EXECUTIVE RESEARCH REPORT

SOCIAL ENTREPRENEURSHIP PARTNERSHIPS IN THE SUSTAINABLE FASHION SECTOR IN BRAZIL: A STUDY FROM THE PERSPECTIVES OF EFFECTUATION AND SOCIAL CAPITAL

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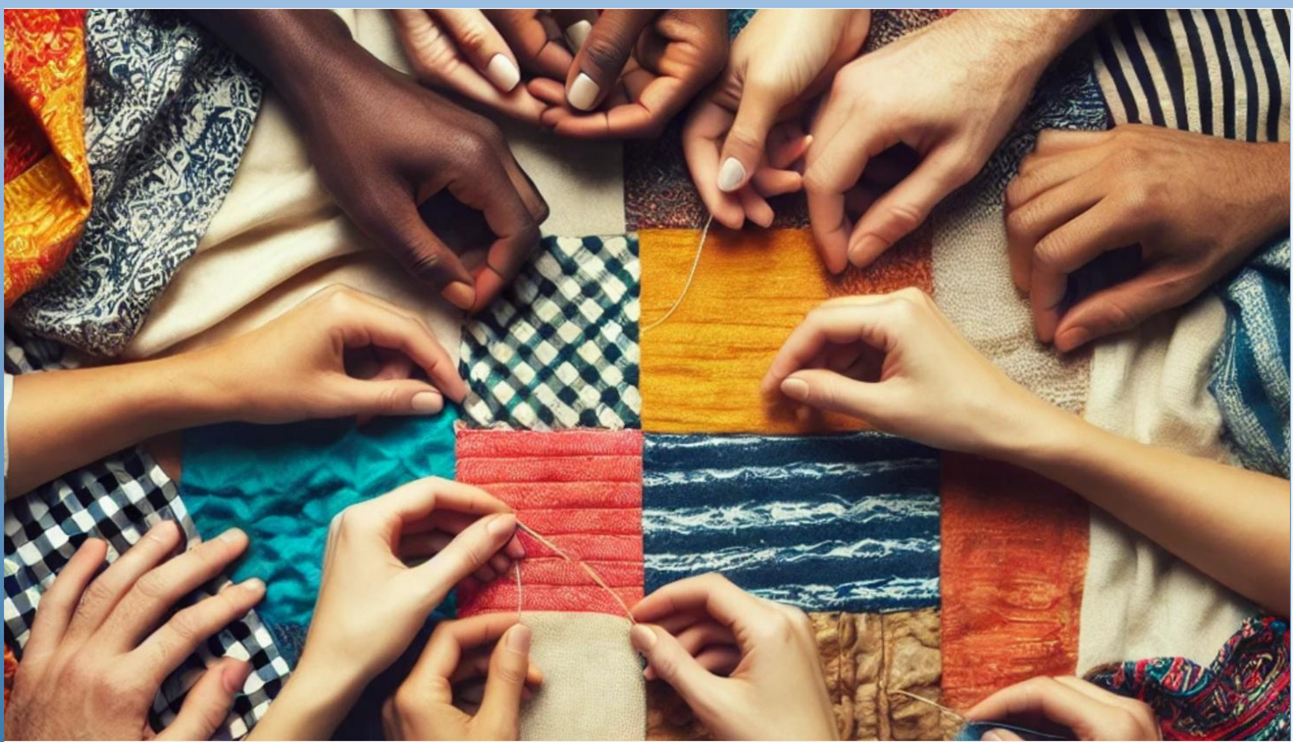

Research conducted in collaboration with the EGITS Research Group (Studies in Innovation, Technology, and Sustainability Management) of the Graduate Programme in Administration at Universidade Federal do Paraná (PPGADM – UFPR).

1. Contextualisation and objectives

The fashion industry is one of the most polluting in the world. Still, it has been evolving through the incorporation of sustainable practices, such as garment reuse and the promotion of a circular economy. In Brazil, where most fashion businesses are small and medium-sized, this scenario has proven favourable for the emergence of social entrepreneurs who seek to combine environmental impact with community development. In this context, sustainable fashion initiatives have gained prominence as viable alternatives to address environmental degradation and excessive consumption.

Given this, this research investigates how partnerships contribute to the initiatives of social entrepreneurs, based on the approaches of effectuation and social capital. Although the literature emphasizes the importance of networks and alliances in mobilizing resources and creating value in uncertain contexts, such as those in emerging economies, there remain gaps in understanding how these partnerships are structured in practice. By analysing cases in the sustainable fashion sector in Brazil, the study aims to understand the role of these relationships in enabling and innovating social businesses.

