



MARKETING IN SOCIAL ENTREPRENEURSHIP: A COMPARATIVE ANALYSIS BETWEEN BRAZIL AND MEXICO

Judith Cavazos-Arroyo^{1*}  & Nadia Kassouf-Pizzinatto¹ 

¹Universidad Popular Autónoma del Estado de Puebla – Puebla, México.

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ABSTRACT

Objective: To explore whether there is any causal combination of marketing conditions affecting the growth stage of social entrepreneurship proposals in two emerging countries: Brazil and Mexico. **Method:** An exploratory type of research was developed, applying a comparative qualitative configurational analysis with 18 case studies or study units, nine from each country, to discover the combination of key conditions of marketing variables associated with the growth stage of the ventures studied. **Main Results:** In Mexico, growth occurs with the presence of a distribution channel, approach to multiple target markets, hybrid mission, and penetration pricing strategy. In Brazil, on the other hand, growth is explained by penetration pricing, variety of products and services, multiple distribution channels, and loyalty programs. **Relevance:** This work is relevant for its contribution to the understanding of the role of marketing variables in the survival and extension of the growth phase of social enterprises. **Theoretical/Methodological Contributions:** The paper contributes to the advancement of knowledge of marketing capabilities in growth-stage social enterprises in emerging countries.

INTRODUCTION

Social entrepreneurship (SE) has attracted the attention of both academic research and management practice (García-Jurado, Pérez-Barea, & Nova, 2021). The local and global contribution of SE is expanding rapidly (Svensson, 2014) through non-profit and for-profit proposals (Masseti, 2008), both in developed and developing countries, focusing mainly on addressing human and environmental needs (Radjou,

Prabhu, & Ahuja, 2012; Mwasijaji, Kombo, & Gravenir, 2022). SE is characterized by developing in regional or local contexts, thus requiring a more particularized understanding of their strategies (Lanteri, 2015). Furthermore, it has been identified that the nuancing of strategies to the context facilitates the response to market needs while creating social value (Xing, Liu, & Lattemann, 2020).

One of the most relevant areas to investigate in SE is business strategy and value creation, mainly on top-

*Corresponding author: judith.cavazos@upaep.mx

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ics such as business models, marketing, performance, and social impact (Gupta, Chauhan, Paul, & Jaiswal, 2020). This article aimed to contribute to the knowledge of the conditions of marketing strategies in social ventures in two emerging countries or different contexts, since, unlike market-driven organizations, not all marketing contexts contribute to the performance, growth, and impact of SE (Liu, Eng, & Takeda, 2015).

Although the problem of organizational growth is relevant to entrepreneurship, there is still not enough research, including the contribution of marketing to the growth of SE (Gupta et al., 2020). Among the research conducted, it has been found that non-profit organizations in industrialized countries still present a lack of understanding of the principles and development of clear marketing strategies, limiting their use mainly to promotion and remaining more focused on the organization than on customers (Dolnicar & Lazarevski, 2009). Another work conducted in Bangladesh and Nepal found that social entrepreneurs serving subsistence markets leverage their circumstances and resources at the micro level, creating value at a broader (meso) level and, thereby, impacting SE growth (Azmat, Ferdous, & Couchman, 2015).

Few works have been conducted on the conditions of marketing in SE in Latin America (Cavazos-Arroyo & Puente-Díaz, 2019); however, it is known that it can be challenging to grow and consolidate this type of venture in this region, since most of them will not last more than five years after their foundation (Vázquez-Parra, Amézquita-Zamora, & Ramírez-Montoya, 2021). The development of SE in emerging countries such as Brazil and Mexico has promoted several proposals and models, establishing opportunities for the generation of systemic social changes (Santos, 2012). One of the world's most important SE incubators, Ashoka, has the largest number of affiliates in Latin America in Brazil and then Mexico (Conway Dato-on & Banerjee, 2021).

SE in Brazil has not yet been deeply studied; however, in practice, SE plays a key role in local development and the resolution of social problems in the country (Vasconcellos, Leso, & Cortimiglia, 2022); it has also been identified that the SE sector in Brazil is diversified (Godói-de-Sousa & Fischer, 2012; Sengupta, Sahay, & Croce, 2018). On the other hand, it is known that in Mexico, social entrepreneurship impacts more than 1,000 municipalities, although more than 43.6% of its

population still lives in conditions of vulnerability. In addition, most of these ventures focus on local causes, mainly addressing health, water, and environmental problems (Street & EY México 2014).

Thus, to deepen the knowledge and use of marketing strategies in the growth of social ventures, this research aimed to explore whether there is any causal combination of marketing conditions that influence the growth stage from the proposal of social ventures in two emerging countries: Brazil and Mexico. The research question to be answered is: what marketing conditions intervene in the growth stage of social ventures in Mexico and Brazil?

1. LITERATURE REVIEW

1.1. Social entrepreneurship

There are several definitions of SE; for instance, Johnson (2000) defines it as an innovative approach to address complex social needs, emphasizing problem-solving and social innovation, where entrepreneurial activities blur the traditional boundaries between the public, private, and non-profit sectors and emphasize hybrid models of “for-profit” and “non-profit” activities. In contrast, Mair and Martí (2006) argue that it is a process that involves the innovative use and combination of resources to seize opportunities that catalyze social change and address social needs. A common element in most definitions is the search for solutions to social problems through innovation. In essence, social entrepreneurship is a benevolent attitude of sharing with others (Guzmán Vázquez & Trujillo Dávila, 2008), highlighting the preponderance of the social mission and the importance of social innovation as a competitive advantage (Muñoz & Kimmitt, 2019).

From the ecosystem perspective, SE involves the system's social, economic, political, cultural, and regulatory structure dimensions; it can be categorized into (Volkman, Tokarski, & Ernst, 2012): social orientation, market orientation, innovation, and opportunity (recognition and exploitation). From this perspective, SE contributes to reducing structural imbalance, creates value, generates new industries, validates new business models, solves a social problem, assumes risks, deals with asymmetric information, (re)allocates resources, creates new jobs, and

generates tax revenues (Santos, 2012; Gupta et al., 2020). Some researchers (Morales, Calvo, Martínez, & Martín, 2021) argue that the ideal is to foster a hybrid organization, which mixes business and social objectives; therefore, its results are maximized both financially and socially, preserving the motivation of the social entrepreneur in meeting the needs of the community. SE is expected to focus on value creation, and that its capture is focused on fueling operations and reinvesting for growth (Agafonow, 2014). Organizations with high levels of resources and efficient use of their capabilities could influence organizational growth (Bojica, Ruiz Jiménez, Ruiz Nava, & Fuentes-Fuentes, 2018). SE proposes a reorientation of organizational management, as it favors a greater redistribution of resources toward the less favored, which is a challenge for the maximization of the relationship between economic and social values (Bauwens, Huybrechts, & Dufays, 2020).

1.2. Situation of social entrepreneurship in Brazil and Mexico

Experts consider that the limitations of governmental social programs and philanthropy in Latin America propitiate the need to support the development of social entrepreneurship in the region as a legitimate solution to alleviate various social problems (Nielsen & Carranza, 2012). Gradually, SE has emerged with contextualized innovations focused on primarily satisfying substantial needs of different communities (Del Baldo, 2014; Domanski, Howaldt, & Schröder, 2017). The following is a description of the situation of SE in the countries studied in this research.

1.3. Brazil

In 1986, the first social entrepreneurship program in Latin America was developed in this country through Ashoka, a global non-profit organization, pioneer in the field of social innovation, work, and support for people with creative and innovative ideas capable of generating change with broad social impact, *i.e.*, social entrepreneurs. Founded in 1980 by the American Bill Drayton, Ashoka coined the term social entrepreneurship and characterized it as a field of work. Its first centers of action were India and Brazil, and it is now present in more than 85 countries.

Currently, Brazil has the largest number of SE associated with Ashoka programs in the region, with more than 370 active projects (Ashoka, 2020).

Although several organizations in Brazil are adopting the U.S. perspective of social business (Comini, Barki, & Trindade, 2012) and solidarity economy (Sengupta et al., 2018), it has been identified that SE proposals are diversified and mainly focused on solving social problems, empowering communities, preventing violence, generating local development and inclusion, and improving people's quality of life (Bastos, Scheiber, & Teodosui, 2016). The work of Almeida (2019) mentions that, in general, Brazilian social entrepreneurs have high family income, high schooling, and are predominantly men who initiate this type of projects and investments. SE has expanded more in the North and Northeast regions, which are the least developed in the country; likewise, it is expected that in the future social entrepreneurs will be younger.

1.4. Mexico

It is one of the Latin American countries with the most entrepreneurs, majorly belonging to the middle and upper classes (Castellani & Lora, 2014). Traditionally, entrepreneurship functions as a mechanism of social mobility in the country. The probability of becoming an entrepreneur increases when there is a family factor related to occupational values, especially when the father was an entrepreneur. Previous research on SE agrees that the sector is underdeveloped in the country, and there is no robust and integrated ecosystem that facilitates its development (Bojica et al., 2018). De la Garza Carranza, Guzmán-Soria, López-Lemus and Martínez (2020) concluded that Mexican SE needs to develop more social innovation to combat poverty and the lags in education, health, food, and housing that the country faces. Also, it has been identified that the main perceived barriers to starting a social enterprise in Mexico are deficiency in obtaining financing, lack of legal support, low customer awareness of the commercial offer, as well as legal barriers and bureaucracy (AT Kearney, 2013). Likewise, the three main causes why SE fail in the country are due to the product or service, customers and users, and the board of directors (de la Garza Carranza, Zavala Berbena, López-Lemus, & López de Alba, 2019).

1.5. Growth and marketing in social entrepreneurship

One of the most widespread growth theories is that of Penrose (1959), who published a seminal work on the growth theory of the firm. This proposition holds that organizations are institutions created by people to serve the purposes of other people; however, they operate in a disequilibrium model for growth. To develop, organizations use unique resources that follow a process of conversion into business services in which managers use their vision to identify a growth opportunity and execute development projects for the firm. Thus, resources transformed into productive business services are the key to long-term survival, expansion, and growth in a changing environment (Kor, Mahoney, Siemsen, & Tan, 2016).

There are several contributions of SE in the field of entrepreneurship (Leitch, Hill & Neergaard, 2010; McKelvie & Wiklund, 2010; Mishra & Zachary, 2013; Wright & Stigliani, 2013). McKelvie and Wiklund (2010) point out three fields of growth study: growth as an outcome, growth outcome, and growth as a process. This research assumed the first approach, which seeks to explain from different theoretical perspectives the variables that predict organizational growth. These variables may include individual traits (Tomczyk, Lee, & Winslow, 2013), organizational human resources practices (Batt, 2002), marketing tools, as well as a mix of variables at different levels (Baum, Locke, & Smith, 2001).

The growth of a social enterprise may involve expanding geographically or through other means to spread, improve and maximize social impact, to diversify its products/services or its beneficiaries, as well as optimizing its resources and networking approach; or to replicate the model, either by opening branches or acquiring other ventures (El Ebrashi, 2018). The challenge of multiplying well-being in social groups lies mainly in maintaining the social mission (Felder-Kuzu, 2009). According to André and Pache (2016), the diversification strategy consists of expanding the range of products or services offered to increase the impact on beneficiaries; this involves monitoring resource mobilization, optimizing processes, and evaluating the social impact of SE.

The growth potential of SE requires flexibility in its system and structure (Nielsen & Lund, 2015), as well as the development of social innovation, which facilitates

the exploitation of the established model (Al-Qudah, Al-Okaily, & Alqudah, 2022). Among other aspects, in order to grow, the ability to produce, distribute, and satisfy benefits must be developed to generate the capability to increase sales. The venture can consider expanding if it manages to survive and forge sufficient capital (financial, human, and social). In this process, one of the challenges is to develop skills to serve a larger number of beneficiaries while reducing costs (El Ebrashi, 2018). Some experts (Swee Ann Lee, 2011) consider that growth in social entrepreneurship models is often slower because financial viability depends on a market or beneficiaries that tend to have variable incomes, as favored families may often rely on informal businesses, remittances, or other sources of income.

Growth considers aspects such as: emphasis on learning and improvement, new distribution channels to generate returns to scale and increase the added value perceived by other segments, modifications in the engineering department to focus on new segments or offer different products, outsourcing to optimize resources, leverage and cooperation with other organizations, as well as the redesign of the business model to make the operation more efficient, cover costs, and re-invest in growth (Santos, 2012; Nielsen & Lund, 2015).

Some emphasize the market orientation value for SE to distribute and expand the reach of their social models (Schmidt & Carsten, 2015). These ventures must legitimize the logic of action by connecting market-society benefits (Sparviero, 2019). Also, investment in technologies and modernization, as well as the focus on ecological niches and well-determined populations, contribute to defining value for the market (Sparviero, 2019), product development under social innovation and brand orientation (Schmidt & Carsten, 2015), pricing (Kaur & Narayanamurthy, 2021), distribution and merchandising (Liu et al., 2015), and communication (Doyle-Corner & Ho, 2010).

Several researchers (Ananthram, Luo, & Peng, 2022; Claeys, Boughattas, & Tornikoski, 2022) have highlighted the importance of the bottom-of-the-pyramid orientation of SE; however, the nature of SE includes addressing human needs and the most pressing social causes (Radjou et al., 2012) wherever these are detected. Social products, processes, or services stand out for the benefits they produce for their target. It is common for social entrepreneurs to seek to contribute with a differentiated proposition based on social

innovation, which implies a novel solution (*e.g.*, incremental or frugal) to work in a more effective, efficient, and sustainable way compared to existing solutions; therefore, social innovation creates value primarily for society (Phills, Deiglmeier, & Miller, 2008).

On the other hand, brand orientation involves the organization's process around creating, developing, and protecting its identity in relation to its interaction with the target, leading to sustainable competitive advantage (Liu et al., 2015). Branding, even for SE, challenges the market orientation paradigm because it becomes a strategic asset that is expected to emphasize the organization's mission, vision, and values (Schmidt & Carsten, 2015).

Since the meaning of SE is focused on producing social value and sustainability, then the dimensions of profit, price, quality, networks, and product consistency play different roles than those established in the commercial market (Mwasijaji et al., 2022). Commonly social businesses set an affordable price for the market they are targeting; in fact, most of the cases oriented to the base of the pyramid reflect the setting of a low price (Kaur & Narayanamurthy, 2021), although there are known projects with differentiated pricing for each market served (Felder-Kuzu, 2009).

The archetype of distribution channels is best understood through the business model established by the entrepreneur. Most social entrepreneurs seek for the model to be scalable, meaning that it should be replicable and expandable to help the greatest number of people (Schatz, 2015). To achieve this, market orientation becomes a key aspect as it helps to ensure a more effective and efficient distribution of social products and services (Choi & Majumdar, 2013).

