



A Systematic Literature Review on the Effectiveness of Mentoring Social Impact Start-Ups and Future Research Directions

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Purpose - The main purpose of the current study was to review systematically the effectiveness of mentorship for social start-ups and its linkage in social entrepreneurial self-viability and social startup's sustainability competency.

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

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

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

Originality/value – This is the first of its kind of literature review to study the effectiveness of mentorship in social entrepreneurship of the process of achieving collective impact as well as profitability.

Keywords - Social start-ups, social entrepreneurship, Mentoring, Social entrepreneurs

Paper type Literature review

1. INTRODUCTION

In recent years, the world has experienced significant conflicts such as financial collapses, natural calamities, fights, and other challenges. It's evident we require novel methods to the globe's hardest economic challenges and social complications. People can hold a chief character in seeking the answers, creating overall progression (building local talent, struggling with investment capital) and aiding billions of citizens across the globe. All entrepreneurship is social. Entrepreneurship is generating positive social outcomes by creating jobs, stabilising the economy, and advancing human ability. Social entrepreneurship as an idea permits the making of alternate frameworks of social ventures to venture business activity which is market concerned and simultaneously coordinates all stable elements - employees, companies, investors, consumers, and so forth. Entrepreneurial undertakings with elite social tasks have been on the escalation in recent time, prompting rise in the expression, communal entrepreneurship, to understand them. These change makers are today being called social entrepreneurs, who are building platforms that unleash human potential (**David Bornstein and Susan Davis 2010**).

Social entrepreneur is defined as an entrepreneur who has both a financial and a social purpose, with an innovative method of achieving that purpose. The main motive of a social worker is to solve intricate social problems that have no solid resolution and are majorly local. Consider raising remuneration for a destitute clan by stating meaningful employment might raise issues like alcohol addiction since sometimes gents don't utilise their earnings well. In many cases, apart from innovation, common problems also have to be tackled from the aspects of psychology, sociology, ecology, economics and anthropology.

Although gaining profits is for survival and overall sustainability of the business, good social or ecological effects is the foundation of the existence of such a task. Nevertheless, elevating

communities while seeking profits makes the task of an entrepreneur a prototypical role in maintaining balance. This double affects most of the decisions according to PR, tasks, cost efficiency, scaling up and rising remuneration from investors. Socially minded entrepreneurial attempts form a vicious cycle: The larger the profits these ventures make, the larger the motives for them to grow their businesses. And the more serious issues they help reduce, the more people would join the norm of global consumers.

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

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

2. BACKGROUND:

Five crucial magnitudes which build the skeleton circumferencing which the area of entrepreneurship seems to be validated are: social innovation, social alteration, entrepreneurial

attitude (**Praszkier, R., & Nowak, A. 2011**). Social enterprise, tasks, and start-ups are regularly utilized conversely to allude to an association, whose main role propels potentially ecological prosperity and that works utilizing a financially sustainable model. While fiscal practicality is success, it is contemplated as a way to close. The ultimate objective or main primary concern of a venture (**Chahine, T. 2016**) Entrepreneurship also encourages individuals to discover opportunities in other areas, diverting their focus into worldwide movements in the development of social conditions and enhance the quality of life (**Zahra, S. A et al., 2008**).

Social entrepreneurship comprises the conception of social and economic value and put into private, entrepreneurial ventures, considers to a separate and multistage cycle as imagination, community roots and contentment to be entrepreneurial features and reliance, unique ideas. (**Saebi, T., Foss, N. J., & Linder, S. 2019; Chell, E. (2007); Pangriya, 2019**) It provides an in-depth explanation of social entrepreneurship's contested nature and offers an innovative conceptual understanding thorough structure of entrepreneurial intention centred on choosing and extending the SCCT (**Choi, N., & Majumdar, S. 2014**); **Tran, A. T., & Von Korflesch, H. 2016**). **Wendy Phillips (2014)** identify the pertinent intellectual territory escorting vertical into social innovations and entrepreneurship, supporting the growing process and focus essentially on short-term profit maximization (**Borzaga, C., Depedri, S., & Galera, G. 2012**). Social enterprises have the potential to turn business into a force for sustainable growth. Company citizenship, CSR, and good development are all essential considerations in developing a solid strategic knowledge of the field of social enterprise (**Rahdari, A., Sepasi, S., & Moradi, M. (2016)**).

Sekliuckiene, J., & Kisielius, E. (2015) reveals the key factor for all the stages of social entrepreneurship initiatives to be circumstances and social-entrepreneurial context like digital

divide literature by procuring the awareness by altering the primary academic change into training to impact digital circumvent and destituteness. **Usha Ganesh et al. (2012)** assesses the environment of social enterprise on a sector-wide level, including its regional reach and maturity, methods of involvement with poor and scant populations, business model advances, and technology acceptance and strategies of adoption. **Sonne, L. (2015)** suggests that transforming social entrepreneurs require networks to acquire knowledge to resolve issues and learn on ways to initiate and improve their access markets and expand their network.

Innovative thoughts can emphatically affect societies through newly emerged business ventures known as start-ups. Start-up innovation exemplifies facing challenges and duties with the point of creating reasonable plans of action to address market issues. It additionally incorporates thorough analyzing the potential expansion of an enterprise as well as investigating opportunities that others cannot anticipate (**Sopjani, X. 2019**). The challenges of a start-up are to exert oneself and to find employment with a package of firmness. Start-up India Declared imaginativeness lay on the related three support systems: Improvement and Handholding, Financial Aid and Inducements and Collaboration of academia and Development focuses. Business owners are profiting from the distinctiveness of government policies, CSR gain, and growth of overall wealth to attract investors (**Ghosh, I. 2020**). There are however serious challenges to the start-ups and need to be stabilized and achieve survivability and constant growth with mentoring and guidance.

According to **The British Council 2016**, There is an absence of awareness about social enterprises; the youth lack the skills; female social enterprise leaders face challenges in securing funding; enabling access to finance for proof of concept and lessening guidelines to receive foreign capital. Strategic and systemic warnings should be brought to light through monitoring

ways, investigations, and training of social enterprise employees to enable lasting positive influence for populations and environmental stability. Reform, such as new rules or normal methods for quality outcomes, are recommended (**Ramani, S. V et al., 2016**). Formal institutions of a country (financial, educational, and political) on linking individual money are important factors in social entrepreneurship entry. (**Sreevas Sahasranamama and M.K. Nandakumar, 2020**) Segmenting the BoP Market, To Set up Socially Embedded and Hybrid Organizational Entity, Innovation and Learning, Institutionalizing Experimentation, Adopting the Solution Design Philosophy, Developing Non-Traditional Partnerships , Growing by Impact and Revenues are the key propositions to become successful effective corporates (**Sandeep Goyal Bruno S. Sergi Amit Kapoor, 2017**)

An ecosystem exists in India for entrepreneurship that attracts high-performing returnee entrepreneurs to aid mentorship profoundly in the social sector in India (**Tripathy, S. P., & Pandey, N. 2019**). To extend the value creation to the domain of social and environmental entrepreneurship, females play a major role. The study also offers significant policy implications (**Hechavarria, D. M., Ingram, A., Justo, R., & Terjesen, S. 2012**). Social entrepreneurship is classified into five main themes i.e., The Social Element in SE, Invention and SE, Human Resources in SE, Business Policy and Value building and Difficulties Faced by Social Entrepreneurs (**Gupta, P et al., 2020**). It symbolises a unique type of market activity, assets dependency on voluntary exchange, self-reliance in beneficiaries, upgradation of dignity, adaption to the chances of the paths and skill to perceive into consumer excise (**Roundy, P. T., & Bonnal, M. (2017)**).

Mentoring is generally said to be an understanding between a mentor and a mentee (**Megginson, D. 2006**), where personal backing up and career supervision is rendered by an experienced

worker, more skilful person to a younger, less capable organizational team **Kram, K. E. 1985**). Mentoring incorporates supportive relationships confirmed to job performance, leadership practices, a career as well as teaching learning-processes (**Marzano, G., & Zorzi, S. 2020**). Mentors assist entrepreneurs to sail over failures they normally chase in the early aspects of their entrepreneurial tasks (**Baron (1998)**). Mentor, helps start-up to discover the mysterious challenges of the entrepreneurial journey. Apart from having industry knowledge, experience, to be effective as a mentor, the individual requires specific personality traits and communication skills, a broad professional background and true empathy. Finally, a judge is someone who: instigates curiosity, challenges conventions and anticipations (gives advice, guides by probing questions, is authentic and direct about what they don't understand and is willing to review, and the teacher **Sanchez-Burks, J et.al., (2017)**).

Lorianne D. Mitchell (2018) illustrates the mentoring aspects like Brazil and China in India, criteria for selecting a mentor, should be in the same organization as the protégé; Terziev, V., & Arabska, E. (2017) identified importance in training needs analyses in the perspective of overall learning and vocational training. Brodie, J., Van Saane, S. H., & Osowska, R. (2017) mentions few profits of mentoring for the start-up entrepreneurs as acquiring business knowledge, receiving supervision and prioritizing goals, growth of self-reliance and access to significant networks. Effective learning in entrepreneurial education for students leads to case competitions and network building for deserving entrepreneurs (Wilbanks, J. E. (2013). The most impediments faced by start-ups are market-related according to the mentorship in accelerator programs (Padilla Nuñez, B. 2017). Integrating students as learners in various practical entrepreneurship programmes are needed to improve their abilities and independence (Gimmon, E. 2014).

Mentoring relationships in general follows five phases: thought, commencement, development and maintenance, disintegration and dissolution, and redefinition. There are few things to contemplate in any mentorship relationship in order for it to succeed: Compatibility between mentor and mentee, mentor and mentee should equally be responsible, Expectations and Relationship Goals should be clearly mentioned.

This paper is built as follows, first centres on an early literature survey, the gap area is analyzed and five research questions are formulated. Following, an exhaustive literature review was organized utilizing literature survey as the approach and the discoveries were classified in dedicated tables (**Tables I to VI**). In view of these discoveries four exploration suggestions were created.

3. RESEARCH GAPS AND RESEARCH QUESTIONS

Social Entrepreneurs in some cases require changing individuals' reasoning and practices to have a social effect. From the time when changing how individuals carry on in the general public is extremely testing, the advantages set aside impressive efforts to appear. What's more, individuals don't promptly have faith in novel things until unless they have had a long encounter with them. Changes at an enormous scope additionally require regular frameworks to change, which has been remarkably troublesome.

David Bornstein and Susan Davis (2010) regarding their study on **Social Entrepreneurship** state, Social Entrepreneur has an intricate job which includes lots of tuning, enlisting, and convincing. It takes an inquisitive blend of affectability and bullheadedness, modesty and daring, and anxiety and persistence to provide a change process in the face of difference, phobias, convention, resource limitations, personal stake and other protections. Getting from a portion of these topics referenced by Susan and David, we have defined two research inquiries to answer

part of social entrepreneurship and few among the common regions of concern faced by social entrepreneurs in India.

RQ1. What role does social entrepreneurship have?

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

Social mission for social entrepreneurs is definite and focal, this clearly influences how such entrepreneurs observe and induce changes. Task-oriented consequence turns into a focal basis, instead of money earning (Dees, 1998). Moreover, it might be distinctive on account of certain for-profit social ventures that are aided by external donors or Impact Investment organizations who look for monetary goals and social impact. It is conceivable that the strain to be beneficial within time limitations antagonistically impacts the key hidden objective of making a community effect. It is critical to concentrate on how far the social start-ups become really effective in both the context. How they Launch, Scale Up, and Make a Difference in People's lives. Hence, we define our third research question to assess the fulfillment levels of the recipients of social start-ups towards different activities executed by the respective social start-ups in India.

RQ3. Are social start-ups in India making social impact at the same time achieving profitability?

Getting a right teacher can be the important success aspect for social entrepreneurs, mainly for those beginning now. Mentoring offers important advice, accountability, support and encouragement. A good instructor enables social entrepreneurs to keep away from basic missteps and spotlight on the most elevated needs. A mission driven mentor can provoke social entrepreneurs to think about various methodologies and points of view while bestowing skills, tools and best-practices for handling social issues. A purpose driven mentor can combine various mentoring strategies that work for social start-ups to make social impact and profits. The overall failure proportions of social ventures would fall if more founders obtain mentors to guide them (Social Change Central, 2017). Thus it is essential to find out the role of studying the sustenance and scalability of social start-ups (Allen, S et al, 2012). Following this, we structure our fourth research question.

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

Social Entrepreneurs are frequently addressed by their goals, misconstrued by their own families and companions, generally disregarded by the media, the business area and the public authority, and questioned on the expectations behind taking the untrodden path to offer social good rather than a regular profession. Mentoring relationships have great valuable results on youngsters in a variety of personal, academic, and professional conditions. However, mentoring social entrepreneurs are different from commercial counterparts. To determine the difference between the performances of social start-ups taking the mentoring help and the social start-ups not taking the mentoring help (Pompa, C. 2012). Accordingly, we frame our next research query.

RQ5. What are the impacts of mentorship in social entrepreneurship?

In the following sections, we have addressed these research questions from our systematic literature review study.

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

Allen, R. A. (2020)	The lack of understanding of the complexity of expert support to be utilized by social enterprises features eight categories of expertise: Peers, Professionals, Academic/Educational, Institutional, Technological, Workforce, Pastoral and Unrevealed.	Empirical
Hockerts, K. (2015)	The establishment of entrepreneurial needs is structured on empathy, duty obligation, own efficacy, and social support. These intentions resulted in the creation of the own Antecedents Scale (SEAS) new variable in this context.	Empirical
Ormiston, J., & Seymour, R. (2011)	A mission measurement paradox agenda has been proposed for understanding the significance formed by social entrepreneurs; presents a visible adjustment whirlpool established by possibly unsuitable ways of entrepreneurial adjustment; and identifies a case of shock that potentially affects the sustainability of social ventures.	Empirical
Bacq, S., & Eddleston, K. A. (2018)	A finer knowledge about founder succession phenomenon in Indian social enterprises has been studied. If a social enterprise survives its founder's departure, higher survival chances is expected, whole organization has greater chances of solving societal problems in an apt and sustainable way	Empirical

Ruskin, J., Seymour, R. G., & Webster, C. M. (2016). This research found certain emotions, like entrepreneurial love and desperation, lead to intentions, while apathy and empathy are forerunners of self-sacrifice and social justice intentions. Empirical

Table II

The Role of Social Entrepreneurship

<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
NazhaGali et al(2020)	Being socially entrepreneurially concerned is good for a firm's social status, a commendable firm's social performance will benefit economically (the mediating effect). The manager's role is to be loved for the firm's social influence or performance, which leads to increased money gains.	Empirical
Bencheva, N., & Stoeva, T. (2018)	The aim of social enterprises is to achieve social goals. The main factors to consider when working on sustainable rural development are reinvestment of income from economic activity, institutional independence, internal self-governance, and a transparent management style.	Empirical
Chee Hon Chan <i>et al.</i> , 2019	The innovative-focused money policies set-up with comprehensive eligibility by the government come out to be an effective policy tool to facilitate bottom-up social workers in the East Asian context.	Empirical

Tiwari, P <i>et al.</i> (2017)	Attitude towards social business and its ways are affected by EQ, imagination and moral tasks.	Empirical
AmnaYounis et al., 2020	Positivity and empathy have a noticeable impact on social entrepreneurial independence, which in turn has a good social entrepreneurial purpose. Furthermore, the high sought social support strengthens the connection of social entrepreneurial self-efficacy and purpose.	Empirical

Table III **The problems and prospects of social startup ecosystems**

<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Satar, M. S. (2016)	It analyses structure necessities and builds up a S-ENT strategy in the country. It discovers that there is a noteworthy growth in the path improvement endeavours from Authorities of few advanced geographies.	Empirical
Phillips, Wet <i>al.</i> (2019)	Social innovation– stakeholder relationship network that furnishes social enterprises specifically with understanding for the progression of stakeholder relationships to accomplish their social innovation missions.	Empirical
Haugh, H. M., & Talwar, A. (2016).	Segregating as a method that enables females and adds change the social construct in which ladies are installed.	Empirical

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

Table IV**Success factors of Social Start-ups**

<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Bacq, S., Janssen, F., & Noël, C. (2019)	To seek government support and generate earned-income, a culture of an entrepreneur-based stewardship increases the impact of the choices while a stewardship culture addresses poor means.	Empirical
Sopjani and Xheneta (2019)	Generating an ecosystem of innovation would substitute a start-up culture which is comprehensive, capable and valued for the society, to offer clarifications to meet the essentials and expectations of our society.	Empirical
Allen, S <i>et al.</i> , (2012)	The findings spotlight the size of the industry, motives, structure, human resources, financing, development periods, and common obstacles to sustainability and scale.	Empirical
Pollack, J. M., Vanepps, E. M., & Hayes, A. F. (2012)	The communication with social ties controls: the relationship between economic difficulty and the withdrawal needs of entrepreneurs and the outcome of economic stress on depressed entrepreneurs	Empirical
Vassallo, J. P <i>et al.</i> , (2019)	When differentiated with gain and loss amalgamations, part-profit ways have an affinity to turn out to be more predominant and accomplish better charges in bottom-of-the-pyramid markets in all.	Empirical

Zhao, E. Y., & Lounsbury, M. (2016) Commercial and public capital is enhanced by strong market logic attained by MFOs, religious needs reduce the flow in amount of nominal capital and diminishes the positive effect of the market logic on capital flow. Empirical

Calic, G., & Mosakowski, E. (2016). The success of crowdfunding projects is positively affected by sustainability orientation and this give-and-take is partly stipulated by project creativity and anonymity.

Table V The Role of Mentoring the Sustenance and Scalability of Social Start-ups

<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Jeffrey Sanchez-Burks <i>et al.</i> (2017)	The mentoring is the basic necessity to founder education; and that non-university programs pull in more experienced mentors, leading to additional productive collaboration, when compared with university programs.	Empirical
Saurabh A. Lallet <i>al.</i> (2019)	Important implications suggested for: Scaling entrepreneurial mentoring, provides more equitable access to mentoring, Cost-effectiveness and practical implications for Micro Mentor to inform program design.	Empirical
Moore, J. H., & Wang, Z. (2017)	The significance of top leadership mentoring assistance. Effective mentoring: improves innovativeness in psychological safety development; helps leaders having lower levels of flexibility raise innovativeness within the place.	Empirical

Ben-Ahmed, K. (2020)	The factors acknowledged as crucial to the needs of the partnership choice Tunisian business user and his business motivator, included in the business development process, are learnings, the scheme, meeting the business requirements, exchanging information, and the coach's involvement.	Empirical
Saurabh A. Lall et.al. (2019)	The research finds important implications for: Scaling Entrepreneurial mentoring, provides more equitable access to mentoring, Cost-effectiveness and practical implications for Micro Mentor to inform program design. The research also finds solutions for the entrepreneurs to find online mentors.	Empirical
Boldureanu, G <i>et al.</i> (2020)	The key influence factor for a student in deciding to start a business, to improve the entrepreneurial intention, of less, or not interested students in entrepreneurship is to expose the students to entrepreneurs' success stories considered as role models by them.	Empirical
Kar, S. K., & Biswal, S. K. (2019)	Entrepreneurial orientation of Indian visionary and their inspirations using qualitative paradigm have been studied.	Empirical
Kunaka, C., & Moos, M. N. (2019)	Since the learning relationship travels between various natives of beginning, growth, between and definition, consequences of mentoring like skills transfer and entrepreneur resilience are individually achieved.	Empirical
Eesley, C. E., & Wu, L. (2019)	The implications of choosing between low- and high-adaptability strategies of mentorship and how social networks can modulate this relationship in digital ventures are addressed.	Empirical

St-Jean, E. (2012)	The influences of mentoring on mentee's learning outcomes and the intermediating role of cowork, supposed connection and mentor's play between the mentee's nature.	Empirical
St-Jean, E., & Audet, J. (2013)	The magnitudes of maieutic and procurement in the mentoring changes are valuable to succeed.	Empirical

Table VI

The effect of Mentoring

<i>Literature Reference</i>	<i>Findings</i>	<i>Nature of Study</i>
Baluku, M <i>et al.</i> , 2020	Mentoring improves the competence and boosts self-efficacy of small business owners to achieve superior outcomes, and for the claim of entrepreneurial competencies.	Empirical
Etienne St-Jean and Marie Pier Tremblay (2011)	The mentee's trust in their abilities in identifying opportunities increases when they learn more with their mentor in novice entrepreneurs' context.	Empirical
Fayolle, A., & Gailly, B. (2015)	The beneficial outcomes of a learning program are generally the more stamped when past entrepreneurial experience has been feeble or inexistent.	Empirical
Mitchell, M. E., <i>et al.</i> , (2015)	To the degree that protégés see themselves like their mentors, they will undoubtedly identify their mentors as role models, and this distinguishing at last proves the impact of their commitment to their association and profession.	Empirical

St-Jean, É. <i>et al.</i> (2017)	Experienced mentors working in business are more needed for enlightening opportunity choosing, as well as change manifestation.	Empirical
St-Jean, É., & Mathieu, C. (2015)	The usefulness of SCCT in the study of business careers exhibits the influence of self-efficacy (ESE) on work implementation and intention to hold on to the business during career development.	Empirical
St-Jean, E., Radu-Lefebvre, M., & Mathieu, C. (2018)	The growth of business changes is best when learners show low levels of studying goal chasing. Mentees with learning goal orientation lessened their level of entrepreneurial self-efficacy with more inclusive mentoring received.	Empirical
Wei, X., Liu, X., & Sha, J. (2019)	The viewpoint of entrepreneurship education and opinions of innovation has a positive relationship.	Empirical
Elliott, C., Mavriplis, C., & Anis, H. (2020)	On the properties of student peer mentoring programs for women, the study reports ESE and EI for learners.	Empirical
Baluku, M. M <i>et al.</i> , 2018	High autonomy and culture support based Mentoring play a crucial role in incorporation of business intentions.	Empirical

4. METHODOLOGY:

To comprehend the link of entrepreneurs and mentors in the context of social start-ups, we have surveyed **104** papers during the period from the year 2010 to 2020. As a literature selection methodology, peer-reviewed scholarly papers was searched from electronic databases such as EBSCO, Google Scholar and Pro-Quest in the above mentioned period using four search

keywords “social entrepreneur”, “social entrepreneurship”, “entrepreneurial mentoring”, and “social start-ups”.

We have summarized the outcomes and suggestions of the scholars and tried to single-out the linkage between mentorship and social entrepreneurship in the social impact creation from different geographies in terms of:

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

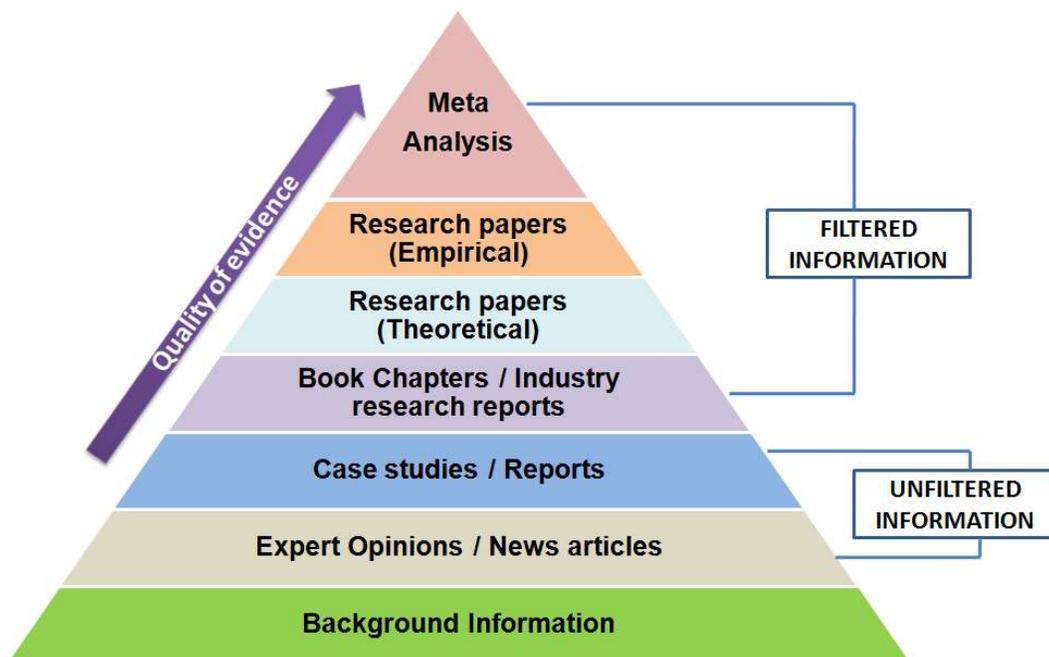


Figure 1: Category wise distribution of reviewed literature in meta-analysis

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

5. LITERATURE REVIEW:

5.1. Social Entrepreneurs lack of clarity in identifying opportunity:

The idea has its foundations in the more extensive aspect of business and draws on the meaning of ownership as a quest for opportunity past the substantial assets that you were controlling (**Yitshaki, R., & Kropp, F. (2016)**). In this definition, a significant spotlight is on how different people and groups were distinguishing and focussing on an opportunity, how the entrepreneurial association was obtaining access and practical command over a network of assets that are not within its hierarchical control, and the manner by which participants were compensated. The entrepreneurial association was centred around circumstance, not assets. Entrepreneurs were submitting rapidly yet mindfully in order to have the option to correct as new data emerges. The process of responsibility was becoming multistage with insignificant duty of assets at each stage to consider for learning from experience and information before more assets are looked for.

Shaw, E., & Carter, S. (2007) reveals that opportunity acknowledgement; system embeddedness; knowledge of fiscal threats and profit; part of people against combined action in managing and organising initiatives; and innovation and originality are the fundamental themes of social entrepreneurship. However, this study ignored the variations between the social entrepreneurs and their for-profit peers. Social entrepreneurs were being recognized as use agents who were employing entrepreneurial ways for giving systemic answers to social and

environmental limitations (**Bansal, S., Garg, I., & Sharma, G. D. 2019**) while also making sure of their own survival and sustainability.

However, from the initial literature conducted, we have observed that social entrepreneurs in India lack clarity in how to transform a good idea into a viable business opportunity. There is also a lack of comprehension of who fits into the journey, comprising the definition of roles (**Table I**). In spite of the increase in academic and non-academic literature in social entrepreneurship, the concept still needs to provide more emphasis on, how entrepreneurs should identify various business opportunities at same time solving social problems (**Waldron, T. L., Fisher, G., & Pfarrer, M. 2016**).