General objective:
Analyse how partnerships contribute to social entrepreneurs' initiatives in the sustainable fashion sector through the lenses of effectuation and social capital.

Specific Objectives

I. Analyse the crazy quilt principle of effectuation in partnerships established by social entrepreneurs.
II. Identify the motivators for social entrepreneurs to establish partnerships.
III. Analyse how social capital contributes to the formation of effectual partnerships by social entrepreneurs.
IV. Analisar como as parcerias influenciam as iniciativas dos empreendedores sociais.

2. Conceptual Base

As a conceptual basis, this study was based on three main themes: (i) social entrepreneurship, (ii) effectuation, and (iii) social capital, in which this study addressed the three categories of social capital (structural, relational, and cognitive), as shown in Table 1.

TABLE 1 - MAIN CONCEPTS

Theoretical foundations/core constructs or concepts	Definition	Key authors of reference
Social Entrepreneurship	Aim to create social value by combining resources to drive social change or address social needs.	Mair and Noboa (2006)
Effectuation	Emphasise the flexibility and experimentation needed to control the	Chandler et al., (2011).

	future through alliances, pre-commitments, and networks.	
Capital Social	Social capital is the aggregate resources accessed and mobilised through embedded social networks, which offer each member a "credential" that signifies trustworthiness.	Bourdieu (1986); Lin (2001).
Structural dimension	Structure refers to the configurations and patterns governing social relationships and the organisational social structure.	Claridge, 2020
Relational dimension	In this dimension, we aim to understand the elements of trust, norms and sanctions, obligations and expectations, as well as identity and identification.	Nahapiet and Ghoshal (1998); Claridge (2020)
Cognitive dimension	The process by which shared understanding, interpretations, and representations form a system of meaning.	Cicourel (1973); Claridge (2020); Jeong et al. (2021).

3. Methodology Proceedings

This research was conducted with twelve (12) social entrepreneurs from the sustainable fashion sector, located in Brazil, identified through the PIPE (Social) platform, using the filter "Greentech Businesses." For this study, we defined the following criteria: (i) a mission related to sustainability; (ii) having the objective of generating socio-environmental impact through their actions; (iii) being in the market for more than three years. Thus, this research focuses on social entrepreneurs operating under sustainable social business models, in which both the mission and objectives are directly connected to socio-environmental impact.

The data were collected through a semi-structured questionnaire, which was conducted either in person (during company visits) or online (via the Google Meet platform). The collected data were organized and analyzed using ATLAS. This is followed by the method proposed by Gioia et al. (2013).

Table 2 presents a summary of the social entrepreneurs analyzed in this study.

TABLE 2 - CASES ' SYNTHESIS

Cass	Social entrepreneur	Social enterprise	Foundation	Social Enterprise business model
E1	Sir Filandra	Silk Mosaic	1988	Sustainable fashion
E2	Arthur Serícia	Seta Nativa	2009	Sustainable fashion
E3	Marina Everlace	Circular Sisters	2015	Circular economy

E4	Theresa Flores	Botanics	2016	Sustainable fashion
E5	Gael Marin	Crab Hollow	2012	Sustainable fashion
E6	Amara Metta	Karuna	2017	Sustainable fashion
E7	Novaes	HarmonyMove	2017	Inclusive fashion
E8	Thomas Maia	Trazza	2019	Circular economy
E9	Grace Rivers	Reverto	2020	Circular economy
E10	Clara Hart	HolistiQ	2010	Sustainable fashion
E11	Zoe Brixton	ReJeans	2010	Sustainable fashion and the Circular economy
E12	Noah Canopy	Umbra	2016	Circular economy

4. Main results and reflections

Initially, we examined the dynamics of partnerships to identify effective and/or causal elements. In this study, we define effectual partnerships as those in which negotiation occurs in a more flexible environment, enabling collaboration and the co-creation of ideas based on mutual commitment rather than formal contracts. In general, according to the effectuation approach, such partnerships are grounded in experimentation and adaptability (Chandler et al., 2011).

