

Leveraging the resources of others: Social purpose organizations as engagement platforms

Franziska Kullak

University of Bayreuth

Jonathan Baker

Auckland University of Technology

Herbert Woratschek

University of Bayreuth

Cite as:

Kullak Franziska, Baker Jonathan, Woratschek Herbert (2020), Leveraging the resources of others: Social purpose organizations as engagement platforms . *Proceedings of the European Marketing Academy*, 11th, (83717)

Paper presented at the 11th Regional EMAC Regional Conference, Zagreb
(online), September 16-19,2020



Leveraging the resources of others: Social purpose organizations as engagement platforms

Abstract

There is increasing interest in business models (BM) that leverage networks of actors to enhance value creation processes. However, the business model (BM) literature primarily focuses on how digital technologies enable such activity. Drawing primarily on interview and archival data, this study investigates the historic case of a German music festival to explore how an offline social purpose organization enhances value creation by moving from a firm-centric BM to become a platform for actor engagement. Despite modest funding and minimal staffing, the organization brings together a broad network of actors to engage in resource integration and value cocreation for social good. This study contributes to the social enterprise business model literature by providing a systemic perspective of the numerous actor groups who participate in value cocreation processes. Hence, managers who adopt a cocreative approach enable collaborative processes that enhance value creation activities far beyond what limited resources might allow.