

Social Business Model Canvas Development and Forming an Entrepreneurial Ecosystem for Waste Banks to Achieve Sustainability (Case Study in Bali, Indonesia)

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Abstract—This article provides a general overview to provide comprehensive insight for waste banks in Bali to achieve a value-increment of plastic waste by producing plastic recycled products, described through the development of a social business model canvas. In addition, it also explains strategic alliance implications to form an entrepreneurial ecosystem. The social business model canvas is used as “beyond-profit business models” because it fits the requirement of a social enterprise to define and further innovate its business model. Furthermore, entrepreneurial ecosystems building is important to do because the ecosystem will help the business to work as usual. Hence, to help in forming an entrepreneurial ecosystem, strategic alliance will be used, in hope that the business will achieve sustainability. This research used qualitative data analysis gathered through conference calls, in-depth interviews, direct observation, and documentation, supported with literature review as the reference of forming an entrepreneurial ecosystem. As the result, a social business model canvas for waste banks in Bali to produce plastic recycled products was developed, as well as the action plans to form entrepreneurial ecosystem using strategic alliances. The result is expected to positively affect waste banks’ sustainability in Bali and to enhance the value of plastic waste so that the amount of plastic waste will indirectly be reduced. Lastly, this research can be a reference for managerial implications of waste banks in Bali to produce plastic recycled products.

Index Terms—business model canvas, entrepreneurial ecosystem, social business model canvas, social entrepreneurship, strategic alliances, strategic management

I. INTRODUCTION

The term “social entrepreneurship” is new and complex, in which it is a sub-discipline within the field of entrepreneurship knowledge. Hence, Sekliuckiene and Kisielius [1] mentioned that there are various definitions for social entrepreneurship, both in content and approach [2], e.g. the establishment of non-profit organizations or new structures to help solve social problems, social objectives creation to stimulate innovative behaviors, and the making of social value-based activities. That being said, social entrepreneurs are those who are not only seeking an opportunity to gain profit, but those who also identify opportunities to solve social problems.

Zahra, Gedajlovic, Neubaum, and Shulman [3] mentioned that the term social entrepreneurship consists of several components like social justice, viable socio-economic structures, forging a new equilibrium, employing innovation, entrepreneurial skills, market gaps, solving social problems, social value with objectives to fulfill basic and long-standing needs for those in need like providing food, water, shelter, education, and medical services [4], and social entrepreneur as the change agent. Therefore, headquartered in Ubud, Bali, Indonesia, Kopernik is an example of a social enterprise because it tries to solve social problems by employing innovation and market gaps as the three components defining the term social entrepreneurship [5].

According to the study of MacRae and Rodic [6], Bali, Indonesia, is a concentrated case study about waste management in developing countries because it describes the condition where the lack of capability from the traditional outdated waste management process still covers and handles the increasing volume and changes in composition of waste, while the population keeps increasing and this process will cause increased greenhouse effect, resulting to global warming [7]. Meanwhile, a business model can be described in a comprehensive way through a business model canvas [8]. Therefore, to increase the value of waste in Bali, a social business model canvas is developed. On the other side, an entrepreneurial ecosystem is established in order to create a good environment for the business sustainability and thus, strategic alliances will be implemented to help form the entrepreneurial ecosystem so that it can be a reference for waste banks in Bali who are about to produce plastic recycled products. Using a qualitative method, this research uses conference calls and in-depth interviews to gather the data.

II. LITERATURE REVIEW

A. Business Model Canvas for Social Enterprise

A business model is well used to describe rationally how an organization creates, delivers, and grabs values, as well as

Key Partners: <ul style="list-style-type: none"> • Potential Firms to sell Products (retailers) or to receive raw materials • Volunteers or firms focusing on technology advancement • Local waste banks who are willing to work together • Potential Donors and Sponsors (Firms or Hotels who support the environment) • Local Villages in Bali where potential host located are 	Key Activities: <ul style="list-style-type: none"> • Waste Gathering • Waste Sorting • Processing Raw Materials • Production • Preventive Maintenance • Distribution • Sales and Marketing • Learning and Development • Partnership and Strategic Alliance 	Value Propositions: <ul style="list-style-type: none"> • Functional • Aesthetic • Competitive Prices • Environmental Benefit 	Customer Relationships: <ul style="list-style-type: none"> • Word of Mouth Marketing • Web-based and Social Media Engagement • Establishment and Maintaining Community in Supporting Environment • Loyalty Programs • Seminars and Open House 	Customer Segments: <ul style="list-style-type: none"> • Mass Market (Travelers, Tourists) • B2B Market
	Key Resources: <ul style="list-style-type: none"> • Precious Plastic Machines • Place • HDPE Plastic Waste • Human Labors • PCs 		Channels: <ul style="list-style-type: none"> • Retail Stores • Direct from Producers • Branded Furniture Stores • Retail Stores selling recycled products • Online Stores 	
Cost Structures: <ul style="list-style-type: none"> • Raw Material Cost • Operational Cost • Distribution Cost • Maintenance Cost • Seminar Cost • Sales and Marketing Cost 		Revenue Streams: <ul style="list-style-type: none"> • Sales of Products • Sales of Recyclable Waste • Donors and Sponsors 		

TABLE I
DEVELOPED BUSINESS MODEL CANVAS FOR WASTE BANKS IN BALI.

Source: Processed by Author

to explain how an organization works [8]. Table I. shows the developed business model canvas for plastic recycled products produced by waste banks in Bali using injecting waste processing machine designed by Precious Plastic, developed by the author prior to developing the social business model canvas.

For a social enterprise, which Osterwalder and Pigneur consider as “beyond-profit business models”, they adjust the canvas accordingly to fit the requirement of a social enterprise to define and further innovate its business model. In a third-party funded enterprise model, the product or service recipient is not the payer. The payer is a third party, which might be a donor. The third party pays the organization to fulfill a mission, which may be of a social, ecological, or public service nature. Examples are philanthropies, charities, and governments [8]. It is similar to the multi-sided platform for for-profit business models and requires no significant change in comparison to the original canvas.

One of the first decisions that need to be made when you establish a social enterprise and you start to look at the potential business models is the decision about what your social mission means for you (and the stakeholders) and for the business of the enterprise. Hence, for social enterprises,

the business model needs to ensure that revenue flows from sources other than trade, so that if push comes to shove, the enterprise can continue to operate even if costs exceed the revenue generated from trade. That being said, to best describe a business model canvas for social enterprises, each of the building blocks of the business model canvas should be able to describe both aspects of commercial and impact [9].

B. Entrepreneurial Ecosystem

One line of work in the strategic entrepreneurial context is the study of entrepreneurial ecosystems. Scholars define these ecosystems as systems of co-located elements where a variety of actors, functions, and institutions interact to support the creation and growth of new ventures [10]. Entrepreneurial ecosystems are complex contexts for activity, characterized by resource interdependencies and diverse connections, and consequences. It means that they are in this sense relational social spaces where disparate organizations and individual actors involve themselves with one another in an effort to develop collective understandings regarding matters that are consequential for organizational and field-level activities [11].

There are four areas of activities on how entrepreneurial ecosystems form: creating community, developing legal in-

infrastructure, generating financial support, and selecting language. Creating community, developing legal infrastructure, and generating financial support are areas of activity focused on what can be described in terms of material actions, such as holding a meeting, establishing a space to work in, or drafting a document [12]. Meanwhile, the fourth area of activity, selecting language, reports on discursive activities or verbal strategies for attaining meaning [13], for example, identifying what words should be used to describe a business with a social mission.

C. Strategic Alliances

Meanwhile, strategic alliances are more than simple instrumental means for achieving collective goals directly benefiting the collaborators. Alliances provide opportunities for participants to tap into the resources, knowledge, and skill of their immediate partners in a portfolio of inter-firm agreements [14]. They work together to achieve strategically significant objectives that are mutually beneficial. The potential of strategic alliances strategy is enormous. If implemented correctly, some authors claim it can dramatically improve an organization's operations and competitiveness [15]. Many inter-organizational formations come into view when organizations look for creating new efficiencies by making a reliable supply chain relationship. Organizational firms that let independent firms share various resources are known as strategic alliances [16]. However, strategic alliances are a form of cooperative partnerships and must not be misunderstood as mergers or acquisitions [17].

A prosperous alliance can create enormous opportunities for success and growth, as well as securing the business in a marketplace at the same time, due to an additional competitive edge and capacity enhancement. Alliances also provide the advantage of decreased dependency on suppliers, and make companies potentially more self-sufficient. Many horizons can be opened as a result of an excellent strategic alliance, some of which include the reduced cost of supplies, quick access to more and reliable information, exploring new markets through a confident entry, more resources and technology advancements [16]. Thus, by implementing strategic alliances, it is to be expected that an entrepreneurial ecosystem for waste banks in Bali to start producing plastic recycled products can be formed. Hereby, since the business has not started yet, entrepreneurial ecosystems building is an important thing to do because the ecosystem will help the business working as usual. Hence, to help form an entrepreneurial ecosystem, strategic alliance will be used, in hope that the business will attain sustainability.

III. RESEARCH METHODOLOGY

The data collection method used in this research is qualitative data collection method. Several approaches in conducting qualitative method researches are in-depth interview to related stakeholders, direct observation, filming and taking pictures to understand the performance of research objects, case study to enable deep analysis, and document analysis for evaluation

[18]. This research used conference calls, in-depth interviews, direct observation, and documentation. Meanwhile, there are two categories of sources of data: primary and secondary data. Primary data are freshly gathered for a specific purpose or for a specific research project. Meanwhile, secondary data are collected for another purpose and already exist somewhere [19]. Primary data are gathered through conference calls with Kopernik, in-depth interviews to related stakeholders of the waste banks, and direct observation.

A. Conference Calls

Kopernik, partnered with Precious Plastic Bali, initiated this research about waste plastic recycled products using waste processing machines designed by Precious Plastic. Therefore, working together with the authors, as an intensive coordination with what Kopernik has done, conference calls have been conducted 12 times from January 31st, 2018 until April 30th, 2018. Conference calls with Kopernik were conducted with the Solutions Lab, a team focusing on rapid experimentation of a promising solution for people in the last mile, consisting of four members [5].

B. In-Depth Interview and Direct Observation

Through field visit from March 12th until March 15th, 2018, the authors were able to do in-depth interviews and direct observation to gather data for the research. Several stakeholders interviewed and observed during the field visits are: Kopernik, the social enterprise conducting plastic waste research using Precious Plastic waste processing machine, represented by the Solutions Lab consisting of 4 members; Green School, a private school owning Precious Plastic waste processing machine, represented by an engineer of Green School who built Precious Plastic waste processing machines; Precious Plastic Bali, a community partnered with Kopernik conducting the research and building the waste processing machine, represented by a member of Precious Plastic Bali who has built the waste processing machines; waste banks and waste recovery facilities like Rumah Kompos Padang Tegal, TPS-3R Seminyak Bali Wastu Lestari, RBU Bali PET, and Eco Bali Recycling, represented by some employees of the waste banks; a private stakeholder doing the plastic waste processing called UD. Mulya Jaya, represented by the owner of UD Mulya Jaya; and retailers like Hubud and Earth Market which sell recycled plastic products, represented by some of the merchandisers and cashiers. Therefrom, each of the blocks in the business model canvas is formed, including the commercial and the impact sides.

IV. RESULTS

A. Business Model Canvas for Social Enterprise

After gathering the data and developing the business model canvas, Table II. depicts the Social Business Model Canvas for Waste Banks in Bali to produce plastic recycled products, where each of the blocks not only explains about the commercial side but also the impact side. This business model will be a good example of sharing economy which will strengthen their value and strategic alliances.