Conversely, we regard causal partnerships as those based on prior planning and formal agreements, where the social entrepreneurs predefine the goals, mission, vision, and responsibilities of each partner. The adoption of either an effectual or causal approach may depend on the context and the needs of the entrepreneur. In uncertain environments, such as during the pandemic, entrepreneurs may adopt a more pragmatic, effectual stance, whereas in more stable contexts, where market and environmental uncertainty are lower, a causal approach may be more suitable (Sarasvathy, 2008; Jiang & Rülling, 2019).

In this study, we observed that social entrepreneurs did not adopt a single, fixed approach when engaging with partners. Frequently, they began partnerships with a more flexible, co-creative stance, but over time shifted towards a more causal approach, setting clear goals, objectives, and contracts to reduce uncertainty in their relationships.

Furthermore, the chosen approach often varied depending on the stage of organisational development. In the early stages, social entrepreneurs tended to focus on testing opportunities and exploring their potential. However, as the organisation grew and new partnerships were formed, there was a growing need for more formal agreements—not only to protect the projects themselves but also the individuals involved. Table 3 illustrates the initial nature of these partnerships and their evolution over time.

TABLE 3 - EFFECTUAL AND CAUSAL PARTNERSHIPS

Case	Initial nature of the partnership	Partnership Evolution	Impact on the organisation
E1	*Effectual* - partnerships were established based on vision alignment and identification.	Partnerships remained *effective and evolved into more flexible and adaptable entities, based on* collaboration and embedded commitment.	The flexibility allowed innovation that was aligned with causal characteristics.
E2	*Effectual* - partnerships were established based on vision alignment and identification.	Partnerships have not evolved.	The flexibility allowed the organisation to adapt, but partnerships lacked the potential to develop over time.
E3	*Effectual* partnerships were established due to the project's importance, characterized by flexibility with no contractual requirements.	It has remained *effective with more interactions* but has incorporated some *causal* elements, such as defining roles and less rigid contracts.	Flexibility has enabled the more significant mobilization of networks, but causal characteristics are likely to increase in the future as forms of organization and predictability stabilize.
E4	*Causal* partnerships began with the search for partners who aligned with the company's mission, characterized by the presence of defined rules.	It remained *causal* but incorporated *effectual* elements, such as collaboration and discussing ideas between the partners.	Contracts provided greater security in supply; however, the lack of flexibility limited the expansion and adaptability of partner networks.
E5	*Effectual* – partnerships were established based on vision alignment and identification.	It has remained *effectual* with more interactions and has tried incorporating causal characteristics over time.	Flexibility enabled the mobilization of networks and enhanced the organization's ability to innovate.
E6	*Causal* partnerships began with the search for partners who fit in with the company's mission.	It has remained *effectually* focused on the vision alignment.	Contracts provide greater security in supply, and although they incorporate some elements of effectuation, they tend to be more formal in nature.
E7	*Effectual* – partnerships began the mobilisation of the network, with no necessity for formal contracts.	It has remained *effectual,* with a tendency to change over time as new partnerships are established.	The flexibility allowed for the innovation and adaptability of the product. However, case E7 is starting to show causal characteristics by setting partnership criteria.
E8	*Causal* - based on standardised agreements and processes.	With the presence of contracts, it has remained causal over time but has evolved into a more flexible partnership.	Contracts ensured production security and flexibility, allowing for greater adaptability and partner participation.

E9	*Effectual* - partnerships began the mobilisation of the network, with no necessity for formal contracts.	It has remained *effectual* and tends to incorporate *causal* characteristics over time as new partnerships are established.	Initially, the flexibility enabled more significant innovation and the mobilization of networks; however, not all partnerships were aligned with their purpose, leading to the gradual establishment of contracts and the development of defined criteria.
E10	*Causal* - based on standardised agreements and processes.	Partnerships evolve toward more *effectual* characteristics while maintaining contractual agreements.	Causation increased the security of relationships, preventing partners who were not aligned with the organisation from entering the partnership.
E11	*Causal* - based on standardised agreements and processes.	Partnerships evolve toward more *effectual* characteristics while maintaining contractual agreements.	Causation increased the security of relationships, preventing partners who were not aligned with the organisation from entering the partnership.
E12	*Causal* partnerships began with the search for partners who aligned with the company's mission, characterized by the presence of defined rules.	It remained *causal* but incorporated *effectual* elements, such as collaboration and discussing ideas between the partners.	Contracts provided greater security in supply; however, the lack of flexibility limited the expansion and adaptability of partner networks.

