**Appendix I: Gioia Method**

In this study, we adopted the Gioia methodology (Gioia et al. [2013](https://link-springer-com.ezproxy.lb.polyu.edu.hk/article/10.1007/s11266-017-9860-2#CR34)), a methodology for doing qualitative research that extends the grounded theory tradition developed by Strauss and Corbin (1997). The Gioia approach focuses on exploring and discovering new concepts, processes, or mechanisms. The final product of this approach is a process model or a “theory”.

The Gioia’s method starts with coding raw textual data to create *first-order concepts* (or ‘open coding’). For examples, based on the Ashoka Fellows’ profiles we coded openly these concepts: **‘HIV-positive patients are sometimes rejected by hospitals’ and ‘Stigmatizing attitudes and acts of discrimination also come from nurses and doctors’ as first-level codes**).

The next step is to merge the first-order concepts with similar content or ideas into *second-order themes* within a firmer theoretical realm (or ‘axial coding’). For example, first-level codes ‘HIV-positive patients are sometimes rejected by hospitals’ and ‘Stigmatizing attitudes and acts of discrimination also come from nurses and doctors’ created earlier can be abstracted into ‘**Discrimination from health workers’** as a *second-level code*.

The last step is to aggregate the second-order themes into *aggregate dimensions* (or ‘selective coding’). For example, second-level codes such as ‘Discrimination from health workers’, ‘Exclusion in the labour market’ and ‘Rejection by schools’ can be aggregated into ‘**Society stigmatization and discrimination**’ as an aggregate dimension.

We portrayed the three-order of data analysis structure in Figure 1. This data structure provides an intuitive way for researchers to convey findings and eases readers or journal gatekeepers to easily follow the researchers’ reasoning in transforming data to theory/model.

**References**

Gioia DA, Corley KG and Hamilton AL (2013) Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational Research Methods*, 16(1), 15-31.

Strauss, A., & Corbin, J. M. (1997). *Grounded Theory in Practice*. Thousand Oaks, California: Sage.

**Appendix II: Ashoka Fellows**

Ashoka is a global organization with a mission to find and support outstanding social entrepreneurs (or ‘Fellows’) with pattern setting ideas for social change (https://www.ashoka.org/). It provides funding, mentoring and networking support to elected fellows.

Ashoka has strict selection criteria and selects only the most outstanding SEs worldwide as Fellows based on five criteria: newness of the idea/solution, creativity/innovation, social impact, entrepreneurial quality, and ethics. Each Fellow has a profile that contains information about the *new idea* of the social entrepreneur, the *social problem* that the SE is trying to tackle, the *strategies* employed by the SE in solving the problems and *biographical background* of the social entrepreneur.

These profiles were written and maintained by Ashoka based on multiple rounds of interviews with social entrepreneurs by multiple interviewers and presented in a uniform format in Ashoka’s website (https://www.ashoka.org/en/our-network).

A sample profile of the Fellow Fabián Medina Cabrera is provided below. Harley was elected as Fellow since 2002 and he has been worked in the HIV/AIDS sector in Colombia by providing an economic model that improves the quality of life of HIV/AIDS patients through work-integration and linking them to vital health benefits (https://www.ashoka.org/en/fellow/fabi%C3%A1n-medina-cabrera).

In this research, our focal attention was on the *strategies* employed by the Fellows as they represent the *interventions* employed by each Fellow.

# A Sample Strategy Profile of Ashoka Fellow Fabián Medina Cabrera

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| **THE STRATEGY**  Fabián's organization–Fundación San José Obrero–prepares people with HIV/AIDS for new sources of livelihood and advocates for their employment and viability as contributing members of society. By reconstructing their daily routine with a productive, gainful job at its center, Fabián helps HIV-positive individuals and those living with AIDS in Bogotá reintegrate into the mainstream with both social support structures including family, coworkers, and others living with HIV/AIDS, and with access to crucial medical assistance through a health benefits package.  The core element of Fabián's strategy is linking people with HIV/AIDS to small businesses, beginning with a weaving enterprise, through which he trains them in textiles, employs them, and in many cases links them to other businesses for longer-term jobs. Employees produce high-quality, woven products and various other handmade items, which Fabián sells at Colombian and international markets, including Swiss and Brazilian. Besides much needed income and a sense of contribution among a team of coworkers, Fabián's program offers access to healthcare realized through joint employee and employer contributions to state health benefits. As this initiative continues to grow, develops a market presence, and increases its revenues, Fabián plans to pay into additional social security benefits, including a pension that group members can leave to their immediate families upon death.  Understanding that his program by itself cannot train and employ all people with HIV/AIDS, Fabián is using the model employment atmosphere created through the weaving business to advocate for more acceptance within the mainstream workplace. Through seminars held at companies where the participants usually include board members, executives, and office administrators, Fabián conducts activities geared toward eliminating the stigma attached to people with HIV/AIDS. Having already held seminars in 20 companies and with new workshops being planned, Fabian has evidence that these efforts are achieving success in overcoming the discrimination that often confronts people with HIV/AIDS. In one workshop, after listening to his coworkers say that they would accept someone with HIV or AIDS, an employee stood up and said that he was both gay and living with AIDS. The man was not only able to come to terms with his identity within the workplace but also able to continue to work there. As a result of Fabián's workshops, several people who had been working in the weaving microenterprise have been contacted by their former employers and invited to return to their old jobs with full job security and health coverage.  Jobs provide more than just income and benefits. Because employment is often a key to social acceptance in Colombia, working helps people with HIV/AIDS reconnect with their families. Fabián fosters the reintegration of the family by incorporating family members into the microenterprises to work alongside their HIV-positive relatives. For cases of family estrangement, however, Fabián has set up small group homes in which the residents and their children construct an environment that emulates a family unit. These living arrangements–as well as Fabián's family reintegration initiatives–have had a profound effect on the participants' behavior, self-esteem, and personal outlook. Like the health insurance program, residents share the expense of the group houses with the foundation, which contributes 10 percent of operating costs.  Within five years, Fabián plans to establish new microenterprises and group homes in Baranquilla, Medellín, