Protecting workers in a warming world - An analysis of a mission-driven organization's business model

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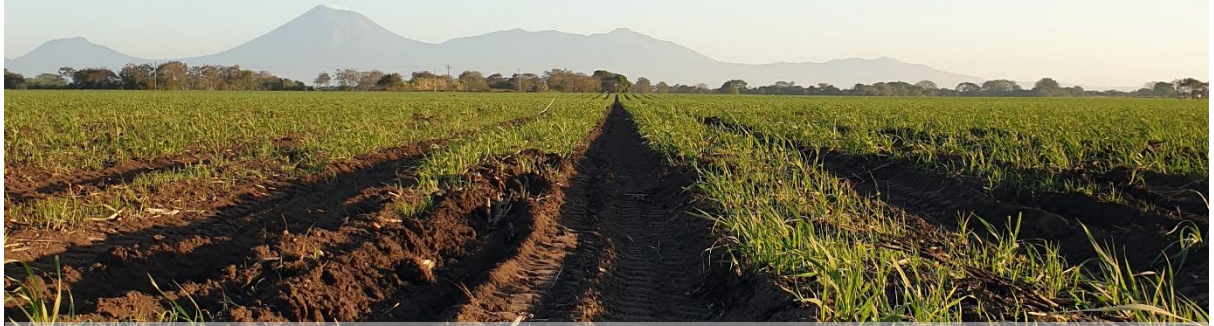
MASTER THESIS



la isla network

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A literature review and a case study examining the mission-driven organization La Isla Network

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Abstract

The thesis was done in collaboration with La Isla Network (LIN), a US-based non-profit organization dedicated to combating the consequences of occupational heat exposure. Heat stress poses a significant threat to individuals engaged in physical labor in warm conditions, with potentially fatal consequences. To mitigate these risks, LIN has developed the RSH-S (Rest, Shade, Hydration, and Sanitation) program, providing protective measures for workers in heat-exposed occupations. The thesis's primary objective was to assess and enhancing LIN's business model.

The research methodology included developing a business model framework supported by an extensive literature review, and further enhanced by a case study. The case study, along with insights from the literature review, served as the basis for providing recommendations to LIN on how to improve their business model. The study was conducted through qualitative interviews through a field trip to El Salvador, and Nicaragua. By encompassing interviews with LIN employees, Central American sugar cane workers, and heat stress experts, the case study provided a diverse perspective on the case organizations operations.

The research effort culminated in the creation of the Mission-Driven Business Model Framework (Mission-Driven BMF), which provides a structured approach for analyzing organizations with a social, rather than purely economic, orientation. This framework is accompanied by standardized questions designed to facilitate consistent and user-friendly applications in future research endeavors.

Additionally, the study identified several critical considerations for mission-driven organizations, such as pointing to the significance of prioritizing social objectives over economical, and the potential benefits of establishing separate entities within organizations to prevent social mission drift.

Ultimately, the research yielded key recommendations for LIN to guide the evolution of their business model. The recommendations include the proposition of dividing the organization into two entities: an advisory branch focused on assisting corporate clients with worker protection, and a non-profit branch dedicated to researching heat stress, collaborating with academic institutions, and raising awareness about its associated dangers.

Keywords: La Isla Network, Heat Stress, Mission-Driven Organization, Social Enterprise, Hybrid Organization, NGO, Non-Profit

Sammanfattning

Examensarbetet gjordes i samarbete med La Isla Network (LIN), en icke vinstdrivande amerikansk organisation som bekämpar konsekvenserna av yrkesrelaterad värmeexponering. Värmestress utgör ett betydande hot mot individer engagerade i fysiskt arbete under varma förhållanden, med potentiellt dödliga konsekvenser. För att minska dessa risker har LIN utvecklat programmet RSH-S (Rest, Shade, Hydration, and Sanitation), som tillhandahåller skyddsåtgärder för arbetare i värmeexponerade yrken. Uppsatsens primära mål var att hjälpa LIN utvärdera och förbättra deras affärsmodell.

Forskningsmetodiken inkluderade att utveckla ett ramverk för affärsmodeller med stöd av en omfattande litteraturundersökning, som ytterligare förstärktes av en fallstudie. Fallstudien, tillsammans med insikter från litteraturundersökningen fungerade som grund för att ge rekommendationer till LIN om hur de kan förbättra sin nuvarande affärsmodell. Studien genomfördes genom kvalitativa intervjuer via en fältresa till El Salvador och Nicaragua. Genom att omfatta intervjuer med LIN-anställda, centralamerikanska sockerrörsarbetare och experter på värmestress gav fallstudien ett mångsidigt perspektiv på organisationens verksamhet.

Forskningsinsatsen kulminerade i skapandet av modellen Mission-Driven Business Model Framework (Mission-Driven BMF), som ger ett strukturerat tillvägagångssätt för att analysera organisationer med sociala, snarare än rent ekonomiska mål. Detta ramverk åtföljs av standardiserade frågor utformade för att underlätta konsekventa och användarvänliga tillämpningar i framtida forskningsarbete.

Vidare identifierades flera kritiska överväganden för socialt rotade organisationer. Till exempel betydelsen av att prioritera sociala mål framför ekonomiska, och de potentiella fördelarna med att dela upp organisationen i separata divisioner för att förebygga att organisationens sociala drivkraft urvattnas.

Slutligen gav uppsatsen värdefulla rekommendationer till LIN, syftade till att vägleda utvecklingen av deras affärsmodell. Rekommendationerna inkluderar förslaget att dela upp organisationen i två enheter: en rådgivande enhet fokuserad på att hjälpa företagskunder med arbetarskydd, och en ideell enhet som ägnar sig åt att forska kring värmestress, öka den allmänna medvetenheten om dess associerade faror, samt samarbeta med akademiska institutioner.

Nyckelord: La Isla Network, Heat Stress, Mission-Driven Organization, Social Enterprise, Hybrid Organization, NGO, Non-Profit

Acknowledgments

This master thesis represents the culmination of the authors' pursuit of a degree in Industrial Engineering and Management. It was conducted at the Division of Innovation Engineering, Department of Design Sciences at the Faculty of Engineering LTH, Lund University, in collaboration with La Isla Network.

We extend our sincere gratitude to La Isla Network for their generous support throughout this endeavor. Their willingness to provide interview subjects and their collaborative approach allowed us to engage with a diverse range of employees and key stakeholders. The impactful work of La Isla Network has the potential to help so many individuals, and we hope that this thesis can contribute to their future efforts. A special thanks to everyone we got to meet and who graciously participated in our interviews, we could not have done it without you.

We are also grateful to the employees of La Isla Network's partners who opened up their operations for us and whom we had the opportunity to interview during our field trip. Your insights have been crucial in understanding the challenges and opportunities faced by La Isla Network.

Additionally, we express our appreciation to our supervisor, Rhiannon Pugh, for her invaluable guidance and support throughout the thesis writing process. We are grateful for the knowledge and skills we have gained under her mentorship.

Lund, May 2024

Jakob Johansson and Ludwig Östberg

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List of acronyms and abbreviations

BMC	Business Model Canvas
BMF	Business Model Framework
BoP	Base of Pyramid
CKD	Chronic Kidney Disease
CKDnt	Chronic Kidney Disease of Nontraditional Causes
ILO	International Labour Organization
ISA	Ingenio San Antonio
LIN	La Isla Network
NGO	Non-Governmental Organization
NPO	Non-profit Organization
ROI	Return on Investment
RSH-S	Rest, Shade, Hydration, and Sanitation
SDG	Sustainable Development Goals

1 Introduction

In the opening chapter, the authors introduce the thesis's main topics and explain the key terms and concepts used throughout. The chapter also provides background information to help readers understand the subject and outlines the specific problem this thesis aims to address, accompanied by its limitations.

1.1 Thesis overview

This thesis, conducted in collaboration with the partner organization La Isla Network, includes a literature review, a case study, and an analysis. A framework for analyzing a mission-driven organization was developed and utilized for the research. Figure 1.1 visualizes the thesis's structure, and the thesis outline is detailed in Table 1.1, which explains the different chapters.

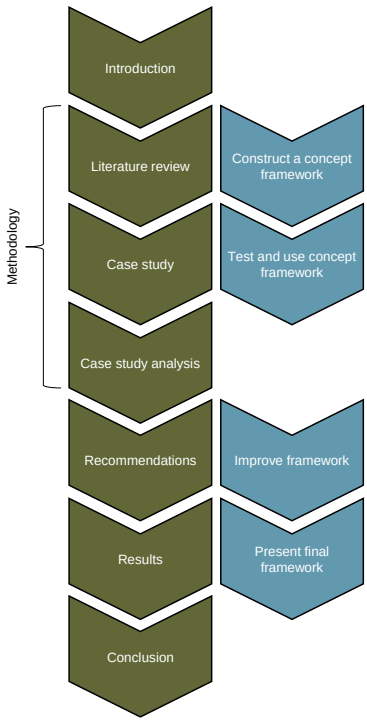

Figure 1.1: The process of the thesis.

The thesis's guiding theme is constructing a business model framework for a mission-driven organization. During this process, the partner organization's business model was analyzed, insights were drawn, and recommendations were provided.

Table 1.1: The thesis outline.

Chapter	*Explanation*
1 Introduction	The introduction provides background information on the problem that LIN is addressing, along with an overview of the organization's history and mission. Additionally, it covers the academic research that forms the foundation of this thesis.
2 Methodology	This chapter explains the processes for the literature review, the case study, and the analysis methods the authors have used. The methodology serves as a blueprint for Chapters 3, 4, and 5 and details the rationale behind the chosen method for the thesis. Additionally, it presents the databases and tools used in writing the thesis.
3 Literature review	The literature review serves two purposes; finding insights and characteristics about mission-driven organization and constructing a conceptual business model framework for mission-driven organizations, which was employed when conducting the thesis' case study.
4 Case study	The case study was conducted based on the concept business model framework constructed in Chapter 3. The findings from the case study are presented but not analyzed in this chapter.
5 Case study analysis	In this chapter, analysis tools were used to synthesize the case study findings into useful insights on LIN's business model. Several key themes were discovered.
6 Recommendations	In the sixth chapter, the themes from the Case study analysis and the Literature review, as well as the authors' own thoughts, were combined. The final proposed business model framework and recommendations for improving LIN's current business model are presented.
7 Results	This chapter answers the research questions presented in 1.3.1, Purpose and research questions. It serves as a summary of the thesis.
8 Conclusions	The final chapter presents the findings and puts them in a larger context and reconnects to the problems discussed during the thesis.

1.2 Background

This master thesis was conducted in collaboration with the U.S.-based non-profit organization La Isla Network (LIN). The organization's work revolves around studying the effects of occupational heat exposure and the potential associated risks. Further, they are offering guidance to companies through helping them implementing protective measures for mitigating these risks.

The thesis explores the relationship between occupational health, heat stress and LIN's mission-driven initiatives. It aims to provide valuable information and insights into this field.

Heat stress is a major concern for industries in warm climates, posing dangers to workers by impacting their safety and productivity. The problem is exacerbated by climate change and can lead to chronic diseases that has affected tens of thousands of people.

LIN is an eminent actor in heat stress-related occupational health research. The organization is committed to protecting the health of workers worldwide. Through its groundbreaking RSH-S program, LIN implements comprehensive measures to reduce heat stress risks and support worker well-being. RSH-S is LIN's transformative intervention framework, addressing heat stress through Rest, Shade, Hydration, and Sanitation measures.

Understanding the thesis requires grasping the principles of business models and their implementation within non-profit organizations, considering LIN's status as one. Non-profit organizations have certain traits that distinguish them from conventional for-profit businesses.

The comprehensive topics discussed in the thesis revolve around occupational health, a multidisciplinary field focused on ensuring the safety, health, and well-being of individuals in their workplace.

The core objectives of occupational health (World Health Organization, n.d.):

- Ensuring the health and productivity of workers.
- Enhancing working conditions and environments to promote safety and health.
- Developing organizational structures and workplace cultures that align with the employer's core values, incorporating effective management systems, personnel policies, participatory principles, and voluntary quality management practices to enhance occupational safety and health.

Grasping the scope and objectives of this master thesis requires exploring foundational concepts and the magnitude of the addressed issues. Here follows a background episode providing essential information on key concepts and fundamental knowledge.

1.2.1 The problem with heat stress

1.2.1.1 Heat stress

The human body needs to maintain a conventional temperature to stay healthy. Workers working in warm conditions may overheat if the body needs to work too hard to keep cool, resulting in risks of various heat-related illnesses and conditions. (Cramer et al., 2022)

According to a report by the UN agency International Labour Organization (2019), heat stress occurs when the body is exposed to excessive heat beyond its physiological tolerance, leading to potential harm. This issue predominantly impacts outdoor workers, especially those in agriculture and construction. The International Labour Organization estimates that approximately 1 billion agricultural workers acutely face the risks of being affected by heat stress. Heat stress is also a potential threat to individuals working in various other heat-exposed professions worldwide, such as industrial and textile workers laboring in factories without air conditioning.

Core body temperatures above 39°C can be lethal. Beyond fatalities, such extreme heat can render many individuals incapable of working or limit their productivity. Specific worker demographics are more susceptible. For example, older workers' physiological resistance to heat is lower, making them more vulnerable to heat stress's impacts even at lower temperatures. (International Labour Organization, 2019)

The International Labour Organization (2019) further projects that by 2030, around 2 % of the accumulated working hours will be lost globally due to increasing temperatures. The consequences could be even more severe in certain regions, such as West Africa and Southern Asia, with possible accumulated working hour losses of 5 %. Beyond constituting a health risk for workers, heat stress can intensify inequality between wealthy and lower-income countries and different population groups, highlighting the need for increased attention and support to improve working conditions and reduce disparities.

According to the World Meteorological Organization's latest status report (2023), *Provisional State of the Global Climate 2023*, the average global temperature has increased by 1.19 ± 0.12 °C for the past ten-year period (2014-2023) compared to the average temperatures of 1850 to 1900. In the past century, the rate of global warming has increased significantly. For the last decade, the current rate of warming has surpassed the long-term average by 0.5 °C or more per decade in specific world regions (Dahlman L. & Lindsey. R, 2024).

Given the increasing average global temperature, International Labor Organization (2019) states that heat stress is projected to pose a growing economic challenge as global warming advances, hindering the operational capabilities of businesses, especially during peak temperatures. Even if global warming is successfully constrained to a 1.5°C increase above pre-industrial levels by 2030, the anticipated cumulative financial losses due to the projected rise in heat stress are estimated to reach $2.400 billion by the same year. As global warming extends beyond 2030, the International Labor Organization anticipates that more pronounced temperature increases will exacerbate the decline in labor productivity.

1.2.1.2 Chronic kidney disease

Chronic Kidney Disease (CKD) is one of the most severe and common repercussions of heat stress. The condition is a chronical disorder where the kidneys

gradually and irreversibly lose function over time. CKD leads to the accumulation of waste products and fluid imbalance in the body, resulting in long-term effects on the ones affected, such as gout, anemia, and secondary hyperparathyroidism. The most frequently documented associations explaining why patients develop CKD are type 2 diabetes (30 % - 50 %), and high blood pressure (~ 25 %). (Webster et al., 2017)

Dialysis is the most effective and frequently used treatment to alleviate the sequels of CKD. Patients undergoing dialysis face a 5-year survival probability of approximately 34% (Collins et al., 2010). The estimated deaths related to CKD aggregated to 1.2 million worldwide in 2017. The worst affected world regions are South, North, and Central America, as well as southeastern Asia, where CKD-related cases of death constituted a proportion of 2.0 - 2.5 % of the total mortality. (Webster et al., 2017)

1.2.1.3 Chronic kidney disease of non-traditional causes

CKD may arise from several causes, including diabetes, hypertension, and other known diseases (Pan American Health Organization, 2019). Nevertheless, a puzzling epidemic of CKD has swept through Mesoamerica in recent years, defying the usual suspects of CKD. As a result, extensive research has been done for the last two decades to uncover the underlying causes (Elinder, 2023). The phenomena, among other things, are called Chronic Kidney Disease of non-traditional causes (CKDnt), Chronic Kidney Disease of unknown causes (CKDu), and Mesoamerican endemic Nephropathy (MeN). For clarity, CKD induced by non-traditional causes is referred to as CKDnt throughout the thesis.

According to a report by the Pan American Health Organization (2019), CKDnt has caused tens of thousands of premature deaths, mostly in young male agricultural workers. The report examined several research papers and found that 13 of 16 studies indicated occupationally related heat stress as the most significant factor to the premature deaths. Furthermore, the study emphasized that sugarcane workers are the demographic most severely affected by the illness.

A study spanning over seven years with nearly 800 participants from villages in northwestern Nicaragua researched the local prevalence of CKD (Gonzalez-Quiroz et al., 2023). The results were significant. The rate of CKD in the studied population was 25 times higher than in the US. The study identified three primary predictors of susceptibility to illness: employment at a sugarcane plantation, outdoor work, and exhibiting excessive sun exposure during work.

The exact link between heat stress and CKDnt is not ultimately detected. However, it is hypothesized that inflammatory response, and low electrolyte and water intake are causing kidney injuries, which in the long term can cause CKDnt (Hansson, 2022). Other causes, such as agrochemicals, pesticides, genetics, and other risk factors, have also been proposed. Furthermore, disadvantaged populations are

overrepresented in the disease, and the affected workers often lack access to adequate treatment. (Sanchez Polo et al., 2020)

1.2.2 The case organization and their mission

1.2.2.1 La Isla Network

La Isla Network (LIN) was founded 2016 under the designation La Isla Foundation. The name stems from a community in northwestern Nicaragua, where the frequency of deaths from CKDnt was so profound that locals began referring to the area as La Isla de Viudas - The Island of Widows. Since LIN was founded, the organization has worked tirelessly to generate knowledge and develop methods to reduce the effects of heat stress. The strategies developed by LIN include studies on heat stress and CKDnt, labor rights assessments, and clean water installations, among other interventions. Furthermore, they have worked to bring global attention to the issues using global media. (La Isla Network, n.d.)

Initially, the organization centered its efforts on sugar cane field workers in Nicaragua. Nowadays, LIN operates without geographical constraints, providing their impact wherever necessary, with a particular focus on countries experiencing high average temperatures. The organization is based in the U.S. but has employees and contacts worldwide. (Glaser, 2024)

La Isla Network is one of the premier global organizations and advisories in occupational health research, committed to protecting workers in an increasingly warming world. Their mission revolves around formulating, endorsing, and implementing solutions grounded in empirical evidence to prevent workers from heat-related injuries and other occupational health issues, particularly those related to the effects of climate change. Their approach involves close collaboration with employers and workers within heat-exposed sectors, aiming to comprehend the unique contexts within the industries. (La Isla Network, n.d.)

Working with decision-makers, LIN actively contributes to enhancing working conditions, promoting worker health, and developing customized policies and procedures (La Isla Network, n.d.). Their goal is to ensure that occupational protections are not only established but also effectively and comprehensively implemented across all levels of their clients' operation.

As a non-profit organization, LIN primarily sustains its operations through grants from government agencies such as the US Department of Labor, and the German Development Bank. Given the strings attached to these types of grants, including strict budgets and limited focus areas, operating on this type of funding brings complexity to an organization's functioning. LIN has some revenue from clients that purchase their expertise to implement protection programs for their workers. Given the complexity and strings attached to grant funding, LIN is considering pursuing more revenue from private companies and organizations by selling their

expertise to implement worker protection through a program called Rest, Shade, Hydration, and Sanitation (RSH-S). (Glaser, 2024)

1.2.2.2 The RSH-S program

To reduce the number of workers affected by heat stress, LIN has researched and developed a program that has shown to be very effective at protecting workers from heat stress for several years, the RSH-S program. The program has proven to be effective and has been implemented for thousands of workers over the last few years. (Glaser, 2024)

Building on their experience and the latest research, heat stress can be avoided by having workers take breaks at specific times of the day, *rest*. Further, they must rest in the shadow, *shade*. The workers are required to drink an ample intake of water and electrolytes, *hydration*. Lastly, another essential aspect of the program is *sanitation*. In some occupations, women do not want to drink as much water as the program recommends since no restrooms are available, e.g., in sugar fields. In these cases, field restrooms need to be provided (ENBEL, 2023). A broader description of the measures included in the RSH-S program is presented in Table 1.2.