In addition to the evolution of the nature of partnerships (from effectual to causal), we seek to understand the motivations behind establishing partnerships. Our study reveals two primary types of motivation: intrinsic and extrinsic. Intrinsic motivations are related to personal values and do not depend on external pressures to occur. On the other hand, extrinsic motivations are related to external factors, such as external pressures that influence the search for a partner, such as monetary motivation, status, or strategy. Table 4 presents the motivations observed in this study.

TABLE 4 – INTRINSIC AND EXTRINSIC MOTIVATORS FOR PARTNERING

Intrinsic Motivators			
-	Definition	Example	N° of cases
Alignment of purpose	Purpose and sustainable objectives align to establish partnerships.	"My organisation is an extension of myself. The purpose of my organisation is environmental education; this is its core value. So, none of my partners will join if they are not aligned with that, and I do not allow them to interfere with the purpose either." (Interviewee E5, 2025)	8
Shared values	Similar personal values.	"I tell myself that I need to pay attention to the women, and I value that, these values. It is similar to mine—family comes first, right?" (Interviewee E3, 2025)	11
Social inclusion	Partnerships that can benefit marginalised social groups.	"But we understand that this approach we have been taking from the beginning involves participating in projects supported by the São Paulo State Department of Culture, right? The structure of the state of Ceará also	5

		strengthened it. However, it happens within the scope of public calls for funding and incentives for cultural projects. Not specifically within a leadership role—we have had this contact, but unfortunately, not yet within a leadership position in public policy." (Interviewee E12, 2025)	
Valuing collaboration	Recognition of the value of partnerships.	"That is why I consider a partnership more when it involves the desire to achieve a common goal, right? So, that is how I see it. I want to reach a goal, but cannot do it alone. Who is the partner that can help me with that?" (Interviewee E10, 2025)	5
Extrinsic Motivators			
-	Definition	Example	Cases
Promotion	The extent to which partners can help to reach the target public.	"There are certain moments I will have. I will have a photo, I will have content, I will have the image of that person wearing it." (Interviewee E9, 2025)	6
Partner Relevance	The extent to which the public position of the partner can influence its target public.	"(...) then this is a woman who had always worked in Hering's communications, knew me from other projects I had done in Santa Catarina, and she reached out to me." (Interviewee E12, 2025)	8
Raw Material	Materials needed for product development.	"I do not see it in terms of priority, but it is like this: there is no clothing if you do not have raw materials. So I think the most important thing is my suppliers, who have this social and environmental approach. They are essential. If they did not exist, probably nothing else would." (Interviewee E4, 2025)	7
Lack of Suppliers	Refers to the difficulty of finding partners committed to sustainability who can provide the raw materials.	"So, those of us who truly want to work with sustainable organic products are somewhat tied up unless the person decides to open doors and source from other countries—which is not my case." (Interviewee E4, 2025)	1
Market Strategy	Market positioning and competitive advantage.	"Strategy influenced the partnerships" (Interviewee E5, 2025)	4
Financial support	The capacity of the partner to invest in the organisation	We sought and looked for various types of partners, right, for investment, and for resources that could come in. I think that might be the biggest problem because HarmonyMove is in a place where it has already been tested, right? It has tested the prototypes and models; we have about twenty clothing models, right? We get excellent feedback, but we do not have the resources to invest in marketing or production and distribution, which are crucial points to boost the market, right? (Interviewee E7, 2025)	3

To understand the patterns, qualities of interactions, and shared meanings among partnership members, we incorporated the social capital approach into our analysis. To this end, we divided the analysis into three categories: (i) structural dimension, (ii) relational dimension, and (iii) cognitive dimension, according to the current literature.

In the structural dimension, we sought to understand the patterns of partnerships, in other words, the criteria for forming a partnership. Although effectuation suggests a more flexible approach to relationships, we found that the social entrepreneurs in this research do not choose their partners randomly, given their purpose, objectives, mission, and vision. Thus, Table 5 presents the main criteria for establishing a partnership.