Finally, comprehensive communication for both networking and relationship building, legitimization of the organization (Nicholls, 2010), and obtaining the attention and interest of the target market for the social value proposition (André & Pache, 2016) involve making efforts in line with the policies, resources, and capabilities to take advantage of different communication tools to which the social organization and its market have access.

2. METHODOLOGY

2.1. Method and technique used

This study sought to determine whether there is any causal combination of conditions that affects

a stage of growth of the social enterprise. Thus, exploratory research was conducted, applying a configurational analysis called Qualitative Comparative Analysis (QCA), based on Boolean algebra, and developed by Ragin (1987, 2000, 2008) and Cronqvist and Berg-Schlosser (2009). This technique can operate with a relatively small number of studies and a relatively large number of variables called "conditions."

Thus, using a small number of cases or units of study, QCA makes it possible to discover the combination of key conditions associated with a given outcome and, in this study, achieves the following:

- the objective of creating a categorical distinction to explain why some social enterprises are in the growth stage;
- comparing cases by systematically analyzing all possible combinations of causal conditions to identify sufficient configurations of factors that produce a stated outcome, *i.e.*, analyzing sets of relationships, not correlations;
- integrate the strengths of the quantitative and qualitative approaches by performing well in small or medium-sized samples, which may not be suitable for quantitative studies.

2.2. Selection of cases

A QCA was used for a small sample of cases constituted by a selection by judgment considering three criteria (Greckhamer, Furnari, Fiss, & Aguilera, 2018; Vázquez-Parra et al., 2021):

- representative cases with scaling in the market or communities they serve;
- social ventures that would have lasted more than 5 years after their founding;
- diversity of sectors and regions in both countries.

Thus, nine cases from Mexico and nine from Brazil were considered. These SEs were chosen from the public databases of Ashoka (2016), an international organization that brings together the largest network of social entrepreneurs in the world and meets the condition of being in the growth stage, an outcome in the QCA. The names of the ventures that participated in the study have been kept anonymous; however, Table 1 presents a brief description of each case. Likewise, the conditions to be evaluated for each case are presented in the appendix. Data collection was con-

Table 1. Selected cases of social entrepreneurship.

México	Brazil
<i>Social entrepreneurship 1.</i> Group of solidarity economy coffee organizations. Composed of indigenous Tzeltal families and other collaborators with whom they have professionalized their work and financing, and with whom they maintain a relationship of joint growth. The project was consolidated in 2006 and integrates five social ventures.	<i>Social entrepreneurship 10.</i> Founded in 2012 to raise awareness among adults about the importance of teaching the children they live with. The organization uses websites, applications, books and free and open educational materials to democratize knowledge and influence educational processes inside and outside schools.
<i>Social entrepreneurship 2.</i> Founded in 2009 by engineers who promote equality in energy access-solar- through sustainable and inclusive solutions. It has rural care centers and a manufacturing plant in a marginalized area.	<i>Social entrepreneurship 11.</i> Since 2016 provides support to vulnerable sectors of the population by implementing renewable energy and green social technologies, simple to install, low cost, easy to apply and with social impacts such as autonomy and the development of permanent skills and capabilities.
<i>Social entrepreneurship 3.</i> Started in 1985, focused on housing and community infrastructure through assisted self-production. It also raises funds for construction and seeks strategic alliances to offer financial services to the low-income population.	<i>Social entrepreneurship 12.</i> It emerged in 1989 proposing a complete model of attention to malnutrition with three bases: medical assistance; multiplication and treatment; and finally, research and practice.
<i>Social entrepreneurship 4.</i> Established in 2010 and focused on providing health services, especially for the treatment of diabetes in a comprehensive manner at low cost. Offers clinical analysis services, medical specialists in diabetes and hypertension, emotional support, nutrition, podiatry and health care education.	<i>Social entrepreneurship 13.</i> Focused on access to energy, primarily ecological and energy autonomy. Since 2011, it has sought to strengthen the economy, local markets, social development and quality of life through the installation of bio-ethanol micro-distilleries and their full utilization.
<i>Social entrepreneurship 5.</i> Founded in 2011 by two investment specialists. Seeks to combat unnecessary blindness and other visual diseases by offering low-cost, high-quality treatments.	<i>Social entrepreneurship 14.</i> Founded in 1995 as an NGO that promotes the correct use of forests and their resources through the recognition and valuation of community agro-extractive production, the promotion of the consumption of certified products that imply adequate forest management and fair trade.
<i>Social entrepreneurship 6.</i> Established in 2013, through an honest and equitable relationship between consumers and 9,000 coffee-growing families, it offers organic coffee for sale through e-commerce.	<i>Social entrepreneurship 15.</i> Born in 2006, focusing on influencing public policies to control tobacco, eight years later it added "Health Promotion" to its name, as it promotes actions to achieve healthy environments and combat risk factors for chronic diseases.
<i>Social entrepreneurship 7.</i> Provides affordable rainwater harvesting and purification technology to marginalized communities. Develops the technology, installs it and provides after-sales service; also provides training and education in water culture.	<i>Social entrepreneurship 16.</i> Founded in 2005, its main objective is to integrate the Afro-Brazilian community to the media, linking communication and technology as triggers for business growth.
<i>Social entrepreneurship 8.</i> It began as an NGO, but a decade later it was established as a multiple banking institution specialized in microfinance for the base of the pyramid, and to achieve their financial inclusion.	<i>Social entrepreneurship 17.</i> Founded in 2000 and focused on drug addiction and social exclusion, especially young pregnant women at social risk, providing them with housing; food; psychological and pedagogical assistance; work; training and education in empathy, cooperation and solidarity.
<i>Social entrepreneurship 9.</i> It was created in 2010, focused on the dental health of low-income children through prevention. Provides professional clinical care with laser technology to avoid the use of anesthesia, provides appropriate treatments with various forms of payment and very affordable prices.	<i>Social entrepreneurship 18.</i> It has been operating as an association since 1999, thanks to 180 farming families who decided to revitalize the rural way of life through ecological agro-tourism, teaching about family farming, environmental preservation and organic production.

