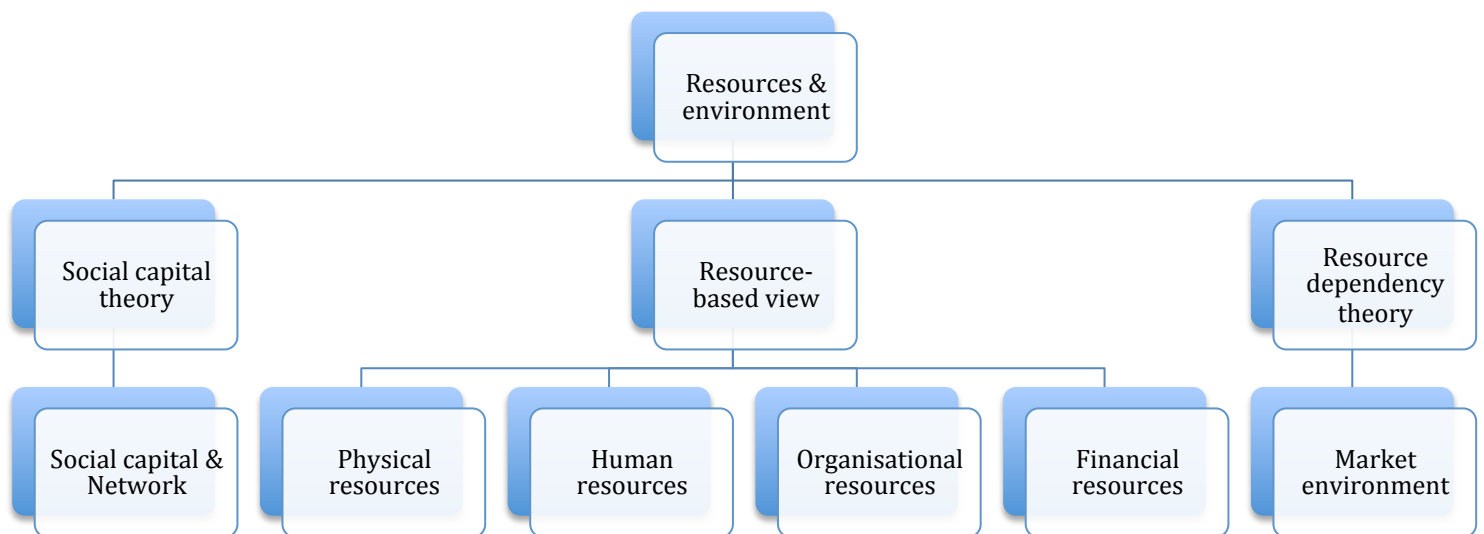
Figure 7: Emerging themes in resources and environment related to the three main theories

4.3.1 Social Capital & Network

The theoretical framework has established that network regards the personal networks and social learning experiences of the social entrepreneurs. Development and acquiring resources is highly dependent on strong and weak ties that an entrepreneur or firm has developed, therefore the (expended) network can be highly influential for its development. Social capital therefore includes social relations (with expected returns), for the flow of information, acquiring of resources and enhancing recognition of

individuals or companies. The greater the web of relations, leads to a higher chance to access resources and obtaining valuable information.

All respondents agree that network is very important for new venture development as it can give access to investors, fellow social entrepreneurs or partners. With that, four out of five interviewees agree that the competition was of great influence on their network. Respondent 3 states: "When we were actually in the competition, the two days, they were super useful because the first day was just a lot of networking".

As the competition attract a great audience and judges, most respondents argue that creating many new contacts, which can be seen as weak ties, was very helpful to the further development of the business. Some also state that meeting fellow social entrepreneurs in the same seed and development stage or start-up phase was very reinsuring. Respondent 1 states:

> You share a journey right, and you understand that other people have a similar journey - like yours. So, that is inspiring - that is motivating and sometimes that is reassuring as well, right. [...] Because being in a start-up, you have your ups and downs every day. (Respondent 1, transcript)

The results indicate it is important for the new ventures to meet potential investors and partners for their business, but it is also helpful for them to meet likeminded entrepreneurs going through similar phases as themselves as this reinsures the entrepreneurs they are going through the correct process.

For some respondents, the contacts made at the competition even led to the development of weak ties into strong ties.

> You know they attract a really great audience so the judges include the CE, the guys who we met, has been like an on and off advisor to us - informally - is the CEO to one of the largest online universities in the US. And, he was one of the judges and was very impressed by what we did and so has kept in touch. (Respondent 2, transcript)

As this shows, some strong ties can guide to support and help justify the choices made by an entrepreneur or business to solve problems. This might suggest that the entrepreneurs benefit from ready access to such a resource as social capital.

However, one of the respondents experienced disappointment in terms of the network provided by the competitions.

Of course [competition 2] has connections [...] But no no no, not at all. There was not such a thing like a network, no forget that. That would have been a really big solution. But once we won the contest, we haven't heard anything from Vodafone anymore. (Respondent 4, transcript)

Even though the respondent state that the competition did not provide any useful ties in terms of networking, the competition did provide a good title for the company with which contacts were easily made. The same respondents argues:

With that name, that is where I started my networking aspects where I still profit from - so that was good, that was good. [...] I personally like competitions and they are also beneficial in finding investors and getting an approval. (Respondent 4, transcript)

Even though some of the respondents got more out of the network provided by the competition than others, they all state the importance of strong and weak ties for company development. Two important forms of networking can be found these results: (1) weak ties with other participants for reassurance; and (2) weak ties with potential investors and/or partners. For some respondents, the weak ties created have later on developed into strong ties as partners with an advisory function.

In short, these results show the importance of network and social capital. In most cases the weak ties created at the competitions were very beneficial in terms of reinsurance of the business lifecycle process and inspiration when it comes to innovation. However, for some participants these weak ties created with other participants were disappointing as there was a much larger network available at the competitions that they did not get access to. On the other hand, for other respondents the weak ties led to potential investors and some weak ties were even developed into strong ties as advisors to the company.

4.3.2 Physical Resources

Physical resources of an organization could include manufacturing equipment and tools, like inventories, production, and facilities. The resource-based view argues that resources are related to the competitive advantage, and that competitive advantage is related to performance. Part of this is physical resources, as they are directly related to the financial value of a company.

However, as all the companies of this research are media platforms or applications, physical resources are not the most important or unique kind of resources these companies hold. One respondent briefly mentions their expectations of the

competitions when it comes to physical resources:

> I would have expected more support in the sense of "Hey how can we assist you
> in the continuous process of further development, do you need any hardware.
> Promote you with some software development aspects, and how can we bring
> this good/best practice example into a final phase of development and
> placement on the market (respondent 4, transcript)

Other than this information, the results of this research present no evidence that
physical resource were of great importance or influential for the development of the
companies included in this research. As the resource-based view focuses on the
resources that are valuable, rare inimitable and non-substitutable resources, these
results might indicate that physical resources are not of great importance when it comes
to ventures in the media platform market.

4.3.3 Human Resources

As outlined in the theoretical framework, an entrepreneurial organization is mostly
based on extensive knowledge in a particular field as this enables them to outperform
their competition. However, they also need to be jack-of-all-trades as the ventures
normally start with small teams. Therefore, the way human resources are enabled
within companies is of great importance. The results above discuss that the resource-
based view mostly focuses on the resources that are rare inimitable and non-
substitutable. The results in this section indicate that human resources are such
resources for the companies included in this research.

The companies included in this research are all innovative solutions within the
social media platform and application field. People are the innovative company's major
assets (Gupta & Singhal, 2016), instead of products and physical resources as the results
have indicated above. This is confirmed by the results on human resources in this
research.

> I mean, for us human resources are the most important. The team that works
> with us, so we have trained them […] so they are very valuable to us.
> (Respondent 1, transcript)

All respondents argue that their team is of great importance. They all started off with a
very small team and have been starting to grow significantly after the competition, the
people within their team have been important for that growth. Respondent 3 states: "We
have been very fortunate with our team and we are just constantly trying to hiring A-

people. You know A-players who are passionate about what we are doing." (Respondent 3, transcript).

The companies within this research have, as the results in subchapter 4.2 indicate, grown substantially in the years after the competitions. With that, the teams have also gone through some changes; the further development of team composition will be discussed in section 5.3.6. The expansion of the teams also meant more human resources for the companies, which all respondents' state has been of great importance for the development of the new ventures. With human resources like knowledge and skills of the team members, they have the ability to distinguish themselves from the competition:

> The education space in itself is a challenging space. There is a lot of competition [in e-learning], a lot of products, so you really need to get the right value to your customers (Respondent 1, transcript).

These results indicate that, according to the resource-based view, for all the companies included in this research human resources are important for venture development. As the businesses included in this research are all innovative media platforms or applications, they do not so much rely on physical resources but are all depending on skills and knowledge of team members. Therefore, with the development of the ventures much new human resources were attributed to the teams. These resources were much needed for the company growth and transition into the next phase. In short, these results indicate that human resources are of great importance for companies within the media platform and application market.

4.3.4 Organizational Resources

The organizational resources can be seen as the relationships, structures and culture of an organization or business. These organizational resources are closely linked to the goals of the venture, especially in the social segment, as goals are leading for the decisions that are made by a new social venture.

First, the results show that even though the companies are expending either their product or market range to go into the next phase of development, all the companies have a clear vision of where they want to be and how they want to accomplish that goal. The structure of the organization is very clear when it comes to focus on the market segment.

> So, we did not want to put our feet into too many bowls. So we wanted to focus on here, because here the scale is much more. (Respondent 1, transcript)

Which [the touristic aspect] we maybe then skip in next half a year- year. For now we focus on the aspect of facility management, how to deal with a complex problem, how to make that visually based and focused environment. (Respondent 4, transcript)

Second, the results indicate a distinct organizational culture within the businesses. Multiple respondents mention their ambition to keep the organization as flat structured as possible. Respondent 1 mentions: we felt like it was getting top-heavy [...] now it's a flat structure - I mean there is no hierarchy." (Respondent 1, transcript). Having no hierarchy at all is quite complicated for a growing company, however this respondent states that they would like to maintain as much of a flat structure as possible which made them change the team composition. The same is stated by respondent 3: "We do not want a super hierarchy, we want to maintain as much as a flat structure as we can". These results indicate that, even though the team compositions have changed over time through development as will be discussed in section 5.3.6, the organizational culture of no-hierarchy and flat structure is very important to most of the respondents.

These aspirations to using a flat structure approach can be seen as the 'Silicon Valley model', which is a totally different approach to management. Literature outlines that companies used to be run as bureaucracies, with rigid structures and hierarchies (Steiber, 2016) However, Steiber and Alange (2016) state that the current digital age calls for a fundamentally different approach to management. This can mainly be found in the culture of the organization, the people within the organization and the organizational structure. The organizational structure of companies using the Silicon Valley model relies on flexible non-bureaucratic structures, simple rules, open communication and non-authoritarian forms of control (Steiber & Alange, 2016).

Whereas the companies participating in this study aspire to maintain such a Silicon Valley model, the organizational structure does not completely correspond with this. Even though multiple respondents state they would like to maintain as much of a flat structure as possible, in practice all have a top-down hierarchy. However, the respondents do state they look for a certain type of people for their company.

Additionally, all the respondents state an office culture in which everybody is passionate about the business and the contribution of social. In terms of culture and people within the organization, all respondents do accord with the Silicon Valley model. In terms of organizational structure of the companies they all try to maintain as much of a flat structure as possible. However, in practice there are still hierarchies in place, even though they are very consciously dealing with the organizational structure. When

looking at the Silicon Valley model from a critical point of view it is necessary to differentiate between the model and the ideology, in which the latter is a distinctive lifestyle and work style which exhibits an almost complete lack of concern for social, civic or charitable activities (Duff, 2016). The ideology is more concerned with branding, as recent literature shows the celebrity CEO culture in Silicon Valley to inspire (Streeter, 2015). According to Turner and Larson (2015), for these entrepreneurs, celebrity is not so much a matter of spectacular visibility though they achieve it. Rather it is is a matter of developing a virtuous spiral of network and reputation building, generating individual fame and creating new hubs of public intellectual entrepreneurship (Turner & Larson, 2015) At the same time, it amplifies the influence of a particular cultural style as can be seen in Silicon Valley, indicated by the Silicon Valley model as well as the ideology.

From a management point of view, these Silicon Valley companies are still top-down organized. With that, difference occurs between the model and ideology, and the management in practice. The occurring difference can too be found in the results of this study. The participants argue they want to maintain as much of a flat structure when it comes to management, and have a particular company culture dedicated to the cause. The results however indicate that in practice the companies still have a hierarchic management structure, but ideologically seen they prefer to keep it as flat as possible within that hierarchy. In other words, a difference can be found between the ideology of a Silicon Valley organizational structure and the practice of an organizational structure of a company. Additionally this can be found in literature on the Silicon Valley model and ideology, where the companies with CEO celebrities in practice still maintain a top-down hierarchy.

In short, the results of this research have shown two important organizational resources for the companies: focus within the company on the market segment to reach their social goals and the maintaining of a non-hierarchy structure within the organization.

4.3.5 Financial Resources

Financial resources are essential to the creation of new ventures and the growth of small firms. When looking at financial resources from a resource-based point of view, this is of great importance as a firm would not be able to substantiate its growth without any financial resources.

For this research, the financial resources of the participants are quite scattered. One out of the six cases is a non-governmental organization, meaning that it is a not-for-

profit organization but also independent from any international governmental organizations. For a non-profit organization, the finances are different as they are normally less focused on making an extreme profit. Their main financial income comes from the community they are serving, as they pay for the salary of the team members. Interestingly, the non-profit organization is the only company that states gaining revenue is the most important factor for participation in a competition. The respondent states:

> [About the competition money] We have put it towards start-up infrastructures for the community. We have used the money because we need some infrastructures. […] There has been some slow progress for us to acquire that. If we can get that, we can act fast with our activities and do our activities excellently. (Respondent 5, transcript).

For the non-profit organization, not only is the main factor of entering the competition the financial resources, it enables them to expand and innovate the business.

For the other competitions, financial resources were not the main component to enter the competitions but for all it has been beneficial. Only one of these companies did not get any financial compensation from the competitions (respondent 1, transcript). The other respondents (2, 3 and 4) state that the financial resources provided by the competition were very helpful.

> Yes, that [prize money] really kept us going. It motivated us to stay on the track. (Respondent 4, transcript).

> When we won Milken, we won the same financial award, 50.000 dollars. But there was non-diluted, so that was really great. That being said, I think for our stage of the company, because we were so committed to bootstrapping […] that that money actually went a long way for us. It helped bring on somebody else to help developing, it helped us hire some more content writers, and so we used it quite a bit. (Respondent 3, transcript)

These results show that the financial resources provided by a competition were an important factor in the development of all companies. Respondent 6 mentions in the e-mail: "the competition award was super helpful, because the cash allowed us to fund our first prototypes". However, they also all state that even though the financial resources were an important factor in the development after the competition, they felt like there were other aspects of the competition that were more important than the financials.

Respondent 4 states: "Competitions are beneficial in finding investors or getting approval. [Competition 2] was the best as we were able to use the big name" (Respondent 4, transcript).

The results have mainly shown the development in terms of financial resources as two out of the four companies have made profit in the last year (respondent 1 and 3). Next to this, these companies are able to finance their future growth. The other respondents are able to keep the company stabilized with these financial resources and are currently looking for partners to finance further growth of the company (respondent 2 and 4).
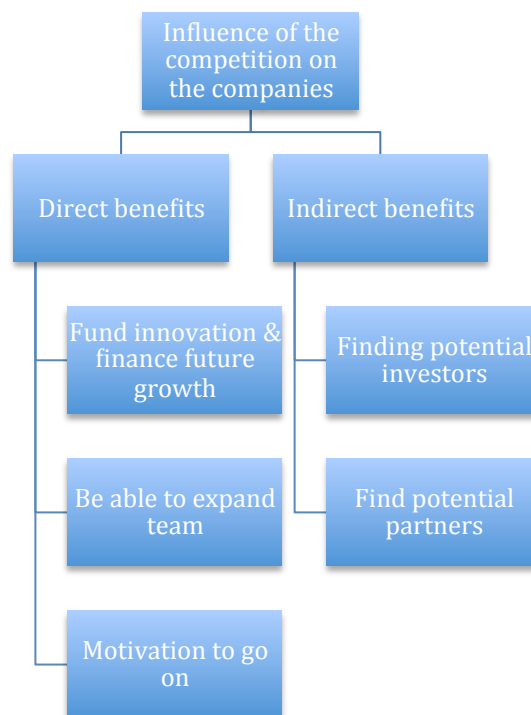
Figure 8: Direct and indirect benefits of the competition on the companies

In short, even though the financial resources were not the main aspect for the for-profit organizations to participate in any competitions, the financial rewards have been very influential for the development of these companies. The financial rewards gave these companies the ability to either expand their team, keep them motivated or funded innovation. Respondents state that the good name they acquired with winning such competition helped them to finance growth, as it was beneficial for finding investors and new partners.

4.3.6 Team Composition

As was established in the results on human resources, the assembling of the team is very important for the companies in this research as they rely much on human resources when it comes to the development of their businesses. Therefore, with the development of the businesses within this research the team composition also changed over the years after the participation in the competitions. The changes within the team composition were experienced by the respondents as one of the most important factors of venture development.

> The biggest change was that there was restructuring in the team. So we were 22 at one point, when product development was at its peak. And then we cut-down, now we are 14. […] We were four partners who started this company. We felt like it was getting top-heavy so two partners moved out from the executive role. (Respondent 1, transcript)

These changes in the management organizational structure were also found in the companies of respondents 4 and 5. The changing management structures can be attributed to the large growth of the companies: due to expansion of the companies and growth of the teams, they felt like a new management structure had to be in place.

Aside from change in management structure, the team composition of all companies has also changed in the last years when it comes to expansion and downsizing of the team. As shown with the quote above, the company of respondent 1 has developed according to the developing demand by expanding the team, after which it had to downsize and stabilize the team. The same goes for the company of respondent 3 who have been a small team and had to downsize to keep the company going: "We are in our limited company stretch now – so we are still on that basic level. Therefore, we just had to say goodbye to one person".

The other companies state how they have steadily grown over the last couple of years and how they need to grow in the future. Respondent 2 mentions: "And now we have a small team, we are 6 people and we need to grow up. But, to grow up, we need to sell licenses." (Respondent 2, transcript), whereas others have grown as much as from 4 full time people at the time of competition to 19 full time people at the moment of interview (Respondent 3, transcript). Some of the companies have some trouble growing, as they need to gain more revenue first.

The results of this research also indicate the effort that is put into the assembling of the right team. This factor might be attributed to the results on social contribution and the importance of the social goal for the companies in this research.

And more then the competencies that are very important of course - but more [important] than the competences is the passion we work with and we believe in this work, in this idea - in this business (Respondent 2, transcript)

These results of this section validate the results on the importance of human resources on the development of the companies. All companies have gone through changes in the team composition after the competition; many grew rapidly over the years after which they have stabilized their current team. Others are still going through the phase of rapid growth and are expanding their team. What has become clear from the team composition results, together with the results on human- and organizational resources, are the importance of a particular team composition that fits the company culture as was previously described as using a Silicon Valley model.

4.3.7 Market Environment

As was defined in the theoretical framework, the resource dependency describes how external resources might affect the behavior of a venture, as there are limited resources available on the market. Therefore, of importance for this resource dependency theory is the existing competitors on the market. As the market environment might be much influential in the acquiring of resources and the successful implementation in the market.

The market for media platforms and applications is highly dynamic. On the one hand, entrepreneurs are facing fewer obstacles to start in the market, as they are no longer burdened with distribution or processing payments – Internet access is all that is needed. However this low access barrier has fueled aggressive competition within the market, which might be a serious obstacle for new ventures.

Four out of five respondents (1, 3, 4 and 5) in this research state that there is a lot of competition in the market, bring similar media platforms to the market. Respondent 2 states that they are the only ones in the market with such a product, but that there are other forms of competition for them. However, all the respondents express that their product is unique in its added value and, compared to the other products on the market, much better in addressing its consumer needs.

There are a lot of products in e-learning. So you really need to convince them [the customers] that this is different, it is not a standard e-learning product. We really take pride in the quality that we have with this product. (Respondent 1, transcript).

Of course we are always watching with one eye – it is really important to have USP[1]. You cannot compare with what we have. You cannot compare, so therefore the competition is there, but we are focusing on the inclusive aspect. (Respondent 4, transcript)

Yes there are a lot of niche heirs. Fortunately [company 3] is pretty unique, we are the only company that has the distribution partners we have, has the quality of content we have for videos, and has the technology we have (Respondent 3, transcript).

Interestingly, the companies state that they have a unique selling proposition for their customers but as stated above they would also like to scale up and feel their product is inclusive for everybody. The results have shown that all included companies are on a fine line between trying to address their target group, the main community for who the platform is developed, and trying to expand the scope of their product to assess a larger market. The aim of most companies for inclusion corresponds with their aim to expand globally. However, according to literature it also means that they might have to either expand their unique selling proposition or find a new way to address their uniqueness in a growing market.

Even though the market environment has quite some competition, the companies in this research do experience they have the ability to transcend that competition. Respondent 3 mentions: "We are trying to descent that, we are trying to become the leader for all of that stuff. And so, it takes a while to knock out incumbents. But we increasingly getting band recognition and growing." (Respondent 3, transcript). So even though there is much competition within the media platform ecosystem, the respondents in this research are confident that with the social value they are adding to the market they have the ability to outperform the competition.

Next to this, some of the respondents state that they are changing the way things will be done in the future. Some of the respondents state that their application or platform is so innovative that they will change the future. Respondent 1 states: "I would say that since we started, things have changed. A lot of people are now excited about game based learning. They feel like - this is the way for the future." (Respondent 1, transcript).

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[1] USP is the Unique Selling Proposition of a company.
[2] Original document with coding of the content analysis is available upon request

4.4 Obstacles and Challenges

As the results above have shown, several positive aspects about the competitions have been mentioned like media coverage, financial resources and social capital. The start-up competitions might be an important factor in overcoming obstacles and challenges that new ventures face. The competitions often offer guidance, to help early stage ventures with their development. Three main themes can be found in the gathered data when it comes to strengths of the competition in overcoming obstacles: (1) network & guidance; (2) validation; and (3) media coverage.

4.4.1 Network and Guidance

The theoretical framework outlined that one important factor is the guidance provided by the competition which is beneficial for new ventures that are participating. As many competitions ask individuals with experience to take part in the process of competition as mentors and sponsors, they have the ability to help early stage ventures refine.

The results on network have shown how the network provided by the competition has been beneficial for most respondents. The companies mainly recognize this in stating the good name of the competitions: "It was beneficial for the simple reason them have a good name in the industry – it is the biggest consortium and the most recognized one." (Respondent 1, transcript). This will be further elaborated on in the next section on validation.

The respondents also argue there was no such thing as real guidance of the competitions. However, most respondent do recognize the benefits of participating in such competition as for example learning how to pitch and present yourself. Respondent 2 states: "the necessity that you have to present your idea, in a small pitch for a jury, is important". This is confirmed by statements of other respondents.

> I think for all these competitions and you are in the early stage applying for a competitions, it gets you in the habit of stepping back and reflecting on the questions that are being asked. […] Being able to tell your story in a short concise way is obviously a very important skill for every entrepreneur. (Respondent 3, transcript).

In short, even though the respondents state there was not much guidance with regards to the development of the companies, the competitions did help much in terms of going through the process of reflecting on the business decisions made and preparing for the presentations. This gave all the companies the ability to create a clear mission and vision statements, envisioning the next step.

4.4.2 Validation

Another important emerging theme within the data on the strength of competitions when it comes to development of participating new ventures, was the validation it secured the companies with. A significant body of research has examined how new organizations gain legitimacy and how this affects their subsequent access to resources (Petkova et al., 2013).

Many respondents argue that the competitions have helped them to gain a certain validation in the market as well as to for example potential investors and partners.

> We can really use these names like NASSCOM and Vodafone foundation, or power of ideas, it is a validation. [...] It has given us recognition. It is given us a validation of our work. And, I mean it has given an authenticity to what we do (Respondent 1, transcript).

Additionally to this theme, respondents state that the validation is important for the success of the product. As discussed previously, all companies part of this research or on the edge of innovation and creating social value. Therefore, it is important for these participating companies to have respective others validating their product or company to evoke brand confidence in the consumers (Abimbla, 2001).

> It is not only the recognition of good work, or work made with competencies. But it is like, a good way to the credibility of a new language, of a new product. [...] You have to join all these recognition, all the credibility of institutions who support your idea. It is important to guarantee the correct implementation worldwide. (Respondent 2, transcript).

Mainly, all the respondents mention that the validity and recognition earned by winning the competition is important for their own motivation. Respondent 6 mentions: " the competition award gave us the confidence to continue, and gave us credibility." (Respondent 6, e-mail). The similar need for validation as a motivational tool is mentioned by respondent 2: "You have to believe in your idea. And if you won an award or a price with your product, it is the signal your work is recognized by an important organization. " (Respondent 2, transcript).

As stated in the previous section, winning the competition was beneficial for all respondents as they could use the good name of the competition. These results indicate that winning a competition and receiving validation, has been beneficial for all companies in terms of branding. Literature has stated that selecting the right partners is

an important factor for a branding strategy (Moon & Sprott, 2015). Petkova et al. (2008; Bresciani & Eppler, 2010) state that it is fundamental for new ventures to build a reputation, which all the participating start-ups do not have. Therefore it is of great importance for these ventures to attach their business to an organization that has already has established itself in the market. Receiving the validation of these organizations is a good starting point of reputation for the new ventures. The participating in a competition can be seen as an investment in human capital and social capital, which according to Petkova et al. (2008) leads to building generalized reputation. In other words, it is highly valuable companies to participate in a competition, as it is a starting point to establishing a reputation. Additionally, using the established name of the competition and receiving their validation came in handy for the companies in terms of media coverage, which will be further elaborated on in the following section.

Receiving the competitions' validation has turned out to be even more important for the companies taking part of this research, as they are all innovative media platforms. The emerging theme of innovation has uncovered that a challenge for these new ventures is the resistance of the users. The consumers for which these products are developed have to get acquainted with the innovative aspect of these media platforms or applications. As respondent 2 states: "The resistance of the new, it is incredible. I never expected for people to be like: this is so new, I have to be careful. [...] The innovation is the first obstacle." (Respondent 2, transcript).

In short, three important themes have been uncovered when it comes to the benefits of validation and recognition of the competitions: gaining validation for potential partners, the success of the product and motivation. Additional to these three themes discussed in this section, the respondents mention that receiving recognition of the competitions has enabled them to look for media coverage and attention. This fourth theme will be further elaborated on in the following section. The four emerging themes are portrayed in the figure below (*figure 9*).
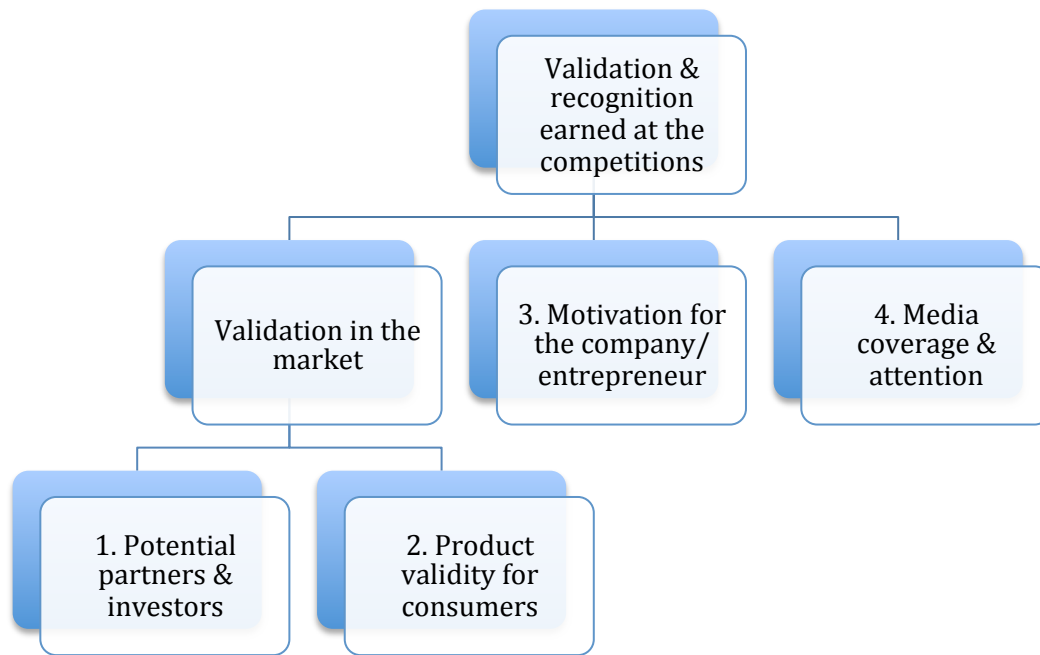
Figure 9: The four themes of the validation & recognition that have influenced development of the companies.

4.4.3 Media Coverage

Attention from different types of media can increase the perceived value of a business and the level of interest by investors. As all the companies in this research are media platforms or applications, media is an especially important factor with regards to business development. As the theoretical framework outlined, gaining media attention is an essential part of participating in competitions, this is confirmed by the results in this research.

The results in the section above have already indicated that the validation and recognition received by the competitions encourages media attention for the new ventures. Respondent 5 states that after the competition there has been an increase in media attention, which has ensured the validation of the company (Respondent 5, transcript). Respondent 2 also mentions the importance of validity in terms of media:

> After the competition, the impact in the media is very important. I tis like a certificate of guarantee, of quality, of a good job. It is very important in fact, we live in a global world and the digital technology approach [guarantees] the virality very quick. (Respondent 2, transcript).

Additionally, all the respondents mention the importance of media coverage for the development of their business.

The media impact of course is important to show the world we are, we are living in a global world and if I participate in a contest, an international contest - it is very very grateful, very simple to become [known] in the other side of the world talking about your project. (Respondent 2, transcript).

A positive aspect was that the minute we decided to continue our development, the competition helped very much media wise. (Respondent 4, transcript)

Lastly, the media coverage together with the validity that the competitions as well as the portrayal in the media brought turned out to be very helpful for most respondents in terms of overcoming the challenge of market competition. This can mostly be attributed the competitions gaving them a larger digital footprint (Respondent 1, transcript) or visibility for partners as well as consumers.

Our biggest challenge is that even though our content is excellent and our work is excellent, it is really marketing: how do we get across to people that this is truly better. The second thing is, you know just market competition - we found that competitors may have less scruples in terms of false advertising. And, there have been some issues - where we want to play by certain rules that do not mislead customers that our competitors, who don't again care about misleading customers (Respondent 3, transcript).

In short, the results indicate that the competitions might have helped the companies in several ways in overcoming obstacles and challenges. It has created the validity and recognition for them to pursue media attention and create media coverage themselves. Media coverage has been important for all the new ventures, as they all realize the media focused world they have to compete in. Last, it has given them the advantage to overcome obstacles as competition in the market and skepticism of consumers.

4.5 Conclusion

This chapter has set forth the results of the content analysis as well as the interviews held with the founders of winning companies.

First, important factors and operations were elaborated on, discussing three important themes: yhe media platform & applications, goals and the social contribution. This subchapter has shown the importance of values that are attributed to the companies and has validated the diversity in the media platform ecosystem. It has also shown the different goals of the companies, giving a well-established starting point for analysis when it comes to development of the ventures. The importance of the competitions themselves in terms of venture development was briefly touched upon. It has also shown the importance of social contribution to the participating companies and the importance of differentiation using social value.

Secondly, the development of the winning ventures was discussed using the business lifecycle model. The results show they have all gone through a similar lifecycle, starting at the stage of start-up when entering the competition, after which they have moved on through a phase of growth and moving into a phase of expansion and maturity.

The development of these ventures goes hand-in-hand with the development of specific resources, as the third sub-chapter has discussed. The social capital and network was discussed according to the social capital theory. Conform the resource-based view; physical-, human- organizational- and financial resources were discussed. The market environment was discussed in line with the resource dependency theory. The different capital and resources had several positive and negative aspects on the development of the businesses. This chapter also set forth the influence of the competition on these specific resources that were elaborated on.

Last, obstacles and challenges the companies went through after winning the competition have been discussed. This was done according to literature discussing how the competitions were able to guide the participating companies in overcoming these obstacles and challenges. Three helpful components were found in the results: network and guidance; validation; and media coverage. Obstacles these three elements helped to overcome were starting the businesses, resistance due to innovation and competition within the market. Other obstacles and challenges mentioned by the respondents were financial obstacles (as discussed in section 4.3.5), and political challenges.

5. Conclusion

This final chapter of this research will answer all the sub-questions, leading to a final and concluding answer on the main research question. The answers relate to previous theory and literature mentioned in the introduction as well as the theoretical framework.

The main research question of this research was as follows: "*How do winners of social entrepreneurship competitions develop after having won*?" In order to answer this question, four sub-questions were composed and linked with concepts emerging from literature. The four sub-questions will be discussed, leading to a final answer on the main research question.

The first sub-question is formulated as "*What resources, factors and operations are of importance for the participating companies at the moment of competition*?" The results in section 4.1 have distinguished several important factors and operations. These factors have been analyzed to establish a starting point for development of the companies, as the moment of competition was taken as point of reference. Three themes have been found relevant for the companies at the time of competition: the media platform or application; the future goals; and the social contribution. These findings are in line with literature stating the importance for social entrepreneurships to contribute meaningfully to economic as well as social development. Additionally the theory outlines the dedication of social entrepreneurs to their future goals, as the added value of the company often cannot be measured by financial indicators but is instead measured by social wealth.

The main theme of media platforms and applications shows the diversity within the media platform ecosystem. Even though all companies have different features and abilities, they were all based on the same base of being an innovative media platform or application. This establishes not only the range of economic activities within the market segment of media platforms, but shows the dynamic nature of the market which is an important factor for the operations of such companies as the results on market segment have shown. Interestingly, the results in this study indicate opposite results to the current stream of literature on platformization. Whereas literature states that media platforms are progressively becoming more alike, this study indicates that all the platforms from the new ventures in this study have many distinctive features, as they use different media platforms to address their consumer.

Even though some literature is critical when it comes to platformization, there are also benefits if used for social good. The new ventures that are part of this research

all have developed a platform that is designed to help a particular community. For these platforms, a vital part is trust and transparency. One way to achieve trust in the digital economy is via transparency, which can be achieved by platformization. If all the platforms are somewhat similar due to platformization, it is increasing transparency and usability. In that sense platformization might be beneficial in terms of platforms used for social good. However, a resulting factor from this study influential for platformization is that of innovation. In terms of innovation, platformization might be working as counterproductive which would also influence new ventures for social good. As platformization would mean more programmed templates and more similar platforms this might be catastrophic for innovative ideas, as all the platforms are would become similar. Platformization would therefore possibly make it more difficult for innovative businesses to enter the market, and with that decrease the innovative and dynamic aspects of the application ecosystem and media platform market. Platformization could have positive as well as negative aspects on ventures for social good. However the results of this study indicate that platformization is not as evident, when looking at social ventures, in media platforms as the current stream of literature might argue.

The goals and social contribution of the companies in this study are largely intertwined. In other words, the social contribution of a company were to a great extend based on the future goals the company aims to accomplish. The results are in line with what the theoretical framework has outlined, that fulfilling the social needs of a certain community is the main priority for social entrepreneurs and is often stated above financial gains as profit.

An interesting point not found in literature, but uncovered by the results of this study is the large importance the competitions attribute to themselves. This indicates the competitions are not only designed to help new ventures in their development, but also to somewhat stretch the name of the corporation financing the competition and attribute the social contribution of these participating companies to some extent to themselves. With that, social contribution is not only an important established factor for the participating companies but also for the competitions as this strengthens the corporations' image. This might be explained by the enlarging need for corporations to practice corporate responsibility to enhance their socially responsible portrait in society.

The second sub-question is "*What kind of resources continue to enable their development and how are these acquired*?" Many resources were discussed conforming to three strains in literature regarding the importance of resources regarding development of new ventures.

The first main emerging resource is that of social capital and network. The results confirm what literature has stated: that the development of strong and weak ties is very important for new ventures. Additionally an emerging theme in the results was that of reinsurance through weak ties. As all participating social new ventures go through a similar business lifecycle or journey, the participants experienced building ties with other participants reinsured that they were doing something right. In other words, building up a network was not only beneficial for creating ties with solemnly partners or investors to get access to resources, as is stated in the literature. The results show that sharing the start-up journey with fellow participants of the competitions is beneficial for the development as it gives the companies the ability to compare and corroborate their business lifecycle.

The second important theme is that of financial resources. As the literature discusses, financial resources are always important for new ventures since this is needed to establish and maintain growth. This is confirmed by the results in this research. Even though the social value is more important to the social ventures in this research, financial resources are needed to establish the social goals of the company. Most companies were able to acquire financial resources after the competition by selling their product. Others sought financial resources at investors or partners and are currently working on being self-sustainable. All have stated the importance of the financial aspect given by the competition, as this enabled them to fund growth, prototypes or development of the company. The competitions had direct as well as indirect benefits on the acquiring of financial resources for the participating ventures, which all leaded in one way or another to the acquiring of financial resources.

The last and most important emerging factor for the development of a social new venture, as stated by the respondents, is that of human resources. Interestingly, human resources were considered as more important by social entrepreneurship then the financial resources. This might be attributed to the result that social contribution is the most important factor for these companies; it is therefore not surprising that they value human resources highly as knowledge and innovation are of great importance for these companies. Additionally, theory explains performance of social ventures cannot be measured using financial measurements but asks for a different approach.

An interesting finding was the recurring tension between the striving of companies to have a flat structure when it comes to organizational resources, while the results have shown a more traditionally top-down structured hierarchy. This can be attributed to the management fashion of the Silicon Valley model in the app economy, in which the organizational structure relies on non-bureaucratic structure and a non-authoritarian form of control. Even though the companies did not yet adopt this management fashion yet, they do aspire to include this in their company. Other elements of the Silicon Valley model have been found in the participating companies, as culture and selective team composition.

The ideology of Silicon Valley implicates a distinctive office culture, using a flat structure management organization and non-authoritarian forms of control. Even though the results from this study indicate the ideology of the Silicon Valley model in the participating ventures, practice shows the Silicon Valley model might not be more than just an ideology. Literature on the Silicon Valley model and ideology argue the possibilities on a change in management structures -and e.g. office culture- while practice of the companies using such a model shows they still maintain a top-down hierarchy when it comes to management organization. Even though literature on the Silicon Valley model and ideology implicate the advantages it can have on new ventures, as innovation and increasing social returns, the aspiring use of this model in practice indicates it is more precarious. This is also indicated by the results of this study.

In short, there are three main and most important resources that enable the development of the winning social ventures: social capital, financial resources and human resources. These resources have partly been acquired by the participation in the competitions. However, they also come to a large extend from a continuous search to like-minded partners, in terms of network, finances, and human resources. What seems most important to the social ventures is creating a network of partners, as well as investors and within the team of employees, that believes in the social value and goal they are working to accomplish. This confirms the theory on social entrepreneurships and their operations. It also confirms the social capital theory and the resource-based view, which express the need for valuable, rare inimitable and non-substitutable resources that are the bases for these enterprises and strengthen their competitive position.

The third sub-question is formulated as "*To what degree have their businesses shifted after the competition*?" The results confirm what has been seen in literature, as all companies go through a comparable business lifecycle.

At the moment of competition, most ventures are in the start-up phase of their journey. Especially within the social entrepreneurial segment this is compatible, as this stage is defined by innovation, creativity and the creation of a target community. These elements are as stated above, relevant factors defined at the moment of competition. Going through the business lifecycle, literature states that the companies would go through a crisis of leadership. This is confirmed by the results as most ventures went through the restructuring of their team after the competition.

The restructuring of the team eventually leaded all companies into the new phase of growth. The results affirm the theory, as the main focus of all ventures was growth. Interestingly, the results indeed show the growth of all ventures in terms of employees as well as revenue. This establishes the transition of the companies from the survival and start-up stage, into the phase of growth and success. With that, it can be substantiated that the social ventures have shifted from a survival stage at moment of competition, into a phase of growth in the years of development after.

A last emerging theme regarding the shifting of the business is the perspective of the companies regarding the future development that is aligned with theory on the business lifecycle. The ventures are focused on expanding the company, most internationally focused and maturing their resources. In other words, the social ventures want to move from the growth and success phase into the expansion in the near future. Eventually, the founders state they would like to move into the phase of maturity where they no longer have to worry about the acquiring of resources and have implemented their social contribution globally. In short, the business lifecycle of the social ventures is in line and affirmative of the theory on start-up journeys and the business lifecycle.

The fourth sub-question is "*What are the obstacles for winners after the competitions and how did ventures deal with these challenges*?" One main obstacle was that of financial resources, which has been discussed above in terms of need for financial resources. Two other main obstacles emerged for the participating companies: the competitive market environment and need for validation.

Conform the resource dependency theory; an important emerging theme that was an obstacle for all social ventures is that of the market environment. Due to the hyper-competition in the market, the companies experience the need to distinguish themselves. However all the companies are confident their social contribution gives them a great advantage within the market, differentiating themselves from other similar platforms. An important way to deal with this challenge for companies has been media

coverage: by increased appearance in media, partially due to winning of the competitions, has expanded their visibility to potential partners and consumers. By setting forth their social contribution and unique selling propositions within media, the companies were able to somewhat overcome the highly competitive market environment. However, for most companies this is continuous process.

A second emerging obstacle for the companies was the need for validation, due to repeatedly the competitive market as well as the innovative nature of the participating companies. As stated above, the media platform market is highly competitive, therefore the companies experience need for outsider validation to attribute them recognition. This on its turn can be used for their appearance in media, differentiating the company from other comparable products. Also, due to the innovative nature of the participating companies the companies experience a need for validation to convince partners as well as consumers of their platform. Theory has shown that consumers are often skeptical when it comes to innovative products, especially in a market where there is an abundance of other products. Therefore, the companies have experienced a great benefit of participating in the competitions was the validation of a large organization has been helpful in the recognition of society of the products. Last, the companies all have experienced a great motivational benefit due to recognition of the competitions.

In short, three main obstacles have been found in the results: financial resources; competition on the market; and the need for validation. The companies have partially overcome these obstacles by using the validation received by the competitions they have been part of. However, as the obstacles are mostly due to other comparable companies on the market, overcoming these obstacles are an ongoing process. This is confirmed by the resource dependency arguing the complicated position in the market due to other players.

By answering these sub-questions, a conclusion on the main research question can be given. The main question of this research is formulated "*How do winners of social entrepreneurship competitions develop after having won*?" Several components of the discussed sub-questions form the answer to this question. This research has shown that participating companies in companies are very goal-oriented. These goals and the social contribution are leading for decisions made on development within the company. The acquiring of financial resources, social capital and human resources are of most importance for the development of these companies. The competitions are able to support the participating companies in terms of financial resources due to a, often small,

amount of price money. The competitions were also able to help the companies gain social capital by making networking possible. The main advantage the participating companies experienced however was gaining recognition and validating from the competitions, leading to the ability to deal with obstacles as competition in the market and acceptance of their innovative products. These advantages have led to the development of all participating companies from the start-up stage of the business lifecycle into the growth phase. In the near future, all participating companies plan on maturing into the stage of expansion and success. Therefore, the results of this research indicate that winners of social entrepreneurship competitions develop quite successfully after having won, maturing the company in terms of resources and creation of social contribution.

Relevance

There are numerous theoretical implications of this study. This research has shown several insights that contribute to the existing theory. It has shown the main needs of social new ventures for their development within the business lifecycle in terms of network and resources. This research gives an insight to the experiences of start-ups with venture development and factors that are important for this development. Additionally, it addresses the needs of these new ventures for support by the competitions they have been part of. In short, this research shows that the competitions can be beneficial for the development of social entrepreneurships. This is especially the case in some of the important factors, as network, financial resources and validation.

Additionally, there also are various practical applications of this study. First, it can serve as an advice for future competitions that are focused on social entrepreneurships. This study can serve as a guideline for important needs and resources for the participating companies. Additionally, it would be able to guide the development after a competition for the participating companies. Therefore this guideline it would be most helpful for the participating companies, but it will most likely also enable to deliver the highest quality of innovative social media platforms and applications, which is what these competitions are looking for.

Moreover, this research can be applied by social new ventures that are participating in competitions. It has shown how being in a certain state with the company while taking part in a competition can be beneficial in terms of finances and finding partners. They could prepare for their development by attracting potential partners and investors, network, and using their knowledge within the competition. A next step could be to follow the companies in the process of maturing, to see what

exactly can be done by the competitions to support the new ventures. This would be most helpful for the competitions themselves as they could make a well-established name for themselves helping these new ventures mature, but also be also be greatly beneficial for the market as the participating start-ups could go through the business lifecycle with the established resources in the most effective way.

As this research and the focused on competitions targeting social entrepreneurships, the real benefit is for the communities the media platforms and application are developed for as they are adding social value to the market.

Limitations

Limitations of this study are due to limited time, availability and resources. The time constraints cost for a limited number of interviews that were conducted over a short period of time. Therefore, the data was not gathered until saturation but instead focused on a before hand agreed upon amount of participants.

As with many studies, the chosen methods had several disadvantages and limitations. First, despite the fact that interviews provided insightful answers from the respondents, there has been some difficulty in finding the right amount of respondents. As the amount of start-up competitions that is focused on the social entrepreneurial segment is small, it was rather difficult to get in touch with potential interviewees. As many of these new ventures were not only very busy but also not based in the Netherlands, it was difficult for the researcher to get in contact and to convince the ventures to participate in such a study. This led to the researcher having to broaden the potential participants from only winners in 2013 to winners of the year 2013 as well as 2014. Unfortunately this decreases both the validity and reliability of the research. Even though surveys would not have provided the in-depth and explanatory answers that was desired by the researcher, surveys might have been a less time consuming method for the respondents and thus the respondent rate could have been somewhat higher.

Moreover, as for this research a qualitative method was chosen, the research took place in a natural setting and is therefore extremely difficult to replicate. Therefore the phenomenon studied, development of social entrepreneurships after having won a competition, comes with limitations over which the researcher has little control. Within this study, such limitations are for example the increasing hype for social new ventures in the contemporary society that might differ in other times and the number of competitions focusing on such ventures. Secondly, the media platform and application market is very dynamic, which is supported by the results of this research, leading to limited control for the researcher when researching this phenomenon of development.

The Role of the Researcher

As this research is qualitative, it is important to establish the role the researcher has played within this research. Within this research, the researcher was singular and involved in every step of the process: the literature review, sampling the competitions and companies, interviewing the respondents, the data analysis and eventually linking the data to the theory.

As only one researcher was involved in this process, this might have lead to guiding of the questions in the interviews and focused theory. However, as the researcher was not an insider in the market segment focused on in this research, this focus was not biased beforehand. Additionally, the respondents were asked for feedback on the interviewer after the conversation. All indicate they had the feeling they could talk freely and felt comfortable during the interview. Overall, the role of the researcher did not drastically influence the research process, adding to the reliability of the research.

A last note of theoretical implications must be mentioned, as the themes found in the data largely correspond with theoretical framework. However, there might be other important resources that were not discussed during the interview influential for the development of the companies. As the theory has been leading for the interviews, it is expected that the most important factors have been covered in this dataset.

Further Research

The before mentioned limitations can be seen as opportunities for further research to make possible improvements.

This research has applied a broad focus on the development of the companies and how this was influenced by the competitions. This is interesting as it gives an overview on the phenomena of social entrepreneurial development, but at the same time it is limited, as it does not have the capability to go in-depth into the subject. Therefore, it would be valuable for future research to go into each component of the study separately and more in-depth by researching each resource and its importance for the business lifecycle. As some countries or regions are more focused on social entrepreneurship than others it would be helpful if future research would look at these separately. Last, this research indicates solemnly what happens with the winners after having won a competition, leaving out the other participants. Therefore, a research that includes the winners as well as the other participating contestants could lead to interesting results to what it means for companies to actually win such a competition.

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Appendix A: Winners of the Competitions

NASSCOM	Milken-Penn GSE	Mobile for Good
SAKSHAM (2013)	Persistence Plus (2013)	MindTags (2013)
Okekey (2013)	BiblioNasium (2013)	PebbleMED(2013)
Homelink Network System (2013	Autism Expressed (2013)	Lily and the Animals (2013)
Yes Money (2013)	RaiseLabs (2013)	Special words (2013)
Vidiyal (2014)	Osmosis (2014)	Dyseggxia (2013)
CoBELS (2014)	Professor Word (2014)	Contigo (2013)
iSarita (2014)	Branching Minds (2014)	ColorADD (2013)
Jaipur Rugs Company (2014)	eduCanon - now PlayPosit (2014)	Bribespot (2013)
GEMS (2014)		*note: a competition was held by Mobile for Good in 2014, but no winners were listed and e-mails on the topic remained unanswered.

Appendix B: Descriptions of the Companies

ICT Led Social Innovation by a Social Enterprise

Winner: CoBELS (Competency Based Experiential Learning Solution)
Callystro Infotech Pvt. Ltd.
http://www.callystro.com

Watch Video Here

Contact Person - Founding members: Sampath Menon, Sampath Shetty, Rajeev Gopalakrishnan and Sabina Jain

Challenge: Despite e learning solutions being implemented, challenges still remain in the education systems. The main problem even today is that of low learning outcomes, low engagement in class and low participation of teachers.

ICT Innovation: Callystro works towards developing interactive content, completely game and activity based which solves the biggest problem which is the learner engagement. Learners repeatedly like to play games. Hence the solution is capable of holding both the attention and retention of concepts through repeated engagement by the child. It is self-paced, multilingual and does not assume any prior reading abilities or computer knowledge. The solution is multi graded and the learner starts and moves up the learning ladder based on his/her current level and progress. The solution is integrated with an LMS for teachers. The entire solution is available as an offline solution or online on the cloud. It has been developed using Adobe flash technology. The solution is also available on phones and tablets.

Impact: Callystro provides services to many low cost or rural schools on a low cost high volume model.

4. ICT Led Social Innovation by a Social Enterprise

Winner: "CoBELS", Callystro Infotech Pvt. Ltd.

Competency Based Experiential Learning Solution (CoBELS) is an e learning solution that encourages learning by mapping curriculum into games and activities.

Image B1: Description of CoBels by NASSCOM

ColorADD
You know that all communication is based on color, like in Metro stations you have color everywhere and it's the most important factor to guide yourself in the streets. So the application takes the colorADD code, and with that reference, when you point the camera of your iPhone, it tells you what color you're seeing by writing the name of the color and also the code of colorADD that represents that color. It's focused for colorblind people to help those people whatever you're doing, in actions of everyday life.

Image B2: Text in the description of ColorADD by Mobile for Good Vodafone – part 1
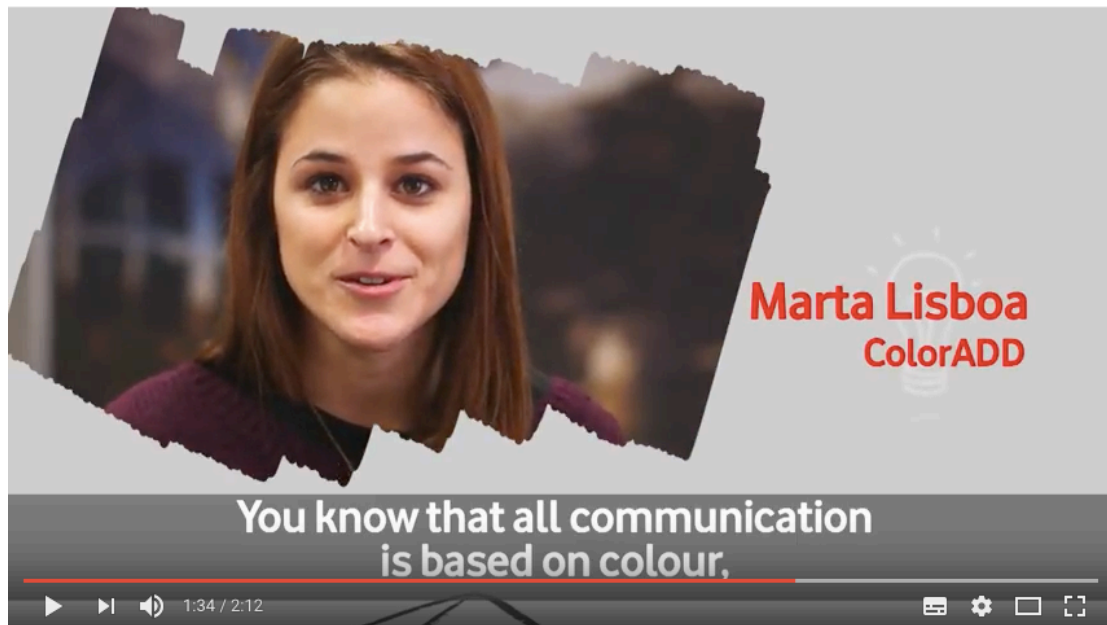
Image B3: Screenshot of the description of ColorADD by Mobile for Good Vodafone

Philadelphia-based start-up Osmosis takes home two top prizes, including 1ˢᵗ place from the Milken Family Foundation

Philadelphia, PA, May 14, 2014 – Philadelphia-based start-up Osmosis won top prizes in the 2014 Milken-Penn GSE Education Business Plan Competition (EBPC) today. Education entrepreneurs from 12 early-stage start-ups competed in the final phase of the competition, which features eight prizes totaling $140,000 in funding - with Osmosis taking home both 1ˢᵗ prize ($25,000) from the Milken Family Foundation and the American Public University System Prize for Innovation in Online Education ($25,000).

Additionally, all of this year's finalists and semi-finalists have been invited to participate in the Education Design Studio, Inc. (EDSi), a Philadelphia-based $2.1 million hybrid incubator-seed fund that was launched in the fall of 2013 in collaboration with the University of Pennsylvania's Graduate School of Education.

Considered one of the most prestigious and well-funded education business plan competitions around, the EBPC has earned a name for itself by attracting innovative ideas from around the world and spotting winning education innovations early on in their growth. The University of Pennsylvania's Graduate School of Education (Penn GSE) and the Milken Family Foundation conceived of the competition to catalyze innovation in education, and the EBPC features separate prizes in categories ranging from Open Educational Resources (OER), to innovation in online education, to special education and at-risk students. It also provides an opportunity for competitors to connect with top investors and researchers in the field of educational innovation.

The twelve competition finalists presented their projects – showcasing the best and most promising new ventures in the field – to a select panel of industry leaders on the Penn campus today. The winning entrepreneurs are:

» The Milken Family Foundation:
   » First Prize ($25,000) -- Osmosis, Philadelphia, PA – a learning app aimed at the medical community.

The twelve competition finalists presented their projects – showcasing the best and most promising new ventures in the field – to a select panel of industry leaders on the Penn campus today. The winning entrepreneurs are:

» The Milken Family Foundation:
   » First Prize ($25,000) -- Osmosis, Philadelphia, PA – a learning app aimed at the medical community.

Image B4: Description of Osmosis by Milken-Penn

MindTags

MindTags does work without any big user interaction, that means it is a one touch principle. Touching the NFC tag without actually touching the screen once again will open the MindTags App and will instantly display the information required. But it's also going to be read out to you instantly. We do support various other accessibility aspects like text to speech, speech to text, but also talk back, scaling text and inverse colors. MindTags brings a great usage in the sector of ambient assistant living but not just for the elderly people, it is good for young and even for everyone, it's an inclusive tool.

Image B5: text in the description of MindTags by Mobile for Good Vodafone – part 1
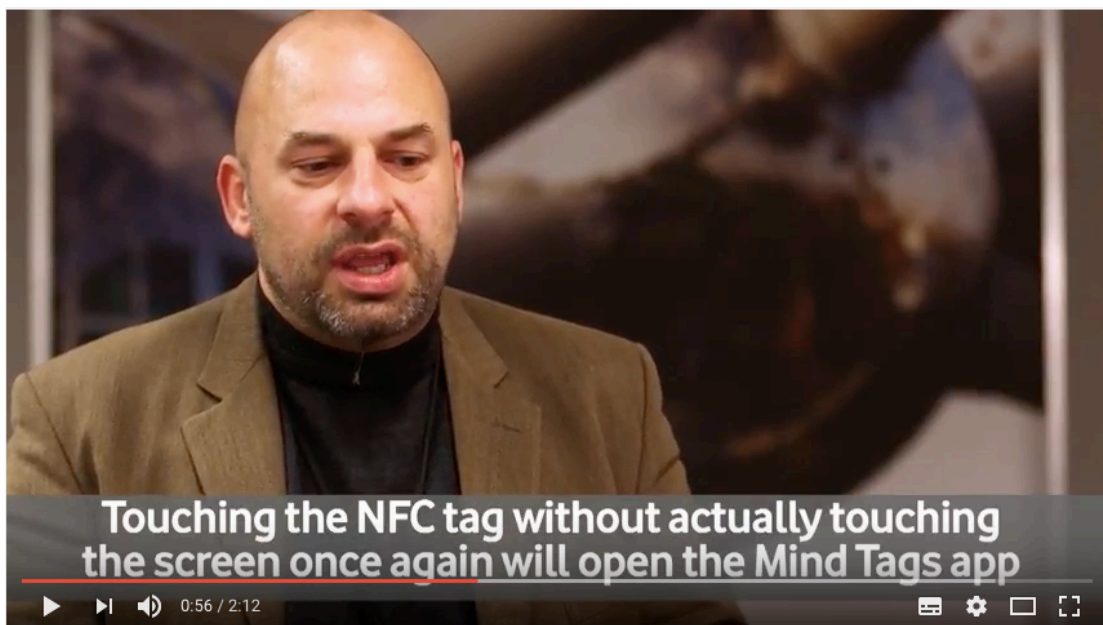
Image B6: Screenshot of the description of MindTags by Mobile for Good Vodafone

ICT led Social Innovation by a Not for Profit

Winner: Knowledge management of Small and Marginal Farmers through ODL Systems, Vidiyal
http://www.vidiyalngdo.in/networking.htm

Contact Person-
Mr. K. Kamaraj, Founder of Vidiyal

Challenge: India is making various efforts to sustain the agricultural sector. In spite of impressive achievements, the contribution of agricultural sector in enhancing human development is declining.

Innovation: In order to empower the small and marginal farmers with information and credit, VIDIYAL, an NGO in Theni, Tamilnadu, initiated a project - Knowledge management of Small and Marginal Farmers through Open Distance Learning (ODL) Systems. Using multimedia materials in local languages, VIDIYAL trained 300 women to conduct value chain analysis and to develop business proposals for their cow/goat rearing enterprises. Each member of the SHG is given credit to buy farm animals and a mobile phone. Using voicemails delivered to these mobile phones, the women are trained in cattle rearing and aspects of farming such as breed selection, feed, health management, and animal care

Image B7: description of Vidiyal by NASSCOM

JILL FRANKFORT AND DR. KENNY SALIM

Persistence Plus
persistenceplusnetwork.com
Boston, Massachusetts

Through a proprietary platform for colleges, Persistence Plus marries mobile technology and behavioral research to motivate and support more students to a degree.

Colleges are looking for ways to provide increased personalized support for students on a scalable platform at a reasonable cost. The Persistence Plus mobile platform delivers nudges that are rooted in behavioral research.

The Persistence Plus model includes:

Interventions Targeting Common College Obstacles: Through regular behavioral nudges that enhance resiliency, planning skills, and progress tracking, Persistence Plus helps students learn how to prepare for and deal with academic setbacks and external obstacles, organize their time and responsibilities, and make progress toward short- and long-term goals.

Social Network Levers: Persistence Plus facilitates positive peer academic pressure by enabling students to easily share academic goals and their progress towards them with friends, and compare their own academic habits to aggregate norms.

An Automated Channel of Communication and Care: Through engaging messages that call for a response, Persistence Plus collects data on the well-being of students, and uses this information to identify and reach out to students who need additional support before official early alerts.

Rapid Research and Development: Persistence Plus evaluates and assesses the efficacy of each motivational intervention at promoting successful college-going behaviors in real-time and uses the data collected to refine its approach for different student populations and contexts. As we learn more about different groups of students in different learning contexts, the Persistence Plus algorithm becomes more sophisticated so we will be able to deliver the right nudges to the right students at the right time.

Jill Frankfort is focused on helping colleges transform how they support, engage, and motivate students to completion. Jill was previously a director at Jobs for the Future where she worked with colleges and districts to improve the educational outcomes of low-income students. She is deeply knowledgeable about college retention issues and success strategies, and has more than ten years of experience as a strategy consultant and education professional. Jill has consulted for education clients and Fortune 1000 companies, is the author of 100 Paid Summer Adventures for Teachers, and has taught high school math. She received her bachelor's from Brown University and a master's in education from Wake Forest University.

Dr. Kenny Salim is an expert in developing and implementing initiatives to increase student success. He was most recently a senior public school district administrator in Boston where he oversaw programs focused on improving college readiness and academic reforms for over 50K students and managed budgets over $20M. As part of his work, Kenny conceptualized and implemented a web-based tool that helps students track their progress towards graduation. The first person in his family to graduate from college, he has a doctorate in education from Harvard University.

Image B8: Description of Persistence Plus by Milken-Penn

Appendix C: Interview Topic List

First of all, thank you so much for taking the time to speak with me. Maybe you would like for me to tell a little bit more about myself and this research: my name is Nina Kotterik, I am doing a double master degree at the moment in Media and Business and Entrepreneurship.

I am conducting this research to see how social entrepreneurships that make use of media (a media platform, or application) develop after having won a competition, as not much is known about what actually happens with these companies after having won. I have chosen to focus on social entrepreneurships since, in my opinion, it is very important to help these social ventures to grow, as they are the core development within social movements. This is in short why I have chosen to conduct this research and what the research is about.

To make most of this conversation, the answers will be recorded it this is okay with you. The interview will take about forty-five minutes – there are no right or wrong answers.
        If there is any topic or questions that you do not feel comfortable with, you do not have to answers and you may end the interview at any time. I assure you that all the comments will remain confidential. This means that your interview responses will only be shared with the research team members. In the end I will be compiling a report that will contain comments out of this conversation without any personal or individual references.

Warm up questions

To get started, could you maybe tell me a little about yourself and the business?

Social contribution

- Social value
        -Your business focuses on [insert focus of the company].
        What would you say is the social value that the company is adding to society?
        - How does this added social value influence the every day lives of these people?
- The problem
        - Could you tell a bit more on the gap that your company is trying to fill?
        - Why is it needed to [insert focus of the company]?
- The community
        - How does the creation of a community add to the value of the company?

Focused questions

- So your company has been part of the [insert competition] competition, could you tell me a bit more about your experience?
- What made the organization to decide to participate in the a competition like insert competition]?

Media

- Media platform / application
   - You are using media to get to your consumers. How exactly does this work?
   - What resources are needed to make this possible?
   - Did you encounter any obstacles when it comes to developing this media platform?
   - Was the competition helpful in overcoming these obstacles?
- Media coverage
   As your company involves a media product, I can imagine that media coverage is very important for your company?
   - How do you normally cope with media coverage?
   - Does this have a lot of influence on the venture?
- Has being part of [insert competition] in any way influenced your media coverage? If yes, in what way?

Business

- Entrepreneurship
   - For how long has your business been on the market?
   - How did you come up with such an innovative idea?
- Business lifecycle
   A lot of companies or organizations participating in the competitions are often still in the starting phase.
   - What phase were you in when entering the competition?
   - What phase would you say you are in nowadays?

Resources

- Network: When you take part in such a competition, I can imagine that network is an important part of this.
   - Did you feel like network was an important added value from the competition?
   - Did you make a lot of new contacts that were helpful in the development after the competition? If yes, what kind of contacts were they?
- Physical: Every business of course also needs certain physical resources, [add example of physical resources for the specific venture].
   - How do you normally acquire these resources?
   - Was the competition maybe helpful in new ways to acquire them?
- Human: an organization of course also depends a lot on human resources, like knowledge or education of the employees.
   - What kinds of people work in your organization?
   - Did the competition add any human resource value to your organization?
- Organizational
   - How would you say your business is organizationally structured?

- Did participating in the competition make any difference in your organization structuring?

- Financial

    One important factor for entering a competition is often financial.
    - Was this the case for your venture?
    - If you would not mind disclosing, how did your company use the added financial value of the competition?
    - Did it make a big difference for your company? And if yes, in what ways?
    - What would you say was the added value?

- Overall, what were important resources for the organization?
    - How are they acquired?
    - Did the competition help in any way to acquire these resources? If yes, which ones?

- Market environment

    - If you look at the environment of your business, is there a lot of competition?
    - [In some cases] As you're a not for profit organization, are there organizations/ businesses that are for profit that are trying to accomplish the same?
    - Do you feel there are specific challenges to your organization that are cost by the market environment? (For example competition, difficulty in acquiring resources etc.)

- Team composition

    - Could you tell me a bit more on how your team is assembled? How many directors or employees do you have?
    - Were there any important changes in the team composition over the last year?
    - Has the competition changed the team composition in any ways? For example has it become more effective?

- Competition

    - In general, how do you feel the competition has affected the company?
    - Was it beneficial? If yes, in what ways?
    - After the competition, or in recent years, did your company have any challenges they had to overcome? If yes, how did you deal with this?
    - When looking at the future, what are important factors for the company?
    - How do you see the organization develop?
    - Are there any resources that would be needed for this development?

