Análisis de Actualidad

Key Fail Factors as Innovation Strategies to be avoided: a comparative study between Mexican and American Social Impact Startup under COVID-19 pandemic times

Factores clave de fracaso como estrategias de innovación que deben evitarse:
Un estudio comparativo entre startups de impacto social mexicanas y estadounidenses durante la pandemia COVID-19

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Abstract. Purpose: This study determines the different combinations and levels of key fail factors (KFF) as the opposite as key success factors (KSF), between Mexican and American social impact startups (SIS) in COVID-19 pandemic times, as the source of innovation strategies. **Methodology:** It is based on the KSF-SIS framework, an academic and empirical scale previously probed in 2021. The survey data was on 100 Mexican/300 American CEOs-SIS in Jan-Jun-2021. Covariance-Based Structural Equation Modeling (CB-SEM) determined the model's reliability/validity to confirm the KSF, and Fuzzy set Qualitative Comparative (fsQCA) to get the KFF. **Results:** According to the 6 factors implied in the KSF-SIS framework, such as Entrepreneur Profile (EPR); Market Knowledge (MKK); Strategic Analysis (STA); Key Performance Indicators (KPI); Business Plan (BPL); Value Proposition (VPN). The results showed 5 combinations of such factors that produce KFF for Mexican SIS and 2 combinations for American SIS as innovation strategies to be avoided. **Originality:** CB-SEM is used as a reliability and validity tool to confirm the KSF framework to achieve several opposite conditions as KFF through fsQCA, determining necessary, sufficiency, coverage, and consistency of such a framework for Mexican/American SIS.

Keywords: Key Success Factor, Key Fail Factor, Social Impact Startups, Innovation Startegy; CBA-SEM; fsQCA.

Resumen. Propósito: Este estudio determina las diferentes combinaciones y niveles de factores clave de falla (KFF) como opuestos a los factores clave de éxito (KSF) entre las startups de impacto social (SIS) mexicanas y estadounidenses en tiempos de pandemia COVID-19, como fuente de estrategias de innovación. **Metodología:** Se basa en el modelo KSF-SIS, una escala académica y empírica probada previamente en 2021 . Los datos de la encuesta fueron de 100 directores ejecutivos mexicanos / 300 estadounidenses-SIS en enero-junio-2021. El modelado de ecuaciones estructurales basado en covarianza (CB-SEM) determinó la confiabilidad / validez del modelo para confirmar el KSF, y el conjunto comparativo cualitativo difuso (fsQCA) para obtener el KFF. **Resultados:** De acuerdo a los 6 factores implícitos en el marco KSF-SIS, tales como Perfil del Emprendedor (EPR); Conocimiento del Mercado (MKK); Análisis Estratégico (STA); Indicadores clave de rendimiento (KPI); Plan de Negocios (BPL); Propuesta de valor (VPN). Los resultados mostraron 5 combinaciones de dichos factores que producen KFF para el SIS mexicano y 2 combinaciones para el SIS americano como estrategias de innovación a evitar. **Originalidad:** CB-SEM se utiliza como una herramienta de confiabilidad y validez para confirmar el marco KSF para lograr varias condiciones opuestas como KFF a través de fsQCA, determinando la necesidad, suficiencia, cobertura y consistencia de dicho marco para el SIS mexicano/estadounidense.

Palabras clave: factor clave de éxito, Factor clave de falla, Startups de impacto social, Estrategia de innovación; CBA-SEM; fsQCA.

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1. Introduction

To face the COVID-19 crisis, government institutions, business chambers, and academic centers have called for innovation initiatives, such as the launching of startups (CEPAL, 2020). However, in Mexico, 75% of startups closed their business after the second year of existence, which means that only 25% of them remain up-to-date (El Financiero, 2016). However, it is not the same for the USA, considered the leader country in the number of startups created and how they have handled the worst conditions during COVID-19 pandemic (Minaev, 2021; Djankov & Zhang, 2021). The next normal have triggered and accelerated the shift to the automation and digitization revolution; approximately 39% to 58% of work worldwide in operationally demanding sectors can be automated using currently demonstrated technologies (McKinsey, 2020a) and surely it is going based on startups (Haltiwanger et al. 2013). Therefore, this research's challenge, usefulness, and originality lie in the proposal of a framework confirmation and the comparison of how the startups are handling the innovation strategies through KSF and KFF among the Mexican/American SIS.

1.1 The Oslo Manual and the business model innovation

The last edition Oslo Manual defines innovation (OECD, 2018, p.20):

> "An innovation is a new or improved product or process (or a combination thereof) that differs significantly from the unit's previous products or processes and that has been made available to potential users (product) or brought into use by the unit (process)."

Frequently the economic crises and ravages are periods of *creative destruction*, source of innovations strategies. The broad concept of innovation embraced by the OECD Innovation Strategy emphasizes the need for a better match between supply-side inputs and the demand side, including the role of markets (OECD, 2010). In this regard, the information on the market impacts of a firm`s innovation strategies is of high relevance to policy (i.e., the organization of innovation activities within the firm, including the development or modification of an innovation strategy, the establishment or reorganization of units within a firm with responsibility for innovation and human resource practices to encourage innovation throughout the firm) (OECD, 2018. Par. 5.44 and 8.21)

Hence, here we adopted the concept of a SIS as a business model innovation that (OECD, 2018, p.242) *"…it relates to changes in a firm's core business processes as well as in the main products that it sells, currently or in the future"* based one or several sustainable development goals published by United Nations (UN, 2015). Indeed, businesses disturbed by the COVID-19 pandemic were more able to innovate in terms of products and management than those that remained unaffected (Gorzelany-Dziadkowiec, 2021). The CEOs agree that innovating the business will be critical because the COVID-19 crisis presents an opportunity that it is needed to pursue (McKinsey, 2021).

1.2 The importance of the startup in Mexico and the USA

On the report of ASPEN (2017), in Mexico, were registered 416 startups, with more than half aimed to work with social impact interest; Mexico is the country where startup ecosystems are more distributed in its territory, with 32% of startups in Mexico City, 10% in Guadalajara, and 8%

in Monterrey (OECD, 2016). According to Statista (2021), in May 2021, there are still alive 352, which are 31% aimed at software data, 23% in fintech; 13% e-commerce, 9% leisure, 7% health, 4% education, 4% transport, 4% marketing and sales, 3% in food technology, 2% IoT, 1% energy and environment. As Minaev (2021) claimed, the USA is the leading country by the number of startups, around 63,703, where over 69% can become profitable, the competition (19%) is the greatest challenge when starting a business, amongst other data. The USA is followed by India with 8,301 startups, and in third place in the UK, with 5,377 startups. Only the USA has almost three times more startups than the rest of the following 9 countries in the world combined. Unfortunately for Mexico, the COVID-19 pandemic and the next normal ravaged that economic backbone by failing to contain the loss of 12.5 million jobs in Mexico. The country's employed population fell from 55.7 million in March to 45.4 million in Apr 2020; this means 2.1 million formal jobs versus 10.4 million informal jobs (El Financiero, 2020). For the USA, on the report of CRS (2021), the unemployment rates in Apr 2020 reached 14.8%, the labor force participation rate declined to 60.2% (a level not seen since early 1970). This rise in unemployment was caused by an unprecedented loss of 22.1 million jobs between Jan 2020 and Apr 2020. This deterioration in the USA labor market corresponded with various advisory or mandated stay-at-home orders implemented in response to the COVID-19 pandemic and other pandemic-related factors affecting USA demand (CRS, 2021). However, as stated by Djankov & Zhang (2021) contrary to all thought, only in the USA the startups grew from 3.5 million in 2019 to 4.4 million in 2020. A 24 % increase. The number of startups also increased in United Kingdom, Turkey, Chile. In the USA, an estimated 9.1. million small businesses were temporarily or permanently closed, with the

perception that small businesses create the most jobs in the USA and other advanced economies. However, research suggests that in the new businesses, the startups, not small ones, are the genesis that creates those jobs (Haltiwanger et al., 2013). Some innovative new SIS have responded quickly and flexibly to the pandemic, which is essential to help many countries switch to digital education, work, and health services provided innovations in medical goods and services (OECD, 2020). Additionally, the SIS concept is defined here as a startup that is aimed to solve one or several of the 17 sustainable development goals determined by the United Nations (UN, 2015). Despite all the above, most startups have a common denominator: they usually fail. Hence, this study aims to determine factors and indicators involved as a reliable business model innovation scale, capable of maintaining the successful momentum of the startups that respond quickly to market changes, focus on results, and deliver value to customers (McKinsey, 2020b).

1.3 Why does SIS fail?

More than two-thirds of SIS never deliver a positive return to investors. However, why do so many ends disappointingly? Many people are inclined to cite the inadequacies of its founders, in particular their lack of grit, industry acumen, or leadership ability. However, blaming the founders oversimplifies a complex situation (Eisenmann, 2021). Hence, it is necessary to identify the main reasons for such a problem and propose a conceptual model to solve it. See Table 1.