TABLE 5 - CRITERIA TO ESTABLISH PARTNERSHIPS

Criteria	Criteria Dimension	Definition	Cases	N° of cases
Commitment to Sustainability	Behavioural criteria	Refers to the degree to which partners are committed to sustainability in their actions and projects.	E4, E6, E7, E9, E10, E11, E12	7
Ethical practices		Fair and ethical practices refer to how partners can fulfil agreements and how they behave towards their partners and employees.	E3, E4, E5, E6, E7, E8, E9, E10, E11, E12	10
Honesty		Refers to the level of transparency expected in the partnership exchange.	E2, E3, E4, E7, E8, E10, E11, E12	8
Mutual Exchange		It refers to a balanced, mutually respectful exchange in which both parties can benefit.	E1, E3, E4, E5, E7, E8, E10, E11, E12	9
Political Position	Ideological criteria	The partner's political position affects their entry into the partnership.	E9, E12	2
Quality of work	Technical criteria	The partner's ability to deliver quality on time.	E3, E4, E6, E11	4
Strategy Alignment	Strategic criteria	The ability of the partner to contribute to the achievement of the social, environmental, and economic objectives.	E1, E4, E6, E9, E10	5

As shown in Table 5, other elements are used as criteria—for example, commitment to sustainability, which is considered an important factor given the industry in which these entrepreneurs operate: sustainable fashion. Other factors mentioned by interviewees included the quality of work and the strategic alignment of partners with the company’s goals. These factors support the perspective that the social entrepreneurs in this study are more likely to choose partners who align with their objectives and may dismiss a potential partnership if they detect shortcomings in these areas. Another point observed was political positioning, which, although less prominent in our research, did influence partnership perceptions for two interviewees.

It is essential to highlight that the social entrepreneurs demonstrated the ability to mobilise and expand their networks over time. Partnerships could begin through events or even within institutions that support and promote social entrepreneurship, such as incubators. In some cases, when the network was well structured, the expansion of partnerships occurred naturally through referrals and recommendations from existing networks. For this study, we refer to these networks as “Bridging Ties”—networks mobilised across different groups to acquire new resources or information not available within existing connections.

Additionally, we observed partnership ties with friends, colleagues, and family members. These networks provided entrepreneurs with both tangible resources, such as a location to establish their business, and intangible ones, including technical skills. We refer to these interactions as “Bonding Ties”, which involve stronger relationships such as long-term friendships or family connections. These networks offer initial support and resources for starting the business. However, over time, as the organisation grows, “Bridging Ties” may become necessary to acquire new resources and gain access to innovative ideas and solutions.

In the relational dimension, we sought to understand the quality of interactions between partners, where trust is essential. At the beginning of this study, we indicated that partnerships tended to start in an effectual manner, and over time, social entrepreneurs adopted a more causal approach. Thus, we observed that in the relational dimension, social entrepreneurs maintained mechanisms, such as norms and sanctions, to reduce the level of uncertainty in the exchange within the partnership over time. Some of these observed norms are presented in Table 6.

TABLE 6 - NORMS AND SANCTIONS FOR PARTNERSHIPS ESTABLISHED BY SOCIAL ENTREPRENEURS

Implicit norms	Definition	Sanctions
Sharing of knowledge	Partner's ability to share knowledge and expertise.	The partner gradually loses their position, culminating in the end of the partnership and the search for new partners.
Ethical behaviour	Partners must prioritise ethical practice and balance in their actions.	
Political Positioning	Partners must share similar political views.	
Explicit norms	**Definition**	**Sanction**
Sustainable certifications	The partner must obtain all regularisations and certifications for sustainable behaviour and practices.	Partnership does not occur in limited aspects of the partnership.
Reliability	The partner must pay attention to commercial contracts, ensuring compliance without affecting the organisation's development.	Reduce or stop supplying the products or their use.
Deadline fulfilment	The partner must stick to commercial contracts and fulfil them on time.	End of the partnership or loss of trust

Another interesting point raised by our research concerns the factors that contribute to the relational dimension and the development of partnerships over time. As shown in Table 7, some of the most essential elements for the positive development of relationships over time are: (i) trust, (ii) proximity, and (iii) reputation/status.

Trust is built through integrity and honesty maintained between partners, while proximity is fostered through shared experiences, familiarity, and reciprocity. Reputation and status, on the other hand, present two distinct aspects. Firstly, as social entrepreneurs operate within a specific sector—namely, sustainable fashion—the search for new partners is guided by sustainability criteria, as well as by the partner’s know-how in this field. Consequently, partners with a reputation aligned with these factors can contribute positively to the partner’s image, supporting the development of the partnership.