Source: own elaboration based on Ashoka research (2016).

ducted in two stages. First, the website of each social venture was reviewed and the conditions given in the appendix were answered; when it was not possible to obtain the answer to the condition, the space was left empty to be answered through another technique. Subsequently, in a second stage, contact was made with each of the social initiatives, the objective of the project was explained, and the necessary questions were asked to obtain the answers to all the conditions to be evaluated (Appendix 1).

2.3. Analysis procedure and software used

The analysis was performed as follows. First, all the values of the conditions for Mexico and Brazil, respectively, were coded. Next, the cases of each country were represented with their respective configurations, calibration of the conditions, and prepara-

tion of the initial data matrix, ordering the combination of variables in a truth table. Subsequently, the cases that met the conditions were verified, and, if necessary, the information was recategorized in a second truth table. Finally, the combinations were analyzed in terms of necessity and sufficiency of the complex solutions until the most parsimonious solution of the cases of each country studied was obtained. QCA software package for the R environment was used.

4. RESULTS

The analysis presents three components: the Truth Table, the solution formulas, and the fit measures referring to the consistency and coverage indexes (Rihoux & De Meure, 2009; Schneider & Wagemann, 2010). Table 2 shows the combination of the mar-

Table 2. Truth table with the summary of the cases and their values.

Country	No. of case	Entrepreneurship stage	Mission	Social model	Target	Product and service variety	Pricing	Place	Loyalty
Mexico	1	0	1	1	0	0	0	0	1
	2	0	1	1	0	1	1	1	1
	3	0	0	0	0	1	0	0	0
	4	0	1	1	0	1	1	1	1
	5	0	1	1	1	1	0	1	1
	6	0	1	1	1	1	0	1	0
	7	0	1	1	1	1	0	1	1
	8	1	0	0	1	0	1	0	1
	9	1	1	1	1	0	1	1	1
Brazil	1	1	0	0	1	1	0	1	0
	2	0	0	0	0	1	1	1	1
	3	0	1	0	0	1	1	0	1
	4	1	0	0	1	0	0	1	0
	5	1	1	1	1	1	1	1	0
	6	0	1	0	0	1	0	1	1
	7	0	0	0	0	0	0	0	1
	8	0	0	0	1	0	1	0	1
	9	1	0	0	1	1	1	1	1

keting conditions derived from the literature review: the first is the outcome or dependent variable: the growth stage; it is followed by the organization's mission, social model, target, product and service variety, pricing, place, and loyalty.

The growth stage takes on two values: (0) not growing and (1) growing. The mission can be social (0) or social and commercial (1). The trading system model can be social (0) or hybrid (1). The target can be concentrated (0) or diversified (1). Product and/or service variety can be limited to three products or services (0), or expanded with four or more products (1). Pricing can be penetration pricing (0), or differentiated (1). Place implies a direct channel and/or one intermediary (0), or two or more intermediaries (1). And finally, there may be (1) or may not be loyalty efforts (0).

The rows of Table 2 represent the cases and their configurations; the columns, the conditions, as well as the outcome or dependent variable. This allows evaluating the outcome associated with each configuration to affirm whether the sufficiency statement is true or false (Verweij & Gerrits, 2015).

It was sought to determine which configurations produce a firm's outcome in the growth stage. From these, the maximum index was chosen, which represented the most predictive configuration for the growth of social entrepreneurship in Mexico and Brazil, respectively. Table 3 shows the calibration of these conditions and their quantification in an initial data matrix. Results showed, for the case of Mexico, that a social and commercial mission, as well as the hybrid social model and having loyalty efforts, are variables observed in almost all cases of growing ventures, suggesting that these conditions might be necessary to reach that stage. In the case of Brazil, only the condition place with two or more distribution channels presented this characteristic. This first analysis required recategorizing the information, ordering it according to the combination of these variables in another Truth Table.

Table 3 shows six empirical cases for Mexico and nine for Brazil that support the proposed combinations. Contradictions are equal configurations that present different results, and three were identified for Mexico and none for Brazil.

Table 3. Truth table with all possible empirical logical combinations.

Country	Mission	Social Model	Target	Product and service variety	Pricing	Place	Loyalty	Result	No. of cases	Inclusion	Cases
Mexico	1	1	1	1	0	1	1	1	2	1	5,7
	0	0	0	1	0	0	0	1	1	1	3
	1	1	0	0	0	0	1	1	1	1	1
	1	1	1	0	1	0	1	1	1	1	6
	1	1	0	1	1	1	1	0	3	0.7	2,4,9
	0	1	0	1	0	1	1	0	1	0	8
Brazil	0	0	0	1	1	0	1	0	1	0	3
	0	0	1	0	1	1	1	0	1	0	6
	1	1	1	1	1	1	0	0	1	0	5
	0	0	0	0	0	1	1	1	1	1	7
	0	0	0	1	1	1	1	1	1	1	2
	0	1	0	1	0	1	1	1	1	1	8
	1	0	1	1	0	1	0	1	1	1	1
	1	1	1	0	0	1	0	1	1	1	4
	1	1	1	1	1	1	1	1	1	1	9

Differentiating between necessity and sufficiency is key for QCA; necessity means that an outcome can be achieved only if a certain condition is always present (Basedau & Richter, 2014). Whereas sufficiency indicates that even if the outcome changes, a condition can always be observed. The cut-off point for consistency or inclusion should be greater than 0.90 and its coverage greater than 0.50 (Ragin, 1987, 2008; Legewie, 2013).

The necessity test for the nine Mexican cases showed that no single category had a sufficiently high necessity score. However, for Brazil, the QCA with fit indices within normal ranges indicated that the presence of place with two or more distribution channels was a necessary condition for the growth stage (Table 4). As for mission, type of model, target, product and service variety, and loyalty, they did not seem to be necessary as they were not always present in the cases of growing ventures in either country.

Regarding *sufficiency*, logical combinations of characteristics were presented for both countries, although without empirical data, also known as “logical reminders.” In this research, the parsimonious solution that reduces the data to the smallest possible number of variables and contemplates the logical reminders was considered. Although the study focuses on parsimonious solution, empirical results should be considered with caution due to the diversity limited exclusively to the cases presented in the Truth Table. Thus, for Mexico, a parsimonious solution with two minimum sums and a complex solution was obtained:

Parsimonious solution 1:

$$\text{Place } \{0\} + \text{Target } \{1\}$$

Parsimonious Solution 2:

$$\text{Place } \{0\} + (\text{Mission } \{1\} * \text{Pricing } \{0\}).$$

Complex solution:

$$\begin{aligned} & \text{Mission } \{0\} * \text{Social Model } \{0\} * \text{Target } \{0\} * \text{Product} \\ & \text{and Service variety } \{1\} * \text{Pricing } \{0\} * \text{Place } \{0\} * \text{Loyalty} \\ & \{0\} + \text{Loyalty } \{0\} + \text{Mission } \{1\} * \text{Social Model } \{1\} * \text{Target} \\ & \{0\} * \text{Product and Service variety } \{0\} * \text{Pricing } \{0\} * \text{Place} \\ & \{0\} * \text{Loyalty } \{1\} + \text{Mission } \{1\} * \text{Social Model } \{1\} * \text{Target} \\ & \{1\} * \text{Product and Service variety } \{0\} * \text{Pricing } \{0\} * \text{Place} \\ & \{0\} * \text{Loyalty } \{1\} + \text{Mission } \{1\} * \text{Social Model } \{1\} * \text{Target} \\ & \{1\} * \text{Product and Service variety } \{1\} * \text{Pricing } \{0\} * \text{Place} \\ & \{1\} * \text{Loyalty } \{1\} \end{aligned}$$

The interpretation of the results implies that SE in Mexico can reach the growth stage with a marketing strategy that has a direct sales channel and/or a single distribution channel, as well as focusing on a diversified target, which in terms of this research means focusing on different customer or beneficiary profiles (El Ebrashi, 2018). Also, the results for Mexico showed that when the SE has a direct sales channel and/or a single intermediary; the mission is usually hybrid (social and commercial), and a strategy of penetration pricing, or low prices, is used.

In contrast, for Brazil, a single parsimonious solution and a complex solution were obtained:

Parsimonious Solution 1:

$$\text{Pricing } \{0\} + (\text{Product and Service variety } \{1\} + \text{Place } \{1\} * \text{Loyalty } \{1\})$$

Complex Solution:

$$\begin{aligned} & \text{Mission } \{0\} * \text{Social model } \{0\} * \text{Target } \{0\} * \text{Product} \\ & \text{and Service variety } \{0\} * \text{Pricing } \{0\} * \text{Place } \{1\} * \\ & \text{Loyalty } \{1\} + \\ & \text{Mission } \{0\} * \text{Social model } \{0\} * \text{Target } \{0\} * \text{Product} \\ & \text{and Service variety } \{1\} * \text{Pricing } \{1\} * \text{Place } \{1\} * \\ & \text{Loyalty } \{1\} + \\ & \text{Mission } \{0\} * \text{Social model } \{1\} * \text{Target } \{0\} * \text{Product} \\ & \text{and Service variety } \{1\} * \text{Pricing } \{0\} * \text{Place } \{1\} * \\ & \text{Loyalty } \{1\} + \end{aligned}$$

Table 4. Analysis of necessary conditions*.