Table 1. Reasons for why SIS fail

| Reasons	Source
Eleven reasons: Launching; Catch 22; Good idea bad fellows; False starts; False positives; Out of the frying pan; Speed trap; Help wanted; Moonshots and miracles; Running on empty; Bouncing back;	Eisenmann (2021)
Twenty reasons: No market need; Ran out of cash; Not the right team; Get outcompeted; Prices/Cost issues; Poor product; Need/lack business model; Poor marketing; Ignore customers; Product mis-timed; Lose focus; Disharmony on team/Investors; Lack passion; bad location; No financing/investor interest; Legal changes; Don`t use network/ Advisors; Burnout; Failure to pivot.	Kasimov (2017)
Ninety nine reasons:…	Mahout & Lucas (2017)
Ten reasons: A lack of entrepreneurship training; A lack of efforts and time planning; Strategy issues; A lack for selling skills; A lack of social soft-skills; Inadequate, bureaucratic, and corrupt government business supports; Poor or inexperienced management; Accepting disadvantageous contracts; A Lack of clarity in communication to avoid hurting others and differences in values, ideologies, and interests between founders.	Valencia (2016)
Twelve reasons: Lack of funding; Wrong market positioning; No-go-to-market-strategy; Not focus; No flexibility; No patience or persistence; Wrong or incomplete leadership; Unmotivated team; No mentors or advisors; No revenue model; Less capital then required; Bad luck or timing.	Deeb (2013)
Eleven reasons: Poor product-market fit; Bad product; The missing entrepreneur; Investing in sales and marketing too early; Loosing money on sales; Invisible startups; Failing to communicate; No getting started; Failing to execute; Pitches the fail; Managing liquidity;	Feinleib (2012)
Three main reasons: allure of a good plan, a solid strategy, and thorough market research,etc. (Ries, 2011).	Ries (2011)
Five reasons: Market problems; Business model failure; Poor management team; Running out of cash; Product problems	Skok (2010)

Source: Several authors with own adaptation

1.4 The key success factors (KSF) for social impact startup (SIS) framework in COVID-19 times.

The lockdown measures as a response to the spread of the new coronavirus threaten the existence of many innovative startups. At the same time, several of them are successfully leveraging their available resources as a first response to the crisis, facing their growth and innovation potential that are at risk (Kuckertz et al., 2020). Hence, we proposed the scale based on Mejía-Trejo`s (for more details, see 2021) framework to measure the resources as KSF-SIS involving 6 underlying factors: Entrepreneur Profile (EPR); Market Knowledge (MKK); Strategic Analysis (STA); Key Performance Indicators (KPI); Business Plan (BPL); Value Proposition (VPN). This is a reflective framework designed with 30 independent variables, and 30 items displayed in **Figure 1**.

Figure 1. Key Success Factors (KSF) for Social Impact Startups (SIS) Original Framework
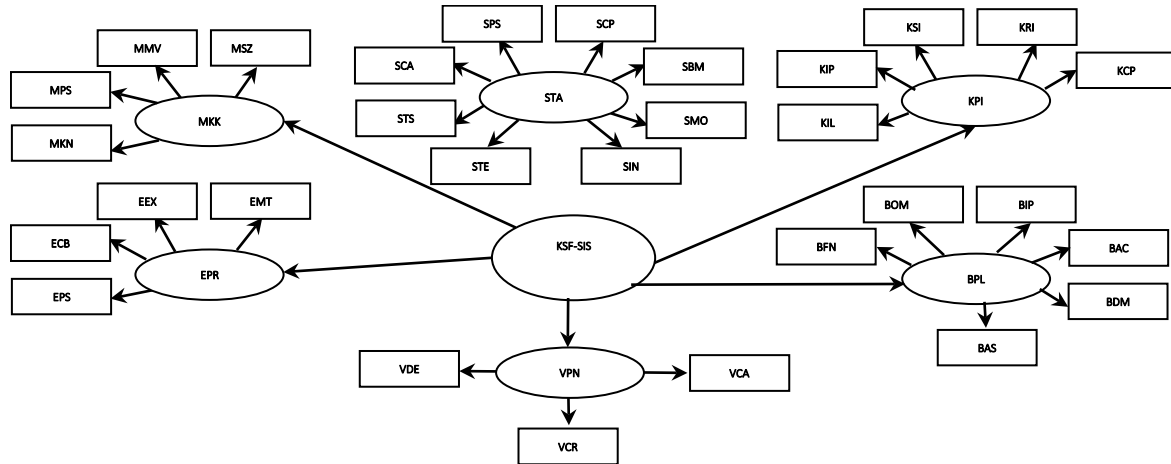
Notes: KSF-SIS. Key Success Factors for Social Impact Startups; EPR. Entrepreneur Profile; MKK. Market Knowledge; STA. Strategic Analysis; KPI. Key Performance Indicators; BPL. Business Plan; VPN. Value Proposition; EPS. Entrepreneur personality; ECB. Entrepreneur category of business; EEX Entrepreneur experience; EMT. Entrepreneur motivation; MKN. Market needs; MPS. Product/Service attributes; MMV. Market management by values; MSZ. Market size; SCA. Competitors Analysis; SPS. Product/ Service Design; SCP. Cost/Price; SBM. Business model; STS. Type of Society: STE Technology Strategy; SIN. Innovation Strategy; SMO. Managerial Orientation; KIL. Product/Service Innovativeness with Value Added Level; KIP. Implementing Performance of Business Plan KSI. Social Impact by Products/Services; KRI. Satisfaction of Product/Service Level; KCP. Customer Profitability; BFN. Financial Plan; BOM. Operation Maintenance & Emergency Plan; BIP. Intellectual Property Plan; BAC. Accountability Plan; BDM. Digital Marketing Plan BAS. Aftersales Plan; VDE. Value Delivery; VCR. Value Creation; VCA. Value Capture.

Source: Mejía-Trejo (2021)

Finally, the KSF in SIS scale design is based on the definition of constructs and sources in the literature (Mejía-Trejo, 2019c). The framework is shown in Appendix**.** The concept of KSF in SIS here is about the survival of them based on ASPEN (2017) report to Jan-Jun-2021. The concept of Key Fail Factors (KFF) is about how all the factors involved as KSF are just the opposite of such a framework.

1.5 Describing the final conceptual model proposal and research hypotheses

The six constructs' set produces the main outcome reason for our interest, the key success factors for social impact startups (KSF). Six constructs are the causal conditions (independent factors)

aligned to predict the outcome. These six sets of causal conditions factors are entrepreneur profile (EPR), market knowledge (MKK), strategic analysis (STA); business performance indicators (BPI), business plan (BPL), and Value Proposition (VPN). Hence, we propose the following hypotheses to highlight the differences between Mexican and American SIS. See **Table A.**

Table A. Hypotheses

Hypotheses
H1: "Higher KSF higher EPR. There are highly positive effects of KSF on EPR for Mexican SIS **H1':** "Higher KSF higher EPR. There are highly positive effects of KSF on EPR for American SIS"
H2: "Higher KSF higher MKK. There are highly positive effects of KSF on MKK for Mexican SIS" **H2':** "Higher KSF higher MKK. There are highly positive effects of KSF on MKK for American SIS"
H3: "Higher KSF higher KSF. There are highly positive effects of KSF on STA for Mexican SIS" **H3':** "Higher KSF higher KSF. There are highly positive effects of KSF on STA for American SIS"
H4: "Higher KSF higher KPI. There are highly positive effects of KSF on KPI for Mexican SIS" **H4':** "Higher KSF higher KPI. There are highly positive effects of KSF on KPI for American SIS"
H5: "Higher KSF higher BPL. There are highly positive effects of KSF on BPL for Mexican SIS" **H5':** "Higher KSF higher BPL. There are highly positive effects of KSF on BPL for American SIS"
H6: "Higher KSF higher VPN. There are highly positive effects of KSF on VPN for Mexican SIS" **H6':** "Higher KSF higher VPN. There are highly positive effects of KSF on VPN for American SIS"

Source: own

2. Research method

About the research method we summarized the process according to the **Table B.**

Table B. Research method

The research method
Stage 1. The data about SIS for Mexico was collected using the database from Instituto Nacional de Estadística y Geografía INEGI (2021) website and ASPEN (2017) registers. The data about SIS from the USA were collected from the Business Information Statistics (BFS, 2020) website. Afterward, we sent emails through google forms to 620 email addresses.
Stage 2. The Covariance-Based Structural Equation Modeling (CB-SEM) was utilized for the 100/300 Mexican/American SIS through EQS6.2 software to prove the model's validity. CB-SEM specifies a *"measurement model",* which describes how the measured variables *"reflect certain latent variables."* Once these measurement models are considered satisfactory, researchers can explore path models (called "structural models") that link *"latent variables"* (Thompson, 2004). This CB-SEM stage demonstrates the reliability and validity of the key success factor (KSF) for both, Mexican and American social impact startups (SIS) model.
Stage 3. The fuzzy set Qualitative Comparative Analysis (fsQCA 3.0) used as a complementary statistical technique to extract and analyze several patterns solutions. This fsQCA stage is aims to determine how the six factors are combined in several paths to get the same outcome: the negated key success factor (~KSF) for social impact startups (SIS) and what explain such combinations as business strategies. Here, the research was split into two parts, Mexican and American SIS. The fsQCA process is shown as follows:

Necessary and sufficiency condition analyses. The fsQCA combines qualitative comparative analysis (QCA) with fuzzy sets and logic principles (Ragin, 2008). We applied the fsQCA 3.0 program, which recognizes the pattern of elements that led to the selected result (Mejía-Trejo, 2020). Since this technique produces multiple configurations (solutions), it contains *"sufficient"* and *"necessary"* conditions (may exist or not in the solution) that can be marked by their existence, nonexistence, or "irrelevant" conditions. A threshold of 0.9 is required for a condition to be "necessary" (Schneider & Wagemann, 2010). The *"sufficiency"* in a condition is based on the *"principle of causal asymmetry,"* which establish that *"the presence of a factor may lead to a certain unique outcome, but the absence or negation of the same factor may not lead to the absence or negation of that outcome"* (Ragin, 2008).

Calibrating the raw data. This means all raw data transformation of factors into fuzzy sets (values ranging from 0 to 1) (Ragin, 2008). Data calibration can be *"direct"* (to calibrate all data values researchers select, as anchor values, three qualitative thresholds) or *"indirect"* (researchers decide to determine the factors to be calibrated after qualitative evaluation). The qualitative thresholds in the direct method correspond to "*full, non-full, and intermediate membership."* (Ragin, 2008).

Generating solutions through the truth table. Once the calibration is successful, the fsQCA activates the fuzzy algorithm to generate a solution that is a conditions combination supported on a high quantity of cases. The directive to be consistent is *"the combination leads to the outcome."* Hence, a *"truth-table"* of rows is generated, where k represents the number of outcome predictors. Each row represents the observations quantity in each combination. The fsQCA uses the threshold of 0.5 to identify the combinations that are acceptably supported by the cases. The *"consistency"* is an exhibit for each combination in truth-table. It refers to the correspondence level among the sample cases sharing a configuration or a causal condition in displaying an outcome-focused (Ragin, 2008; Fiss, 2011).