Table 1.2: The measures included in the RSH-S program (ENBEL, 2023).

Rest	Fieldwork is not allowed during the warmest hours of the day when the risk for heat stress is dangerous. Regular breaks are mandatory during the day. The duration of the breaks is decided based on the workload of the specific occupation.
Shade	The workers are required to take their breaks in shaded areas. Mobile shade tents must be provided if natural shade is unavailable, to allow shade close to the workers.
Hydration	The workers must have access to water and electrolyte drinks.
Sanitation	Sufficient sanitation facilities must be provided at all working sites.

To ensure the RSH-S program is understood and implemented correctly, workers and supervisors must be educated on the importance of reducing heat stress and its effects. The program also includes medical testing to ensure that the program participants follow the interventions. Further, it is crucial to prevent workers with pre-existing kidney problems from working, as it may exacerbate the disease. (ENBEL, 2023)

The program is today both implemented with support from government agencies in some sites as well as by individual companies. The program costs and who provides the capital varies from program site to program site, necessitating an individual response to each new client. Today LIN provides expertise, medical testing and information for workers and management among other activities but varies between different projects. (Glaser, 2024)

The RSH-S program has been successfully implemented at Ingenio San Antonio (ISA), one of the largest sugar producers in Nicaragua. The results are significant. The rate of incident kidney injury has been reduced from 21 % to 1 %. The reduction in kidney injuries corresponds with an average body temperature decrease, as shown in Figure 1.2. When the core temperature is over 38°C, the kidneys are likely to suffer damage. The left diagram shows the situation before the implementation of the RSH-S program, while the right diagram shows the situation after the implementation. (ENBEL, 2023)

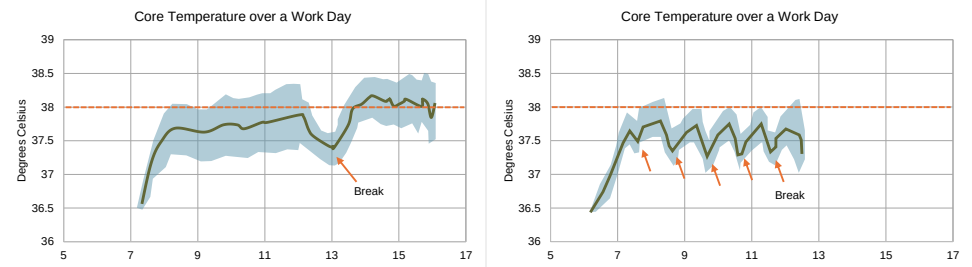

Figure 1.2: Measurements of core body temperatures. Adapted from ENBEL (2023).

The improvements in worker health have corresponded with increased worker productivity, measured through the amount of sugarcane each field worker cut per hour, as seen in Figure 1.3 (ENBEL, 2023). The average production has increased from 0.76 to 1.48 tons per hour, comparing the situation before and after the implementation of the RSH-S program. As a result, the duration of the workdays has been reduced by nearly half compared to before. Calculations made by LIN and ISA show that the program has had a return on investment of 22 %. The investment primarily involves purchasing shade canopies, electrolytes, employee education, medical testing, and monitoring. (Prince, 2024).

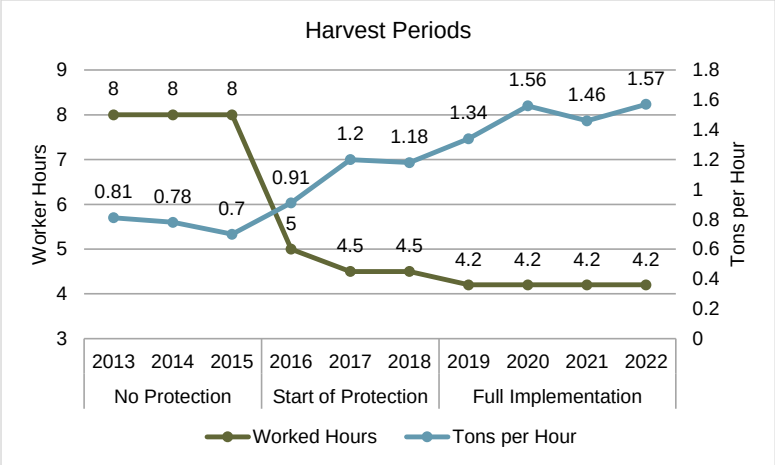

Figure 1.3: Worked hours and tons of sugarcane cut per hour per worker over a ten-year period. Adapted from ENBEL (2023).

1.2.3 Business models

Osterwalder and Pigneur (2010) define a business model as a framework that outlines how a company or organization generates, delivers, and captures value within economic, social, or cultural contexts. Further, they describe that the model should be explanatory and innovative. Constantly improving the business model is the central mechanism to extend the value creation.

The business model canvas (BMC) is a popular tool used by businesses to evaluate and analyze their business model. It is developed by Osterwalder and Pigneur (2010) and has been adapted in Figure 1.4.

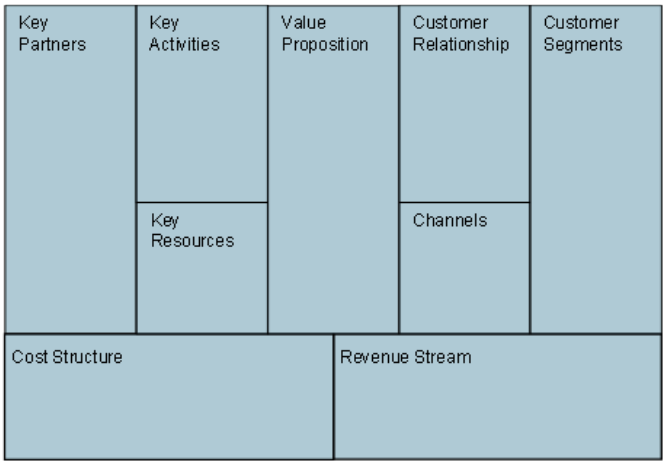

Figure 1.4: The business model canvas (BMC). Adapted from Osterwalder and Pigneur (2010).

According to a reputable article published in Harvard Business Review, the business model should comprise four essential elements (Johnson, Christensen & Kagermann, 2008):

- *Customer value proposition*: This is the cornerstone of a successful business, focusing on providing value to customers by addressing fundamental needs or problems with superior solutions compared to existing alternatives.
- *Profit formula*: This encompasses the revenue model, cost structure (including direct and indirect costs, influenced mainly by key resources), margin model, and resource velocity.
- *Key resources*: These are the essential assets, such as people, technology, products, facilities, channels, and brands, necessary to deliver the value proposition.
- *Key processes*: A visualization of the operational and managerial processes within the organization, enabling them to deliver value, scale operations, and maintain standards consistently.

Together, these four key elements form the foundation of any organization, with the customer value proposition and profit formula defining value for the customer and the company, respectively. Key resources and processes describe how that value is delivered. Despite its simplicity, the power of a business model framework lies in the complex interdependencies among its parts, requiring successful organizations to establish a stable system where these elements complement each other consistently. (Johnson, Christensen, & Kagermann, 2008)

Osterwalder and Pigneur (2010) highlight that regularly updating and analyzing the business model is crucial for companies and organizations to stay ahead of emerging trends and navigate potential challenges. Further, the business model serves as an essential tool for investors to assess companies they are interested in and for employees to comprehend the trajectory of a company they aspire to be part of.

1.2.4 Mission-driven organizations

To understand La Isla Network on an organizational level, it is important to note that it operates as a non-profit organization (NPO). The legal definition of NPOs differs between countries. In practice, for LIN, it means that the organization does not distribute dividends to its shareholders and that the tax laws differ from those of private companies. However, non-profit organizations do not inherently dictate how the organization can or should operate.

A Social Enterprise is a revenue-generating business that addresses social problems. The primary revenue comes from selling a product or a service, but the enterprise may also rely on donations and grants. Social enterprises can be both for-profit and non-profit (Gertner, 2023). Non-governmental organizations (NGO) are another term for non-profit organizations operating within the private sector (Cordery, Belal, & Thomson, 2019).

It is crucial to highlight that LIN meets the criteria for classification as a NPO a social enterprise, and/or an NGO. Therefore, the authors incorporated all three organizational categories in the thesis research. The key insight is that these entities are motivated by a social mission rather than economic profit, which distinguishes them inherently from conventional companies in terms of goals and characteristics. For clarity, all organizations focused on social objectives rather than economical, are collectively referred to as mission-driven organizations by the authors.

1.3 Problem description

Given the background provided in previous chapters, LIN's goal is clear: reduce the number of people affected by heat stress by implementing RSH-S programs in key industries within affected regions.

Due to the extreme importance and urgency of the problem - people are continuing to die from heat stress - and the fact that there has been significant stakeholder interest in the RSH-S program, LIN's development has evolved rapidly. Consequently, fundamental research on economic viability and market understanding has somewhat been overruled. LIN has prioritized immediate efforts to expand their social impact through spreading the RSH-S to more beneficiaries. As of today, LIN has no real business strategy, and lacks a structural overview of the organization's operations. The last years prioritization of growing the social impact, while at the same time not prioritizing the organizational structure nor the business perspective, has created an urgent demand for formulating a business model for the organization.

Mission-driven organizations' financial structure, often leaning on external investor parties or grant providers, contributes to a need for mapping these organizations' operations. To provide an organization with venture capital, funders need to understand how the organization utilizes its resources to meet its objectives. Consequently, there is a need to assess and rank the efficiency of non-profits (Delić, Perić & Stanić, 2020). This is why a tailored business model framework, developed to catch the value chain of organizations with a social rather than economic main objective, is important for mission-driven organizations.

Further, mapping and understanding the organization's business model is vital for finding organizational strengths and weaknesses. For LIN, this means that they could act upon these strengths and weaknesses to grow their social impact and reduce the global prevalence of heat stress.

1.3.1 Purpose and research questions

LIN had a keen interest in constructing a robust business model and wanted the authors to conduct the thesis to help them establish a basis for future changes within the organization. Based on the problem description, this thesis aims to build a more comprehensive understanding of what the business models of mission-driven organizations can look like. Current academic research has provided various business model tools and frameworks for mission-driven organizations. However, most of them are not comprehensive enough, covering only a few parts of the organization's operation, or too complex to use, demanding uncounted organizational data to be applied. Furthermore, there are discrepancies between which type of organizations they analyze, non-profits, NGOs, and social enterprises. A comprehensive, easy-to-use business model framework pointed towards mapping the business model of all organizations with a social mission, covering non-profits, NGOs, and social enterprises, would help mission-driven organizations such as LIN to survey its operations from a business perspective.

The thesis aims to contribute to academia by reviewing and compiling current research on business models. Based on the findings, the thesis aims to propose a

business model framework for mission-driven organizations. The proposed framework should be apprehended as an easy-to-use tool for analyzing the business model for LIN and other organizations with similar characteristics.

The purpose of the thesis is summarized in the three research questions in Table 1.3.

Table 1.3: The research questions of the thesis.

RQ1	According to the existing academic literature, what are the most important considerations for a successful mission-driven business model?
RQ2	How can the findings from RQ1, together with the insights from analyzing La Isla Network's current business model be used to create a framework that provides valuable insights and understanding of a mission-driven organization's business model?
RQ3	Based on the findings from RQ1 and insights into the current business model of LIN, what recommendations can be made for improving LIN's business model?

1.3.2 Sustainable development goals

In 2015, the United Nations adopted the *2030 Agenda for Sustainable Development*, which encompasses 17 sustainable development goals (SDGs) comprising 169 targets. The SDGs address various challenges, including climate change mitigation, environmental preservation, poverty eradication, and improving health, equality, and education. (United Nations, n.d.)

Given the thesis background and problematization, several SDGs could be deemed as relevant. Particularly those addressing the global improvement of occupational health. Ensuring a healthy and safe working environment is crucial for overall sustainability, as it promotes social and economic development opportunities. LIN's work towards preventing and defeating one of the worst labor-effecting afflicts, heat stress, targets both SDG3; *Ensure healthy lives and promote well-being for all at all ages,* and SDG8*; Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all* (United Nations, n.d.). By analyzing and providing recommendations on LIN's business model to help the organization improve its social value creation and its ability to aid workers vulnerable to heat stress, this thesis aims to positively contribute to the relevant SDGs.

1.4 Limitations and focus

This thesis will focus on developing a business model for an organization active in a niche sector, as La Isla Network is a mission-driven organization working to combat heat-related health issues within the sphere of occupational health and will therefore not be directly applicable to, most significantly, for-profit companies.

Today, the geographic span of LIN's operation is global. Consequently, this thesis aims to present a good representation of the findings in a globalized setting. However, the thesis' case study was conducted through a field trip to LIN's clients' operation sites in Nicaragua and El Salvador, and the understanding might be biased against this specific setting. Therefore, the results may not directly apply to other industries in other geographic areas. Nevertheless, the issue of heat stress is escalating globally as a result of climate change and will become increasingly significant in the years to come.

2 Methodology

This chapter explains the process of the master thesis, encompassing both theoretical and practical dimensions. The methodology was based on a solid academic foundation and includes the methods used for data collection, data analysis, and the tools and databases used to find relevant literature.

2.1 Research design

Yin (2018) states the importance of a well-thought-out research design explicitly developed for the thesis. A tailored research design will help optimize the thesis process and help the authors maintain efficiency. The chosen research design should help the authors link the gathered data with the thesis' research questions and simplify the connection of the found patterns and conclusion with the thesis' overall aim.

The ultimate research design chosen by the authors, in cooperation with LIN, the supervisor, and supported by academic theory, was to conduct a literature review follow by a case study. To fully take advantage of the literature study findings when designing the case study, the main insights from the literature needed to be compiled and synthesized usefully. Höst, Regnell, and Runesson (2006) suggest several methodological tools for strategic research design, such as prototype development. Compiling the insights from the literature review into a concept business model framework within the realm of mission-driven organizations would constitute a valuable fundament for the latter development of the case study. The conceptual framework could then be improved and altered by using the results from the case study, consequently refining the framework iteratively.

The overall method of the thesis followed the structure visualized in Figure 2.1.

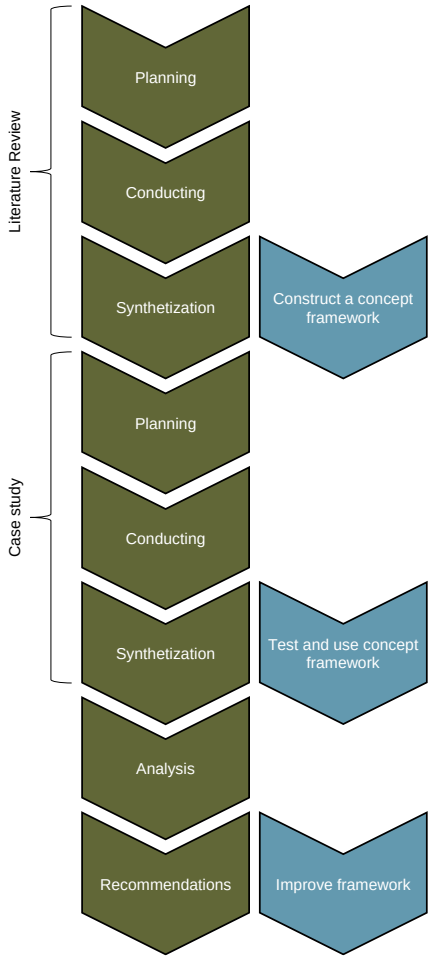

Figure 2.1: Schematics of the method for thesis.

The thesis process consisted of four main phases. In the first phase, *literature review*, former relevant research within the sphere of business models of mission-driven organizations was examined. Based on the collected insights, a concept business model framework was created. In the second phase, *case study*, the concept framework was tested through a qualitative interview-based study on the case organization, La Isla Network, and its stakeholders. In the third phase, *case study analysis*, the collected data from the case study were synthesized, and improvement opportunities for the case organization were extracted. The fourth phase, *recommendations*, combined the themes and insights from the case study analysis and the literature review, resulting in several proposed recommendations for improving the case organization's business model. Further, business model framework implications were presented through a finalized version of the concept framework developed during the literature review.

The authors endeavored to distribute the work for this master's thesis as equitably as possible among themselves. Specific responsibilities were allocated accordingly. The literature review and case study were conducted collaboratively, with Jakob primarily responsible for the writing. Similarly, the analysis was performed jointly, while Ludwig assumed the primary writing duties. The remaining chapters were divided evenly between the authors.

2.2 Research strategy

Höst, Regnell, and Runeson (2006) describe four types of primary purposes for a master thesis: *problem-solving*, *exploratory*, *explanatory*, and *descriptive*. The chosen methodology should align with the main objective and characteristics of the study. In this case, the authors aimed to collect, investigate, and evaluate former research conducted in this disciplinary field to innovate. Therefore, the authors argued that the thesis's primary purpose was of exploratory type.

2.2.1 Research objective

The research questions and purpose of this master thesis were discussed with Jason Glaser, CEO at LIN. The original objective Glaser mentioned when talking about the project was to analyze the organization's business model and "put the horse in front of the cart". LIN has moved on with opportunities but has not followed a common organizational strategy. The organization has grown a lot in recent years, moved its operation into new countries, and started new projects with new funding stakeholders, resulting in a need for a strategic scheme on how to move forward, both organizational and business-wise.

It has become increasingly clear that the organization's offer is viable, given the rapid growth of the organization and their main offer, the RSH-S program. The RSH-S program, constituting the core of LIN's operation, is now a solid service and thus needs to be analyzed from a strategic perspective. Until now, the program has been closely individualized and specialized for each customer and has been developed in tandem with the organization's stakeholders. A solid understanding of LIN's offer and its business model is needed to understand the current and future problems and opportunities that may arise.

Given the objective of analyzing LIN's business model, the thesis needed an academic foundation to scientifically root the research. Therefore, in collaboration with the thesis supervisor, the authors decided to develop a business model framework for mission-driven organizations based on academic literature.

A summary of how the research questions of the thesis were addressed is provided in Table 2.1.

Table 2.1: Research question and their base in the thesis.

RQ1	According to the existing academic literature, what are the most important considerations for a successful mission-driven business model?	Answered by the literature review
RQ2	How can the findings from RQ1, together with the insights from analyzing La Isla Network's current business model be used to create a framework that provides valuable insights and understanding of a mission-driven organization's business model?	Answered by the case study analysis
RQ3	Based on the findings from RQ1 and insights into the current business model of LIN, what recommendations can be made for improving LIN's business model?	Answered by the case study analysis and the literature review

2.3 Literature review

The literature review aimed to identify gaps in the existing literature within the topic of business models aimed at mission-driven organizations, providing a context for situating the thesis. Thereby contributing to the broader body of knowledge. The first step was deciding which type of literature review to conduct. In cooperation with the thesis supervisor, a systematic literature review was decided on. A systematic literature review was deemed fitting, given the objectives and prerequisites of this thesis. According to Donthu et al. (2021), a systematic literature review is suitable if the conditions in Table 2.2 are fulfilled.

Table 2.2: When to use a systematic literature review, adapted from How to conduct a bibliometric analysis: An overview and guidelines (Donthu et al., 2021).

Goal:	***When to use:***	***When not to use:***	***Analysis method:***
Summarizes and synthesizes the findings of existing literature on a research topic or field.	When the scope of review is specific. When the dataset is small and manageable enough that its content can be manually reviewed.	When the scope of review is broad. When the dataset is too large for manual review.	Qualitative (evaluation and interpretation)

In the setting of this thesis, the literature review's goal was to summarize the literature on the subject, the scope was specific, and the amount of literature was manageable. Furthermore, the analysis will be qualitative. Thus, all conditions in Table 2.2 were fulfilled.

The systematic literature review aimed to collect and integrate previous academic research on business models within non-profit organizations, social enterprises, and NGOs to obtain a solid foundation for assessing the current knowledge frontier of this subject.

The review was based on the premise that the business models within these types of organizations will be intrinsically different from those of private companies. Everything from operations to accounting will have inherent differences since these organizations are not built on the principle of maximizing profit. The review aimed to extract two main types of data: mission-driven business model frameworks, which were used to construct the conceptual framework, and insights into the mechanism and characteristics of mission-driven organizations, which were used to provide recommendations for LIN on how to develop the organization's business model and how to proceed with their operations.