5.2. Lack of mentoring support available within social startup ecosystem:

Swissnex India (2015) was reporting outlines India's social impact scenario, intending to give an overview of this sector, as well as areas of opportunity and challenges. The report was presenting a broad spectrum of opportunities for entrepreneurs and start-up companies to grow in India. Swissnex India, along with a wide organization of Social Enterprises, Incubators, Capitals, Accelerators, establishments, has been offering help for the Swiss social stakeholder to effectively enter the Indian market.

da Silva Nascimento, L et al., 2020 has been encouraging budding social start-ups to enter incubations, explains the exposure of social incubators in social businesses and suggests a new action plan to the maturation of incubating social enterprises. **Étienne St-Jean and Maripier Tremblay (2020)** suggests that in order to aid to retain drastic aspects of Entrepreneurial Self-efficacy (ESE), understanding goal orientation (LGO) requires long-term support of entrepreneurs which would explain the objective and understanding in entrepreneurs, contribute in the entrepreneurs support, and review the potential consequences.

Bruno, A. V., & Cassanovas, G. (2013) emphasized that social incubators and accelerators can offer possibilities to social entrepreneurs and how to benefit from them to develop significant scaling and social impact.

St-Jean, E. et al. 2017 proposed that experienced mentors who are good in it are more needed for enlightening opportunity changes, including understanding. From the studies reviewed (**Table III**), we can observe that India's start-up ecosystem is having very few mentors who are active in business. One of the foremost reasons for the lack of clarity in entrepreneurs to identify opportunities is the dearth of mentoring support available within the social start-up ecosystem. The Indian government should initiate policies, fund accelerators and incubators that would help entrepreneurs to find mentors.

5.3. The relationship between Mentors and Mentees in the context of start-ups transforming people lives, social and economical development, firm performance, etc

The guidance of a mentor would be beneficial by a mentee only when the relationship between both parties is objective. **Thomaz, I. F., & Catalão-Lopes, M. (2019)** suggests that the relationship between mentor and social entrepreneur is personal, emotional and subjective, which is a major challenge for a social entrepreneur's growth.

Mirvis, P., & Googins, B. (2018) reviewed organizations which were social entrepreneurship and enterprise in Africa. The authors have been introducing short case studies on how select Western institutions, NGOs and corporations are banding together with African establishments to support, train and establish social entrepreneurs, to adventure financing and training to strengthen social entrepreneurship outcomes. The case material features prospects in supporting

Africa's social entrepreneurship and focuses on investigating and opportunities appropriate to educators and professionals of Africa.

Kuznecova, J., & Volkova, T. (2020) proposed that by incorporating social entrepreneurs' mentoring into the higher education process: move practical knowledge from social entrepreneurs to students improved; instilled developed; an opportunity for social entrepreneurs as mentors to improve their level of personal individual mentee increased.

Nelly Bencheva et al (2018) have been reviewing the demands as a difference between the current and preferred to provide the obligatory consulting to ways and social paths. Mentors in the social entrepreneurship field are from several business industries. This study recommends the following skills and competencies for social venture mentoring such as Personal competences, Business Management, interpersonal skills, Human Resources management, digital skills, Critical analysing, Decision Making, Time Assessment, Problem deciphering and all techniques.

5.4. Entrepreneurial skill required for creating of socially conscious business that achieve both a financial and a social purpose

Satar, M. S., & John, S. (2016) determines, the thirteen crucial factors social entrepreneurship marketing; community engagement; human capital; organizational culture; social impact evaluation; frugal innovation; and government support, which contributes to the success of social entrepreneurs. This paper has been contributing to the conceptual model assimilating various CSFs of SE management and operation.

Various researchers have been studying the attempts to develop concepts which would help the entrepreneurs to develop their skills for initiating a social start-up for social purpose (**Table III to IV**). We can observe that there is a need for combining two important components, The

“Entrepreneurship Component” which includes Innovation and Business Skills and the “Social Component” (Social Service Skills).

6. LITERATURE SUMMARY:

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

The initial conclusion drawn from this study is that mentorship programs ought to be planned and developed for social entrepreneurs to expand their chances of accomplishing sustainability, perhaps profitability. The second conclusion drawn from this study highlights that the mentorship is to succeed, generically, the objective demands a specific set of people, forever changing lives in modification of predominant socio-economic path that works to their shortcomings. Third, the study found that creating awareness of significance for both, the mentor and mentee, about their skills and roles, to admit the end of the program and to have the option to re-negotiate their relationship. The study found that there is a need for creating a mentorship model empirically which combines Technical Mentorship, Business Mentorship, Domain Specific Mentorship and Functional Mentorship periodically for social start-ups to accomplish social sustainability and financial profitability.

7. RESEARCH PROPOSITIONS:

The study found that purpose driven mentorship is an essential predictor for social start-ups success which leads in long-term value creation of the firm. Future research should focus their investigation on how mentoring social entrepreneurs impact the personal growth of the entrepreneurs. Second, how mentoring social entrepreneurs impacts the business growth of the entrepreneurs. Finally, Mentoring Social Entrepreneurs towards making a social impact.