Stage 4. The scale was sent by email to 620 addresses representing the total of SIS. According to the results, were obtained 100/300 Mexican/American SIS, and by frequency analysis, most of the Mexican participants were >40 years old (68%), CEO gender male/female (50%/50%), single/couple (85%/15%), college/undergraduate/postgraduate (8%/42%/50%). The American counterpart were >30 years old (85%), CEO gender male/female (50%/50%), single/couple (90%/10%), college/undergraduate/postgraduate (70%/30%).

Source: several authors with own adaptation

3. Results

The results are based on CB-SEM and fsQCA techniques as follows:

a.The CB-SEM analysis technique

The measurement framework's validity used the CB-SEM with EQS 6.2 software applying the maximum likelihood method (Byrne, 2006; Mejía-Trejo, 2020) for the 100/300 Mexican/American SIS in this research. To prove the measurement scales' reliability, we computed for each factor the Cronbach's Alpha and Composite Reliability Index (CRI) (Bagozzi & Yi, 1988) with results that exceeded the recommended value of 0.7 for both. This means evidence to prove the scale's internal reliability (Nunnally & Bernstein, 1994; Hair et al., 2010). Average Variance Extracted

(AVE) is represented from the fundamental construct and the observed variables (Fornell &

Larcker, 1981).

According to the Mexican/American SIS, our arbitrary values to accept/reject our

hypotheses are stated in a standardized path coefficient (ß) >=0.7. CB-SEM results are in **Table 2**

for Mexican case and **Table 3** for American case.

Table 2. CBA-SEM results convergent and discriminant validity of latent variables in the theoretical model as KSF for Mexican SIS as source of innovation strategies to be analyzed.

MEXICAN SIS												
		Theoretical Model Convergent Validity					Theoretical Model Discriminant Validity					
Factor	Variable	Loading Factor (>0.6)	Robust t Value	Cronbach's Alpha (>=0.7)	CRI (>=0.7)	AVE (>=0.5)	EPR	MKK	STA	KPI	BPL	VPN
EPR	1. EPS	0.767***	1.000a	0.700	0.885	0.678	0.823	-	-	-	-	-
	2.ECB	0.689***	12.384									
	3. EEX	0.695***	17.326									
	4. EMT	0.608***	18.213									
MKK	5.MKN	0.650***	1.000a	0.718	0.722	0.650	0.670	0.806	-	-	-	-
	6.MPS	0.687***	19.687									
	7.MMV	0.700***	27.418									
	8.MSZ	0.798***	28.567									
STA	9.SCA	0.895***	1.000a	0.821	0.800	0.856	0.659	0.701	0.925	-	-	-
	10. SPS	0.881***	26.692									
	11. SCP	0.867***	35.762									
	12. SBM	0.850***	23.897									
	13. SMO	0.800***	12.672									
	14. SIN	0.769***	28.328									
	15. STE	0.750***	34.297									
	16. STS	0.720***	32.129									
KPI	17. KIL	0.780***	1.000a	0.720	0.742	0.678	0.500	0.526	0.709	0.823	-	-
	18. KIP	0.748***	13.187									
	19. KSI	0.730***	15.519									
	20. KRI	0.698***	13.761									
	21. KCP	0.604***	14.829									
BPL	22. BFN	0.898***	1.000a	0.856	0.818	0.851	0.654	0.713	0.678	0.697	0.922	-
	23. BOM	0.808***	23.312									
	24. BIP	0.840***	34.872									
	25. BAC	0.750***	15.972									
	26.BDM	0.740***	43.826									

	27. BAS	0.800***	26.942										
VPN	28. VDE	0.680***	22.529	0.707	0.710	0.610	0.520	0.650	0.694	0.574	0.590	0.781	
	29. VCR	0.670***	33.786										
	30. VCA	0.600***	11.991										

Structural Relation	Standardized Path Coefficient ß	Robust t Value	Hypotheses	Results
KSF ->EPR	0.608***	22.671	H1: "Higher KSF higher EPR. There are highly positive effects of KSF on EPR"	Rejected
KSF->MKK	0.650***	12.985	H2: "Higher KSF higher MKK. There are highly positive effects of KSF on MKK"	Rejected
KSF->STA	0.879***	24.678	H3: "Higher KSF higher STA. There are highly positive effects of KSF on STA"	Accepted
KSF->KPI	0.712***	23.682	H4: "Higher KSF higher KPI. There are highly positive effects of KSF on KPI"	Accepted
KSF->BPL	0.768***	28.176	H5: "Higher KSF higher BPL. There are highly positive effects of KSF on BPL"	Accepted
KSF->VPN	0.620***	19.651	H6: "Higher KSF higher VPN. There are highly positive effects of KSF on VPN"	Rejected

S-Bχ^2= 614.322; df=299; p<0.000; NFI=0.822; NNFI=0.854; CFI=0.856; RMSEA=0.079;

a.- Parameters constrained to the value in the identification process. ***= p < 0.001.

About Theoretical Model Discriminant Validity, the diagonal represents the square root of the average variance extracted (AVE) while above the diagonal part presents the variance (the correlation squared).

Notes: **CRI.** Composite Reliability Index, **AVE.** Average Variance Extracted
Source: Own data using **EQS 6.2**

Table 3. CBA-SEM results convergent and discriminant validity of latent variables in the theoretical model as KSF for American SIS as source of innovation strategies to be analyzed.

AMERICAN SIS												
Factor		Theoretical Model Convergent Validity					Theoretical Model Discriminant Validity					
	Variable	Loading Factor (>0.6)	Robust t Value	Cronbach's Alpha (>=0.7)	CRI (>=0.7)	AVE (>=0.5)	EPR	MKK	STA	KPI	BPL	VPN
EPR	1. EPS	0.906***	1.000a	0.896	0.855	0.818	0.904	-	-	-	-	-
	2.ECB	0.881***	11.685									
	3. EEX	0.799***	19.235									
	4. EMT	0.805***	15.027									
MKK	5.MKN	0.868***	1.000a	0.848	0.812	0.727	0.770	0.852	-	-	-	-
	6.MPS	0.712***	16.555									
	7.MMV	0.751***	17.308									
	8.MSZ	0.651***	18.756									
STA	9.SCA	0.725***	1.000a	0.799	0.789	0.799	0.659	0.781	0.893	-	-	-
	10. SPS	0.796***	16.589									
	11. SCP	0.826***	15.763									
	12. SBM	0.798***	13.777									
	13. SMO	0.750***	22.654									
	14. SIN	0.869***	18.319									
	15. STE	0.710***	14.298									
	16. STS	0.778***	12.119									
KPI	17. KIL	0.784***	1.000a	0.765	0.802	0.718	0.500	0.526	0.789	0.847	-	-
	18. KIP	0.871***	13.902									

	19. KSI	0.726***	15.444									
	20. KRI	0.749***	13.429									
	21. KCP	0.864***	14.564									
BPL	22. BFN	0.720***	1.000a	0.875	0.788	0.780	0.654	0.743	0.678	0.697	0.883	-
	23. BOM	0.802***	13.345									
	24. BIP	0.875***	14.321									
	25. BAC	0.850***	15.321									
	26.BDM	0.732***	13.345									
	27. BAS	0.799***	16.543									
VPN	28. VDE	0.950***	12.347	0.758	0.700	0.820	0.720	0.650	0.754	0.374	0.590	0.905
	29. VCR	0.900***	13.876									
	30. VCA	0.800***	21.326									

Structural Relation	Standardized Path Coefficient ß	Robust t Value	Hypotheses	Results
KSF ->EPR	0.881***	12.590	H1': "Higher KSF higher EPR. There are highly positive effects of KSF on EPR"	Accepted
KSF->MKK	0.856***	13.898	H2': "Higher KSF higher MKK. There are highly positive effects of KSF on MKK"	Accepted
KSF->STA	0.809***	14.470	H3': "Higher KSF higher STA. There are highly positive effects of KSF on STA"	Accepted
KSF->KPI	0.758***	13.912	H4': "Higher KSF higher KPI. There are highly positive effects of KSF on KPI"	Accepted
KSF->BPL	0.823***	17.263	H5': "Higher KSF higher BPL. There are highly positive effects of KSF on BPL"	Accepted
KSF->VPN	0.898***	18.761	H6': "Higher KSF higher VPN. There are highly positive effects of KSF on VPN"	Accepted

S-Bχ^2= 625.322; df=298; p<0.000; NFI=0.801; NNFI=0.802; CFI=0.811; RMSEA=0.078;
a.- Parameters constrained to the value in the identification process. ***= p < 0.001.
About Theoretical Model Discriminant Validity, the diagonal represents the square root of the average variance extracted (AVE) while above the diagonal part presents the variance (the correlation squared).