2.3.1 Process

The literature review process was based on the method proposed in the paper *Guidance on Conducting a Systematic Literature Review* (Watson & Xiao, 2019). The method described by Watson and Xiao is a systematic, step-by-step process comprising several distinct steps. By having a structured and transparent literature review following Watson and Xiao's outlined steps, the authors aspired to give the reader a better understanding of the fundamentals on which the conclusions in the thesis rely. The process is summarized in Figure 2.2. The review was performed by searching academic databases to filter out relevant literature based on specific criteria.

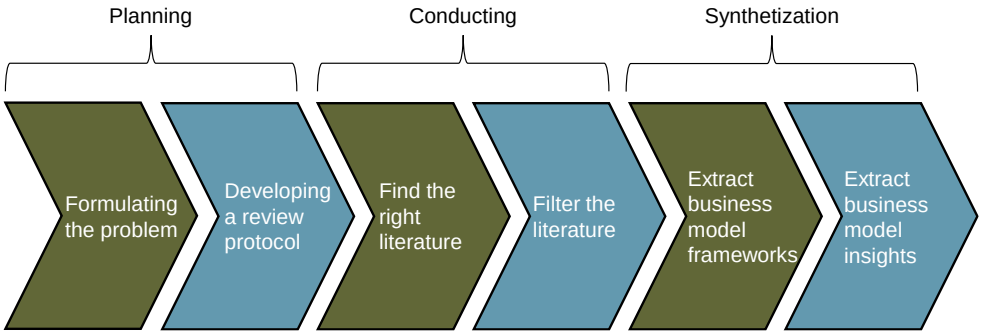

Figure 2.2: Visualization of the systematic literature review. Elaborated by the authors based on Watson and Xiao (2019).

2.3.1.1 Planning

The planning phase involves formulating the problem and developing a review protocol (Watson & Xiao, 2019). The problem was already formulated in RQ1, and an initial pre-study search revealed a manageable number of papers to review.

Therefore, the research question did not need alteration to narrow the scope, which is needed if the scope is too broad (Watson & Xiao, 2019). The review protocol should include all parts of the literature review, including the purpose of the study, research questions, inclusion criteria, search strategies, quality assessment criteria, and screening procedure strategies for data extraction, synthesis, and reporting (Watson & Xiao, 2019). The review protocol is the sum of Chapter 2.3, Literature Review Method.

2.3.1.2 Conducting

The primary database selected was Web of Science due to its strong reputation and extensive publication offer. The next step was to develop a set of search words. The search words were tested in various combinations. The top results and the number of relevant papers generated through the different tested search words were analyzed. Once a combination of words was found to give relevant results, a more extensive examination of the found papers was conducted. After some iterations, the final search words chosen to be included in the selected papers' title, abstract, or keywords were: (Business Model*) and (Non Profit, Non-Profit, Nonprofit, NGO, NPO, or Social Enterprise*).

To refine the scope and reduce the volume of papers to review, the search results were filtered to display only published articles considered the most credible and pertinent sources. Additionally, the language filter was applied to exclusively show papers written in English. To further limit the number of papers, the authors included only those published in recent years, considering the significant increase in published articles related to the chosen search words over the past seven years, as illustrated in Figure 2.3. Consequently, the year 2017 was selected as the cutoff point.

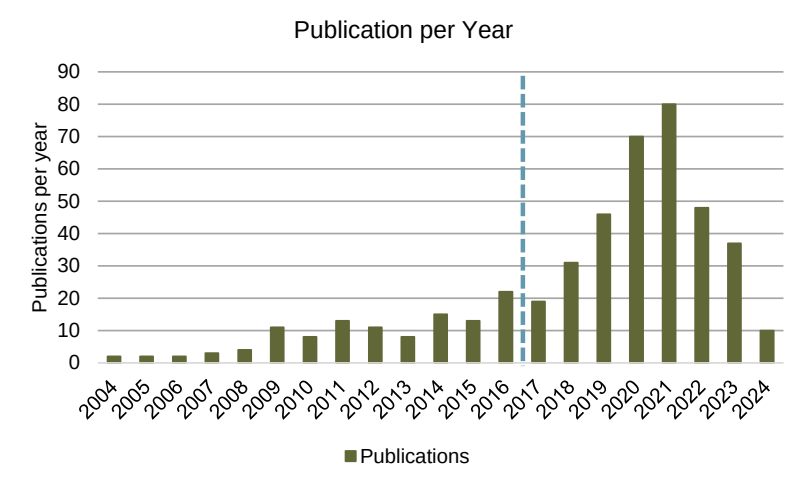

Figure 2.3: The number of articles published per year from the citation report in Web of Science (Web of Science, 2024), data from 22-03-2024.

Once the filtering process was completed, a comprehensive list of articles was exported to an Excel spreadsheet, containing details such as authors, journals, titles, links, and abstracts. The authors then skimmed the titles and abstracts to establish whether a paper was relevant to RQ1 or not. The papers were categorized into four categories: *very relevant*, *relevant*, *somewhat relevant*, and *not relevant*. The ranking was based on whether the paper included a business model framework, if it had performed a case study on one or more mission-driven organizations and if it contained insights into mission-driven organizations. If the paper did not touch upon any of these topics it was marked *not relevant*, if it touched upon one topic but with limited applicability to the research questions in this thesis it was classified as *somewhat relevant.* The papers touching on at least two topics were deemed as *relevant* but if the paper was deemed highly applicable and helpful by the authors to this thesis it was labeled as *very relevant.* The selection was based largely on the authors judgment and thoughts. This categorization provided a crude ranking of the papers. The ranking result can be seen in Table 2.3.

Given the significant quantity of articles classified as *very relevant*, the authors established that the articles classified as *relevant* and *somewhat relevant* should be excluded to allow for greater focus on the most applicable papers.

The *very relevant* papers were then skimmed and classified to examine if they could provide a business model framework or mission-driven organization insights relevant to RQ1. According to Watson and Xiao (2019), using backward and forward searching - finding relevant literature based on the sources and citations of a paper respectively - is a good way to increase the scope and quality of the literature review. The final step involved incorporating papers identified in prior research for this thesis and integrating papers recommended by the authors' contacts at LIN. The final filtration can be seen in Table 2.3.

Table 2.3: The number of papers in the review. Database search performed 14-02-2024.

Step	***Papers in review***	***Change***
First search	910	
Filter by year, language, and type of publication	334	-576
Filter by title and abstract review	36 Very relevant 56 Relevant 64 Somewhat relevant	-178
Filter by full-text review	26	-130
Added by forward and backward searches	30	+4
Added from other sources	33	+3

2.3.1.3 Synthetization

When the final filtration was conducted, relevant data from the selected papers were extracted, synthesized, and analyzed. All papers that included a business model framework were compiled, and the business model components were extracted. The components were categorized based on type, and duplicates were merged.

Business model characteristics for mission-driven organizations were gathered from the papers and grouped after subsequent theme.

2.3.2 Constructing a Concept Framework

The iterative steps in the theoretical framework called *Design Thinking* were used to construct the conceptual framework, which was based on the findings from the systematic literature review. The concept of design thinking was constructed to develop new ideas using a process of three steps: *inspiration*, *ideation*, and *implementation* (Brown, 2008). The idea behind this process is to, in the first step, *inspiration*, gather as much information as possible within the scope of the intended idea, to be able to view different aspects and perspectives of the problem solved with the idea. In the second step, *ideation*, the focus should be on coming up with ideas and prototypes that solve the problem, and then finally, in the third step, *implementation*, finalize the product.

The idea behind developing a conceptual business model framework based on the findings in the literature review was to provide an analysis tool that can be used to conduct a throughout analysis of mission-driven organization's business model. Further, the conceptual framework aimed to serve as the authors' contribution for further research.

A whiteboard was used to visualize and test different framework ideas, leading to a final concept. It was subsequently improved during an iterative process. After the concept framework was completed, a set of framework questions was created aiming to extensively capture the intricate details of a mission-driven business model setting. The questions were later used to produce the interview guide for the case study.

Through conducting the case study, the concept framework and its subsequent questions were evaluated based on their usefulness - which aspects did it capture, and which did it not capture? What was easy or challenging for the interviewees to understand? The results gathered from this testing process were instrumental in determining what parts should ultimately be incorporated into the tool. The concept framework was subsequently updated accordingly and presented in a final version. Figure 2.4 visualizes how the framework was developed.

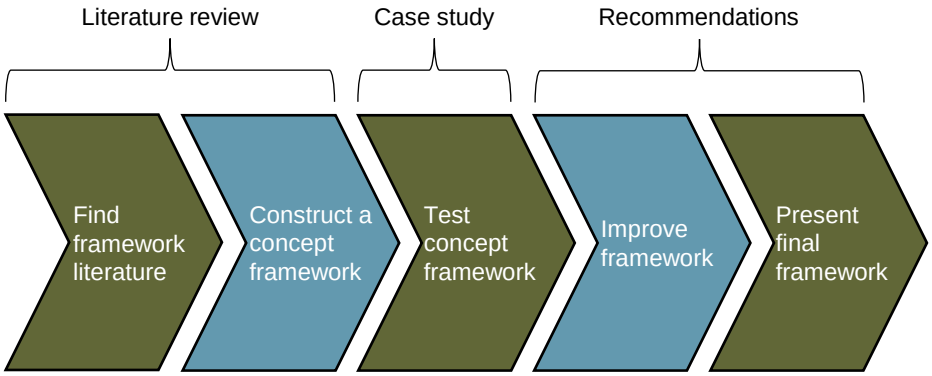

Figure 2.4: The process of creating the framework.

2.4 Case Study

Blomkvist and Hallin (2015) suggest that conducting a case study is an appropriate method for an exploratory project. Ultimately, a case study was chosen to be included in the thesis research method since it generates detailed empiricism, increasing the study's opportunity to depict the complexity of reality and discover new dimensions in the studied topic. Further, Yin (2018) adds that when the study's research questions include what, why, and how statements, a case study should be considered one of the most fruitful research methods. Given this, the case study approach was considered well-fitted to the formulated research questions of the thesis.

2.4.1 Process

The case study was performed to gather data for answering RQ1 and RQ2. Figure 2.5 visualizes the process of how the case study was conducted.

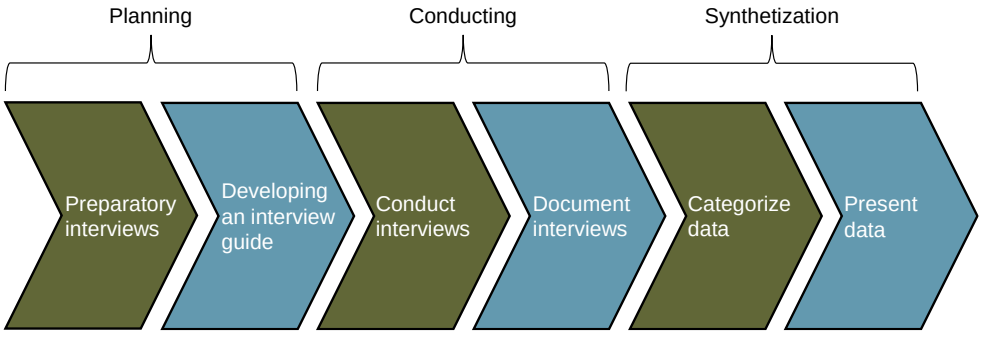

Figure 2.5: The process of the case study.

2.4.1.1 Planning

Due to the complexity of the thesis purpose and the broad scope surrounding the research questions, the authors decided that a qualitative data collection would be best suited for the case study. That would give a more profound basis for concluding the results from the thesis findings within a study subject of this width.

The initial phase of the case study consisted of selecting the groups of interviewees the authors intended to approach. Since the case study was designed to survey all of LIN's business model aspects, stakeholders to the organization had to be included in the study to give the latter analysis a more profound data basis. After several preparatory interviews and meetings with contacts at LIN and experts in their network to provide supporting data on the organization's operations, identification of the external stakeholders, and gathering of background information, a draft of the intended interviewees was developed. The draft included four main types of interviewees: LIN employees, field workers, field managers, and client managers.

Geographically, LIN has made the most significant advancements with the RSH-S program in Central America. Therefore, it was imperative to visit the organization's operation sites through a field trip to reach some of the interviewee groups and for the authors to experience the implementation of the RSH-S program with their own eyes. LIN proposed two countries to be visited: El Salvador and Nicaragua. In El Salvador, the implementation of the RSH-S program is in an early stage, and few, if any, interventions for protecting workers had been put in place. This starkly contrasts LIN's working sites in Nicaragua, where the organization has been conducted occupational health work since 2016, and the RSH-S program is almost fully implemented in some sites.

Blomkvist and Hallin (2015) state that a qualitative case study should be grounded in a contextual understanding of the subject and is most likely executed with a semi-structured data collection method. Given the circumstances of the case study, a semi-structured data collection method was preferred since the field trip to El Salvador and Nicaragua meant that the authors could conduct the majority of the intended interviews in person. Furthermore, organizing focus groups with field workers would be challenging due to their short breaks during their workdays. Simultaneously, the authors knew that the LIN employees working at the sites intended to be visited during the field trip had full schedules, making it difficult to gather data from more than one person at a time. Therefore, the interviews were held individually. The authors intended to highly value that the case study interviewees should include persons from various hierarchy levels to ground the case study's internal validity and expand the diversity of perspectives in the collected data to make the analysis more comprehensive.

The number of interviewees was not specified from the start of the interview process, rather the authors strived to conduct as many interviews as possible given the timeframe and availability of subjects especially during the field trip. The digital

interviews were also conducted based on the availability of the subject as well as recommendations on who to interview by the organization.

Based on the proposed groups of interviewees, an interview guide was developed (see Appendix A), grounded on the components and questions of the conceptual framework developed from the literature review. Since the intended data-gathering method was semi-structured interviews, the interview guide was an aiding tool for the authors while conducting the interviews. The asked questions mainly originated from the themes in the interview guide. Still, the authors had the freedom to ask other questions based on the specific role of the interviewee, as well as follow-up questions based on the interviewee's answers to previous questions.

2.4.1.2 Conducting

Since most of the LIN employees not working at the visited sites in El Salvador and Nicaragua are scattered around the world, digital interviews were the primary way of conducting interviews with them. However, some interviewee groups, such as field workers and field managers, were more challenging to reach digitally, given the lack of a commonly spoken language and means of reaching out to them. Therefore, it was almost required for the authors to visit some of the interviewees at their working sites.

During the field trip, the authors conducted as many interviews as possible, given the availability of potential interviewees and time permitting. In total, 27 of the 34 case study interviews were conducted during the field trip. The remaining 7 interviews were conducted with LIN employees not situated in El Salvador or Nicaragua and were thus conducted through digital meetings. See Table 2.4 for details on the type of interview and number of interviews with each group. The scope of the interviews conducted during the field trip ranged from around five minutes to, in some cases, two hours. The authors had a limited understanding of Spanish. Thus, given the language barrier between the authors and some of the interviewees who only spoke Spanish, English-speaking LIN employees translated the author's questions and the interviewees' answers.

Table 2.4: The number of interviews divided by interviewee group.

Interviewee group	***Total interviews per group***	***Conducted through physical meetings***	***Conducted through digital meetings***
LIN employees	12	5	7
Field workers	12	12	0
Field managers/ health promoters	6	6	0
Client managers	4	4	0
Total interviews	34	27	7

During the in-person field interviews, one author wrote the interviewee's responses on paper while another wrote them digitally. At the end of each field day, usually

the same evening, the notes were compiled, discussed, corrected for spelling, and increased readability to ensure every note was correct. The context of each field day and other impressions from the visits were also compiled, see Appendix B.

At the onset of each interview, the first step was to request permission to use the responses in the thesis, allowing the interviewee the option to decline participation. None of the interviewees objected to their answers being incorporated into this thesis. However, to maintain anonymity, only the interviewee's job has been included in the thesis. Additionally, individuals who requested to review a draft of the thesis were provided with one prior to the thesis publication.

2.4.1.3 Synthetization

The collected interview data were summarized in tables using the concept framework and categorized according to the framework's sub-components (see Appendix C). Some of the sub-components did not have corresponding answers that helped explain the business model and were thus not included. The collected case study data were presented objectively and non-analyzed. The objective was to present an unbiased view of LIN's current business model.

2.5 Case study analysis

During the analysis, the answers from the case study were synthesized and summarized to conclude LIN's current business model and find opportunities for improvement. This chapter explains the tools and techniques used to analyze the data. The process of the case study analysis can be seen in Figure 2.6.

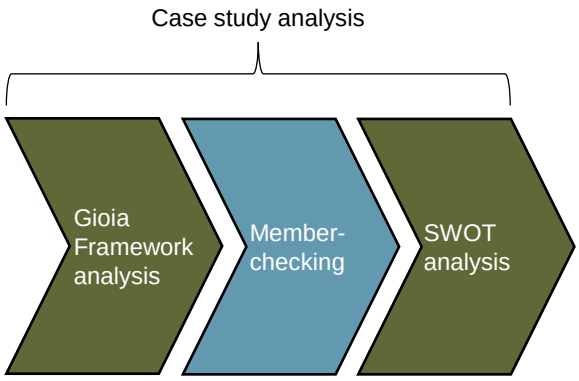

Figure 2.6: The process of the case study analysis.

2.5.1 Gioia framework

The Gioia framework was used to analyze and synthesize the case study's data objectively. The framework comprises three analysis levels to synthesize qualitative data (Gioia, Corley & Hamilton, 2013). The first level contains different aspects that individual interviewees mentioned during the interviews. These are not aggregated but categorized into similar statements. These statements are usually plentiful. The second level is purely theoretical and answers the question - What is happening here? The third and final level is the aggregated dimensions, which show the different themes that emerge from the synthesized data. The process is visualized in Figure 2.7.

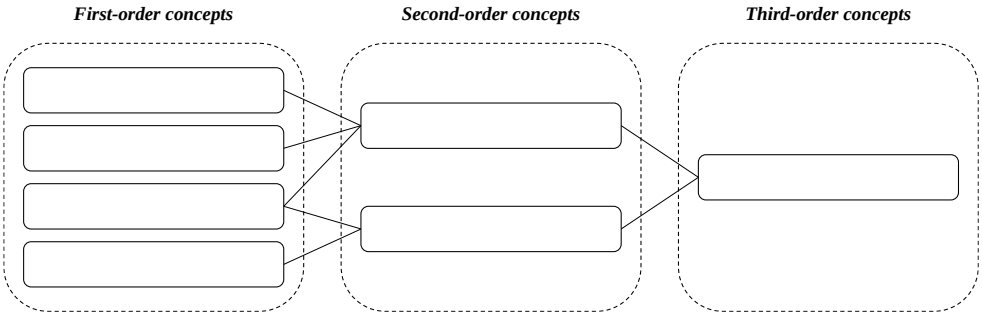

Figure 2.7: The Gioia framework structure.

Consequently, the initial stage of the analysis involved collecting key insights from each interview. These insights were subsequently transferred into a spreadsheet to facilitate efficient filtration and sorting.

A classification system was implemented to identify the different themes. If an observation concerned a business model barrier, it was initially categorized as such. When every piece of information was classified, the classification was further specified. For example, a barrier could be a “cultural” or a “monitoring” barrier. Once the classifications were done, the second-level categories were brainstormed based on the first order-classifications. In the third stage, aggregated level themes were constructed.

2.5.2 Member-checking

A member-checking session was held when the interview answers had been synthesized in the Gioia Framework. Member-checking is a research tool aimed at validating findings and enhancing the credibility of synthesized data (McKim, 2023). A workshop was convened with the company's staff, which included key personnel. For the authors, it was imperative to seek input from LIN employees regarding their perspectives on the themes that had emerged from analyzing the case

study data. Furthermore, the workshop discussed possible solutions and ways forward for the organization.

The findings were presented, and the general themes were discussed with the employees. Any objections or agreements from the participants were noted, and the workshop was recorded so that the authors could go back and check what was said. After reaching an agreement on the findings, the discussion turned to possible solutions and ways forward, allowing workshop participants to contribute with ideas.

2.5.3 SWOT

To form a more profound understanding of the different organizational trends and characteristics of LIN, a SWOT analysis was conducted based on the themes and trends captured by the Gioia analysis and member-checking workshop. The SWOT analysis was meant to be a summarizing visualization of the analysis conducting during Chapter 5.

SWOT is an analysis tool for strategic planning that provides valuable insights into an organization's current situation. Identifying strengths, weaknesses, opportunities, and threats enables fact-based analysis, fresh perspectives, and new ideas to emerge. This technique pulls information from internal sources, such as the strengths and weaknesses of the company, as well as external factors that may have uncontrollable impacts on decisions, such as opportunities and threats. To ensure the best possible outcome of the analysis, consulting with diverse groups or voices within an organization is advisable. (Investopedia, 2023)

2.6 Tools and databases

The tools used to write this thesis have been stated, and their uses have been explained for full transparency and traceability. The full summary of manuals, digital tools, and databases can be found in Table 2.5. Some large language models were used for information gathering and improving already existing texts. It is crucial to emphasize that they were solely utilized as an initial source for information gathering and improving writing.

Table 2.5: A list of tools used throughout the writing of this thesis.

Name	*Type*	*Use*
Metod för teknologer - Examensarbete enligt 4-fasmodellen (Blomkvist & Hallin, 2015)	Manual for master thesis	Used for designing the research strategy master thesis.
Grammarly	Typing Assistant	Used to improve the quality of the writing.
Zotero	Reference Manager	Used for reference management.
Miro	Visual Workspace	Used to create mind maps, models, and sketches.
ChatGPT	Large Language Model	Used as a compliment for search engine inquiries.
Scopus AI	Large Language Model	Used for quickly getting an understanding and starting point of further research in an area.
Scopus	Literature Database	Used to find academic literature.
Web of Science	Literature Database	Used to find academic literature.
Google Scholar	Literature Database	Used to find academic literature.

2.7 Research ethics

Throughout this thesis, two key ethical considerations, bias, and integrity, were thoroughly discussed and evaluated. According to Yin (2018), avoiding bias is crucial for researchers. To address this, regular external reviews were implemented, including meetings with supervisors from the University and La Isla Network, as well as feedback on the thesis scope and the report contents from the University supervisor.

Furthermore, the integrity of all participants was maintained by the authors through three main practices (Yin, 2018). First, participation in the research was entirely voluntary, requiring informed consent from all participants. Second, the privacy and confidentiality of participants were respected according to their preferences for discretion. Third, the authors committed to maintaining honesty, particularly during data collection. This was ensured by obtaining voluntary consent for interviews, explicitly determining the desired level of anonymity, and conducting peer reviews among the authors.

3 Literature review

This chapter examines the findings from the systematic literature review, including insights, framework components, and different types of business models for mission-driven organizations. Eventually, the found insights and framework components are used to construct a concept business model framework for mission-driven organizations.

3.1 Mission-driven organization insights

Examining the selected papers from the systematic literature review revealed several insights into the mechanism and characteristics of mission-driven organizations. The insights cover significant differences from for-profit businesses and provide knowledgeable business model considerations for these organizations.

Organizations that integrate a social and/or environmental mission and generate economic value can be referred to as hybrid organizations. These organizations strongly share characteristics with the already mentioned organizational form, social enterprises (Dobber et al. 2021). For clarity, social enterprises and hybrid organizations should be perceived as the same type of organizational form while reading this chapter. Different papers have used different concept terms. Therefore, both terms have been used in the literature review.

3.1.1 Success factors

When reviewing the selected literature, several success factors for mission-driven organizations were found. They are summarized in Table 3.1 and explained more detailed in this chapter.

Establishing well-working and fruitful relationships with the stakeholders is crucial to delivering impact (Dobber et al. 2021). The importance of stakeholder collaboration is further mentioned by Akter et al. (2020), who argue that social enterprises must allow the process of searching for the right stakeholders to take time. Further, having a collaborative ecosystem where stakeholders are given space to interact and influence the operation could help social enterprises develop the value chain and provide more substantial social value output. Continuing on the

stakeholder track, Sanderse, de Langen and Salgado (2020) state that brand image and social reputation are essential to enhancing a non-profit organization's ability to access key stakeholders such as governments and funding partners.

Dobber et al. (2021) state that hybrid organizations should be aware that accessing abilities for scaling the operation is hugely important for eventually maximizing their social value output and in line with their social mission. However, organizational growth should not be sought by aiming to dominate the industry or market the organization operates in since competition in social enterprise environments is healthy, and actors with the same social mission can benefit from collaboration. Akter et al. (2020) mention that an excellent way to ensure that the organization's social product or service is viable is to start the operation on a small scale through pilot projects to get valuable insights and build experience that could be used to scale the operation. Another aspect of delivering social impact is ensuring that the solution is accessible, user-friendly, and that the beneficiaries clearly understand the benefits (Akter et al., 2020).

A case study on an Italian social cooperative, La Paranza, found that like-minded visions and a sense of identity within the organization's personnel are critical factors for advancing the cooperative's social value output (Canestrino et al., 2019). Furthermore, the study argues that having a visionary leader within socially oriented organizations is crucial, enabling the organization to scale its operation and social value output. Akter et al. (2020) mentions human capital as a driver for social enterprises, and state that the employee culture within the organization should be generously taken care of for the operation to function well.

Hybrid organizations are ideally structured with an organizational framework centered around commercial operations. Given that achieving the social mission aligns synergistically with the delivery of commercial products or services, the recruitment of new employees should emphasize hiring personnel with a business background. This prioritization ensures operational efficiency, consequently enhancing the organization’s social performance. (Santos, Pache, & Birkholz, 2015)

Sanderse, de Langen and Salgado (2020) highlight that governance is a key distinguisher between non-profit and for-profit organizations. Since grants commonly constitute either a major or minor stake in mission-driven organizations’ funding, these organizations must operate in accordance with the regulations set by the grant providers. Consequently, it is of utmost importance to include governance as a critical component in the business model for grant-funded organizations since the third-party authority brought by the grants strongly influences how the organization can and should be managed.

Table 3.1: Success factors insights.

Collected success factors insights
Having the right stakeholders is essential. Therefore, much effort should be put in developing a collaborative ecosystem.
Developing the brand image is a good way to access new key stakeholders.
Growth is inevitable for organizations that want to scale up their impact, yet it is crucial not to pursue growth merely for the sake of it.
To enhance the viability, the organization's product or service should be easily accessible, user-friendly, and its benefits should be evident to the beneficiaries.
Running pilot studies is an excellent way to spread an organization's reach.
Securing the appropriate employees is of utmost importance for the organization. Identifying individuals with the requisite drive is crucial for the success of the social impact endeavor.
Employees are vital for creating initiatives and should be rewarded accordingly.
It is crucial for mission-driven organizations to have leaders with a clear vision and a genuine motivation to drive social change.
Many mission-driven organizations depend on grants. Therefore, incorporating governance into the business model is a crucial distinction from for-profit businesses.
Recruiting people with business backgrounds is essential for hybrid organizations moving toward commercialization.

3.1.2 Objective conflicts

The business models of mission-driven organizations are complex, entailing an inherent conflict between the social and economic objectives. While organizations should prioritize their social goals, maintaining an objective balance is crucial. Furthermore, measuring these organization’s social impact is challenging yet important. The insights have been summarized in Table 3.2.

As mentioned, social enterprises often deal with an inherent conflict arising from the divergence between their social and financial objectives. This conflict implies that the organization’s social output may be compromised as financial sustainability takes precedence. Mission-driven organizations' business models are thus complex, with multiple conflicting bottom lines (Komatsu Cipriani et al., 2020). Akter et al. (2020) argue that social objectives should be prioritized over financial goals in social enterprises since focusing on improvement of the social offer could pave the way for economic spillovers. A rigid and well-functioning social value creation could often be economically self-sustained. Further, stakeholders and employees could be disengaged in the organization if too much focus is put on financial goals. This is agreed with by Dobber et al. (2021), who argue that a hybrid organization's mission should be delineated with a focus on a social purpose, fostering a long-term mindset, and mitigating the trade-off between social and economic benefits could be addressed through the establishment of synergistic relationships between them.

A quantitative study on 164 social enterprises in the UK found that the social impact does improve an organization's reputation, which in turn can improve economic performance (Kwong et al., 2023). The authors to the study further suggest that social enterprises should focusing on improve their social performance to increase the viability of the organization. However, solely focusing on the social objectives could be fraught with risk. Social impact demands economic resources and sufficient financial forecasts. Following this, Costanza (2023) states that by integrating commercial practices, socially oriented organizations can generate "entrepreneurial profit" for specific social projects, thereby attaining financial self-sufficient status, enabling the organization to deliver social impact more effectively.

Another problem stemming from the conflict between social and economic missions for social enterprises is the difficulty of measuring impact. Komatsu Cipriani et al. (2020) argue that the social obstacles mission-driven organizations are combating often are multidimensional and depend on many factors the organizations cannot control. For example, it is difficult to measure the impact when trying to reduce criminality in a city, since the problem is multifaceted.

Table 3.2: Objective conflicts insights.

Collected objective conflict insights
Mission-driven organizations' business models are complex due to their conflicting objectives, combining social and economic goals.
There is an inherent problem with combining social impact and economic output due to the conflict between economic and social goals.
Focusing on social objectives is the most important aspect to incentivize employees and stakeholders.
There must be a balance between the dual objectives for the operations to be impactful. Having recurring revenue enables organizations to pursue social objectives impactfully.
Measuring the impact is difficult due to the complexity of social missions.

3.1.3 Mission drift

The tension between economic and social objectives in mission-driven organizations risks resulting in a mission drift, wherein the organization veers away from its core focus and begins to pursue alternative goals. The insights have been summarized in Table 3.3.

Dobber et al. (2021) argue that hybrid organizations are especially vulnerable to mission drift due to the opposition between the pursuit of creating social and economic value, which raises the potential for either a deficient social focus or a lack of financial viability. Moreover, Dobber et al. underline the importance of putting *mission* as the principal component in hybrid organizations' business models. The mission should guide the adaptation of the other key elements, such as

internal architecture, market, and financial management. Generating profit should never be perceived as an objective for social entrepreneurs. Instead, it should facilitate the realization of social value and ensure the organization's sustainability.

Ometto et al. (2019) did a case study which examined the mechanism enabling social enterprises to reconcile their missions and the risk of mission drift as organizations scale their operation. The study on the Brazilian social incubator organization I-BUS found that having a nonhierarchical organization with democratic control correlates with the incompatibility of balancing social enterprises' dual objectives. I-BUS was part of networks for economic development where they regularly discussed ideas and problems, herding spaces, and held weekly internal meetings and negotiating spaces, where they discussed inter-organizational issues. These spaces proved critical for keeping mission drift under control. However, this order broke down as the organization grew and acquired external funding. The organization was decommissioned after a period of severe mission drift.

André and Pache (2016) argue that the underlying drifts of ethical care social enterprises build upon can be a challenge when trying to scale the organization. Scaling up the organization's operation is a natural step for a social entrepreneur who has validated a way to prevent a social problem locally. Developing a process to spread the organization's social solution to benefit other beneficiaries in other geographical locations correspond to the vision of a social entrepreneur, providing a as substantial positive social impact as possible. When entering a phase where quantitative growth is the main objective, social entrepreneurs are prone to shift their focus from the beneficiaries to addressing scale-related challenges, such as resource and competence mobilization, operation effectiveness, and impact measurement procedures. Thus, the challenge for social entrepreneurs lies in whether they can sustain their ethical care drift, focusing on key beneficiaries while navigating the process of scaling up their organization.

Further, André and Pache (2006) suggest that to prevent possible mission drift, the social entrepreneur must put efforts into organizational care as the organization grows, inferring that new organizational members are permeated with the caring atmosphere that characterizes a mission-driven establishment. André and Pache further encapsulate three key aspects that social entrepreneurs scaling their organization should embrace to create a caring social enterprise or non-profit organization: Fostering care in all organizational members, encouraging caring relationships among organizational members, and developing an organization's capacity to listen to different voices.

Table 3.3: Mission drift insights.

Collected mission drift insights
Mission drift is a severe problem for mission-driven organizations and stems from the problem of combining social and economic objectives.
Due to the nature of hybrid organizations and their dual focus on economic and social missions, they often struggle with mission drift.
Having regular internal and external meetings within the organization and its network is an effective way to avoid mission drift.
Fostering a sense of care and encouraging caring relationships for the employees is an antidote to mission drift.
Developing a listening capacity in the organization is an antidote to mission drift.

3.1.4 Internationalization and scaling

A crucial aspect of mission-driven organizations is their ability to extend their reach both domestically and globally, thereby magnifying the impact of their operations. The insights from the literature review have been summarized in Table 3.4.

Ćwiklicki (2019) explores the prerequisites for the international scaling of social enterprises by examining the shared factors among six well-established international social enterprises. The study showed that the most significant shared factor was rigid earnings generation, meaning that the revenue generation exceeds the organization's expenses. This could be achieved by a strong revenue stream from sold products or services, or by cultivating donors or funders securing the organization’s economic sustainability.

Further, two distinguishing factors for the international scaling of social enterprises were found along with earnings generation. *Communication*: Organizational transparency towards constituencies and stakeholders is achieved by clearly communicating the organization's mission and operational activities. *Alliance-building*: Establishing collaborations with other socially oriented organizations to perform synergetic joint actions. (Ćwiklicki 2019)

A quantitative study on 175 social enterprises in India shows that organizations are significantly less likely to internationalize if they rely on activities other than the core service or product they provide since these increase the complexity of the organization. The study also shows that there is a tendency for organizations not reliant on grants to be less likely to internationalize, insinuating that a mix of different types of funding is the best option to spread the social impact internationally. In the same way, social enterprises that are differentiated and economically rely on other stakeholders rather than on their beneficiaries only are more likely to internationalize. The replicability of the service is also critical for successful internationalization. (De Beule, Bruneel & Dobson, 2023)

Table 3.4: Internationalization and scaling insights.

Collected Internationalization and scaling insights
A replicable revenue-generating concept is crucial for successfully expanding into international markets.
Utilizing a combination of revenue generation and grants is the most effective approach for international expansion.
An effective network comprising the appropriate stakeholders and efficient stakeholder communication are crucial elements for internationalization.
Possessing the appropriate competencies within the organization is essential for increasing the organization's value output.

3.1.5 Financial factors

The financial aspects of a mission-driven business model are different from those of a conventional company. Various considerations concerning finance must be addressed. The financial insights have been consolidated in Table 3.5.

The complex financial structures of mission-driven organizations demand financial and managerial competencies. These capabilities are often lacking in mission-driven organizations, posing a problem balancing economic and social goals. Non-profit organizations (NPOs) could benefit from splitting the organization into two detached collaborating organizations to combine different legal and organizational structures. The two separate entities will still share resources such as human capital as well as data and research within the social setting they operate. Cleaving NPOs into one economically self-sufficient corporate organization focusing on developing and spreading the social value offer within a corporate sphere, and one non-profit organization focusing on influencing stakeholders and spreading the word of the mission, primarily relying on third-party financing (e.g., grants and donations), could help overcome the difficulties many NPOs face while trying to balance their social and economic objectives simultaneously. (Komatsu Cipriani et al., 2020)

An investigating study by Costanza (2023) discusses similar possibilities. NPOs with a dual interest, creating social value while simultaneously sustaining themselves financially, could benefit from redirecting their operational form. The study demonstrates the possible transition to convert conventional NPOs into social enterprises or hybrid organizations. According to Costanza, switching the operation into a slightly more corporate form should be viewed as an almost inevitable path for NPOs facing financial challenges such as decreased private donations or insufficient governmental funding.

Table 3.5: Financial factors insights.

Collected financial factors insights
Financial and managerial competencies are often lacking in mission-driven organizations, which can be problematic when balancing economic and social objectives.
Splitting an organization into two separate entities - one focusing on developing and spreading the social value offer, and the other one focusing on research and stakeholder influence - is a measure for organizations struggling to reach their dual objectives.
Organizations are often effective at delivering social benefits at the expense of the long-term sustainability of the business.
Having dual revenue streams is both a strength and a weakness; a mix is possibly the best way forward.

3.1.6 Strategies

The literature review's selected papers presented some business strategies for mission-driven organizations. The insights regarding the different strategies have been summarized in Table 3.6.

Several strategies have been developed to overcome the difficulties mission-driven organizations face. A study involving 191 organizations in Asia focused on solving social issues found that there are two main strategies to drive real social change. The first one, *Collective Solution Development*, is a strategy revolving around coordinating stakeholders connected to a social problem to understand the root cause of the problem and cooperate to implement a solution. A common tactic for these companies is to form committees with local government, societal organizations, business leaders, and community leaders. The second strategy, called *Embedded Mobilization* revolves around raising awareness and driving collective actions with a collective purpose with the help of business operations. Many organizations applying this strategy provide education and training activities for communities, students, and the public. (Zhao, 2021)

Table 3.6: Strategy insight.

Collected Strategy Insights
One possible effective strategy is *collective solution development*, which involves collaborating with stakeholders to find the root cause of the social problem.
One possible effective strategy is *embedded mobilization*, which revolves around solving social problems in business operations.

3.2 Mission-driven business model frameworks

There is no clear definition of how a business model framework for mission-driven organizations should be modeled. However, eight proposed frameworks were found in the papers included in the systematic literature review, each presented in Table 3.7.

Table 3.7. Eight business model frameworks for social enterprises and/or NGOs found in the selected literature.

Article	***Title***	***Framework explanation***
Sparviero (2019, p. 246)	*The Social Enterprise Model Canvas (SEMC)*	Based on the Business Model Canvas, the SEMC is intended to frame the reasoning, structure, and resource utilization that enable a Social Enterprise (SE) and its beneficiaries to generate value. The model considers SE-specific difficulties such as governance mechanisms and blending social and economic objectives.
Weerawardena et al. (2021, p. 765)	*Conceptual framework of business model innovation in non-profits*	This conceptual framework aims to map how Social Purpose Organizations (SPOs) progress towards achieving financial sustainability while preserving or enhancing their social mission, considering internal and external factors influencing these aims. The framework components are categorized into five process groups: *Business model innovation conditions, strategic posture, mechanisms, contingencies,* and *outcomes.*
Sanderse, de Langen and Salgado (2020, p. 49)	*NPO Business model framework for NPOs with multiple income streams*	The business model framework aims to frame the complexity of non-profit organizations (NPOs) with dual income streams. The organization's programmatic activities are separated from the fundraising/marketing and financing activities to differentiate the paying and receiving stakeholders.
Komatsu Cipriani et al. (2020, p. 550)	*Key characteristics of SI (Social Innovation) business models*	Based on multiple and frequently conflicting bottom lines in social enterprises, the framework presents five characteristics social entrepreneurs should consider while setting up their business model to decrease the risk of organizational conflicts.
Sengupta et al. (2021 p. 10)	*Conditional acceptance framework for DBMI at BoP – A stakeholder's perspective.*	The framework proposes a structural model of stakeholder connections for social enterprises operating through a digital platform, highlighting the relationship between the four key elements: *Technological capability, technological awareness effort, stakeholder network stability,* and *stakeholder incentives.*

Nair (2022 p. 1609)	*Business Model Canvas for a Social Enterprise*	The framework uses the structure of the Business Model Canvas with the distinction that the *mission* should permeate all business model components the proposed framework aims to seize mission-driven opportunities, emphasizing the crucial need for an articulated mission to shape the design of social enterprises' value configuration properly.
Climent, Palacio and Catalá (2023 p. 8)	*Scalable Sustainable Business Model*	The sustainable business model uses the triple-layered business model canvas structure, consisting of three separate frameworks focusing on social, environmental, and economic aspects of social businesses. The tool is devised to maintain vertical coherence across its layers, with the social layer as the initial focal point.
Islam and Iyer-Raniga (2023, p. 18)	*Circular business model value dimension canvas*	The framework aims to encapsulate the aspects of circular business models for social enterprises. Two comprehensive guiding components distinguish the framework: *Circular goal and scope definition*, where the organization's circularity scope should be specified, and s*ustainability, mission, and action*, which focus on the company's vision of attaining Sustainable Development Goals (SDGs).