Appendix D: Coding Content Analysis

N CATEGORIES	Social contribution		
MES	Social value	Problem	Community
ES	Social innovation	Declining enhancement of human development	Each member of the SHG
	Small and Marginal Farmers	Contribution of agricultural sector	Learners repeatedly like to play games
	Impressive achievements	Despite e-learing solutions being implemented	by the child
	Empower small and marginal farmers	Challenges in the education systems	Solution integrated with an LMS for teache
	Local languages	Main problem	many low cost or rural schools
	Trained 300 women	low learning outcomes	Not just for elderly people
	Conduct value chain analysis	low engagement in class	Good for young
	Develop business proposals	low participation of teachers	And even for everyone
	Is given credit)	Solves the biggest problem	You know
	The women are trained in rearing and aspects of farming	All communication is based on colour	Focused for colour blind people
	Knowledge management	In metro station you have color everywhere	approximately 10.000 medical students
	Completely game and activity based	Innovation in online education	aimed at the medical community
	Learner engagement	special education	For students
	the solution	at-risk students	Well-being of students
	Capable of holding attention and renttion	Collleges are looking for ways to provide increased personalized suport	
	Through repeated engagement	Identify and reach out to students for additional support	
	No prior reading abilities		
	or computer knowledge		
	the solution		
	Multi graded		
	The learner starts and moves up		
	the learning ladder		
	based on his/her current level and progress		
	The enitre solution		
	Provides services		
	encourages learning		
oBELLS	mapping curriculum into games and activities		
olorADD	Intstantly display the information required		
mosis	read out to you instantly		
lindTags	Support various other accessibility aspects		
diyal	Great usage		
ersistence Plus	It's an inclusive tool		
	to guide yourself in the streets		
	Tells what colour you're seeing		
	by the name of the colour		
	Help whatever you're doing		
	in actions of everyday life		
	Knowledge diffusion		
	improves the way people learn		
	improves the way people retain information		
	Medical education		
	Currently used		
	Innovation in online education		
	to motivate and support more students to a degree		
	Nudges that are rooted in behavioral research		
	Model includes		
	Interventions targeting common collage obstacles		
	helps students learn how to prepare		
	deal with academic setbacks		
	deal with external obstacles		
	make progress toward short-and long-term goals		
	Facilitates positive peer academic pressure		
	Share academic goals		
	Compare their own academic habits		
	Rapid research and development		
	Evaluates and assess the efficacy of motivation intervention		

Figure D1: Open & axial coding out of the content analysis – part 1[2]

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[2] Original document with coding of the content analysis is available upon request

Figure D2

platform / app	Media coverage	Entrepreneurship	Business lifecycle	Competition
d	Website	Project	Challenge	Winner
ystems		Develop business proposals	Works towards	Winner
nation and credit		Cow/goat roaring enterprises	Intial focus	Second Place
Distance learning		by a Social Enterprise	promising new ventures	And the winner is
media materials		CoBELS (Competency Baed Experimental Learning Solution)	From 12 early-stage start-ups	Twelve competition finalists
voicemails		Lightbulb	Competed in the final phase of the competition	Presented their projects
ered to mobile phones		The most important factor	becomes more sophisticated	showcasing the best
d Social Innovation		Osmosis		the Penn campus
ite		Education entrepreneurs		The milken Family Foundation
h a video		Persistence Plus		Two top prizes
evelopment				Including 1st place
ping interactive content				eight prizes
ble as an offline solution				totalling 140.000 in funding
ine on the cloud				Considered one of the most prestigious
ped using Adobe flash technology				Well-funded education business plan competitions around
on is also available on phones and tablets				attracting innovative ideas
ning solution				spotting winning education innovations early on in their growth
n				to catalyze innovationn in education
ut any big user interaction				Won both
ouch principle				Milken Family Foundation Second Prize
ag				American Public University System Prize for Innovation in Online Edu
e screen				
ing the screen once will open the app				
holding the mobile phone				
d MindTags app				
to speech				
h-to-tekst				
ack				
g tekst				
e colours				
s use of the ap				
s use of application				
pplication takes ColorADD code				
the camere of your iPhone				
tion of use				
he code of ColorADD that represents that colour				
and mobile platform				
erhandle				
ite				
ing app				
ite				
ietary platform for colleges				
es mobiltechnology and behavioral research				
able platform				
tence Plus mobile platform delivers				
tomated channel of communication and care				
ging messages				
ts data				
the data collected to refine its approach				
ersistence Plus algorithm				

Figure D2: Open & axial coding out of the content analysis – part 2

Resources

capital	Network	Physical	Human	Organizational	Financial
ence as a strategy consultant and education professional	hybrid incubator-seed fund	Buy farm animals and a mobile phone	Previously a director at Jobs for the Future	Venture name	Not for Profit
ted for education clients	Opportunity for competitors	Uses this information	Deeply knowledgeable	hybrid incubator-seed fund	Is given credit
e 1000 companies	Connect with top investors		Knowledge on college renttion issues and success strategies	Managed budgets over 20m	Low cost high volume model
	researchers in th field of educational innovation		ten years of experience		First Prize (25.0000)
	Social network levers		Author of 100 paid summer adventures for teachers		taking home both 1st prize (25.000)
			Brown University		and American Public Unviersity System
			Wake Forest University		Reasonable costs
			Expert in developing and implementing inititatives		15.000 dollar
			Increase student success		25.000 dollar
			Most recently a senior public school disctict administrator		
			Conceptualized and implemented a web-based tool		
			The first person in his family to graduate from college		
			Doctorate in education from Harvard University		

Figure D3: Open & axial coding out of the content analysis – part 3

Other

Market environment	Team composition
India	Founder
Agricultural sector	Each member
Even today	Founding members
Sector of ambient assistant living	Sampath Menon
in the field	Sampath Shetty
To a select panel of industry leaders	Rajeev Gopalakrishnan
Philadeplhia-based start-up	Sabina Jain
Opportunity for competitors	Founder
Boston, Massachusetts	Founders
	Pictures of the founders
	Jill Frankfort
	Dr. Kenny Salim
	Jill Frankfort focuses onhelping colleges transform
	Dr. Kenny Salim
	Oversaw programs focused on imporving college radiness

Figure D4: Open & axial coding out of the content analysis – part 4

Table D1: Amount of codes per theme & main category

Main categories	Themes	Amount of codes
Social contribution (Total: 86)	Social value	56
	Problem	16
	Community	14
Media (Total: 51)	Media platform / app	50
	Media coverage	1
Business (Total: 38)	Entrepreneurship	10
	Business lifecycle	7
	Competition	21
Resources (Total: 36)	Social capital	3
	Network	5
	Physical	2
	Human	13
	Organizational	3
	Financial	10
Other (Total: 27)	Market environment	9
	Team composition	18

Appendix E: Interview Coding Scheme

Table F1: Example of coding in AtlasT.I. – code 'innovation'[3]

Quote #	Text content	Document	Codes	Number of codes
2:9	We are made a way that is so new, so new – because before [company 2] nothing exist for this solution	2	• Innovation	1
2:22	And I think this is the most important fact to guarantee the impact of this project world wide	2	• Innovation • Community • Innovation	3
2:23	First of all, my idea is to guarantee a solution not a community – but a complete and totally integration without discrimination about colorblind people in the society	2	• Innovation • Social value	2
2:24	The innovation factor, and with a social impact	2	• Competition(s) • Media platform / app • Strength • Innovation	2
2:27	A new idea in the worldwide too, cause it never exists so young people, young kids too	2	• Innovation	1
2:42	You learn a lot when you have to present, you are a solution – a worldwide solution. Nowadays, when we talk about innovation, not only digital innovation. It is a digital innovation too, but not only a digital innovation.	2	• Challenges • Innovation	2
2:43	But the resistance of the new, it is incredible. In never expect the people with: this is so new, I have to be careful.	2	• Social value • Innovation • Business lifecycle • Future	4
2:68	But, we need time. We are talking about innovation, and the idea is like a tree: if you plant a tree, if you give them a lot of	2	• Challenges • Innovation	2

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[3] Original document with coding of the interviews is available upon request

	water and a lot of light, they do not grow up in a day. They need time.			
3:12	Well, it is always the problem with innovative technologies and or systems like our system	3	• Challenges • Innovation	2
3:14	So therefore, it was very challenging in finding at the end of the day, when we are talking about 2015 at last, a business proposal – investors that believe in us, with which we can raise the necessary amount of money to put us as a company on the market properly.	3	• Challenges • Innovation • Financial	3
3:16	Currently we are raising more money on the private sector then we are actually receiving financial support by the government for example for innovative technologies – it is majorly the private sector who help us	3	• Innovation • Financial	2
5:63	This, the government has to change a bit for farmers producers company, in each company they have to get some sort of association before registration.	5	• Innovation • Challenges	2
5:64	For the past two years we have ben talking to the Indian government to consider this farmers producers company as a separate entity, so not a s a corporate company	5	• Innovation • Business lifecycle	2
5:65	And also, this compilation this filing the complaints and filing with the governments – that has to be simplified.	5	• Community • Innovation	2

Table F2: Amount of codes per theme & main category

Main category	Theme	Amount of codes
Social contribution (Total: 122)	Social value	65
	Problem	14
	Community	43
Media (Total: 54)	Media platform / app	32
	Media coverage	22
Business (Total: 178)	Entrepreneurship	31
	Business lifecycle	60
	Future	35
	Opportunities	16
	Challenges	21
	Innovation	15
Resources (Total: 207)	Social capital	34
	Network	44
	Physical	8
	Human	29
	Organizational	17
	Financial	75
Competition 92 (Total: competition, strength, weaknesses - 168)	Strengths	61
	Weaknesses	15
Other (total: 63)	Market environment	24
	Team composition	39