TABLE 7 - DRIVING FACTORS TO RELATIONAL DIMENSION

Relational dimension	Driven factors	Cases	N° of cases
Identity and identification	Proximity, similar thoughts and actions	E3, E5, E9, E10, E12	5
Loyalty	Commitment	E1, E3, E4, E6, E8, E9, E11	7
Trust	Integrity, sincerity	-	12
Norms and sanctions	Ethical behaviour, sustainable certifications	E1, E3, E4, E5, E6, E7, E8, E9, E10, E12	11
Obligation and expectations	Mutual Support, Effective Communication	E1, E3, E6, E7, E8, E9, E10, E11, E12	9
Proximity	Shared experience, familiarity, reciprocity	-	12
Reputation/Status	Admiration	-	12

Regarding the cognitive dimension, we found that for social entrepreneurs, the organisational objective is a key element in developing partnerships. As previously discussed, the sector in which these entrepreneurs operate influences partner selection. However, partnerships are also built around shared codes and language specific to the group. For instance, E8 mentioned that each part of the shoe has a particular name or jargon, while E2 reported having to clarify what silk was before entering into a partnership. These accounts underscore the significance of shared language and codes in sustaining long-term partnerships.

On the other hand, similar narratives or shared experiences helped partners overcome language or cultural barriers by fostering a sense of alignment, often described as admiration or even a familial bond. Although these narratives varied from one social entrepreneur to another, the act of sharing stories—about overcoming adversity, organisational growth, or facing challenges together—contributed to a strong sense of belonging.

Furthermore, shared values, attitudes, and beliefs also acted as motivating factors in sustaining partnerships. Partners whose beliefs, particularly regarding sustainability and ethical practices, diverged from those of the entrepreneurs tended not to remain in the long term. For example, E3 highly valued family and preferred to work with partners who held similar values, believing it facilitated mutual understanding regarding goals, background, and organisational needs.

Interestingly, these partnerships were not merely transactional or based on monetary exchanges. There was a genuine concern about making the partner feel part of the journey. The intensity of this sense of belonging was often expressed through terms such as “friend” or “family” to describe these close relationships.

The main objective of this research was “To analyse how partnerships contribute to the initiatives of social entrepreneurs in the sustainable fashion sector, through the lenses of effectuation and social capital.” As demonstrated throughout the analysis, partnerships are highly valuable, though also complex, as they evolve.

Given that the social entrepreneurs in this study are deeply committed to their objectives and those of their organisations, we sought to understand how their partners contributed to their initiatives. In the effectuation process, partners may contribute by offering **new means**—that is, additional resources—or by influencing **new goals**, thus altering the initial direction by suggesting new market or product ideas.

However, as we delved deeper into the stories of these social entrepreneurs, we observed an intermediate category between new means and new goals, which we labelled **new product development**. This conceptualisation emerged because partners did not significantly influence the organisation’s core objectives. It was common for the entrepreneurs to have a defined idea already and seek out partners specifically to obtain new resources, such as information or funding, thus indicating a predominance of new means in the relationships observed in our sample.

Nevertheless, we also noted that partners had some influence on product development, though not to the extent of drastically altering the entrepreneur's goals or target market. This was evident in two key examples narrated by E1 and E2 during the research. For illustrative purposes, we present Table 8, which aims to highlight the role of partners in the development of these initiatives.

TABLE 8 - CATEGORIZATION OF PARTNER INFLUENCE ON PRODUCT DEVELOPMENT

Case	Category	Partner's role	Observation
E1	Independent innovation	Partners did not collaborate with new means, but they supported the change in objectives.	In 2007, the partner set a new objective: making clothes from silk. In 2020, the idea to sell crochet threads from stock originated from the entrepreneur without direct partner involvement.
E2	Objective and resource-driven	Partners not only created new means but also changed the objectives of the organisation.	A rare case where partners influenced the organisation's means and objectives.
E3	Resource-Driven	A partner's needs and resources directly impact product development, but they have little involvement in the organisation's overall objectives.	I used uniforms to make car hood covers and vanity bags. The entrepreneur adapted the material independently.
E7	Resource-driven	Partners contributed ideas and suggestions, leveraging their expertise, which occasionally led to adjustments in the organisation's objectives.	Partners helped to develop the product and refine the organisation's focus.
E8	Resource-Driven	Partners contributed tangible parts essential for the product's development and provided rare or unique materials.	Each partner was responsible for a specific shoe component and guided the product's design based on the availability and scarcity of materials.
E9	Resource-Driven	Partners provided rare or unique materials that influenced the final product.	Due to availability and scarcity, materials like defective pieces or scraps guided the product's design.
E10	Independent innovation	Partner collaboration resulted in product adaptations tailored to a specific context.	Created a unisex outfit and collaborated with a ceramic maker for a Father's Day kit.
E11	Resource-Driven	The partner provided materials but had minimal involvement in the design or objective of the product.	-

E12	Independent innovation	The internal team proposed the idea, and partners were sought later for implementation.	The idea to upcycle umbrellas originated within the organisation, and a partner provided additional resources and insights that ultimately influenced the organisation's objectives.