A common factor in the examined mission-driven business model frameworks is that many of them are based on existing business model frameworks that have been originated and innovated for for-profit corporations. Therefore, the accumulated framework components strongly share characteristics with typical corporate processes (e.g., value creation, competition, and cost structure), making it hard to frame the unique processes mission-driven organizations pursue.

Social enterprises and hybrids strike a financial balance between funding from public sources (e.g., donors and government grants) and the private market (e.g., selling their social products or services to subcontractors). Consequently, pinpointing relevant potential business models to navigate the tension between public and private capital raising is crucial (Margiono, Zolin & Chang, 2017). The need for balancing multiple objectives and sustaining themself economically while creating mission-specific social value outputs implies that the business models of these organization often need to include multiple bottom lines, in contrast to corporate businesses, that mainly strive to create value within a single bottom line, the financial (Komatsu Cipriani et al., 2020). Due to the more prominent presence of corporate businesses compared to mission-driven organizations, a significant portion of the existing research on business model frameworks is strongly connected to the pursuit of competitive advantage or profit maximization, making business model innovation within the sphere of the mission-driven sector relatively uncharted ground (Margiono, Zolin & Chang, 2017).

Komatsu Cipriani et al. (2020) state that "mission-driven organizations have complex business models that are formed and developed (in progress) in reaction to

the conditions (opportunities and constraints) in which they work and with the goal of accomplishing their social mission with the most impact (effectiveness)."

3.2.1 Constructing the Concept Framework

The literature review showed several differences between for-profit companies and mission-driven organizations that are important to consider when constructing a business model framework for mission-driven organizations.

3.2.1.1 Framework components

All components from the mission-driven business model frameworks found in the literature review, summarized in Table 3.7, were compiled, and sorted into different categories to construct the Concept Framework. Since some components were the same in the examined frameworks, the components were sorted after category, and similar components were merged. The complete list of categorized components can be seen in Appendix C.

3.2.1.2 The Concept Framework

The final mission-driven business model Concept Framework developed by the authors through an iterative process, can be seen in Figure 3.1. Ultimately, the chosen business model components for the Concept Framework were used to construct the case study interview protocol, which can be found in Appendix A.

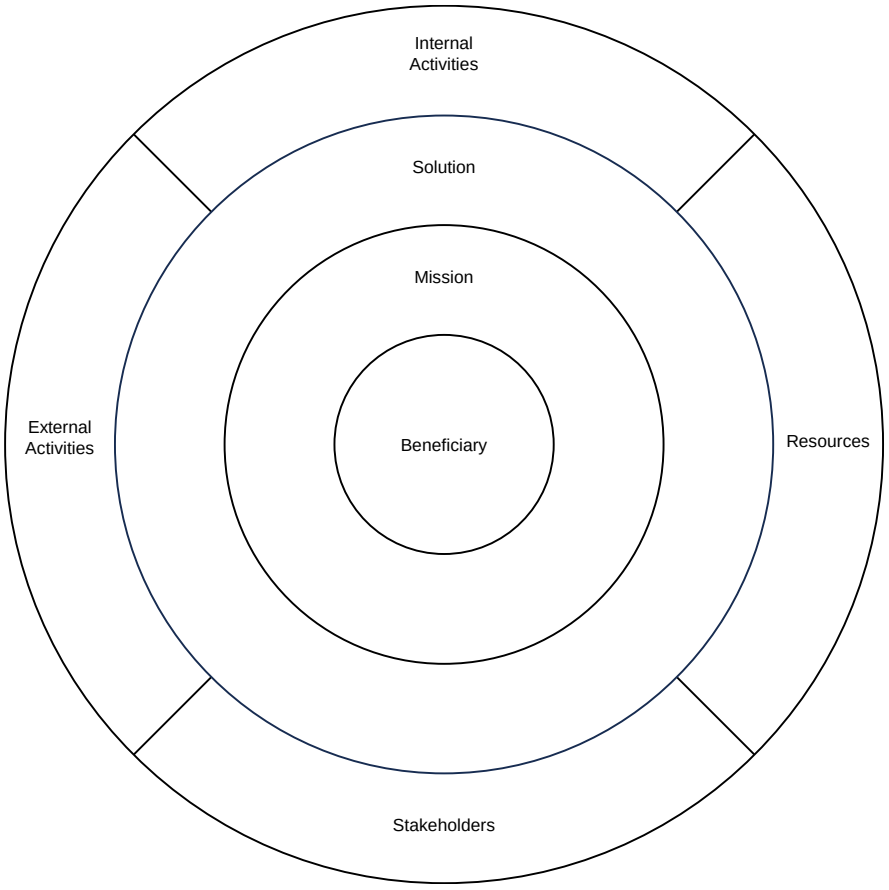

Figure 3.1: The Concept Framework.

The model was inspired by the framework component categories developed in 3.2.1.1 Framework Components. It was important to maintain usability and ensure that it did not become overly cluttered. Consequently, only the main components were included, while the sub-components, detailed in Appendix C, were omitted.

The conceptual framework was designed to be intuitively comprehensible. The model initiates at the center, which identifies the beneficiary and delineates their social problem. The next circle articulates the mission aimed at assisting the beneficiary in addressing this problem. The third circle presents the service or product that is aimed to reach the mission. The fourth circle includes the prerequisites for providing the solution. This includes detailing the activities, resources, and stakeholders necessary for implementing of the solution.

4 Case study

This chapter presents the findings from the case study, organized into tables based on the business model components from the Concept Framework developed in Chapter 3.2. These findings are subsequently examined and analyzed further in Chapter 5, Case study analysis. To contextualize the setting of the case study, the chapter begins with a concise overview of the environments in El Salvador and Nicaragua, where the 27 interviews in person, out of the total 34 interviews were conducted. The remaining interviews were conducted digitally A more detailed description of the field trip can be found in Appendix B, Field diary.

4.1 Case study environment

The case study took place in sugar fields and in a brick-making factory, spanning locations in El Salvador and Nicaragua. The interviews were conducted across different sites, each exhibiting distinct levels of implementation of the RSH-S program. The differences were stark; in the sugar fields of Nicaragua, the workers at the visited sites had the complete RSH-S program in place. The workers wore long-sleeved clothes, protective gear, and boots. They took mandatory breaks in shade every hour and hydrated according to the program. In the Nicaraguan sugar fields, the workers smiled. No one of the interviewed workers had had serious heat stress problems since the RSH-S program's implementation.

In El Salvador, workers were observed wearing crocs, t-shirts, and shorts, without any protective gear, and taking breaks at their own discretion. The workers were visibly more tired and affected of the heat than their counterparts in Nicaragua. One cane cutter spoke of his most recent heat stress incident. He had worked all day and was starting to feel lightheaded. Suddenly, he began to bleed from his nose and had to take a break, but he quickly returned to work. He had to finish the workday since he truly needed the salary.

During the visit to Nicaragua, a brick and tile-making facility was also inspected. The workers at the facility lacked any implemented safety measures. They commenced work as early as 1 am to conclude their tasks before the hottest part of the day. Additionally, all of the interviewed brick factory workers had acquaintances

and relatives who had succumbed to illnesses associated with heat stress. One of the workers had visited a doctor several years ago and was diagnosed with CKD and advised to stop working or at least change occupation, but since he had to provide for his family, he was still working. He worked at the factory job most exposed to heat, operating the oven. His task was to keep the fire going in the oven, feeding the fire with logs through a hatch. When the authors spoke to him in the morning, he had worked through the whole night and would probably stay for at least ten more hours.

The exploitation and structural problems these workers face daily speak for themselves. The case study also clearly shows that the problem is solvable, it is not even that complicated. Provide *rest*, *shade*, and *hydration*, and lives can be saved.

The social benefits and profits of LIN's RSH-S program are significant. The difference between the visited sites with an implemented RSH-S program and the ones without was massive. In the case of the organization's biggest client, the Nicaraguan sugar mill Ingenio San Antonio (ISA), the authors were told that the heat-stress incident rate has decreased from acutely affecting 21% of the workers to only 1% since implementing the program.

4.2 Case study findings

To illustrate the findings from the case study, the interview answers were summarized for each category in the Concept Framework, providing a representation of LIN's current business model. The table for each main component (e.g., Beneficiaries) was based on the list of sub-components in Appendix C. Some sub-components were deemed unnecessary since they did not capture insights into the business model and were thus excluded. This chapter is the building block of Chapter 5, Case study analysis, and the authors do not recommend the reader to go into detail in this chapter unless they have a special interest. The following sub-chapters to 4.2 have the findings presented in tables. However, the findings have also been aggregated and presented in Chapter 5.1.1, Gioia analysis. There, the findings are set into context, making it easier for the reader to understand them.

4.2.1 Beneficiaries

The first things asked in the case study were questions regarding the beneficiaries. What is the problem? What is the need? The findings and key interview answers for each sub-component can be found in Table 4.1.

Table 4.1: Findings and key answers for each sub-component.

Component	*Findings*	*Key answers*
Problem	The discovered correlation between hard work in warm climates and the presence of heat stress in specific world regions poses an extensive occupational health problem. Tens of thousands of people have died because of heat stress related CKDnt in the last few decades.	"I started working at 6 pm yesterday. It is 10 am, and I will most likely work until night. I have been diagnosed with CKD and know I should not be working, but I need the money to provide for my family." - *Brick Factory Worker*
Need	The encapsulated need, descended from problems LIN has chosen to combat, is to ensure the safety of workers by implementing measures to mitigate heat-related injuries and other occupational health concerns, especially those exacerbated by climate change effects. Neither the companies nor the employees take the dangers of heat stress seriously enough. This poses a need for protection and a need for LIN to persuade companies and employees of the benefits of protection and spread the information to a wider audience to increase awareness.	Employers must prevent their occupational health problems instead of investing in PR to "wipe the problems away". - *Chief Program Officer, LIN* The workers have been hard to convince. There has been substantial resistance from the workers to partake in the program. - *Field Manager, LIN* The culture is a dual barrier: The worker mindset and the employer mindset (lack of tradition in caring for occupational health) - *Chief Program Officer, LIN*

4.2.2 Mission

When asked about the organizations mission and visions, the LIN employees were united: The organization strives to defeat CKDnt globally and prevent heat stress. The findings and key answers are presented in Table 4.2.

Table 4.2: Findings and key answers for each sub-component.

Component	*Findings*	*Key answers*
Mission	All interviewed LIN employees were asked to convey their picture of the organization's core mission. The answers were consistent: The organization aims to defeat CKDnt globally and prevent heat stress. From LIN's webpage - "We envision a world in which all workers at risk of CKDnt are protected and what we have learned through our efforts is adapted to protect other groups facing public and occupational health crises." (La Isla Network, n.d.)	The organization's mission is to eliminate CKDnt and prevent heat stress - *Chief Program Officer, LIN* The mission of LIN is to protect workers in a warming world. Previously, the organization's mission was to study and prevent CKDnt, but it has gradually moved towards a focus on climate change and its effects on occupational conditions. - *EHS Engineer, LIN*
Vision	The organization has no official milestones. However, the interviews with LIN employees revealed two main prerequisites for further growth and extended social value output. Firstly, extend the organizations social offer to include more corporations, firsthand in the U.S. and Europe. The heat stress issue does not occur exclusively in warm, undeveloped countries. Workers in the southern part of the Western world are also likely to be affected by this possibly mortal condition. Secondly, it is essential to make the downstream buyers in the supply chain aware of the worker's situation, which will eventually "turn the steak" on who is paying for LIN's services. Including worker protection as a given supply chain component is a challenging but significant milestone for the organization. Redirecting the organization towards a more advisory-based operation could be one way to reach the downstream buyers in the supply more efficiently.	"We want to extend our client network geographically. Firstly, we are interested in working more in the USA and Europe, in both the agriculture and construction sectors." - *COO, LIN* The lack of care from the downstream buyers in the supply chain is one of the failing components. The buyers need to pay for the protection in some way. - *Chief Program Officer, LIN* The future of LIN must lean towards advisory. The organization needs to become less financially dependent on grants. - *Chief Program Officer, LIN*

4.2.3 Solution

The solution to the mission is the RSH-S program. It has shown remarkable results in preventing workers from suffering from heat stress-related injuries and diseases. The findings and key answers are presented in Table 4.3.

Table 4.3: Findings and key answers for each sub-component.

Component	*Findings*	*Key answers*
Acceptability	The interviewed field workers participating in the RSH-S program had a positive overall impression. They expressed that they now feel more energized after the workdays and that they were thankful that someone finally paid attention to their working conditions. The concerns that arose from the case study were mainly connected to the salary structure used by clients. Today, most of the workers get paid based on each day's individual performance. Thus, the workers fear that the program's scheduled regular breaks will decrease productivity and their daily wages. According to the interviewed LIN employees, the usage of this salary structure is one of the most significant acceptability barriers when implementing the RSH-S program at a new site.	"After the implementation of the program, I feel that the work on the field is not that hard anymore, and when I come home, I am not that exhausted anymore." - *Field worker* "There has never been anyone caring about their working conditions before." - *Field worker* The clients' broken salary incentives should be focused on. - *Vice President of Development & Engagement, LIN* The workers' salary method (e.g. cane cutters get paid per how many tons of cane they cut each day) is a great barrier to the implementation of the RSH-S program. - *Program Leader, LIN*
Accessibility	Due to the size of the organization and the current resources needed for each new program implementation, LIN can't provide the RSH-S program to all in need. Further, the general awareness of heat stress needs to increase to make the RSH-S program more accessible. Today, neither employers nor workers are sufficiently informed about the possible fatal consequences of working in heat-exposed environments. Thus, they lack the initiative to take action to prevent it.	"The general educational background of the workers is a major challenge for the program." - *Administrative Support Specialist, LIN*

Affordability	The case study showed that the cost of implementing the RSH-S program is a barrier for potential clients. The key dilemma is that they fear the program will decrease the workers' productivity. However, LIN has shown that the program can actually have a positive economic impact. Implementing the RSH-S program in the Nicaraguan sugar mill, ISA, resulted in return on investment (ROI) figures of 22%.	Initially, the employers often see the program as an unnecessary expense. - *Field Manager, LIN* Most of the sugar industry do not want to implement a worker protection program since they are afraid of the costs it will bring. "How is production going to increase by taking more breaks?" is an often-used term. - *Head of Occupational Health, ISA* The cost of implementing the RSH-S -program is a barrier for some potential clients. - *Manager of Occupational Health, LIN*
Awareness	LIN is a relatively small actor in the occupational health sector and is, therefore, not recognized globally. The case study showed that the organization's reach should be improved to increase its potential social impacts in line with its mission and vision. The RSH-S program has a good reputation with existing clients, but employers in heat-exposed countries' general skepticism towards occupational health actions is a barrier that must be overcome to raise general awareness of the program.	The organization doesn't have enough bandwidth. Increasing our reach is one of the organization's biggest challenges right now. - *Vice President of Development & Engagement, LIN* LIN is a "boutique NGO" - *EHS Engineer, LIN*
Program delivery method	LIN does not have a structured program delivery method. Today, the RSH-S program implementation process differs greatly from client to client. From the interviews with the LIN employees, the authors discovered that there is a united will to streamline the implementation process to make the organization's operations more efficient and to make room for acquiring more clients. The organization does not have a standardized client interaction protocol to follow for every new program implementation. Thus, acquiring a new client, launching the program, and ensuring that the program interventions are being followed is severely resource-consuming for the organization.	There is a need to streamline the RSH-S program. - *EHS Engineer, LIN* We need to "connect the dots" of the RSH-S program to make the organization scalable. - *CEO, LIN* Today, the organization is maxed out on people hours because of our lack of a standardized program protocol. - *CEO, LIN*

Solution super-vision	A main theme found from interviews was the importance of monitoring the field workers to ensure their compliance with the program interventions. The case study highlighted that physical supervision by, for example, harvest supervisors, which ISA today uses during cane harvest, is costly, resource-consuming, and difficult since the field workers often work in scattered across large areas. Further, there could be a risk of workers having different working behaviors when being observed and when not being observed. Subsequently, many interviewees expressed that there must be a way to ensure that the program is followed even on days when the workers are not physically observed in the field.	It is difficult to make sure workers are following the program interventions. Program supervision and education is essential, but not all workers listen to talks about the importance of the program. - *Head Nurse, LIN Client* “The fields are huge. It is difficult to keep track of the workers at all times.” - *Crew Manager, ISA* People have different behaviors under observation. This phenomenon applies to everyone. From workers to management. - *CEO, LIN*
Knowledge integration	Integrating knowledge in the RSH-S program is one of LIN’s most important steps in easing program implementation and increasing beneficiary acceptability. The workers' lack of knowledge about heat stress and CKD contributes to their skepticism about changing their working habits. Many do not understand how their current work situation could be dangerous. During the interviews, both LIN and client employees expressed that educating the workers was a key activity for successfully implementing the RSH-S program. Many field workers take great pride in their work. Often, heat-exposed, lower-income countries have a culture of hard work where you do not confess that the hard work affects you physically. Male field workers mainly have an “act tough” mindset, potentially leading to resistance when LIN wants them to change their working habits by participating in the RSH-S program.	The varying degree of public knowledge in heat stress and CKD in affects how the RSH-S program is perceived. If the public has a general heat stress awareness, a key part of the implementation barrier related to the program is overcome. - *Technical Coordinator, LIN* The most difficult thing with the program is to change the worker's mindset. - *General Manager of Health Promoters, ISA* The masculinity culture within a lot of the worker groups is a problem. They see themselves as “immortal”. The general educational background of the workers is a major challenge for the program. - *Administrative Support Specialist, LIN* “Education above all is the way to go.” - *Director of Sustainability, LIN Client*

Dual value alignment	The case study showed that LIN's RSH-S program creates a positive social impact by improving clients' occupational health situations while improving workers' productivity. According to several of the interviewed LIN employees, aligning these dual values with potential clients is crucial to overcome their skepticism about investing in occupational health.	For us, implementing LIN's RSH-S program has led to: Improved production, healthier field workers, less accidents and improved the personal life of the workers since they make more money because of increased productivity. - *Head of Occupational Health, ISA* The visualized results from current clients who have implemented the program will be a key factor in gaining new clients and markets. - *EHS Engineer, LIN*

4.2.4 Internal activities

It was found that the LIN's strong growth in the last few years strongly characterizes the organization's internal activities. Due to stakeholders' highly increased interest in LIN and the RSH-S program, the organization is struggling to meet the strong demand on an organizational level. The findings and key answers have been presented in Table 4.4.

Table 4.4: Findings and key answers for each sub-component.