<p>Key Partners: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Potential Firms to sell Products (retailers) or to receive raw materials • Volunteers or firms focusing on technology advancement • Local waste banks who are willing to work together • Potential Donors and Sponsors (Firms or Hotels who support the environment) • Local Villages in Bali where potential host located are <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Social Enterprise Alliance • Society empowerment • Additional jobs for the society around the social enterprise 	<p>Key Activities: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Waste Gathering • Waste Sorting • Processing Raw Materials • Production • Preventive Maintenance • Distribution • Sales and Marketing • Learning and Development • Partnership and Strategic Alliance <p><i>Impact:</i></p> <ul style="list-style-type: none"> • The more structured Waste management process • Value-added for plastic waste by processing it into recycled products • Social Enterprise Alliance <p>Key Resources: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Precious Plastic Machines • Place • HDPE Plastic Waste • Human Labors • PCs <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Value addition for plastic waste • Jobs for society • Space utilization to produce plastic recycled products • Social Enterprise Alliance 	<p>Value Propositions: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Functional • Aesthetic • Competitive Prices • Environmental Benefit <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Value addition for plastic waste by producing plastic recycled products • Support the environment by indirectly increasing processed plastic waste • Raising the awareness of the society to have a lifestyle used to recycling products 	<p>Customer Relationships: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Word of Mouth Marketing • Web-based and Social Media Engagement • Establishment and Maintaining Community in Supporting Environment • Loyalty Programs • Seminars and Open House <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Personalized services • Raising awareness about waste management and plastic recycled products • The long-term impact on customers <p>Channels: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Retail Stores • Direct from Producers • Branded Furniture Stores • Retail Stores selling recycled products • Online Stores <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Network and alliances with other social enterprises 	<p>Customer Segments: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Mass Market (Travelers, Tourists) • B2B Market <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Raising awareness to support the social enterprises for the cleaner environment
<p>Cost Structures: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Raw Material Cost • Operational Cost • Distribution Cost • Maintenance Cost • Seminar Cost • Sales and Marketing Cost <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Social enterprise alliance from the payment to other enterprises 		<p>Revenue Streams: <i>Commercial:</i></p> <ul style="list-style-type: none"> • Sales of Products • Sales of Recyclable Waste • Donors and Sponsors <p><i>Impact:</i></p> <ul style="list-style-type: none"> • Raising awareness and participation of other enterprises and people to support social enterprises for better social and environment condition 		

TABLE II
DEVELOPED SOCIAL BUSINESS MODEL CANVAS FOR WASTE BANKS IN BALI.

Source: Processed by Author

B. Strategic Alliances Implementation to Form an Entrepreneurial Ecosystem

Table III depicts the summary of the action plan from strategic alliances implementation to creating an entrepreneurial ecosystem, where there are in total 12 action plans divided into four areas of activity, and each area of activity uses strategic alliances.

Furthermore, in order to provide proper guidelines to implement the action plans, Figure 1 depicts the timeline of the action plans. The timeline is provided for five years. However, it is to be understood that in this rapidly changing era, this timeline of action plans may be changed every time, and adjusted to what is required and needed. On the right side, the information of what each symbol means can be seen.

The first area of activity is creating a community with the first action plan in Table IV. is creating social media accounts, and it is to be conducted right at the beginning of the business establishment. Then, tagline creation through hashtags is to be conducted in month 1, 3, 5, 7, 9, and 11 of every year in year 1, 2, 3, 4, and 5. Posting in social media will be conducted daily for the five years of the timeline. Furthermore, holding

seminars will be conducted in month 4 and 8 of year 1; month 1, 4, and 8 of year 2, 3, and 4; and month 1, 4, 8, and 12 of year 5. Moreover, events are to be held as well, and they are going to be held in month 1 and 6 of year 2, 3, and 4; and month 1, 6, and 12 of year 5.

The next area of activity is building legal infrastructure. The first action plan of this area of activity is approaching local villages, to be conducted in month 1, 5, and 9 of year 1, 2, 3, and 4; and month 1, 6, and 12 of year 5. Then, the second action plan is building formal agreements, with exactly the same timeline with its first action plan.

The third area of activity is generating financial support. It contains three action plans. The first is approaching supporting companies and it will be conducted in month 1, 3, 5, 7, 9, and 11 of year 1 and 2; month 1, 5 and 9 of year 3 and 4; and month 1, 6, and 12 of year 5. Then, the second action plan of this area is approaching waste banks in Bali. It will be conducted in month 1, 5, and 9 of year 1, 2, and 3; month 1 and 6 of year 4; and month 1, 6, and 12 of year 5. The last action plan of this area is holding a business competition. It will be held in month 12 of each year, from year 1, 2, 3,

Area of Activity	Action Plans
Creating Community	<ol style="list-style-type: none"> 1. Creating social media accounts (Facebook, Instagram, and Twitter) and regularly creating tagline through hashtags 2. Start posting in social medias to spread awareness, advertise the business, educate through the posts about environmental sustainability and attract potential customers and supporting companies 3. Creating monthly seminars or events about environmental sustainability 4. Inviting well-known keynote speakers for seminars or events 5. Periodically creating loyalty programs for community members as part of maintaining the community
Developing Legal Infrastructure	<ol style="list-style-type: none"> 6. Approaching local villages and build legal agreement to enable production and business run by waste banks 7. Developing formal agreements with alliances and partners
Generating Financial Support	<ol style="list-style-type: none"> 8. Approaching and partnering companies who are interested in supporting the business 9. Periodically inviting other waste banks in Bali to work together producing plastic recycled products 10. Creating business competitions for social entrepreneurs
Selecting Language	<ol style="list-style-type: none"> 11. Regularly creating tagline of social medias through hashtags 12. Identifying what words should be used to describe a business with a social mission

TABLE III
ACTION PLAN OF STRATEGIC ALLIANCES IMPLEMENTATION TO CREATE AN ENTREPRENEURIAL ECOSYSTEM.