From the perspective of how partners influence the initiatives of social entrepreneurs, our study observed that these entrepreneurs tend to be more resource-oriented than goal-oriented (E3, E7, E8, E9, E11). This likely stems from their focus on exploring available means, such as knowledge and information. Furthermore, not all interactions led to innovation in terms of product, purpose, or market, as initially anticipated. More often, it was the social entrepreneurs themselves who conceived the ideas and sought out partners who could help make those ideas viable.

On the other hand, the mission, vision, and goals of social entrepreneurs—being deeply rooted in their personal histories and worldviews—also restricted the degree to which partners could influence the direction of the organisation. In this regard, our study did not observe significant flexibility about goals, as predicted by the effectuation process in uncertain environments. In practice, an exception was observed in case E2, where the entrepreneurs changed the organisation's goals and shifted to a different sector, still related to fashion and sustainability, driven by partner influence. This shift affected their objectives and led to the pursuit of new partners to support the implementation of the new idea.

Therefore, from the effectuation perspective, partner influence is primarily associated with new means—namely, the mobilisation of resources—rather than the formulation of new goals. The flexibility of effectuation in mobilising partners and building networks that share and co-create is a strategy employed by social entrepreneurs to access additional resources. However, the product represents more than a commodity; it embodies the values, goals, and identity of the social entrepreneurs, which, for them, are rarely open to partner influence. Ultimately, our research reveals that partnerships are influenced by more complex factors—structural, relational, and cognitive—that determine the pace at which these relationships are developed and sustained over time.

5. Practical Recommendations

This research contributes to both the literature on effectuation and the empirical field by articulating how and why partnerships are formed, drawing on two central theoretical perspectives: (i) effectuation and (ii) social capital. The dynamics of the elements of social capital—structural, relational, and cognitive—proved essential throughout the study, as they can be created, developed, and adapted according to the needs of social entrepreneurs. These elements help map and understand the flow of partner relationships over time. Based on these findings, we recommend that social entrepreneurs adopt the following practices:

1. **Invest in Relational and Cognitive Dynamics**
   Build relationships based on trust, reciprocity, and shared vision. Reflect on how you think, communicate, and connect with your partners. Clarity of purpose, active listening, and value alignment are fundamental. Additionally, it is worthwhile to develop emotional and social competencies that strengthen long-term bonds.

2. **Use Analytical Tools to Manage Partnerships**
Employ tools such as stakeholder maps, relationship matrices, or strategic checklists to identify, plan, and monitor interactions with partners.
Ask yourself: Which partnerships are strategic? Which ones need nurturing? What does each partner value most?
3. **Adopt Hybrid Innovation Approaches: Causal and Effectual**
Learn to balance structured planning (causal approach) with flexibility and experimentation (effectual approach).
This enables the adaptation of strategy to context, innovation in the face of uncertainty, and sustained focus when needed.
4. **Understand Partners' Motivations**
Discover and appreciate what drives each partner to collaborate, including social purpose, institutional benefits, reputation, innovation, and other factors.
Prioritise aspects of the partnership process such as transparency, agility, listening, and mutual recognition.
5. **Enhance Communication and Co-Creation**
Schedule regular meetings to align expectations and shared goals. Encourage the co-creation of solutions by fostering a collaborative environment that adapts to change.

6. Social and/or Environmental Impact

The main advances in terms of social and/or environmental impact include:

1. By identifying the elements, factors, and mechanisms that contribute to the formation and maintenance of partnerships over time, this research indirectly contributes to building foundations for strengthening collaborative networks among social entrepreneurs.
2. It supports social entrepreneurs' initiatives aimed at improving their competitiveness, achieving their social goals, generating employment, and promoting the social, economic, and sustainable development of their regions and the country.
3. It indirectly contributes to business models that value ethics and social responsibility, fostering a more inclusive environment capable of generating positive social, economic, and environmental change for community empowerment.

7. Access to complete research

https://surli.cc/cypbut

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