Notes: **CRI.** Composite Reliability Index, **AVE.** Average Variance Extracted

Source: Own data using **EQS 6.2**

However, traditional statistical methods (such as CB-SEM and Multiple Regression Analysis) are intrinsically limited in explaining the effects of complex interaction (of three or more contributing factors) (Ragin, 2008). The fsQCA provides suitable methods to adapt to the complex complementary and nonlinear relationships between structures (Ganter & Hecker, 2014; Woodside, 2013). Hence, we have:

H7: *"There is no single best combination, considered as fail success factors that inhibit strategies business improvement for the next normal"*.

a. The fsQCA findings
The necessary and sufficiency conditions analyses based on fsQCA3.0 software show findings

according to the CEOs' configurations for negated KSF (key success factors) for SIS. See **Table 4.**

Table 4. Analysis of "sufficiency" conditions. Complex configurations indicating high ~KSF or KFF (Key Fail Factors) for Mexican and American SIS to be avoided

Mexican SIS									
Solutions /Conditions	~KSF=KFF						Raw Coverage (0.25 to 0.65= informative)	Unique Coverage (>0.01)	Consistency (>0.75)
	EPR	MKK	STA	KPI	BPL	VPN			
1	⊗	⊗	⊗	⊗	⊗	⊗	0.992620	0.042861	0.975461
2	⊗	⊗	●	⊗	⊗	⊗	0.891152	0.030172	0.985544
3	●	●	⊗	●	⊗	⊗	0.756945	0.028734	0.950813
4	⬤	●	⬤	⊗	⊗	●	0.601127	0.021196	0.921233
5	●	⊗	●	⊗	⊗		0.555431	0.022541	0.908767
Overall Solution Coverage							0.925		
Overall Solution Consistency(>0.75)							0.897		
American SIS									
Solutions /Conditions	~KSF=KFF						Raw Coverage (0.25 to 0.65= informative)	Unique Coverage (>0.01)	Consistency (>0.75)
	EPR	MKK	STA	KPI	BPL	VPN			
1	⊗	●	⊗	⊗	●	⊗	0.915420	0.042861	0.975461
2	●	●	⊗	⊗	●	⊗	0.811152	0.030172	0.985544
3		●		●			0.557611	0.009873	0.6516781
4	●	●	⬤			●	0.415228	0.008711	0.522875
5	●	⊗			⊗		0.382721	0.027721	0.417195
Overall Solution Coverage							0.988		
Overall Solution Consistency(>0.75)							0.890		

Notes:

⬤. Presence of a condition or "core conditions". ●. Presence of a condition as "peripheral conditions".

⊗ . Negation of a condition (Absence) or "peripheral conditions".

. Blank spaces indicate *no matter what level of presence* conditions.

Source: Own data using **fsQCA 3.0**

For Mexican SIS, we obtained 5 useful patterns with the same outcome, the key fail factors (KFF) or negation of key success factors (~KSF) due the high values of raw coverage, unique coverage, and consistency, as follows:

Solution 1: [negated EPR* negated MKK* negated STA* negated KPI* negated BPL* negated VPN] **+**

Solution 2: [negated EPR* negated MKK* low/medium STA* negated KPI* negated BPL* negated VPN] **+**

Solution 3: [low/medium EPR* low/medium MKK* negated STA*KPI* negated BPL* negated VPN] **+**

Solution 4: [high EPR* low/medium MKK* high STA* negated KPI* negated BPL* low/medium VPN]**+**

Solution 5: [low/medium EPR* negated MKK*STA* negated KPI* negated BPL]

→~KSF=KFF………………………………………………………………………………….(Eq. 1)

These equations are strongly recommended to avoid them, according to the case, because these combinations are key fail factors (KFF) in social impact startup (SIS). For American SIS, we obtained 2 useful patterns with the same outcome, the key fail factors (KFF) or negation of key success factors (~KSF). Because of the low values of raw coverage, unique coverage, and consistency, solutions 3,4, and 5 were discarded, as follows:

Solution 1: [negated EPR* low/medium MKK* negated STA* negated KPI* low/medium BPL* negated VPN] +

Solution 2: [low/medium EPR* low/medium MKK* low/medium STA* negated KPI*BPL* negated VPN] →~KSF=KFF…………………………………………………………………………………(Eq. 2)

These equations are strongly recommended to avoid them, according to the case, because these combinations are key fail factors (KFF) in social impact startup (SIS).

4. Discussion

This paper contributes to the knowledge revealing the underlaying variables through the key success factor (KSF) and its negation (~KSF) to get the key fail factors (KFF) for the SIS model proved empirically in several stages (Mejìa-Trejo, 2021).   See **Table C.**

Table C. Stages implied

Stages
Stage 1. It implied a previous qualitative/quantitative study based on a literature review involving consistent research to get the key success factors (KSF) for SIS framework (Mejía-Trejo, 2021) involving 6 factors EPR, MKK, STA, KPI, BPL, and VPN (see Figure 1) 30 variables, and 30 indicators with a final design scale (see Appendix)
Stage 2. The survey data was applied to 100/300 Mexican/American social impact startups (SIS) CEOs as survivors during the COVID-19 pandemic from Jan-2021 to Jun-2021 via google forms.
Stage 3. The CB-SEM (EQS 6.2 software) analysis probes the model´s reliability and convergent/discriminant validity for 100/300 Mexican/American social impact startups (SIS).
Stage 4. The fsQCA (fsQCA 3.0 software) is used for analysis to determine several combinations of factors to get the same outcome: the inverse of key success factors (~KSF). In other words, the key fail factors (KFF) for analyses comparison and contrast the 100/300 Mexican/American social impact startups (SIS)

Source: own

Hence, we proceed to describe the factors based on the CB-SEM relevant loading factors >0.6*** for both cases, the 100/300 Mexican/American SIS. The CBA-SEM loading factor results (Table 2/Table 3) highlight the importance of the underlying variables as key success factors (KSF) of SIS described in importance order of loading factor is as follows (see Table D)

Table D. Mexican and American SIS

Mexican and American SIS
For **Mexican SIS**, is strategy analysis (STA, 0.879***) the more relevant high loading factor, and business plan (BPL, 0.668***), market knowledge (MKK,0.650***), entrepreneur profile (EPR, 0.608***), key performance indicators (KPI,0.612***) and value proposition (VPN,0.600***), have low/medium values of loading factor. The order of the factors, is: **[STA*BPL*MKK*EPR*KPI*VPN]……………………..Eq.a**
For **American SIS**, is value proposition (VPN,0.898***), entrepreneur profile (EPR, 0.881***), market knowledge (MKK,0.856***), business plan (BPL, 0.823***) have high levels of loading factor, and strategy analysis (STA,0.789***), and key performance indicators (KPI,0.758***) have medium loading factor. The order of the factors is: **[VPN* EPR* MKK*BPL*STA*KPI]………………………………....Eq.b**

Source: own

Based on **Tables 2** and **Table 3**, the explanation of variable combinations of each factors comparison as KSF-SIS between Mexican/American SIS variables are displayed in **Table 5** for entrepreneur profile (EPR); **Table 6** for market knowledge (MKK): **Table 7** for strategic analysis (STA); **Table 8** for key performance indicators (KPI); **Table 9** for business plan (BPL) and **Table 10** value proposition (VPN) all involved as a source of innovation strategies**.**

Table 5. Entrepreneur profile (EPR) factor comparison as KSF-SIS between Mexican/American SIS variables as source of innovation strategies.

Variable	KSF-SIS SEM scores		Description	
	Mexican	**American**	**Mexican**	**American**
EPS	0.767***	0.906***	For Mexican **SIS**, the entrepreneur profile (**EPR, 0.608***)** factor influences the *entrepreneur personality trait* (**EPS,0.767***)** *willingness to the agreeableness* (Poropat, 2009); as *entrepreneur experience* (**EEX,0.695***)**, is based on the *previous experience to start any entrepreneurship faster than others* (Fernández-Guerrero, et al., 2018). The *entrepreneur category of business* (**ECB,0.689****) is aligned for *income and commercial reasons* (UN,2015). As *entrepreneur*	For American **SIS,** the *entrepreneur profile* (**EPR, 0.881***)** influences the *entrepreneur personality trait* (**EPS,0.906***)** *willingness to the extraversion* (Poropat, 2009) followed by the entrepreneur category of business (**ECB,0.881***)** aligned for *social proposes with sustainable development* (UN,2015).As *entrepreneur motivation* (**EMT,0.805***)**, entrepreneurship's main motivation is the *opportunity* (Olugbola, 2017; Fernández-Guerrero, et al., 2018). Finally, as entrepreneurs experience (**EEX,0.799***)**,
ECB	0.689***	0.881***		
EEX	0.695***	0.799***		
EMT	0.608***	0.805***		

			motivation (**EMT,0.608***), entrepreneurship's main motivation is aimed to *the results are more important than processes* (Olugbola, 2017; Fernández-Guerrero, et al., 2018).	based on *sustainable development*, they consider essential the *previous experience start any entrepreneurship faster than others* (Fernández-Guerrero, et al., 2018).
Loading factor descending order			**[EPS*EEX*ECB*EMT]**	**[EPS*ECB*EEX*EMT]**

Factor	SIS-SEM score		Conclusion
	Mexican	**American**	
EPR	0.608***	0.881***	In comparing Mexican **SIS** and American **SIS,** the loading factors are noticeably lesser for Mexican **SIS**. Besides, there are a different order of priorities. The Mexican **SIS** are aimed to attend the *agreeableness** with *previous experience to start any entrepreneurship faster than others** with the alignment for *income and commercial reasons** with *the results are more important than processes.* The American **SIS** has other sense because they are aimed to *a willingness to the extraversion** aligned for *social proposes with sustainable development** taking advantage based on *opportunity** with *sustainable development.* Thereby, Mexican and American **SIS** show different reasons and loading factors as **KFS** for the development of the entrepreneur profile (**EPR**)

Source: Own

Table 6. Market Knowledge (MKK) factor comparison as KSF-SIS between Mexican/American SIS variables as source of innovation strategies.

Variable	KSF-SIS SEM scores		Description	
	Mexican	**American**	**Mexican**	**American**
MKN	0.650***	0.868***	For Mexican **SIS,** the *Market Knowledge* (**MKK, 0.650***) factor influences to ensure that all the customer's needs, they permanently calculate the *market size* (**MSZ, 0.798***) by *Volume* (Balanko-Dickson, 2007; BRW, 2016; Okrah & Agbozo, 2018). This influence is followed for *market management by values* (**MMV,0.700**) with value-based innovation surveillance based on *CEOs/Stakeholders* (Mejía-Trejo & Rodríguez-Bravo, 2019). Regarding the *product/service attributes* (**MPS, 0.712***), they monitor the *right attributes* into their product/service to satisfy consumers' needs exceeding their expectations. They are earing the *voice of the customer* based on value proposition (Balanko-Dickson, 2007; Osterwalder & Pigneur, 2010). The consequence of all above is a permanent surveillance need (**MKN,0.650***)** in the *diversified market* (Balanko-Dickson, 2007; Osterwalder & Pigneur, 2010; Majava et al., 2014).	For American **SIS,** the *Market Knowledge* (**MKK, 0.856***) factor mainly influence the permanent surveillance in the *segmented market needs* (**MKN,0.868***) (Balanko-Dickson, 2007; Osterwalder & Pigneur, 2010; Majava et al., 2014). Regarding the *product/service attributes* (**MPS, 0.712***), they *systematically observe and evaluate the needs of our customers* into their product/service to satisfy consumers' needs exceeding their expectations. They are earing the *voice of the customer* based on value proposition (Balanko-Dickson, 2007; Osterwalder & Pigneur, 2010). This behavior leads to *market management by values* (**MMV,0.751***) with value-based innovation surveillance based on *business model innovation* (Mejía-Trejo & Rodríguez-Bravo, 2019). Finally, to ensure that all the customer's needs, they permanently calculate the market size by *Value* (**MSZ, 0.651***) (Balanko-Dickson, 2007; BRW, 2016; Okrah & Agbozo, 2018).
MPS	0.687***	0.712***		
MMV	0.700***	0.751***		
MSZ	0.798***	0.651***		
Loading factor descending order			**[MSZ*MMV*MPS*MKN]**	**[MKN*MPS*MMV*MSZ]**

Factor	SIS-SEM score		Conclusion
	Mexican	**American**	
MKK	0.650***	0.856***	In comparing Mexican **SIS** and American **SIS,** the loading factors are noticeably lesser for Mexican **SIS**. Besides, there are a different order of priorities.The Mexican **SIS** are aimed to attend the *Volume* CEO/Stakeholders* right attributes into the product-services* diversified market.* The American **SIS**, the order and kind

| | | | of priorities, are very different when they are focused in *the segmented market* systematically *observe and evaluate the needs of our customers* with *innovation surveillance of their business model innovation* with *market size based on Value.* Thereby, Mexican and American **SIS** show different reasons and loading factors as **KFS** for the development of market knowledge (**MKK**) |

Source: Own

Table 7. Strategic Analysis (STA) factor comparison as KSF-SIS between Mexican/American SIS variables as source of innovation strategies.

Variable	KSF-SIS SEM scores		Description	
	Mexican	**American**	**Mexican**	**American**
SCA	0.895***	0.725***	For Mexican **SIS,** the *strategic analysis* (**STA**) factor that influences the variable competitor's analysis (**SCA,0.895***) is based on the **CEOs** of **SIS** that are permanently analyzing the competitors through the *abilities to observe and evaluate the needs of our customers* (Balanko-Dickson, 2007; Mejía-Trejo, 2019). Another essential variable around the factor is *product/service design* (**SPS, 0.881***), which analyzes how to evolve the products/services design with the question: *products/services aimed to get rational benefits to the customer?* (Balanko-Dickson, 2007; Kotler et al., 2017; Mejía-Trejo 2019c). The next important variable influenced is the Cost/Price (**SCP,0.867***), with *studies to fix prices for product-quality leadership and studies to determine costs computing total: cost of operation* with more tendency to *the permanent analysis of competitors' costs over prices to a permanent review to keep enough earnings by incomes* (Kotler et al., 2017). The following influenced variable is the	For American **SIS,** the *strategic analysis* (**STA**) factor that influences the variable Cost/Price (**SCP,0.826***) that based on *studies to fix prices for maximum market share* with *studies to determine costs computing total customer retention rate* with more tendency to *the permanent analysis of competitors' costs over prices to keep them balanced and competitive* (Kotler et al., 2017). The *innovation strategy* (**SIS,0.869***) is promoted by *people's knowledge and initiatives* (Ibarra et al., 2020). The next variable with influence is the *business model* (**SBM, 0.798***). This variable pinpoint where the main proposal makes more and better products and services based on: to *produce more benefits increasing the live quality to the individuals and the society based on sustainable tenets.* (Balanko-Dickson, 2007; Dessyana & Riyanti, 2017; Osterwalder & Pigneur, 2010). Another essential variable is *product*/service design (**SPS, 0.796***), which analyzes how to evolve the products/services design *with enough correspondence*
SPS	0.881***	0.796***		
SCP	0.867***	0.826***		
SBM	0.850***	0.798***		

Factor	Mexican	American		
SMO	0.800***	0.750***	business model (**SBM, 0.850***). This variable pinpoint where the main proposal makes more and better products and services based on: *more incomes and earnings to the stakeholders* (Balanko-Dickson, 2007; Dessyana & Riyanti, 2017; Osterwalder & Pigneur, 2010). The next variable influenced is the *managerial orientation* (**SMO,0.800***)** is still based on *the short term rather than the long term.* (Ibarra et al., 2020). The factor influenced by the factor is *innovation strategy* (**SIN,0.769***)** promoted by *new concepts to test through prototypes and pilot tests before final development* (Ibarra et al., 2020). The following variable influenced by the factor is *technology strategy* (**STE,0.610 ***)** based on *our competitors' technologies.* (Ibarra et al., 2020). The last variable influenced by the factor is the *type of society* (**STS,0.678***)**, where they prefer to undertake entrepreneurship more willingness to be *a hybrid social enterprise: More than 5% of your income comes from the market* (Fernández-Guerrero, et al., 2018).	*according to the attributes required to market needs* (Balanko-Dickson, 2007; Kotler et al., 2017; Mejía-Trejo 2019c). The following variable is, type of *society* (**STS,0.778***)**, where they prefer to undertake entrepreneurship more willingness to *for-profit social enterprise: from 50% to 67% of its financing derives from its resources* (Fernández-Guerrero, et al., 2018). The *competitors' analysis* (**SCA,0.725***)** is based on **CEOs** of **SIS** that are permanently analyzing the competitors *through the development of abilities to identify faster the customer needs* (Balanko-Dickson, 2007; Mejía-Trejo, 2019). The *managerial orientation* (**SMO,0.750***)** is based on *low-risk projects rather than projects with greater potential, which entailed higher risks* (Ibarra et al., 2020). The variable *technology strategy* (**STE,0.710 ***)** is based on using *different sources of information to identify opportunities related to new products/services and technologies.* (Ibarra et al., 2020).
SIN	0.769***	0.869***		
STE	0.750***	0.710***		
STS	0.720***	0.778***		
Loading factor descending order			**[SCA*SPS*SCP*SBM *SMO*SIN*STE*STS]**	**[SCP*SIS*SBM*SPS* STS*SCA*SMO*STE]**
Factor	**SIS-SEM score**		**Conclusion**	
	Mexican	**American**		
STA	0.701**	0.809**	In comparing Mexican **SIS** and American **SIS,** the loading factors are almost similar**.** However, there are different order of priorities. The Mexican **SIS** are aimed to attend the *abilities to observe and evaluate the needs of our customers/*making questions about their products/services: *products/services aimed to get rational benefits to the customer?/*with *studies to fix prices for: Product-quality leadership* with *studies to determine costs computing total: cost of operation* with more tendency to *permanent analysis of competitors' costs over prices to* A *permanent review to keep enough earnings by incomes/* with attempt *more incomes and earnings to the stakeholders/*with strategies aimed to *the short term rather than the long term/* promoting *new concepts to test through prototypes and pilot tests before their final development/* with technology strategy based on *follow which technologies our competitors use/*with a type of society preference to be a *hybrid social enterprise: More than 5% of your income comes from the market.* For the American **SIS** the order and kind of priorities are very different when they are focused in *studies to fix prices for: maximum market share* with *studies to determine costs computing total: customer retention rate* with more tendency to *permanent analysis of competitors' costs over prices to keep them balanced and competitive/* promoting *people's knowledge and initiatives/* to *produce more benefits increasing the live quality to the individuals and the society based on sustainable tenets/* with products/services design *with enough correspondence according to the attributes required to market needs/*preferring to undertake entrepreneurship more willingness to *for-profit social enterprise: from 50% to 67% of its financing derives from its resource/* analyzing the competitors *through the development of abilities to identify faster the customer needs/* with *low-risk projects rather than projects with greater potential but that entailed higher risks/*and the u*se different sources of information to identify opportunities related to new products/services and technologies.* Thereby, although the priority to aboard the **STA**	

			factor is almost similar in interest, Mexican and American **SIS** show different reasons and loading factors as **KFS,** for the development of strategic analysis **(STA).**

Source: Own

Table 8. Key Performance Indicators (KPI) factor comparison as KSF-SIS between Mexican/American SIS variables as source of innovation strategies.

Variable	KSF-SIS SEM scores		Description	
	Mexican	**American**	**Mexican**	**American**
KIL	0.780***	0.784***	For Mexican **SIS,** the *Key performance* (**KPI,0.712***) influences the performance measurement of *relationship of products/services innovativeness with value-added level* (**KIL,0.780***) the *design, implement and frequently measure, as key performance indicator of business plan advance according to the norms and schedule* (**KIP,0.748***). It is including *the measurement of the social impact of products and services* (**KSI,0.730***) with measurement of *costumer`s satisfaction of products and services level* (**KRI,0.749***) and finally, the performance measurement of *customer profitability* (**KCP,0.604***) (Balanko-Dickson, 2007; Mocker et al., 2015; Parmenter, 2010; Kotler et al., 2017).	For American **SIS,** the *Key performance* (**KPI,0.758***) influences the *design, implement and frequent measure, as key performance indicators, of business plan advances according to the norms and schedule* (**KIP,0.871***). It is followed for the performance measurement of *customer retention* (**KCP,0.864***), and the performance measurement of *relationship of products/services innovativeness with value-added level* (**KIL,0.784***), with measurement of *costumer`s satisfaction of products and services level* (**KRI,0.749***) and finally, *the measurement of the social impact of products and services* (**KSI,0.726***) both according to the business plan (Balanko-Dickson, 2007; Mocker et al., 2015; Parmenter, 2010; Kotler et al.,2017).
KIP	0.748***	0.871***		
KSI	0.730***	0.726***		
KRI	0.698***	0.749***		
KCP	0.604***	0.864***		
Loading factor descending order			**[KIL*KIP*KSI*KRI*KCP]**	**[KIP*KCP*KIL*KRI*KSI]**
Factor	SIS-SEM score		Conclusion	
	Mexican	**American**		
KPI	0.712***	0.758**	On comparison of Mexican **SIS** and American **SIS,** the loading factors are almost similar**.** However, there are different order of priorities. The Mexican **SIS** are aimed to attend the performance measurement of *relationship of products/services innovativeness with value-added level** with *design, implement and frequently measure, as key performance indicator our business plan advance according to the norms and schedule** including *the measurement of the social impact of products and services** with measurement of *costumer`s satisfaction of products and services level** including the performance measurement of *customer profitability*. For American **SIS** the order and kind of priorities are very different when they are focused in the *design, implement and frequent measure, as key performance indicators, our business plan advances according to the norms and schedule** including the measurement of *customer retention** with the performance measurement of *relationship of products/services innovativeness with value-added level ** with measurement of *costumer`s satisfaction of products and services level** with *the measurement of the social impact of products and services* both according to the business plan. Thereby, although the priority to aboard the **KPI** factor is almost similar in interest, Mexican and American **SIS** show different reasons and loading factors as **KFS** for the development of key performance indicators (**KPI**).

Source: Own

Table 9. Business Plan (BPL) factor comparison as KSF-SIS between Mexican/American SIS variables as source of innovation strategies.

Variable	KSF-SIS SEM scores		Description	
	Mexican	American	Mexican	American
BFN	0.898***	0.720***	For Mexican **SIS,** the *Business plan* (**BPL,0.823***) influences financial plan (**BFN,0.898***), when is considered by the **SIS** for every new or innovated product/service to *calculate the return of investment* and the main source to finance new entrepreneurship based on *crowdfunding* (Balanko-Dickson, 2007; Mejía-Trejo, 2019). However, the *intellectual property plan* (**BIP,0.840**) is aimed to *procure enough financial resources to register them* (Baran, A. & Zhumabaeva, A., 2018). Regarding the operation maintenance & emergency plan (**BOM,0.808***), the main interest is *to be certified in every vital work issue, get trust in customers, and be more competitive.* (Balanko-Dickson, 2007; Hyvonen, 2014; García-Paucar et al., 2015). The *aftersales plan* (**BAS 0.799***)** is essential to *retain the customers in the entrepreneur business plan using social media* (Barkawiet et al., 2020). In the context of the accountability plan (**BAC,0.850***) is essential to operate an accountability plan, in favor of the **SIS**, to boost innovations keeping permanent surveillance in the *evaluation of accountability results* (Blaguescu et al., 2005; O'Connor& Mock, 2020). Regarding the digital marketing plan (**BDM, 0.732***), it is crucial to design a web campaign, driving product features and service mix, boosting *satisfaction* (Mejía-Trejo, 2017; 2017b; Piñeiro-Otero & Marínez-Roldán, 2017).	For American **SIS,** the *Business plan* (**BPL,0.823***) influences the *intellectual property plan* (**BIP,0.875**), being vital to *engage the intellectual property with the resultant innovations* (Baran, A. & Zhumabaeva, A., 2018). In the context of the accountability plan (**BAC,0.850***) is essential to operate an accountability plan, in favor of the **SIS**, to boost innovations keeping permanent surveillance in the *evaluation of accountability results* (Blaguescu et al., 2005; O'Connor& Mock, 2020). Regarding the operation maintenance & emergency plan (**BOM,0.802***), the *key tenet is to know how to proceed both regularly and in contingency, times to be more competitive* (Balanko-Dickson, 2007; Hyvonen, 2014; García-Paucar et al., 2015). The aftersales plan (**BAS 0.799***)** is essential to *retain the customers in the entrepreneur business plan using social media* (Barkawiet al., 2020). Regarding the digital marketing plan (**BDM, 0.732***), it is crucial to design a web campaign, driving product features and service mix, boosting *satisfaction* (Mejía-Trejo, 2017; 2017b; Piñeiro-Otero & Marínez-Roldán, 2017). Finally, a financial plan (**BFN,0.720***), is considered by the **SIS** for every new or innovated product/service to *calculate the return of investment*, and the main source to finance new entrepreneurship is based more on *crowdfunding* (Balanko-Dickson, 2007; Mejía-Trejo, 2019).
BOM	0.808***	0.802***		
BIP	0.840***	0.875***		
BAC	0.750***	0.850***		
BDM	0.740***	0.732***		
BAS	0.800***	0.799***		
Loading factor descending order			**[BFN*BIP*BOM*BAS* BAC*BDM]**	**[BIP*BAC*BOM*BAS *BDM*BFN]**
Factor	SIS-SEM score		Conclusion	
	Mexican	American		
BPL	0.819***	0.823***	In comparing Mexican **SIS** and American **SIS,** the loading factors are almost similar**.** However, there are different orders of priorities. The Mexican **SIS are** aimed to *calculate the return of investment*, and the main source to finance new entrepreneurship is based more on *crowdfunding** the *intellectual property plan* is aimed to *procure enough financial resources to register them** the operation maintenance & emergency plan *be certificated in every vital issue of work getting trust in customers and being more competitive** *retaining the customers in the entrepreneur business plan using social media** keeping permanent surveillance in the *evaluation of accountability results** to with design a web campaign, driving product features and service mix, boosting *satisfaction.* For American **SIS,** the order and kind of priorities	

			are very different when they are focused in *engage the intellectual property with the resultant innovations** keeping permanent surveillance in the *evaluation of accountability results** including operation maintenance & emergency plan based on *key tenet to know how to proceed both in regular and in contingency times to be more competitive** retaining the customers based on the entrepreneur business plan using social media* with design a web campaign, driving product features and service mix, boosting *satisfaction** to *calculate the return of investment* and the main source to finance new entrepreneurship is based more on *crowdfunding.* Thereby, although the priority to aboard the **KPI** factor is almost similar in interest, Mexican and American **SIS** show different reasons and loading factors as **KFS.** Thereby, although the priority to aboard the **BPL** factor is almost similar in interest, Mexican and American **SIS** show different reasons and loading factors as **KFS** for the development of business plan **(BPL)**

Source: Own

Table 10. Value proposition (VPN) factor comparison as KSF-SIS between Mexican/American SIS variables as source of innovation strategies.

Variable	KSF-SIS SEM scores		Description	
	Mexican	American	Mexican	American
VDE	0.680***	0.930***	For Mexican **SIS**, the *Values proposition* (**VPN,0.898*****) influences the variable *value delivery* (**VDE,0.680*****) where they are showing in the last 3 years: *the diversification into new markets, targeting completely new customer types or new geographical environments*	For American **SIS**, the *Values proposition* (**VPN,0.898*****) influences the variable *value creation* (**VCR,0.950*****) where they are showing in the last 3 years: *the in*tegration *of clients, suppliers, distributors, and other agents in innovative ways in relation to the delivery of products and services.*
VCR	0.670***	0.950***	The following variable is *value creation* (**VCR,0.670*****) where they show in the last 3 years: *re-configured our value chain, allowing us to be more efficient and respond better to all interested parties*.	The following variable is *value delivery* (**VDE,0.930*****) where they are showing in the last 3 years: *Introduction of new forms of value for other partners (suppliers or distributors).*Finally, *value capture* (**VCA, 0.900*****) where they
VCA	0.600***	0.900***	The last variable is *value capture* (**VCA, 0.600*****), which shows in the last 3 years: assessing *ways to reduce costs.* (Ibarra et al., 2020)	are showing in the last 3 years: assessing *ways to be profitable.* (Ibarra et al., 2020)
Loading factor descending order			**[VDE*VCR*VCA]**	**[VCR*VDE*VCA]**
Factor	SIS-SEM score		Conclusion	
	Mexican	American		
VPN	0.620***	0.928**	In comparing Mexican **SIS** and American **SIS,** the loading factors are noticeably lesser for Mexican **SIS**. Besides, there are a different order of priorities. The Mexican **SIS** are aimed in the last 3 years to attend the *the diversification into new markets, targeting completely new customer types or new geographical environments* re-configured the value chain, allowing to be more efficient and respond better to all interested parties** with: assessing *ways to reduce costs.* For American **SIS,** the order and kind of priorities are very different when they are focused in *the in*tegration *of clients, suppliers, distributors, and other agents in innovative ways in relation to the delivery of products and services** with the *introduction of new forms of value for other partners (suppliers or distributors* with* assessing *ways to be profitable.* Thereby, Mexican and American **SIS** show different reasons and loading factors as **KFS** for the development of values proposition (**VPN**).	

Source: Own

As we can see for the Mexican case (see **Table 2),** there are hypotheses rejected: H1; H2, and H6 due to the low levels of their standardized path coefficient ß < 0.7 (0.608***; 0.650*** and 0.620 respectively). It is necessary to work on how to improve such path coefficients. Based on the fsQCA, when researchers allow for *"equifinality"* and *"causal complexity"* (Ragin 1988), a common finding is that several different combinations of causal conditions may result in a given outcome. These combinations are for the outcome, generally understood as alternate causal paths or *"recipes"*. In this sense, we obtained prior *"necessary conditions"* measurements to proceed to get the *"sufficiency conditions"* with *"coverage-consistency"* to get the opposite outcome of the key success factors (~KSF) combination, in other words, the key fail factors (KFF). See **Table 4**. (Ragin, 2008; Mejía-Trejo, 2020). Hence, we have that H7 is positive. Hence, we can affirm that *there is no a single best combination, considered as key fail factors that inhibit strategy business improvement for the next normal.* Therefore, for Mexican SIS and **eq.1**, we have the final expressions:

Solution 1: [~EPR* ~ MKK* ~ STA* ~ KPI* ~ BPL* ~ VPN] (*for 99% cases of the Mexican SIS) +
Solution 2: [~ EPR* ~ MKK* STA* ~ KPI* ~BPL* ~ VPN] (*for 89% cases of the Mexican SIS) +
Solution 3: [EPR* MKK* ~STA*KPI*~BPL* ~ VPN] (*for 76% cases of the Mexican SIS) +
Solution 4: [EPR* MKK* STA* ~ KPI* ~BPL* VPN]**+** *(for 55% cases of the Mexican SIS) +
Solution 5: [EPR* ~MKK*STA* ~KPI* ~BPL*No matter level presence of VPN]→**~KSF=KFF..(Eq. 1)

These results correspond to the theory when solution 1 is aimed to an absolute failure when there is a complete absence of the factors involved affecting the 99% cases of the Mexican SIS (see raw coverage in **Table 4)**. Hence, we have:

For American **SIS** and **eq2**.:

Solution 1: [~EPR* MKK*~STA* ~KPI* BPL* ~VPN] *(for 91% cases of the American SIS)+*

Solution 2: [EPR* MKK* STA* ~ KPI*BPL* ~VPN] *(for 81% cases of the American SIS)*
→~KSF=KFF… (Eq. 2)

The theoretical significance of this research comes from the novelty approach and methodology adopted and described above. Most of the SIS studies are variance-based methods that assume that the relationship is *"symmetric"* among variables. Indeed, the relationships among variables are relatively more *"asymmetric"*. In other words:

> "High values of X are sufficient for high values of Y to occur, but high values of X are not necessary for high values of Y to occur. Hence, high values of Y occur whenvalues of X are low indicating that additional causal recipes associate with high values of Y" (Fiss, 2011; Woodside, 2014).

The **fsQCA** is a method able to capture this asymmetry between SIS under emergency context like COVID-19 pandemic ravages involving entrepreneur profile (EPR), market knowledge (MKK); strategic analysis (STA), key performance indicators (KPI), business plan (BPL) and value proposition (VPN). These variables get different level combinations as key fail factors (KFF) for the SIS to create new hypotheses and theories when KSF fails (negated value ~KSF). The findings present intricate patterns among these factors and how the asymmetric relationships empirically determine the same outcome. Besides, this study contributes and extend the knowledge and comparative applications of the SEM and fsQCA at Mexico (as an emergent country), and the USA (a first-world country) aimed to explain several common conditions or relationships of the social impact startup (SIS) according to the special conditions of a specific country. Hence, our research's novelty is the combination of the factors identified in an empirical framework (Mejia-Trejo, 2021). Such framework describes in principle how they are related to get high key success

factors (KSF) in the SIS, and afterward how the same factors are related getting just the opposite of KSF (~KSF), the key fail factors (KFF). The fsQCA uses on variables: entrepreneur profile (EPR), market knowledge (MKK); strategic analysis (STA), key performance indicators (KPI), business plan (BPL), and value proposition (VPN) represent a potential source of innovation strategies by extension in design product/services, marketing business model, processes, organization, etc., useful to the firms economically affected by emergency contexts like COVID-19 pandemic for emergent and first world countries.

b. Practical implications

Comparing Mexican SIS with American SIS despite the enormous difference in economy, public policies, education, etc., is a clear benchmarking to follow to get and scale improvements for the Mexican SIS. There are a lot of lessons to learn. For instance, according to **Table 2**, for Mexican cases, is necessary to work on how to improve the standardized path coefficients (ß) about key success factors (KSF) related with entrepreneur profile (EPR), market knowledge (MKK) and value proposition (VPN) to be comparable with the American side (see **Table 3**). According to **Table 7 and Table 9**, the creation of new SIS, particularly those that use technology and sustainable tenets based on their product or service, generates competitiveness and economic growth (Matson, 2006; UN 2015). The SIS fail (or the negated key success factor, ~KSF in **Table 4**) so badly everywhere we look due to several causes, mainly, the allure of a good plan, a solid strategy, thorough market research, etc. (Eisenmann, 2021; Kasimov, 2017; Mahout & Lucas, 2017; Valencia, 2016; Deeb, 2013; Feinleib, 2012; Ries 2011; Skok, 2010). Due to the uncertainty, all of them must be judiciously analyzed and quickly applied (Ries, 2011; Pomerol, 2018). In an

emergency context (like COVID-19 pandemic), the uncertainty boost for startup creation and development: *"startups increase uncertainty and uncertainty encourages people to feed the process of startup creation."* (Pomerol, 2018). Despite this, there is not enough information regarding the SIS in Mexico, with the variables and indicators described here. Success is not delivering a feature; success is learning how to solve the customer's problem (Valencia, 2016). The research findings throughout Mexican SIS vs. American SIS comparisons based on our KSF-SIS framework provide useful implications for academics, business model innovation managers, and professional practitioners of innovation strategies. Suppose they use the conceptual model proposal implemented and proved in SIS under an emergency context (like COVID-19) in an emergent country. Our model could obtain new insights on how the combinations of the variables (EPR, MKK, STA, BPL, KPI, and VPN) can be considered key success factors (KSF) to be analyzed in a broader strategic context. Indeed, the opposite, the key fail factors (KFF), to be avoided.

5. Conclusions

This study verifies how events like the COVID-19 pandemic considered are handled by 100/300 Mexican/American SIS survivors (in an emergent country and a first-world economy country) in the scenario of Jan-2021 to Jun-2021. These SIS had faced and handed the economic ravages, the missing of employments, competitiveness, productivity, and worse yet, the loss of the startup itself. Thereby, using CB-SEM in 100/300 Mexican/American SIS, we confirmed an empirical framework with 6 underlaying factors, 30 variables, and 30 indicators considered key success factors (KSF). We unveil several essential issues if we do not consider the different

characteristics between countries, in number, size, activities, national economic policies, and putting all the results on the same plane. Thereby, his framework allowed us to determine how Mexico's SIS must work in the development of several factors being the most relevant the entrepreneur profile (EPR); the market knowledge (MKK), and the value proposition (VPN), in comparison with the American SIS. The other factor values, although they are in accepted levels such as strategic analysis (STA), key performance indicators (KPI), and business plan (BPL), must be improved adapting the EPR, MKK, and VPN factors. A complete analysis of each variable per factor is offered to appreciate the innovation strategies to be analyzed as a product of the unique results (KSF) of the Mexican SIS and American SIS. Besides, this framework allowed us to conclude that there is no single best combination of factors, considered key fail factors (KFF) that inhibit innovation strategies and must be avoided to improve Mexican SIS/American SIS for the next normal. In this sense, the novelty of this study was the analysis of the opposite KSF conditions to get the key fail factors (KFF) through the use of fsQCA. A complete analysis of each factor is offered to appreciate the innovation strategies to be avoided as a product of the combinations or path results (KFF) of the Mexican SIS and American SIS. fsQCA displays several different paths to get the same outcome, in this case, the KFF with necessary, sufficiency, and consistency conditions. Hence, for Mexican SIS were displayed 5 combinations of factor presence levels to be avoided, while for American SIS only were determined 2 of such combinations of factor levels. To determine each factor's presence level is suggested to apply the CB-SEM that displays the values of each variable involved per factor.

For Mexican SIS, we obtained 5 useful patterns with the same outcome, the key fail factors

(KFF) as **Eq.1.**

Solution 1: [~EPR* ~ MKK* ~ STA* ~ KPI* ~ BPL* ~ VPN] (*for **99%** cases of the Mexican **SIS**) +
Solution 2: [~ EPR* **~** MKK* STA* **~** KPI* **~**BPL* **~** VPN] (*for **89%** cases of the Mexican **SIS**) +
Solution 3: [EPR* MKK* **~**STA*KPI*~BPL* ~ VPN] (*for **76%** cases of the Mexican **SIS**) +
Solution 4: [EPR* MKK* STA* ~ KPI* ~BPL* VPN]**+** *(for **55%** cases of the Mexican **SIS**)*
Solution 5: [EPR* ~MKK*STA* ~KPI* ~BPL*No matter level presence of VPN]-> **~KSF=KFF..(Eq. 1)**

For American SIS, we obtained 5 useful patterns with the same outcome, the key fail factors (KFF)

as **Eq.2.**

Solution 1: [~EPR* MKK*~STA* ~KPI* BPL* ~VPN] *(for **91%** cases of the American **SIS**)+*
Solution 2: [EPR* MKK* STA* ~ KPI*BPL* ~VPN] *(for **81%** cases of the American **SIS**)* -> **~KSF=KFF… (Eq. 2)**

Finally, the combination of different levels of each of the six factors permits the strategist

in several areas such as innovation, business, marketing, etc., to combine them to improve their

strategy in the market.

6. Limitations and future studies

All empirical studies have some limitations. First, the industry willingness to cooperate and the

sectors of the SIS as sources of information. Not all of them are accessible to provide information

under equal conditions and times. Second, the results consisted of a scale of self-reported data

to remind their perceptions. Further studies could combine direct observations of specific SIS with

our scale with survey data from direct semi-structured interviews and from other emergent

countries. Third, future research may also include other different factors, variables, or indicators

as key success factors (KSF) in other kind of startups, for instance, the influence of public policies,

the grouping of CEOs by gender, education level, incomes level, key partners, funding resources,

etc. which could offer more useful information.

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APPENDIX

KSF-SIS *scale with operational definition of constructs*

KSF-SIS FRAMEWORK			
Factor	**Variables**	**Indicators. [Respond according to Likert Scale 1-5: 1 – Not at all aware; 2 – Slightly aware; 3 – Somewhat aware; 4 – Moderately aware; 5 – Extremely aware. Questions are in third person.]**	**Authors**
1. Entrepreneur Profile (**EPR**)	**1.**Entrepreneur personality (**EPS**)	We perceive our personality trait as an entrepreneur like: .Openness to experience ; .Conscientiousness : .Extraversion .Agreeableness; .Neuroticism	Poropat (2009)
	2.Entrepreneur category of business (**ECB**)	Our entrepreneurship has more willingness to:. Income and commercial reasons; .Social proposes with sustainable development	UN (2015)
	3.Entrepreneur experience (**EEX**)	For us, it is essential: .The previous experience to start any entrepreneurship faster than others; .The innovative behaviour; .Increasing the size of the startup along the lifetime	Fernández-Guerrero, (et al., 2018)
	4.Entrepreneur motivation (**EMT**)	Our entrepreneur motivation is more willingness to: .Opportunity (achievement sentiment); . Necessity (survival sentiment); .The results are more important than processes; .Self-confidence to overcome the fear of failure	Aldás-Manzano (2012); Olugbola (2017); Fernández-Guerrero, (et al., 2018)
2. Market knowledge (**MKK**)	**5.** Markets needs (**MKN**)	We permanently surveillance the market needs where we are serving through the identification of: .Mass market; .Segmented market; .Diversified market; .Multi-sided markets	Balanko-Dickson, (2007); Osterwalder & Pigneur, 2010; Majava et al. (2014); Ibarra et al. (2020)
	6.Product/Service attributes (**MPS**)	We permanently surveillance of the correct attributes where we are serving through to incorporate, into the product/service to satisfy consumers' needs exceeding their expectations, earing the *"voice of the customer"*: - Right attributes; . We systematically observe and evaluate the needs of our customers; . We analyze the actual use of our products/services.	Balanko-Dickson, (2007); Osterwalder & Pigneur (2010); Ibarra et al. (2020)
	7.Market management by values (**MMV**)	We permanently surveillance of our value-based innovation through the identification of: .CEOs/Stakeholders; .Business model innovation; . Process/product-service	Mejía-Trejo & Rodríguez-Bravo (2019)
	8. Market size (**MSZ**)	To ensure that we meet all the needs of our customers, we permanently calculate the market size by: .Volume; Value: .Share	Balanko-Dickson, (2007); BRW(2016); Okrah & Agbozo (2018)
	9.Competitors analysis (**SCA**)	We permanently analyze the competitors through the development of : .Abilities to determine our market positioning faster than the competitors; .	Balanko-Dickson, (2007); Mejía-Trejo

		Abilities to identify faster the customer needs: .Abilities to innovate faster new products/services; . Attract better employees than the competition; . Abilities to identify faster the SWOT of competitors products/services; . Abilities to observe and evaluate the needs of our customers	(2019a); Ibarra et al . (2020)
	10. Product/ Service design (**SPS**)	We permanently analyze to evolve our products/services design through the questioning of: . Does it have enough correspondence with the attributes required to the market needs?; . Is it easy to learn how to use?; . Is it enough attractive in features and price to the customer?; . Is it designed and developed cooperatively with suppliers and distributors?; . If it is based on **B2B** (or any electronic business modality), is it enough designed to the customer`s requirements?; . Is the design for products/services aimed to get emotional benefits to the customer?; . Is the design for products/services aimed to get rational benefits to the customer?; . Is the design for products/services aimed to get rational benefits to as eco-innovation needs of customer?	Balanko-Dickson, (2007); Kotler (et al., 2017): Mejía-Trejo (2019a); Maldondado-Guzmán & Garza-Reyes, JA. (2020)
	11. Cost/Price (**SCP**)	We care about customer perceived value as a relationship of costs/prices of our products/services supported by other value-added as the result of: Studies to fix prices for: . Survival; . Maximum current profit; . Maximum market share; . Maximum market skimming; . Product-quality leadership Studies to determine costs computing total:. Customer cost/benefit; . Product-Monetary cost/benefit; Service-Time cost/benefit; .Personnel-Energy cost/benefit; .Image-Psychological cost/benefit; . Customer retention rate cost of operation; . Cost of branding; . Variable & Fixed costs in design, engineering, manufacturing, sales, delivery, etc.; . A permanent analysis of competitors' costs/prices to keep them balanced and competitive; . A permanent review to keep enough earnings by incomes	Kotler (et al., 2017)
3.Strategic Analysis (**STA**)	**12.**Business model (**SBM**)	We believe that the main proposal of the business model is aimed to make more and better products and services based on: . More incomes and earnings to the stakeholders; . Produce more benefits increasing the live quality to the individuals and the society based on sustainable tenets; . Development of the team-works around the empowerment, achievement and perseverance of the personnel; . Ideas and concepts into detailed products, services, value propositions or business models; . The combination of technology, market and business model knowledge in the idea generation and/or experimentation processes	Balanko-Dickson, (2007); Dessyana & Riyanti, (2017); Osterwalder & Pigneur, (2010); Ibarra et al. (2020)
	13. Managerial orientation (**SMO**)	Our strategic priorities in management have been oriented towards: . Cost reduction rather than investment (in R&D, capital, etc.); . The short term rather than the long term; . On low-risk projects rather than projects with greater potential but that entailed higher risks.	
	14. Innovation strategy (**SIN**)	We promote: . Creativity and innovation; . People`s knowledge and initiatives; . Open communication and interdepartmental exchange of information; . New concepts to test through prototypes and pilot tests before their final development; . New ways of both creating value for our customers and capturing value from our innovations; . The involvement of customers in the innovation processes; . The involvement of external partners; . The collaboration with external partners	Ibarra et al. (2020)
	15. Technology strategy (**STE**)	We: . Keep up to date with promising new products/services and technologies; . Use different sources of information to identify opportunities related to new products/services and technologies; . Follow which technologies our competitors use.	
	16. Type of society (**STS**)	We prefer to undertake an entrepreneurship more willingness to: . **NGO**. More than 95% of its income depends on donors; . Non-profit social company. More than 67% of its income depends on donors: . Hybrid social enterprise: More than 5% of your income comes from the market; . For-profit social enterprise: From 50% to 67% of its financing derives from its resources	Fernández-Guerrero, (et al., 2018)
4.Business key perform	**17.**Product/Service innovativeness with value added level (**KIL**)	We design, implement and frequently measure as key performance indicator the relationship of our products/services innovativeness with value-added level.	Balanko-Dickson (2007);

ance indicators (**KPI**)	18.Implementing performance of business plan (**KIP**)	We design, implement and frequently measure, as key performance indicator our business plan advance according to the norms and schedule.	Mocker (et al., 2015); Parmenter (2010)
	19.Social impact by products/services (**KSI**)	We design, implement, and frequently measure as key performance indicator the social impact of our products and services according to our business plan	
	20.Satisfaction of product/service level (**KRI**)	We design, implement, and frequently measure as key performance indicator the customer's satisfaction of our products and services according to our business plan	
	21.Customer profitability (**KCP**)	We design, implement, and frequently measure as key performance indicator : . Customers live-cycle value; . Customer retention; . Customer profitability	
5. Business plan (**BPL**)	22.Financial plan (**BFN**)	For us, for every new or innovated product/service, it is necessary to calculate: . Initial Cost ; . Balance sheet and income statement; . Break-even point; . Return of investment; . Net present value For us, our main source to finance new entrepreneurship is based on: . Bank loans; . Crowdfunding; . Family and friends	Balanko-Dickson (2007); Mejía-Trejo (2019b)
	23.Operation Maintenance & Emergency plan (**BOM**)	For us, it is important the operation, maintenance & emergency plan to: . Identify resources and capabilities to do it by Own ; . Identify resources and capabilities to do it by Outsourcing; . Have all the resources, capabilities, and processes entirely documented; . The key tenet is to know how to proceed both in regular and in contingency times, being more competitive; . Be certified in every vital issue of work getting trust in customers and being more competitive	Balanko-Dickson, (2007); Hyvonen, (2014); García-Paucar (et al., 2015)
	24.Intellectual property plan (**BIP**)	For us, the intellectual property plan is centered to: . Engage them with the resultant innovations ; . Protect them legally as resulting innovations; .Procure enough financial resources to register them	Baran, A. & Zhumabaeva, A. (2018).
	25.Accountability plan (**BAC**)	For us, it is essential to operate an accountability plan, in favor of the social impact startup, to boost innovations keeping permanent surveillance in: .Transparency; . Participation; . Evaluation of accountability results; . Complaint ; . Response mechanisms ; . Responsiveness	Blaguescu, (et al., 2005); O'Connor& Mock (2020)
	26.Digital marketing plan (**BDM**)	For us, a digital marketing plan is essential to design a web campaign, driving product features and service mix, boosting for:. Awareness ; . Desire; . Experience; . Engagement; . Loyalty; . Satisfaction; . Effectiveness on call to action For us, a digital marketing plan is essential to design a network to: . Increase relationships for the entrepreneurship; . Conducting market research and performing better in strategic planning, leading change	Mejía-Trejo (2017a; 2017b); Piñeiro-Otero & Marínez-Roldán (2017)
	27.Aftersales plan (**BAS**)	For us, an aftersales plan is essential to retain the customers in the entrepreneur business plan using:. Telephone calls; . CRM (Customer Relationship Management);. emailing ; . Social Media	Barkawiet (et al., 2020)
6. Value proposition (**VPN**)	28.Value delivery (**VDE**)	In the last 3 years in our company we have:. Met new customer needs previously unmet by the market; . Solved customer problems not solved by our competitors; . Introduced new forms of value for customers; . Introduced new forms of value for other partners (suppliers or distributors); . Diversified into new markets, targeting completely new customer types or new geographical environments; . Expanded our activity to new customer segments	Ibarra et al (2020)
	29.Value creation (**VCR**)	In the last 3 years in our company we have: . Significantly modified the set of key activities of our business through the acquisition or elimination of certain activities or their internal and/or external reorganization, allowing us to be more efficient and improve our response; . Established new collaborations with third parties that have allowed us to optimize and improve our value proposition and/or business model; . Integrated clients, suppliers, distributors and other agents in innovative ways in relation to the delivery of products and services; .Re-configured our value chain, allowing us to be more efficient and to respond better to all interested parties.	
	30.Value capture (**VCA**)	In the last 3 years in our company we have introduced new: . Ways to reduce costs; . Pricing mechanisms; . Ways to be profitable; . Revenue streams.	

Source: Mejía-Trejo (2021)