Outcome Variable: Growing stage of entrepreneurship			
Condition Examined	Country	Coverage	Inclusion
Place {1}	Brazil	0.75	1

*No simple conditions were found for Mexico.

Mission {1} * Social model {0} * Target {1} * Product and Service variety {1} * Pricing {0} * Place {1} * Loyalty {0} +

Mission {1} * Social model {1} * Target {1} * Product and Service variety {0} * Pricing {0} * Place {1} * Loyalty {0} +

Mission {1} * Social model {1} * Target {1} * Product and Service variety {1} * Pricing {1} * Place {1} * Loyalty {1}

The interpretation of the results for Brazil shows that, to achieve growth, an SE must have a penetration pricing strategy, a wide variety of products and services, two or more distribution channels and loyalty programs. The cases represented by these combinations are shown in Table 5, with their consistency and coverage indexes.

Figure 1 facilitates a graphic comparison of the marketing strategies used by SE to reach the growth stage in the countries studied.

DISCUSSION AND CONCLUSIONS

In the case of Mexico, the conditions that determine the growth stage of an SE involve a direct channel and/or an intermediary one, diversification of targets, a hybrid mission (social and commercial), and a penetration pricing strategy, which implies setting affordable prices to its different targets. In contrast, for Brazil, an SE seeking to reach the growth stage must focus on a penetration pricing strategy, a varied product and/or service offering (four or more), two or more distribution channels, and the operation of a loyalty program.

Table 5. Parsimonious solutions for Mexico and Brazil.

	Country	Coverage	Inclusion
Place {0} + Target {1}	Mexico	0.714	1
Place {0} + (Mission {1} * Pricing {0})		0.714	1
Pricing {0} + (Product and Service variety {1} + Place {1} * Loyalty {1})	Brazil	1	1

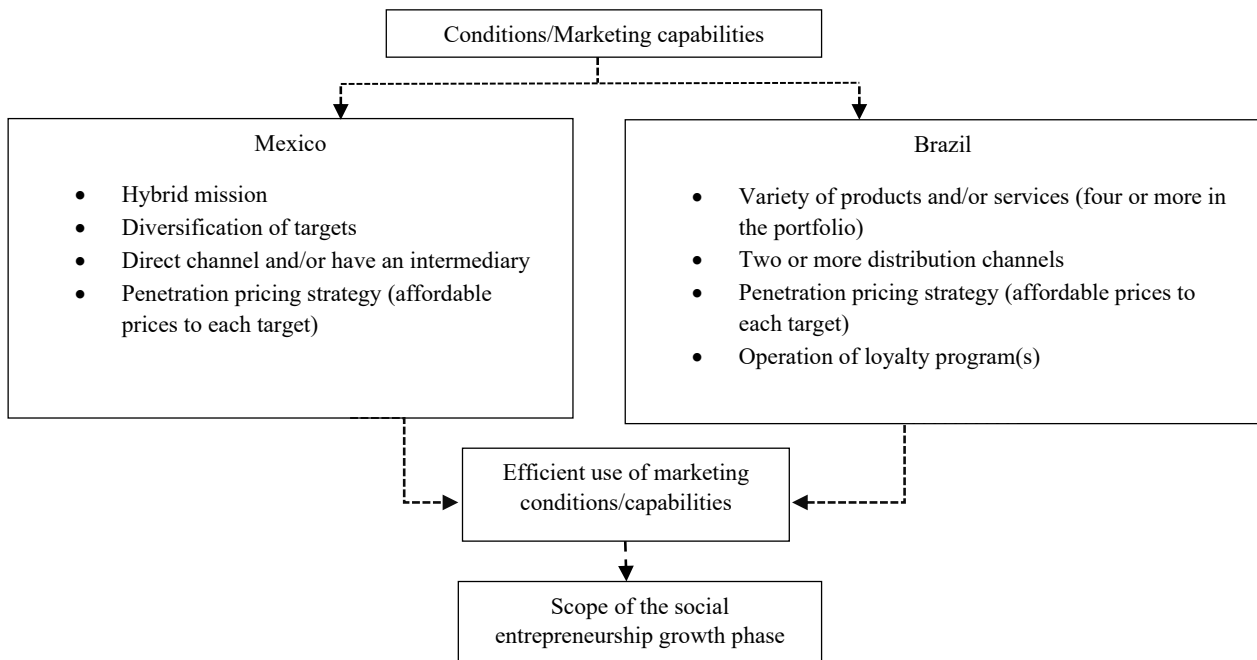


Figure 1. Marketing conditions required to reach the growth stage of social entrepreneurship in Mexico and Brazil.

For both countries, distribution strategies and penetration pricing are relevant for growth. However, in the case of Mexico, having a direct marketing channel to customers and/or relying on a single distribution channel seems to be sufficient to reach the growth stage. This contrasts with what is postulated by some authors (Nielsen & Lund, 2015), who argue that several distribution channels are a condition to propitiate the entry of the venture into the growth stage, as presented in the Brazilian case. In addition to insufficient capital to invest (Coutiño, 2016), a factor that could explain the pressure on the number of channels to distribute products and services and on price, focuses on the purchasing behavior of Latin American consumers. Many tend to buy little, exercising self-control when purchasing products and services; moreover, the amount of an average purchase ticket tends to be moderate, and they take advantage of retail promotions (D'Andrea, Lopez-Aleman, & Stengel, 2006).

The growth stage in SE in Mexico is also explained by having a hybrid mission and diversification of targets, which implies assuming a market development strategy (Ansoff, 1991), although this contrasts with the position of some authors (Felder-Kuzu, 2009; Yunus, Moingeon, & Lehmann-Ortega, 2010) who consider that the orientation of SE should be mainly focused on the base of the pyramid. In contrast, unlike Mexico, reaching the growth stage in Brazil involves the marketing conditions of SE to include a wide variety of products and/or services. This implies developing a capability that is part of the principles of a product development strategy, which essentially works by introducing new products into the market or markets already served by the organization (Ansoff, 1991). It was also found that the relevance of loyalty programs contributes to building long-term relationships with customers and helping SE to advance to the growth stage. This is consistent with previous work that identified that designing an appropriate loyalty program and having strong marketing capabilities can facilitate an organization's growth (Faramarzi & Bhattacharya, 2021).

The survival rate of ventures in Mexico and Brazil after five years is discouraging (Sebrae, 2014;

Vázquez-Parra et al., 2021), making it necessary to identify key variables that contribute to the development of this type of organization. Among the main challenges to be addressed are marketing aspects and lack of capital (Sebrae, 2014). This research contributes to social entrepreneurship marketing by providing a first exploratory approach to the marketing conditions, contributing to their growth in each emerging country studied. Also, the results of this work may inspire marketing managers to examine the conditions of the venture they manage and their contribution to the organization's growth.

Like any research work, this one also has some limitations. First, since the 2016 database of both countries was used and only eighteen SE cases from the two Latin American countries were included, the results cannot be generalized to the universe of this type of organization. Second, the research developed was exploratory; consequently, in further work, it is necessary to corroborate that the conditions studied consistently affect the growth of other broader samples of social ventures in both countries. Third, there is evidence of an interconnection of marketing with variables from other organizational domains. Thus, it is necessary to consider variables from multiple levels (individual, organizational, sectoral) and areas of the organization. In addition, the results allow us to identify new lines of research to study the reasons why the growth stage in Mexico presents a concentrated distribution and growth through market development. Similarly, in Brazil, it is recommended to identify the reasons why the growth strategy is pursued through developing new products for the existing market through two or more distribution channels and loyalty programs. Thus, this can be considered a beginning for understanding the marketing developed by SE in Brazil and Mexico.

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MARKETING EN EMPRENDIMIENTOS SOCIALES: UN ANÁLISIS COMPARATIVO ENTRE BRASIL Y MÉXICO

Judith Cavazos-Arroyo^{1*}  & Nadia Kassouf-Pizzinatto¹ 

¹Universidad Popular Autónoma del Estado de Puebla – Puebla, México.

DETALLES DEL ARTÍCULO

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RESUMEN

Objetivo: Explorar si existe alguna combinación causal de condiciones de marketing que afecten en la etapa de crecimiento de las propuestas de emprendimiento social en dos países emergentes: Brasil y México.

Método: Se desarrolló una investigación de tipo exploratorio, aplicando un análisis configuracional cualitativo comparativo con 18 estudios de caso o unidades de estudio, nueve de cada país, para descubrir la combinación de condiciones clave de variables de marketing asociadas en la etapa de crecimiento de los emprendimientos estudiados. **Principales**

Resultados: En México, el crecimiento se presenta con la presencia de un punto de distribución, acercamiento a múltiples mercados objetivo, misión híbrida y estrategia de precios de penetración. En Brasil, en cambio, el crecimiento se explica por los precios de penetración, la variedad de productos y servicios, los múltiples puntos de distribución y los programas de fidelización. **Relevancia:** Este trabajo es relevante por su contribución a la comprensión del papel de las variables de marketing en la supervivencia y la ampliación a la fase de crecimiento de los emprendimientos sociales. **Contribuciones Teóricas/ Metodológicas:** El artículo contribuye al avance del conocimiento de las capacidades de marketing en emprendimientos sociales en etapa de crecimiento en los países emergentes.

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Appendix 1. Evaluated conditions of the social entrepreneurship.

Condition to be evaluated	Results
Stage in which the organization finds itself	Growth No growth
Mission of Social Entrepreneurship	Social Social y commercial
Commercialization system model	Social Hybrid
Target	Concentrated Diversified
Variety of products and/or services	Limited (up to three products or services in the portfolio) Extended (four or more products or services in the portfolio)
Pricing strategy	Penetration Differentiation
Distribution strategy (Place)	Direct channel and/or one distribution channel Two or more distribution channels
Loyalty efforts	There is currently at least one loyalty mechanism There are no loyalty mechanisms