Source: Processed by Author

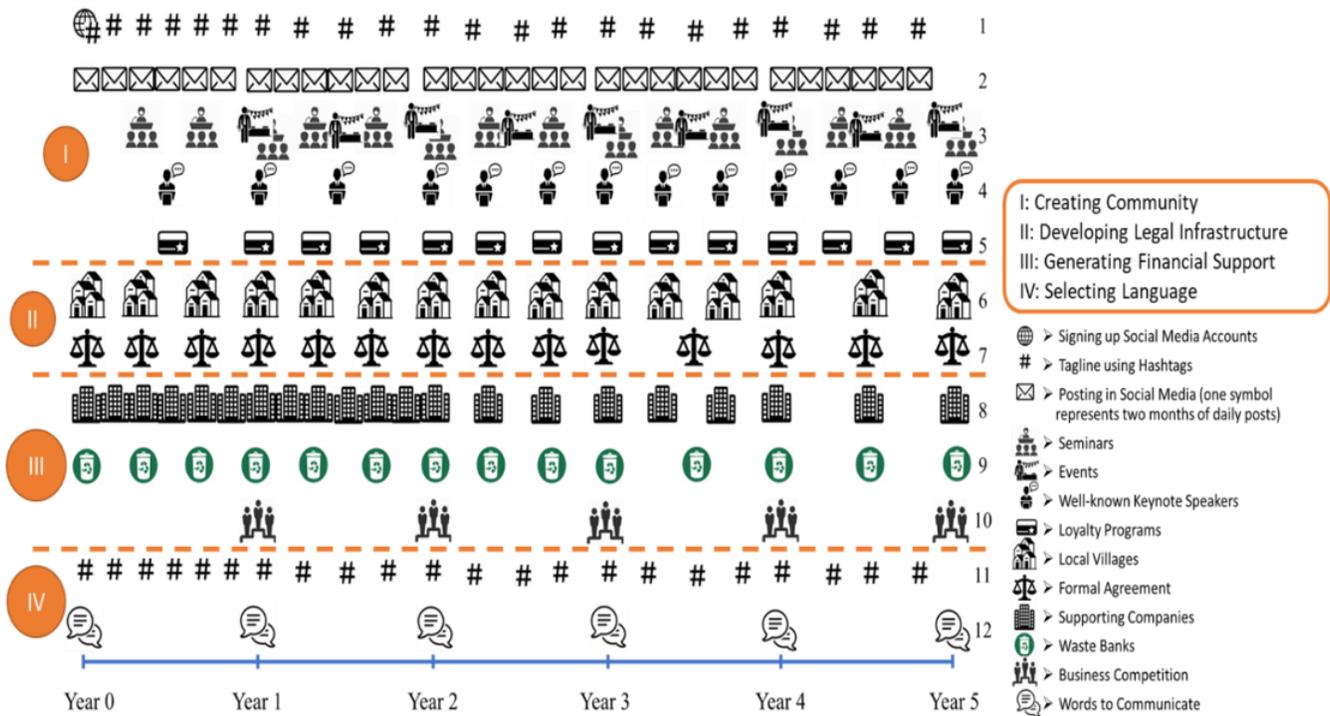


Fig. 1. Five years timeline of action plans.
Source: Processed by Author

		Year 1	Year 2	Year 3	Year 4	Year 5
Creating Community	Creating Social Media Accounts	Beginning of Business Establishment	-	-	-	-
	Tagline Creation through Hashtags	Month 1, 3, 5, 7, 9, and 11	Month 1, 3, 5, 7, 9, and 11	Month 1, 3, 5, 7, 9, and 11	Month 1, 3, 5, 7, 9, and 11	Month 1, 3, 5, 7, 9, and 11
	Posting in Social Media	Daily	Daily	Daily	Daily	Daily
	Holding Seminars	Month 4 and 8	Month 1, 4, and 8	Month 1, 4 and 8	Month 1, 4 and 8	Month 1, 4, 8 and 12
	Holding Events	-	Month 1 and 6	Month 1 and 6	Month 1 and 6	Month 1, 6, and 12
	Inviting Keynote Speakers	Month 8	Month 1 and 8	Month 1, 4 and 8	Month 1, 4 and 8	Month 1,4, 8 and 12
	Loyalty Programs	Month 6	Month 1, 4 and 8	Month 1, 4 and 8	Month 1, 4 and 8	Month 1, 4, 8 and 12
Build Legal Infrastructure	Approaching Local Villages	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 6 and 12
	Build Formal Agreements	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 6 and 12
Generating Financial Support	Approaching Supporting Companies	Month 1, 3, 5, 7, 9, and 11	Month 1, 3, 5, 7, 9, and 11	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 6 and 12
	Approaching Waste Banks in Bali	Month 1, 5, and 9	Month 1, 5, and 9	Month 1, 5, and 9	Month 1 and 6	Month 1, 6, and 12
	Business Competition	Month 12	Month 12	Month 12	Month 12	Month 12
Selecting Language	Word Identification	Month 1	Month 1	Month 1	Month 1	Month 1 and 12

TABLE IV
FIVE YEARS TIMELINE OF ACTION PLANS.

Source: Processed by Author

4, to 5. The last area of activity is selecting the language. It consists of one action plan, word identification, and will be conducted in month 1 of year 1, 2, 3, and 4; and month 1 and 12 of year 5.

V. DISCUSSION

The Social Business Model Canvas is a tool to describe a comprehensive picture of how a social enterprise works, from both the internal and external environment, even from customers and donors. Hence, by proposing a new social business model canvas as described in Figure II, it is hoped that waste banks in Bali could use it as a guideline to better understand how a social enterprise works. Furthermore, for the sustainability condition of a social enterprise, it is also important to form an entrepreneurial ecosystem through strategic alliances, as depicted in Figure III, Figure 1, and Table IV.

Hereby, with all humility, there are several suggestions based on the result of this research. The first one is that by the time the business has started to run well, further development of the social business model canvas is necessary so that it will still be a big picture on how the whole business model works. In addition, to enable the effectiveness of the action plans implications, there should be a control and monitoring system.

VI. CONCLUSION

To conclude the research, a social business model canvas for waste banks in Bali to produce plastic recycled was developed and shown in Figure II. which can be used as a reference for waste banks in Bali when they are about to start producing plastic recycled products using Precious Plastic waste processing machines. Furthermore, since this business competes with non-recycled plastic products, an entrepreneurial ecosystem is developed using strategic alliances, as shown in Figure III and Figure 1. For a clearer timeline, Table IV has shown the timeline of each action plan.

Nevertheless, this research still has limitations such as Bali as the research location, hence, the result will only be applicable for waste banks in Bali. Any application outside Bali should be adjusted with both the internal and external conditions. Not only that, but the proposed action plans of forming entrepreneurial ecosystems also need to be assessed in a quantitative basis to find out the effectiveness of each action plan.

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