Component	*Findings*	*Key answers*
Managem-ent	LIN has grown significantly in the past few years, partly due to being rewarded with an extensive grant from the U.S. Department of Labor to promote safe and healthy workplaces in Honduras, Guatemala, and El Salvador. They are currently involved in over 25 projects and are present in more than 25 countries. The expansion has led to a need for more rigid and structured organizational management so that LIN can coordinate the projects sufficiently and efficiently. During the interviews, several LIN employees mentioned that they today have an unsustainably high workload.	Scaling up the organizational management within LIN in the coming years is a major challenge. - *Vice President of Development & Engagement, LIN* Due to the increased growth rate of the organization, today, the management has bare time to put in each project. - *EHS Engineer, LIN* The organization needs a more top-down-like management hierarchy to handle all upcoming projects. - *CEO, LIN*

Impact measure-ment	Since its launch, the RSH-S program's impact has been measured extensively. Through medical and productivity testing on the participants, LIN has scientifically proven that the program is impactful and efficient.	In 2017, 21 % of ISA's workers were affected with acute heat stress. In 2023, this figure had decreased to 1 % thanks to the implementation of the RSH-S program. - *Field Manager, LIN* ISA's investment in LIN's RSH-S program has had a ROI of 22 %. - *Head of Occupational Health, ISA*
Governan-ce	The current grant dependance affects LIN's governance since they need to operate in accordance with what the grant permits. Consequently, LIN's grant providers (e.g., government agencies) have a powerful position in the organization's governance activities.	The grant capital can only be used within the frame of the grant protocol. It inhibits the flexibility of the organization's activities to some extent. - *COO, LIN*
Communi-cation	Today, LIN's marketing activities mainly consist of sharing the organization's progress through its website and social media channels (e.g., LinkedIn and Instagram). Since allocated budget for marketing is rather small, LIN focuses on increasing its organic reach. The main target is to reach out to professionals within the sustainability sector, more specifically, middle management and development officers of companies associated with working in heat environments. By attending global sustainability and occupational health conferences, LIN spreads the word about heat stress and its RSH-S program to authorities, policymakers, and potential partners worldwide.	We lack marketing people. Today, the "marketing team" consists of one person working half time. - *Director of Communication, LIN* We should be focusing more on taking advantage of marketing grants, such as Google Ad Grants for nonprofits - *Director of Communication, LIN* We want to reach middle management and development officers on brands that source primary products. - *Director of Communication, LIN* Attending conferences and building a "network" has been major activities for developing the organization in the past year. - *Director of Communication, LIN*
Cost structure	The cost structure for the RSH-S program varies between clients. For example, one of LIN's clients, the Nicaraguan sugar mill ISA, have an agreement with LIN splitting the costs between them.	Today there is no clear cost and revenue structure for the RSH-S program. It varies a lot from project-to-project. – *COO, LIN*

Revenue stream	Grants almost exclusively finance LIN. Thus, grant application is one of the organization's paramount internal activities. They are working with potential clients who could be willing to pay for the RSH-S program. Having paying clients would be a major milestone for LIN and could open the door to making the organization more economically self-sufficient in the future.	Grant application & reporting are time-consuming activities for the organization. - *Vice President of Development & Engagement, LIN* The future of LIN must lean towards advisory. We want to decrease the organization's grant dependence. - *Chief Program Officer, LIN* We want to expand with corporate clients, paying for our services. This way, we can make profit which can be invested to improve the organization. - *COO, LIN* The organization needs more non-governmental, less "restricted" capital, from e.g. private donors. More flexible capital will help develop the organization in the direction we wish. - *COO, LIN*

4.2.5 External activities

The external activities cover only a few activities; however, the ones that are covered are important. They conclude that some essential activities are not performed directly by LIN but by stakeholders. The findings and key answers have been presented in Table 4.5.

Table 4.5: Findings and key answers for each sub-component.

Component	*Findings*	*Key answers*
Ecosystem level activities	LIN's RSH-S program is based on extensive collaboration with clients. The client must provide physical resources such as shade tents and electrolyte drinks and run the program's day-to-day operations. Furthermore, they need to drive change in management and among workers so that everyone is on board with the change. This has proved to be time-consuming. Further, the case study highlighted that the possibility of obtaining sustainability certifications (e.g., Fairtrade) by participating in the RSH-S program plays a vital role as a driving force for new possible program clients.	Our current and possible future clients' interest in sustainability certifications is increasing. - *EHS Engineer, LIN*
Volunteers	LIN does not have any traditional volunteers but rather involves academically financed researchers from universities worldwide to help develop the organization's knowledge base around heat stress and scientifically prove the need for occupational health actions to prevent illness.	One of the organization's major strengths is our extensive collaborations with universities. - *EHS Engineer, LIN*

4.2.6 Stakeholders

LIN's stakeholders are a diverse group with different incentives and levels of involvement. They have all been presented in Table 4.6.

Table 4.6: Findings and key answers for each sub-component.

Component	*Findings*	*Key answers*
Customers	The current users of LIN's RSH-S program mainly consist of sugar mills and other industries characterized by extensive manual labor in warm conditions. The clients are responsible for the program's day-to-day operations.	
Networks	LIN has an extensive research network. By collaborating with researchers worldwide, they have established a profound knowledge base on heat stress and CKDnt and further scientifically proven the RSH-S program's efficiency.	LIN provides scientific research on heat stress and its consequences, which is an organizational strength. - *COO, LIN*
Universities	By establishing relationships with local medical universities, LIN gets help conducting medical testing in the RSH-S program. This relationship decreases LIN's human capital and physical resource needs at each program site. The universities provide medical personnel, medical equipment, and lab capacity.	LIN has sufficient lab/research capacity through our collaborations with universities. - *Manager of Occupational Health, LIN*
Government institutions	LIN seeks to increase its credibility with potential clients by establishing relationships with government agencies in heat-stress-exposed countries. Local governments are interested in improving their nationals' general occupational health situation. LIN stakeholders, such as governments and manufacturers, sourcing raw materials from heat-stress-exposed sectors, need to raise their occupational health awareness in order to decrease the heat stress issue in the long term.	Both governments and manufacturers, especially supply chain buyers, need to raise awareness of the workers' terrible working conditions to defeat the heat stress issue. - *Chief Program Officer, LIN*
Donors	Since LIN's major revenue stream is grants, relationships with current and potential grant providers are crucial. Making potential funding partners aware of the breadth of the heat stress issue is essential to secure future funding.	The grant providers are not realizing the devastating consequences of heat stress. - *Field Manager, LIN*

Competition	Currently, no other organizations are working directly to solve the heat stress issues. However, LIN competes financially with several other organizations during grant processes. The competing organizations mainly have other social objectives that often preclude potential collaboration.	LIN is the only organization working on this "this scoop". - *Chief Program Officer, LIN* There is a lot of competition when applying for grants. Sometimes, we can collaborate with other applying organizations, but we often stand too far from each other objective wise. - *COO, LIN*
Local communities	Spreading the word about heat stress to the local communities in exposed areas is important for getting the workers and their families to realize the potential consequences of not protecting themselves from the heat. LIN is interested in how the RSH-S program benefits the communities.	We are doing socioeconomic research to measure the RSH-S program's positive impacts in a broad perspective. We want to see that the program benefits not only the workers but also their families and communities. - *Field Manager, LIN*

4.2.7 Resources

LIN's resources are mostly human and financial. Of course, physical resources, such as computers, offices, etc., are also present, but they are deemed too basic to be described here. The findings and key answers are presented in Table 4.7.

Table 4.7: Findings and key answers for each sub-component.

Component	*Findings*	*Key answers*
Human assets	The interviews with LIN employees revealed that human competence is one of the organization's major resources. The staff is driven and passionate about LIN's mission. Additionally, the scientific competence derived from researchers in the organization's university network permeates LIN with knowledge and credibility towards key stakeholders such as governments and grant providers.	The organization consists of an incredible group of individuals. Many of them have dedicated their lives to the organization's mission. - *COO, LIN* A fundamental key resource is that we have exceptional passion driven "leaders in their field" from universities all over the world working for the organization without any wage claim. - *Chief Program Officer, LIN* Every individual working for the organization has their own network. This brings value and credibility. - *COO, LIN*
Financial	As mentioned, LIN's revenue stream currently consists of grants, capital pinpointed to a specific aim. Therefore, the organization's financial resources are relatively restricted, meaning it is financially inflexible.	Today LIN's revenue mostly consists of government grants. This makes us inflexible. - *COO, LIN*

5 Case study analysis

In this chapter, the case study findings are analyzed through multiple steps to help the authors obtain a deeper understanding of LIN as an organization, detect shortcomings, and suggest possible future focus points. Furthermore, the findings present shortcomings in the Concept Framework developed in Chapter 3, Literature review.

5.1 Analysis tools

The collected data from the case study had to be synthesized into more manageable information to draw conclusions. The first step of this synthesis was to do a Gioia analysis to identify several overarching themes. The themes were then discussed in a workshop with LIN employees to get their input on their accuracy. Furthermore, the themes were taken up in a SWOT analysis to visualize and identify strengths, weaknesses, threats, and opportunities.

5.1.1 Gioia analysis of the interview answers

Following, the interview answers were analyzed and aggregated using the Gioia framework. The interviews provided hundreds of answers. About one hundred of them were chosen as the most representative and important, they were used in the first level of analysis. The next level grouped the similar first-order answers into 15 categories. From the second-order concepts, seven third-order themes were detected. The visualized second and third-level analyses can be seen in Figures 5.1 & 5.2. Further, the third-order themes are each explained in the following seven subchapters.

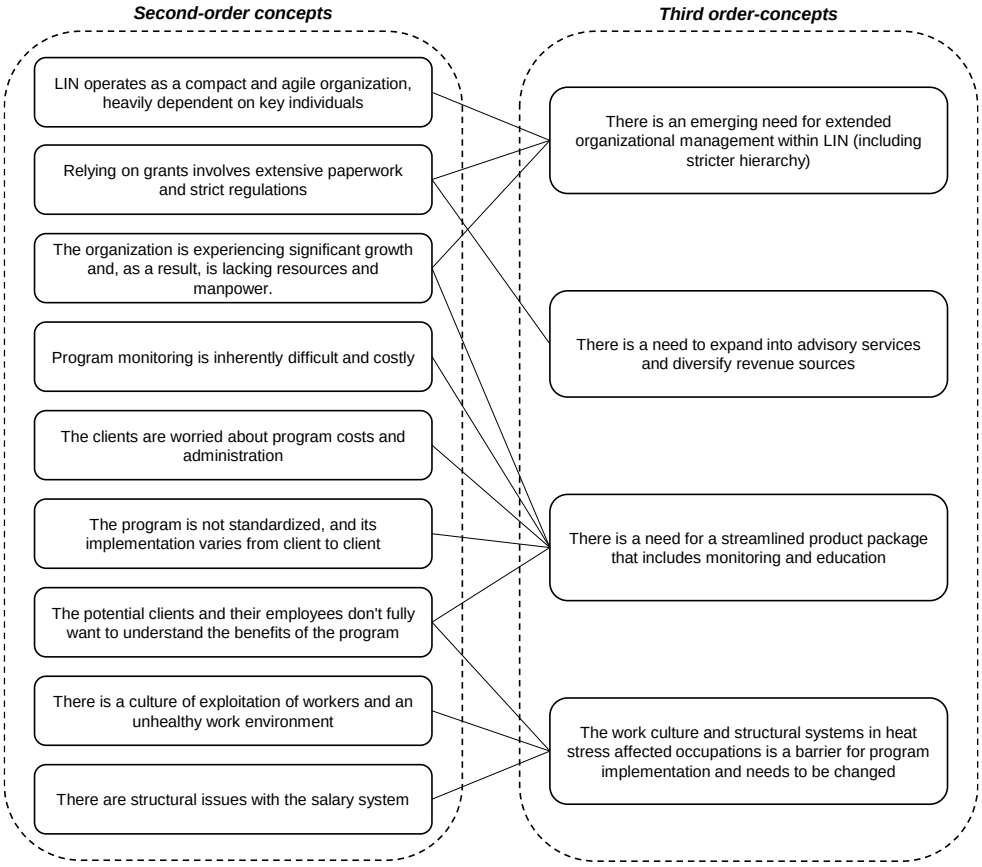

Figure 5.1: The second and third order of the Gioia analysis part 1.

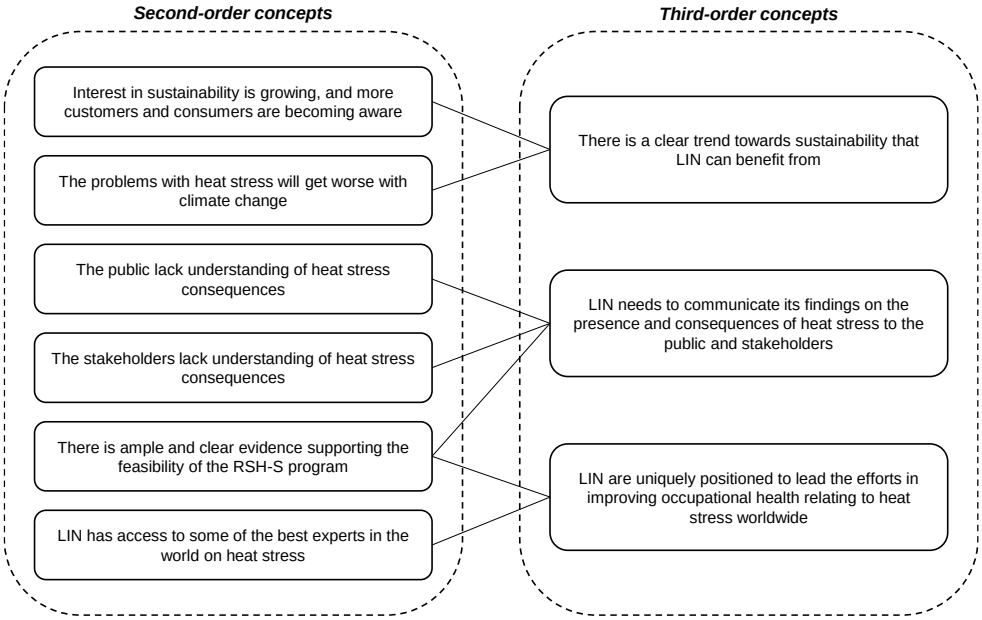

Figure 5.2: The second and third order of the Gioia analysis part 2.

5.1.1.1 Emerging need for organizational management

From analyzing the current business model, it became evident that LIN must enhance its organizational management. This is mainly due to the increasing scope and responsibilities of the organization, their size, and the fact that they are very dependent on a few key people. “The organization doesn’t have enough bandwidth; people are stretched thin. This is one of the biggest challenges right now.” - *Vice President of Development and Engagement, LIN*

The fact that the organization mainly depends on grants sets strict conditions for how LIN’s budget is used and how the organization and the RSH-S program are run. This limitation impedes the organization's capacity to undertake sufficient activities to expand its operations' reach and scope, such as marketing initiatives.

5.1.1.2 There is a need to move towards advisory

Almost exclusively relying on grant funding presents financial challenges. It requires extensive administration and strict budgets, which means that the organization cannot move as fast as it wants to protect more workers. Budget constraints hinder pursuits such as marketing and market research, thereby impeding operational agility.

Transitioning towards offering revenue-generating advisory services to clients rather than primarily relying on grants could enhance the organization's financial standing. This could potentially lead to greater flexibility in allocating financial resources according to the organization's needs and priorities, allowing for faster

spreading of the RSH-S program. Government grants are generally quite slow to get awarded, while private companies can move more quickly and start implementing changes within a short timeframe.

5.1.1.3 There is a need for a standardized product

Today, the RSH-S program is customized individually for each client. This creates difficulties for the organization since they must allocate plenty of time and resources to plan the program's implementation for each new client. Therefore, the organization needs a structured inventory of activities that should be included in the RSH-S program and a straightforward implementation framework with manuals and routines to streamline and standardize the program. With a standardized program protocol, expanding to other industries and markets would be easier. Further, a protocol would benefit the alignment of the program's dual values - improved health and increased productivity - with potential clients. Several interview subjects mentioned the lack of systematization and regularity as an organizational weakness. For example: “Today, the organization is maxed out on people hours due to the lack of a standardized program protocol.” - *CEO, LIN*

The product must encompass all components of the RSH-S program, comprising monitoring, medical testing, worker education, and pilot studies. Without these elements, neither the workers nor the management will fully grasp the benefits and adhere to the program requirements.

Including supple and efficient monitoring and education in the program are fundamental problems frequently mentioned by the interviewees. “Explaining the program benefits to the workers is essential for making them willing to participate.” - Program Leader, LIN. “The fields are huge. It is difficult to keep track of everyone at all times.” - *Crew manager, ISA*

The problem is well understood and has a clear, replicable solution: the RSH-S program. The product needs to be simple and easy to understand for customers to clearly understand the benefits, including the program’s role in aiding their pursuit of sustainability certifications and CSR, as well as the cost savings and positive return on investment it will result in. Many interview subjects mention the perceived costs of implementing the program as the main barrier to adopting the program.

5.1.1.4 The work culture and structural systems are problematic

The general culture of the communities suffering from heat stress is problematic. There is not enough awareness of heat stress, and even if the workers understand the dangers they must work to provide for their families. It is difficult to convince the workers and management after years of working in a certain way to change the practice. The challenge in implementing the RSH-S program stems from a lack of understanding of the benefits offered by the program. Several interesting answers regarding the work culture of the workers were given by the interviewees, such as:

“Workers believe they will lose both time and money taking part in the program.” - *EHS Engineer, LIN*

The general lack of safety at worksites has created a poor work environment, encouraging workers to labor long hours without breaks, leading to them suffering from heat stress-related illnesses. The bad work situation has also created mistrust between the workers and the management after years of exploitation. “The workers don't fully trust their management.” - *Chief Program Officer, LIN*

Furthermore, the prevalent salary system frequently used by employers in heat-exposed countries fails to incentivize field workers and managers to prioritize protection against heat stress. Under this system, the salary is based on daily performance in the field, fostering a desire to maximize working hours. For example, field managers of sugar mill workers are compensated based on their group's daily workforce attendance and production output. This incentivizes the team leaders to push the workers to work hard and to not take days off. Meanwhile, the field workers are paid per ton of sugarcane they harvest, encouraging them to exert themselves excessively, often beyond their physical limits.

5.1.1.5 The trend towards sustainability

There is a trend towards sustainability that the organization and the stakeholders are aware of. Several of the interviewees touched upon how this trend affects LIN’s current business model. This trend could be divided into three main obstacles. Firstly, the increased global temperature increases the need to protect workers in more places since the local temperatures also increase correspondingly. “The weather and the climate are a huge challenge for us. Reducing our field workers' daily working hours might be required in the future if temperatures keep increasing.” - *Head of Occupational Health, ISA.*

Secondly, the pressure from consumers and other stakeholders within supply chains is increasing. Today, consumers demand that companies take care of their workers more sustainably. This pressure will eventually result in a more significant focus on working conditions and occupational health, and the business sectors are increasingly recognizing the importance of proactively safeguarding their employees rather than later being caught off guard.

Thirdly, as numerous interviewees highlighted, there is a growing emphasis on obtaining sustainability certifications. Many companies require these certifications to sell their products to specific customers, underscoring the importance of prioritizing worker protection to meet certification requirements. With increased awareness, stakeholders in the supply chain are starting to monitor the occupational health issue more. Further, the increased awareness could potentially present additional opportunities for LIN to implement its RSH-S program in new sectors and geographic locations.

5.1.1.6 LIN Needs to spread awareness of the effects of heat stress

There is a lack of awareness regarding the risks of heat stress among both the general public and companies employing workers in heat-stress-prone occupations. This knowledge gap persists as the heat stress issue is not taught in schools nor included in government initiatives or employer training programs. Moreover, actors in supply chains where workers are impacted by heat stress often lack a comprehensive understanding of the issue. Increased awareness among all these stakeholder groups will facilitate the implementation of protective measures for workers. Many interview subjects brought up the issue of low heat stress awareness as a major barrier to implementing the RSH-S program. For example: "The varying general knowledge about CKD in the different countries LIN is working in affects how the program is perceived. The more CKD awareness, the easier the program implementation gets." - *Technical Coordinator, LIN*

5.1.1.7 LIN needs to raise awareness on the effects of heat stress

The case study showed that LIN has a unique organizational position within occupational health. They have passionate and competent employees, partners, and an extensive, global network of researchers. The organization has gathered research on heat stress for years and has proven its solution, the RSH-S program, by successfully implementing it on numerous sites. LIN possesses a unique combination of competencies and experiences needed to deal with the problem of heat stress and should take advantage of it to extend and amplify their social impact.

5.1.2 Workshop with the organization management

After the first analysis step, where the Gioia framework had been filled in, a workshop with LIN's management was held where the authors presented their conclusions based on the first analysis. This workshop was used as a member-checking session to confirm the case study findings with the organization. It was also used to get input into the possible solutions and ways forward to address the improvement areas found in the Gioia analysis. The following sub-chapters are input from the participants in the workshop.

Furthermore, a timeframe for the proposed changes was asked for during the workshop. Thus, a timeline for the changes has been included in the Chapter 7.3 RQ3. The timeframe for each recommendation was discussed during the workshop and are thus rooted in what the organization has capacity to achieve in the next few years.

5.1.2.1 Emerging need for organizational management

Today, many LIN employees balance multiple responsibilities, leaving limited time to concentrate on core objectives. LIN will require well-defined roles and

responsibilities to streamline operations. In the future, establishing a dedicated sales team and appointing manager for private industry programs could prove beneficial.

5.1.2.2 There is a need to move towards advisory

The potential of splitting the organization into two entities, an NGO, and a corporate advisory company, was discussed during the workshop. Dividing the organization is not a silver bullet; it will be crucial to understand the delineation between the entities and determine the level of cooperation and communication required between them.

5.1.2.3 There is a need for a standardized product

The possibility of outsourcing several processes of the RSH-S was discussed. However, outsourcing medical testing and monitoring is not possible as of right now. First, a streamlined product with clear steps, manuals, training material, and routines is needed. The product needs to be tested and improved before anything can be outsourced. In 3 - 5 years, outsourcing should be possible.

Furthermore, the education on the dangers of heat stress for the workers was discussed. Educating workers early in the process should be included in a product package. In some RSH-S program sites, LIN lacks direct access to workers, a gap that should be addressed within the package. Early education of workers prior to the program implementation enables them to test the strategies themselves before formal regulations are enacted, potentially enhancing the program's perception.

5.1.2.4 The work culture and structural systems are problematic

The poor work culture in industries affected by heat stress was discussed. In many sectors, culture poses a significant barrier to the implementation of the RSH-S program, and LIN requires robust protocols to effectively instigate a change in the working culture. The system's transformation will represent a paradigm shift requiring considerable time. It is essential to carefully consider how to package the RSH-S program so that it can acknowledge and navigate around cultural barriers. This includes addressing clients' salary structures.

5.1.2.5 LIN needs to raise awareness on the effects of heat stress

LIN should devise strategies to engage with communities and local populations, including schools, to raise awareness about the detrimental impacts of heat stress. Initiating grassroots efforts could be one approach to combat this.

5.1.3 SWOT analysis

Two distinct SWOT analyses were conducted to summarize the strengths, weaknesses, opportunities and threats of the organization and the RSH-S program which are illustrated in Figures 5.3 and 5.4. By separately examining LIN's organizational traits and the program's characteristics, these analyses aimed to illustrate and make it easy to understand the various positive and negative aspects of the current business model, aiding readers in understanding its distinct features. The SWOT analysis summarizes the themes in the case study, the Gioia analysis, and the workshop with LIN's management.

	Positive	*Negative*
Internal	**STRENGTHS** - The organization possesses passion-driven employees with major experience within the sector. - The organization possesses research and data to scientifically prove the presence and width of the problem it is combatting. - The organization has a strong stakeholder network, including universities and reputable researchers.	**WEAKNESSES** - The organization is small. Consequently, they have little power over decision-makers. - They rely a lot on specific key individuals. - The organization lacks PR resources, both financial and personnel-wise. - Many LIN employees have an unsustainably high workload. - Today's grant dependence demands a lot of administration. - The organization somewhat lacks a rigid management structure.
External	**OPPORTUNITIES** - The interest in sustainability/certifications is increasing. - Climate change is making the effects of heat stress more visible, which could pave the way for LIN's RSH-S program. - Targeting a more advisory-based operation could benefit the organization's revenue generation.	**THREATS** - The effects of climate change are posing a challenge for future operations. - Supply chain stakeholders and grant providers do not grasp the consequences of heat stress. - Grant dependence could somewhat be unreliable financing-wise.

Figure 5.3: SWOT analysis on the organization of LIN.

	Positive	*Negative*
Internal	STRENGTHS - LIN has experience and knowledge in implementing and monitoring the RSH-S program. - The ROI of the program is positive, and it increases workers' productivity. - Education is critical for success and is provided today through the program. - LIN has good lab and research capacity. - LIN has invaluable experience in implementing the RSH-S program. - The collaboration with clients is far-reaching.	WEAKNESSES - Lack of standardization of the program makes it costly and inefficient. - Monitoring by LIN is only done when LIN employees are in the field. - Clients must monitor workers at all times to ensure compliance. - Everyone must be convinced of program benefits, from workers to top management. - There is no one-size-fits-all; all clients have specific needs. - The implementation demands a lot of man-hours, medical testing, education, transportation, etc.
External	OPPORTUNITIES - Workers and management like the program when they have tried it. - Interest in sustainability/certifications is increasing. - Climate change is making the effects of heat stress more visible. - Climate change is making the potential client base bigger (unfortunately).	THREATS - The work culture is a barrier to the implementation of the program. - Workers believe they will lose money by following the program. - The salary system (payment per ton) is problematic. - Not every worker can be reached by the RSH-S program, given that it is a global problem. - The cost of the program is a major barrier for clients. - Awareness of heat stress and protective measures is low. - Worksites are often large. Consequently, it is difficult to monitor the workers. - The educational background of workers is generally low, as is their knowledge of heat stress. - Climate change can affect the viability of the program. - The workers do often not trust their management.

Figure 5.4: SWOT analysis on the RSH-S program.

6 Recommendations

This chapter packages the themes found in Chapter 5, Case study analysis, into applicable recommendations for LIN, regarding their business model and the RSH-S program. The recommendations are substantiated by the business model insights for mission-driven organizations found in Chapter 3, Literature review. Further, this chapter proposes an iterated, finalized version of the formerly developed Concept Framework.

6.1 Implications for LIN

This chapter presents a series of suggestions for improving La Isla Network's business model. The proposed recommendations draw from the literature review findings, the case study, and the case study analysis conducted in the preceding chapters.

6.1.1 Advisory package

The case study highlighted the need for a streamlined process within LIN for implementing new RSH-S projects. To address this, there is a need to establish a standardized and replicable product that requires minimal customization for each new client. The importance of replicability is underscored in the literature as a crucial factor for successful internationalization (De Beule, Bruneel, & Dobson, 2023). Additionally, the literature review indicated that having a product or service that is easy to understand and implement is a success factor for social business enterprises (Akter et al., 2020).

The advisory package should include the vital parts of the RSH-S program: rest, shade, hydration, and, where needed, sanitation. The levels of the advisory packages should provide different tiers of worker protection, thereby varying in cost, to accommodate the economic situations of different clients. Three different packages could be instituted as a starting point. The authors proposed different-level packages can be seen in Table 6.1. These levels are mere suggestions based on the authors thoughts and should be altered as LIN see fit. It is important to remember that different industries have different conditions. For example, a sugar plantation with

thousands of relatively low-paid workers are possibly more cost-aware than a construction firm in a developed country with high salaries. The costs of the program will inevitably be compared by employers to the cost of the workers, meaning that higher costs can be tolerated for a better product if workers already are paid more.

Most importantly, monitoring of the workers must be included in the package. The case study showed that monitoring is a costly and time-consuming program activity. Digital wearables on each worker, measuring their core temperature and working intensity, could enable quick and easy monitoring. Further, the monitoring differs depending on the package level. Real-time data for the most expensive package, while the lowest-tier package can include the use of the most cost-effective wearables and after-day data extraction.

Additionally, the advisory package should incorporate fundamental protection gear for the workers, ensuring they are safe from other occupational hazards. Mandatory provisions such as sun-protective clothing, sturdy boots, and appropriate work attire should be included, particularly in the higher-tier packages. Moreover, the provision of first aid kits at worksites, which is not yet standard practice everywhere, should be included in each program package.

Education should be an integral component of the advisory packages. Both the workers and their management lack a fundamental understanding of heat stress and the RSH-S program's benefits and require education both before and during the program implementation. The need for continuous educational efforts is also mentioned by Pacheco-Zenteno et al. (2021) as paramount for changing the traditional way of working. Field managers are among the most crucial groups to educate, as they oversee the sites and supervise the workers. It would be beneficial to provide workshops to them before the program implementation, where they can ask questions and gain clarity on the benefits. Educating workers can be achieved through digital meetings, using platforms like WhatsApp, which are widely used in most countries. Additionally, distributing physical pamphlets containing essential information about heat stress and the RSH-S program would help educate workers.

When marketing the different levels of advisory packages to potential clients, it is crucial to emphasize the RSH-S program's proven positive return on investment (ROI). As nearly all interview subjects indicated, productivity gains are a primary driver for companies seeking change. Moreover, LIN should effectively communicate to the field workers the favorable economic outcomes of the program, as their primary concern is often maximizing their salary.

Table 6.1: Examples of advisory package levels.

Package	*Bronze*	*Silver*	*Gold*
Monitoring by digital wearable	Cheapest possible monitoring	After-day data collection	Real-time data collection
Protective gear	Yes	Yes	Yes
First aid kit at site	Yes	Yes	Yes
Education	Digital and pamphlets	At site and pamphlets	Digital, at site, and pamphlets

6.1.2 Changing the status quo

The prevailing work culture in many heat-exposed countries is problematic. Years of worker exploitation in various heat stress-related occupations have adversely influenced perceptions regarding acceptable working conditions. The case study clearly showed that some or even most employers do not care about the workers' health or well-being, and even if they do, there is not enough knowledge on how to mitigate the problems.

Pacheco-Zenteno et al. (2021) conducted a study on sugar cane workers at ISA during the implementation of the RSH-S program that parallels the scope of this thesis. The study's findings indicated that due to the autonomy granted to managers in decision-making processes, a considerable number of them prioritized task completion over ensuring the safety of personnel. Consequently, the implementation of the RSH-S programs became challenging. This overall problem with the working culture aligns with the conclusions drawn in this master thesis.

Another cultural aspect is the flawed salary system, frequently used by employers in heat-stress-exposed sectors, contributing to impaired occupational health. This is also taken up as an obstacle to the adoption of self-care practice as mentioned by Pacheco-Zenteno et al. (2021). Paying workers based on output incentivizes them to maximize productivity and minimize breaks, which is counterproductive. LIN has shown that productivity increases when workers take frequent and regular breaks under the RSH-S program, highlighting the need for a shift in this approach. A system where workers earn a minimum wage plus an additional wage per output could be included in the advisory packages. This should be researched further to investigate if it is feasible.

To transform the identified flawed culture, LIN must persist in influencing various stakeholders, including regulators, certification bodies, lenders, insurance providers, local communities, politicians, and government agencies. Moreover, educating students about the dangers of heat stress and collaborating with educational institutions in affected areas should be explored. This heightened

awareness can be achieved through direct public relations targeting clients or indirectly integrated into marketing campaigns. The literature review also highlighted brand building as an important success factor (Sanderse, de Langen & Salgado, 2020); working with PR can strengthen the brand, making it easier to spread to new markets, industries, and clients.

LIN currently possesses some of the most skilled individuals in their respective fields, whether directly employed or in collaboration with industry experts and researchers worldwide. Leveraging this extensive network of experience and expertise is essential, serving as a compelling selling point to amplify the organization's social impact.

To further increase awareness of heat stress, LIN can use the trend toward sustainability identified in the case study. The interviews clearly showed that most people involved in the RSH-S program, from field workers to client management and LIN employees, are familiar with the consequences of climate change. With the average global temperature rising and weather patterns becoming increasingly irregular, current work conditions will likely become more challenging worldwide. These effects must be factored into future considerations.

Aligned with this trend, LIN should broaden its network to encompass more climate-related researchers and projects. Additionally, the organization should seek out potential partners to collaborate with, expanding research efforts and enhancing their presence on the global stage in places like climate conferences.

6.1.3 Remodeling the organization

Drawing on findings from the literature review, which highlight the risks associated with mission drift and overreliance on grants for mission-driven organizations, together with the insights from the case study, which underscore the importance of offering a streamlined product and enhancing organizational management, the authors recommend that the organization is split into two separate entities. One private advising company providing services, such as the RSH-S program, to private industries, and one NGO working on spreading heat stress awareness, doing research, and conducting policy work. The NGO can prioritize ongoing collaboration with academic heat stress experts to further refine strategies for preventing heat stress and enhancing the program. The process of dividing the organization can be gradual, beginning with internal functions allocating more focus to specific tasks, thereby gradually dividing, and preparing employees for an eventual split.

Establishing two separate entities will help the organization mitigate potential conflicts of interest. Offering advisory services, conducting research, and influencing agencies under a single umbrella may raise concerns among clients. The independent research and advocacy NGO can operate autonomously,

recommending solutions without being influenced by economic considerations from clients.

The division of the organization would also impact the extensive network LIN has built over the years. Researchers at universities and experts in occupational health and heat stress may be more inclined to collaborate with a dedicated non-profit organization. Therefore, maintaining two separate entities could offer advantages, leveraging LIN's strong reputation.

Splitting the organization is well established in the literature as a possible way to increase the social impact and avoid mission drift (Dobber et al. 2021; Komatsu Cipriani et al., 2020; Costanza 2023). Furthermore, a mix of revenue generated from both grants and sales seems to be the best way forward to increase the social impact of mission-driven organizations (De Beule, Bruneel & Dobson, 2023). This process is simplified with the organization's split.

The possible separate NGO entity of LIN can form local committees revolving around changing the flawed work cultures that the issues of heat stress stem from, a common tactic among mission-driven organizations using a collective solution development strategy (Zhao, 2021). Starting these committees can be valuable in getting to the root cause of the problem by cooperating with stakeholders such as local companies, community leaders, politicians, and experts. The advisory company can implement an embedded mobilization strategy revolving around a business operation selling the program, and an important aspect many of these companies use is conducting education and training for stakeholders, the public, and students (Zhao, 2021).

Splitting the organization is a form of change management, and some important considerations need to be taken into account for a successful implementation of a change. According to Dempsey et al. (2022) there are four key success factors. Firstly, communication is important; clear objectives and clear communication are important in an early stage to convince employees and stakeholders why the change is necessary. Secondly, a clear vision to communicate to the employees is necessary for a successful implementation. Thirdly, early and active involvement of the stakeholders is vital for success. Fourthly, top management commitment is critical, having the management leading the change effort.

6.1.3.1 Emerging need for organizational management

The organizations have accumulated significant experience over the years, which should be leveraged as a strength. Currently, LIN employees are focused on individual projects on a lower level than ideal. One approach to expand the impact could involve utilizing the collective experience of LIN employees by assigning them oversight of multiple projects concurrently, potentially in roles such as global or regional managers. Spreading the RSH-S programs' positive social impact is at the core of LIN's mission. Streamlining the utilization of the employees' expertise is therefore a logical action.

Splitting the organization will also make it easier to hire people with conventional business backgrounds, which is mentioned in the literature review as a success factor (Santos, Pache and Birkholz, 2015). A revenue stream from the private industry will allow for prioritizing sales and marketing efforts, a task currently constrained by the stringent conditions associated with grant funding. Furthermore, the two entities could have different structures; the advisory business can have a more hierarchical structure, while the mission-driven organization can have a flatter, more democratic organizational hierarchy.

For the NGO entity of LIN, the need for organizational management can mean a more conventional non-profit-based leadership and include important components such as herding and negotiating spaces, having internal and external discussions about the operations regularly to avoid mission drift (Ometto et al., 2019). These spaces could also act as a stage for clear communication involvement of employees and management in business development, which are success factors in change management (Dempsey et al., 2022).

Within the possible NGO entity of LIN, it will be feasible to establish different groups with significant overlap in personnel and resources. For instance, one group could concentrate on influencing sustainability certifications, insurance providers, and local governments, while another could collaborate with researchers and heat stress experts. Moreover, these groups can collaborate to streamline grant applications and related administrative tasks. They do not have to focus on potential clients as the advisory business entity of LIN will take care of this.

6.1.3.2 There is a need to move towards advisory

LIN's current financing model is not sustainable. Relying solely on grants is inflexible, offering limited room for activities not directly aligned with the mission, such as public relations. Transitioning towards more advisory services would facilitate the rapid dissemination of the RSH-S program compared to relying on grants. Involving grant providers as third parties complicates the business model, and minimizing this involvement would be advantageous. However, grants offer resilience during economic downturns and enable ongoing research regardless of the economic macro conditions.

A blend of revenue from grants and private sales of the program would be advantageous. The profit-oriented advisory entity can concentrate entirely on sales efforts, while the NGO entity can dedicate its efforts to securing grants and conducting research. In the future, it could expand its research into other areas of occupational safety, thereby broadening its social impact. By having the NGO entity concentrating on the social mission and the advisory entity executing the program, total revenue could be boosted compared to the current setup. This augmented revenue could then be reinvested into additional public relations and sales initiatives, further augmenting revenue streams.

The advisory entity could provide funds to further strengthen the NGO's sustainability. An alternative finance solution could be that the NGO entity directly owns a stake in the advisory business or gets some recurring income from it in the form of royalty for implementing the RSH-S program or by being eligible for a part of the revenue.

During the literature review, it was found that the employees and the governance are of utmost importance (Canestrino et al., 2019; Akter et al., 2020). An incentivization method to reward employees for their contributions could involve offering them the opportunity to acquire a stake in the advisory entity of LIN, if or when it is established.

6.2 The implications for the Concept Framework

Concluding the case study, several significant insights were collected on what the iterated version of the Concept Framework should and should not include. The implications for the Concept Framework can be visualized in the final mission-driven business model framework in Figure 6.1. The authors have chosen to call the framework: The Mission-Driven Business Model Framework (Mission-Driven BMF)

The interviews revealed many strengths and weaknesses of the organization and the RSH-S program that could not be incorporated into the conceptual framework. This exposed a major flaw: the framework only captures the current state of a business model and does not account for its future potential.

For example, several interviewees mentioned that the warmer climate poses a severe threat to the RSH-S program, as it may become more challenging to implement in the future. Thus, the authors would like to recommend that questions about trends, strengths, and weaknesses are included for each component in the Mission-Driven BMF.

Further, based on the interview answers in the case study, it was found that the Concept Framework components *internal activities*, *external activities*, and *resources* frequently overlapped each other. Since resources and activities go hand in hand, there were no clear distinctions on how to categorize these business model components. Thus, the authors argue that integrating *internal* and *external activities*, and *resources* in the same framework level would benefit the Mission-Driven BMF.

Figure 6.1: The Mission-Driven Business Model Framework (Mission-Driven BMF).

Furthermore, the *beneficiary* component and its subsequent questions from the conceptual framework were considered too basic to include in the final framework. For a mission-driven organization, the beneficiaries that the organization aims to help are clearly identified from start, permeating the entire business model. Thus, it was considered more appropriate to incorporate the beneficiary and its sub-components within the *mission* component.

The final list of sub-components can be seen in Table 6.2. It includes all components that was answered in the case study. Sub-components that did not impact the case study have been removed from the first list of sub-components developed during the literature review, as seen in Appendix C. Some sub-components that were not found to have an impact in the case study were added to the table since the absence of these can be regarded as a result of the specific business model LIN is operating. For example, some mission-driven organizations have physical resources as part of their solution. The sub-components that were added but are not included in the case study are marked in bold. The sub-components were the basis for the constructions of questions accompanying the framework. The questions are presented in Table 7.2 in Chapter 7.2 RQ2.

Table 6.2: Final sub-components as points of analysis for the framework.

Mission	***Solution***	***Activities***	***Resources***	***Stakeholders***
Mission	Acceptability	Management	Financial	Customers
Vision	Accessibility	Impact measurement	Human assets	Networks
Problem	Affordability	Revenue stream	**IP**	Universities
Need	Awareness	Governance	**Physical**	Government institutions
	Program delivery method	Communications		Donors
	Solution supervision	Cost structure		Competition
	Knowledge integration	Revenue stream		Local communities
	Dual value alignment	Ecosystem level activities		
		Volunteers		

7 Results

This chapter presents the results in response to the thesis research questions, presented in Table 7.1. The results have been drawn from the insights found in previous chapters.

Table 7.1: The research questions of the thesis.

RQ1	According to the existing academic literature, what are the most important considerations for a successful mission-driven business model?
RQ2	How can the findings from RQ1, together with the insights from analyzing La Isla Network's current business model be used to create a framework that provides valuable insights and understanding of a mission-driven organization's business model?
RQ3	Based on the findings from RQ1 and insights into the current business model of LIN, what recommendations can be made for improving LIN's business model?

7.1 RQ1

According to the existing academic literature, what are the most important considerations for a successful mission-driven business model?

This question was addressed during the literature review in Chapter 3.1, Mission-driven organization insights. When analyzing a business model for a mission-driven organization, several important considerations arise from the existing academic literature.

Successful mission-driven organizations prioritize stakeholder relationships and collaboration. By fostering a collaborative ecosystem with like-minded stakeholders who contribute expertise and networks, these organizations can significantly amplify their social impact. Brand image and social reputation are vital factors to engage key stakeholders. Therefore, public relations and external communication, which mediate the social issue and convey how the organization's solution benefits the ones affected by the issue, are central activities for mission-driven organizations.

Scaling the operation internationally to maximize the social impact is often crucial to fulfilling the mission of a mission-driven organization. Developing a replicable solution for the targeted social issue can streamline internationalization by enabling adaptation and implementation across diverse cultural and geographical landscapes.

Moreover, utilizing a blend of revenue generation from product sales or services alongside grants proves to be a good strategic approach for global expansion. This dual strategy helps maintain organizational autonomy, as relying solely on grants can potentially limit autonomy due to the influence of external grant providers.

A prevalent theme in the business model of mission-driven organizations is the frequent conflict between their social and economic objectives, which add complexity to their business models. Balancing these dual objectives remains a challenge for the business model of a mission-driven organization. One way of addressing this dispute in objectives is to divide the organization into two separate entities, each dedicated to either social or economic factors within the organization's scope. This approach can ease organizational conflicts and create synergies, such as economic spillovers between the entities.

Moreover, the inherent tension between social and economic objectives can result in mission drift, wherein the organization loses sight of its social goals and deviate from its core mission. Hybrid organizations, which primarily generate revenue by selling a product or service that addresses a social problem, are particularly susceptible to this issue due to the inevitable inherent objective conflict. Strategies to prevent mission drift include maintaining a focus on the mission, fostering a caring organizational culture, and developing processes to manage economic growth without losing sight of social goals.

7.2 RQ2

How can the findings from RQ1, together with the insights from analyzing La Isla Network's current business model be used to create a framework that provides valuable insights and understanding of a mission-driven organization's business model?

Given the results from the literature review in Chapter 3.2, Mission-driven business model frameworks, and the framework implications found in the case study, provided in Chapter 6.2, The implications for the Concept Framework.

The final version of the Concept Framework, the Mission-Driven Business Model Framework (Mission-Driven BMF) can be seen in Figure 7.1. It is designed to be interpreted from the innermost to the outermost layers. The central *mission* component includes what the organization wants to achieve. The *solution* component states how it will reach the mission through a product or service. The *activities* and *resources* are the prerequisites that are needed to provide the solution. The *stakeholders* are the ones providing some sort of activity or resource to provide the solution.

Figure 7.1: The Mission-Driven BMF.

Together with the framework is a list of questions for each component. These are meant to be asked to give a just and clear understanding of the current situation as well as detecting possible strengths, weaknesses, opportunities, and threats in the business model of a mission-driven organization. The questions can be seen in Table 7.2.

Table 7.2: Questions accompanying the Mission-Driven BMF.

Mission	***Solution***	***Activities***	***Resources***	***Stakeholders***
Who is the beneficiary?	How does the solution help accomplish the mission?	What activities are needed to provide the solution?	What financial resources does the organization have?	Who are the customers?
What is their social problem?	What are the different parts of the solution?	What do these activities cost?	What human resources does the organization have?	What networks are the organization part of?
What is their need?	What level of acceptability does the solution have?	What do these activities generate as revenue?	What IP resources does the organization have?	What universities does the organization collaborate with?
What is the mission?	What level of accessibility does the solution have?	How is the organization managed?	What physical resources does the organization have?	What government institutions does the organization collaborate with?
What is the vision?	What level of affordability does the solution have?	How is the impact measured?	What are the potential problems and opportunities with the resources?	Who are the donors?
What are the potential problems and opportunities with the mission?	What level of awareness does the solution have?	How is the governance influencing the activities?	What are the potential strengths and weaknesses of the resources?	Who are the competitors?
What are the potential strengths and weaknesses of the mission?	How is the solution delivered?	How are the PR and communications performed?		Who are the local communities?
	How is the solution supervised and monitored?	What are the ecosystem activities performed by stakeholders?		How do these stakeholders do activities or provide resources?
	What knowledge must users have for the solution to work?	Who are volunteers?		What are the potential problems and opportunities with the stakeholders?
	How are the solution´s dual values aligned with stakeholders?	What are the potential problems and opportunities with the activities?		What are the potential strengths and weaknesses of the stakeholders?
	What are the potential problems and opportunities of the solution?	What are the potential strengths and weaknesses of the activities?		
	What are the potential strengths and weaknesses of the solution?			

7.3 RQ3

Based on the findings from RQ1, and insights into the current business model of LIN, what recommendations can be made for improving LIN's business model?

The recommendations given to La Isla Network are presented in Chapter 6.1 Implications for LIN. This chapter outlines the recommended changes for La Isla Network and provides a timeframe for their implementation. The timeframe is designed to indicate the sequence in which these recommendations should be carried out. The recommendations and timeframe can be seen in Table 7.3.

Table 7.3: The recommendations implementation timeframe.

Timeframe	***Recommendation***
Short-term (1 year)	Develop a streamlined product package featuring various tiers of the RSH-S.
	Hire people with a business background.
	Start dividing the organization internal functions to prepare for a future split of the organization.
	Start working more extensively with “sales” of the RSH-S program.
	Institute herding and negotiating spaces for regular meetings.
	Start local committees with stakeholders and beneficiaries.
Medium-term (2-3 years)	Advise stakeholders to change the clients’ salary system.
	Split the organization into one corporate advisory entity and one NGO entity.
	Outsource possible activities of the RSH-S program.
Long-term (4-5 years)	Work towards changing the inadequate work culture in heat stress-prone occupations.

8 Conclusion

This chapter concludes the master thesis and puts the findings in a larger context. Mission-driven organizations play a critical role in addressing social and economic challenges, but they face unique complexities due to their dual objectives. This thesis has identified several unique characteristics of these organizations and developed a common framework for analyzing them. Additionally, it has presented several recommendations for the case organization, La Isla Network.

8.1 Mission-driven organizations

This study uncovered a number of noteworthy attributes that define mission-driven organizations presented in Chapter 7.1 RQ1. Presently, there is no consensus in the existing literature regarding the classification of these entities. They have been referred to as hybrids, NGOs, non-profits, and social enterprises. This lack of consensus poses a challenge from a research standpoint, as there is no standardized framework for their analysis. Given the growing prevalence, influence, and significance of these organizations in recent years, it has become increasingly imperative for researchers to examine them. The authors suggests that these entities are termed mission-driven organizations, as they are precisely that; organizations driven by a social mission rather than economic incentives. The comprehensive literature review uncovers several crucial insights into mission-driven organizations. The literature review was made in Chapter 3.1 Mission-Driven Organization Insights.

It is possible that certain literature may have been overlooked during the literature review phase, which could potentially undermine the validity of the conclusions. Nonetheless, the findings were supported by multiple sources, indicating a consensus on most insights. Moreover, the limited body of literature suggests that this area of research is still developing, and future research may alter the results.

8.2 A common ground for analysis of mission-driven organizations

Considering the divergence in research approaches to analyzing mission-driven organizations, as discussed in the preceding sub-chapter. A business model framework has been developed to facilitate the examination of these entities, detailed explained in Chapter 7.2 RQ2. The framework presents intriguing opportunities for analyzing mission-driven organizations. Notably, the framework is versatile and applicable to various organization types, ranging from traditional NGOs to hybrid organizations and social enterprises. Moreover, it is user-friendly and comprehensible, unlike existing frameworks suggested in the literature. However, its defining feature lies in accompanying set of questions, providing future users with a standardized approach to comprehending an organization and facilitating comparisons across different organizations from the same starting point. A standardized analysis is a good way for users to come up with sound conclusions as exemplified with the Business Model Canvas that has been used extensively by both professionals and researchers over the years.

The framework was effective in analyzing a single mission-driven organization, LIN. However, its applicability to other organizations may not be universal. This thesis was based on a singular case study, which presents a significant challenge to the framework's validity. For researchers applying the framework proposed in this thesis in the future, it is crucial to conduct multiple case studies involving different mission-driven organizations to assess the framework's effectiveness. It is possible that the framework overlooked several critical factors, and further testing is warranted.

8.3 Final recommendations for LIN

The recommendations for LIN may be tailored to the organization’s specific circumstances but can provide valuable insights for other mission-driven organizations. The key lesson to be learned is that dividing an organization into distinct parts can facilitate more effective management and a clearer focus. Following this guidance does not necessarily entail creating two separate legal entities, but rather establishing an internal division with unique focuses, enabling each part to pursue different social and economic objectives. Ultimately, this approach can help mitigate the mission drift commonly encountered by mission-driven organizations.

Creating shared internal discussion forums for LIN can be highly advantageous, particularly considering the global distribution of LIN employees. Conducting regular meetings will promote greater cohesion and unity within the organization.

This is particularly crucial for facilitating future organizational changes, as effective communication plays a pivotal role in successful change management (Dempsey et al., 2022). Additionally, establishing local committees in each country where LIN operates can facilitate the organic dissemination of knowledge and the implementation of initiatives. These straightforward measures have the potential to yield a significant impact.

A set of more far-reaching recommendations for LIN includes increasing the recruitment of employees with a business background and preparing for a shift towards doing more advisory activities for corporate clients. Additionally, consolidating the current rest, shade, hydration, and sanitation (RSH-S) program into a comprehensive product is essential. Upon successful implementation of these changes, the organization can be more effectively divided into two entities, respectively catering to business clients and research. This strategic move will play an important role in addressing heat stress on a global scale and will be crucial for addressing structural labor rights issues and enhancing global worker health.

The complete set of recommendations are presented in Chapter 6.1 Implications for LIN and summarized in Chapter 7.3 RQ3.

The recommendations for LIN stem from the case study. The case study interviews with LIN employees were carried out in English, a language fluently spoken by both the authors and the LIN employees. However, interviews with field workers and field managers were mainly conducted in Spanish and translated by LIN employees. This process introduces the possibility of losing context, misinterpreting tone, and other associated issues, which could have resulted in misunderstandings during the case study. This should not pose a significant issue considering the similarities between interview responses and the considerable number of interviews. Nevertheless, this issue should be borne in mind when reading the recommendations.

Furthermore, the recommendations are based on interviews conducted with a specific set of individuals and might be subject to a selection bias by the authors. Although the authors strived to interview as many subjects as possible, the research was limited to the working sites of clients and employees of LIN posing a clear risk of weakened validity. The scope and purpose of the thesis was somewhat narrow and all recommendations should therefore be investigated more in depths before implementation.

8.4 The structural problems

The increasing temperatures due to climate change pose unprecedented challenges for workers in heat-stress-prone industries. The link between a warmer climate and a worsened occupational health situation is evident, as are the economic implications of this new reality. Adding to the already complex challenges of climate change are the structural issues in the treatment of workers worldwide, particularly in lower-income countries with inadequate worker protections. This thesis has addressed the occupational health challenges associated with heat stress and has encompassed contributions to two of UNs sustainable development goals (SDGs), SDG3 and SDG8, with LIN's mission and social value output directly contributing to the advancement of these goals.

An illustration of the structural problem is evident in Central America, where poor working conditions in sugar fields reflect a historical pattern of exploiting workers who have been viewed as expendable. The entire sugar industry has been built on centuries of exploitation rooted in slave labor. Fortunately, there are signs of change, with industry leaders like Ingenio San Antonio leading the way toward a fairer and healthier future for workers and their families.

La Isla Network has made significant strides in safeguarding workers, recognizing the lethal impact of heat stress, and responding assertively to this alarming reality. Rather than solely advocating and attempting to change others' perspectives, LIN initiated its own research, implemented a protection program, and engaged in numerous other proactive initiatives. This multi-faceted approach yielded tangible results, enabling the organization to safeguard thousands of workers and approach a tipping point where their efforts not only directly impact day-to-day operations, but also indirectly influence the dissemination of valuable knowledge. This master thesis underscores the profound positive impact that a small group of individuals can have in making the world a better place.

9 References

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Appendix A Interview guide

Beneficiaries

- Who are the beneficiaries?
- What problem or need do they have?

Mission

- What is the organization's core mission?
    - Final goal
    - Milestones

Solution

- What are the incentives and benefits of being part of the RSH-S program from a client's perspective?
    - Already implemented RSH-S, were they successful?
    - Learnings
    - Value for you as a stakeholder?
- What are the problems and drawbacks of implementing RSH-S?
    - Risks? (health, monetary, and organizational image)
    - Barries? (time, capital, and human capital, stakeholders)
    - Cost of program

Stakeholders

- Who are the stakeholders?
    - The Mission-Driven stakeholders (i.e. NGOs, non-profits, government, and/or networks)
    - The Profit-Driven stakeholders (i.e. local entrepreneurs, partner companies, and/or customers).
    - Why are they involved?
    - What type of information, resources, capital, and activities do they provide and/or require?
    - What relationship and communication channels are used for communicating with these actors?
- Do any extensive stakeholder collaborations exist?
    - Shared resources/activities
    - “Sales” collaboration
- What are some common factors for the stakeholders?
    - Market segments

    - Culture
    - Geographies

Interna/External Activities

- What core activities do you do to provide the solution and what are the major challenges and strengths of those?
    - Marketing
    - Customer Support
    - Risk management and assessment
    - Reach and impact measurement
    - Human capital

Resources

- What resources are used today to run the operation and how are they used?
    - Physical
    - Digital
    - Others
- Who owns them?
    - Suppliers

Appendix B Field diary

B.1 El Salvador

The first day we visited two sugar cane fields. The first place visited was a plantation with no worker protective measures, south of the capital, San Salvador. Following a bumpy ride with LIN's four-wheel-drive car, the first sight was an American school bus, carrying the field workers, navigating the same road, a remarkable feat considering their ability to traverse off-road terrain. We talked to the field manager and one cane cutter and got to try cutting sugar cane ourselves. After the first visit, we drove for several hours to another sugar field that had started to implement some parts of the RSH-S program. We interviewed several workers and got their opinions on the program. All of them were very positive. The only problem for them was that the canopy, providing shade in the large sugar field, had broken down due to strong winds some days ago.

The following day, we joined students from various medical backgrounds as we ventured to a field in the eastern region of the country. Setting up camp beneath a large tree in the end of the field, LIN organized stations for conducting blood and urine tests, fitting individuals with temperature monitors, and measuring blood pressure in preparation for the arrival of the workers. It was a huge field with many field worker teams arriving. Some of them had started the implementation of the RSH-S program, and some had not. This day, a new group was to be tested and integrated into the program. The program leader for LIN in El Salvador started to talk with the arriving workers and explained the benefits of the program. After the speech, the workers lined up to do the tests led by their corporal. Some of them did not want to participate in the tests, and the LIN employees tried to convince them. The ones that did not want to participate were mostly strong younger men. We talked to some of them, and they said that they thought the blood test was the worst part. We also talked to the guys in the queue for the tests, and they thought participating in the RSH-S-tests were good, especially because the test results could provide information on if they carried any disease. The thesis authors and a LIN employee were used as a control group, we had temperature monitors and did all tests. The test results were given back to workers in a couple of weeks.

The general safety was quite poor, some workers wore crocs and t-shirts and no protective gear making them vulnerable to cuts and, sunburn etc.

B.2 Nicaragua

The first day we arrived at the Ingenio San Antonio (ISA) field before the workers at around 5 am. We met up with the rest of the LIN crew. The mill was huge, incomprehensibly big. They had a mobile medical test truck with storage for water and medical supplies. The mill also had at least two medical professionals there. There were health promotors in every group making sure the workers took breaks and drank enough water, they also gave a speech each day to remind the workers of all the safety precautions.

We followed a seeding group. The field had already been planted, so the workers were just filling the spaces where no cane had grown. There was also a tractor plowing up spaces that were large enough. The seeders had a short stick with a flat bit of metal at the top and they used it to cover and dig up a ditch in which they planted the cane. There were around 60 workers in total, in four teams called "cuaratas". They were employed by contractors. The workers were paid based on their productivity i.e. individual output. Around 60 % of the seeders were women.

LIN was doing some of the medical testing of the workers while ISA was providing resources for the lab, and equipment. The mill and LIN together tested all the workers three times. Pre-harvest, an unhealthy worker will not be hired, during harvest, and after harvest to establish how the body is affected by the work. Twenty people were chosen today to do the medical testing.

The day was unusually warm, 38 °C. Therefore, the workday was shortened by one hour, and the workers were done by 1 pm. Usually, seeders (and other field workers with "lighter" jobs) work until 2 pm and all the others until 12 pm. A ten-minute break per hour was mandatory. It was windy and dusty since the cane had been cut a couple of weeks earlier.

The protection in place was amazing. The workers all had dry-fit long-sleeved shirts, all had boots, and most had matching green boots The health promotors had blue vests, and the supervisor for the promotors had a red vest. There were canopies everywhere, and the workers had a schedule for who would put it up. In the shade, there were two coolers, one for water and one for hydration mix. When the workers had the mandatory breaks, the busses (that drive workers to and from the fields) sounded the horn.

On the second day in Nicaragua, we followed an irrigation team. They dug up and fixed the irrigation for the fields. Given the nature of this job, they walked long distances, and we got to see the inherent problem of monitoring workers in such a large area. It is impossible to keep track of everyone. Furthermore, we visited another group, cane cutters and it was impressive to see the protection in place for them. They had mobile stools, protective gear on the shins to protect against cuts and tough clothing.

On the third day, we visited a brick-making factory. The factory was around 40 minutes outside of León. Bricks were everywhere; it was organized chaos in some way. The workers had a small shed per group, which provided shade. The factory is operating in the informal sector, and the workers work without insurance.

The average heart rates of brickmakers are higher than the average cane cutters', and the prevalence of heat stress is possibly more severe in this sector. LIN has been conducting a pilot study here to gather knowledge on this informal industry.

We met up with a group making tiles. One worker was responsible for mixing the clay and sand, starting at 1 am and ending at 8/9 am. He mixed the solution with his feet. The rest of the workers were done at 11 am. One person is responsible for taking the mud and putting it in a frame, creating a thin layer of mud, and smoothing it out with water. Another person is responsible for picking up the layer with a tile-shaped tool and putting it on the ground to dry. One person is doing quality control and fixes minor problems on tiles and puts a hole in them. Another person then takes them to the oven.

The workers drink a lot of caffeine to stay awake, which dehydrates the body and increases the heart rate. They earn their salary based on how much they produce. There were nine stations, each with one autonomous team, and three ovens in total.

Appendix C Framework components

The sub-components have been divided into two tables for increased readability. They are found in Table B.1 and B.2.

Table B.1: The sub-components of beneficiaries, mission, external activities, and resources.

Beneficiary	***Mission***	***External Activities***	***Resources***
Beneficiaries	Mission values	Volunteers	Key resources
Problem	Vision	Ecosystem level activities	Physical
Need	Social benefit		Financial
	Social profit		Intellectual
			Human assets

Table B.2: The sub-components of solution, internal activities, and stakeholders.

Solution	***Internal Activities***	***Stakeholders***
Need/problem/challenges	***Management***	**Competitors**
(-) Social impacts	Governance	Coopetition
(+) Social benefits	Competences	Competition
	Structural configuration (Internal)	
Delivery	Employees	**Partners**
Program delivery method	Risk management	Key partners
Scale of outreach		Key stakeholder relationship/governance
	Characteristics	Co-service providers
Product configuration	Proactiveness	Stakeholder expectation volatility
Characteristics of the offer	Innovativeness	
Targeted solution	Business model innovation	**Structural**
Acceptability	Adaptive tension	Societal institutional order

Accessibility	Structural relatedness	Level of government activity
Affordability		Regulatory volatility
Availability	***Measurements***	Legal framework
Awareness	Output measures	Institutional structure (external)
Past projects	Key matrices, CE analytics, & DM	
Knowledge integration	Objectives	***Funding***
Concept of unfair advantage	Conflicting goals (economic vs. social)	Government institutions
	Pilot testing	Donor segments
Value Creation	Impact measurement	Donors
Social value proposition		Funding uncertainty
Value chain	***Economic***	
Value proposition	Economic-profit-aim	***Customers***
Value delivery	Bootstrapping	Customer relationship & collaboration
Value capture	Cost structure	Customers & beneficiaries engagement
Dual value alignment	Revenue stream	Customers & Beneficiaries
Multiple value proposition		Customers-/users-/beneficiary segments
Value configuration	***PR***	Market orientation
	Channels	
	Communication	***Other Stakeholders***
	Internal activities	Industry organizations
		Universities
		Organizations
		Non-targeted stakeholders
		Local communities
		Networks