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

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

Social start-ups' success these days also depends upon other factors such as how they are identifying significant stakeholders; and envisioning unintended results of the enterprise. The stakeholder theory is commonly used to study social entrepreneurship. A stakeholder is an entity that is either affected by or profits from the corporation: or whose interests may be infringed upon by the company, or who must be looked at by the corporation (**Crane and Matten, 2010, p. 62**). Stakeholders – those who have a direct or indirect interest in the organization's work – are unique to each social enterprise. Employees, clients, beneficiaries, civic officials, funders and backers, and others are examples of stakeholders. A systematic mapping framework can be useful in deciding how to approach and handle these diverse groups, which often have opposing and conflicting interests.

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

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

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

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

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

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

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

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

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

8. IMPLICATIONS

Enormous research efforts have been carried out on mentorship and social entrepreneurs in academia and industry during the last decade, regardless of this increase in academic and non academic literature, both the concepts are at a budding stage and suffer from a lack of lucidity. Researchers in both fields have no stable ground in explaining the definitions of both social entrepreneurship and mentorship. This study is believed to serve as a base and be a valuable tool for researchers to understand the current and future scenarios about social entrepreneurial mentoring and social start-ups. The discoveries of this investigation will fund the learning and study in the field of social ventures.

9. LIMITATIONS OF THE STUDY:

While these results provide our understanding of the association between social start-ups and mentorship, these findings must be translated in light of a few limitations that need to be addressed in near future. First, the proposition established in this research is based on systematic review without having empirical support. Therefore, further research is obligatory to test these positions in an empirical manner to validate the benefits. The study has ignored the type of mentorship with respect to technology. The identification of mentors on the requirements of

pedagogy and based on duration (long term or short term) and the effects accordingly also has been ignored.

10. PROPOSED CONCEPTUAL MODEL OF THE STUDY:

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

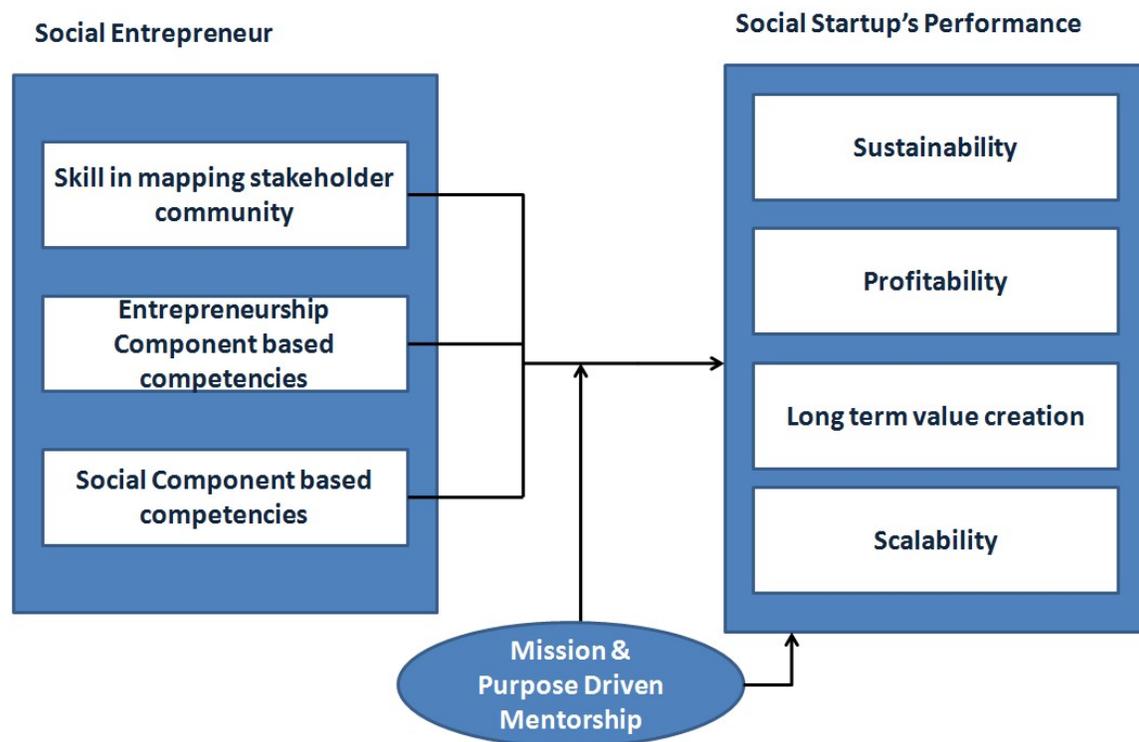


Figure 2: A model to guide future research on social mentoring

11. CONCLUSION

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

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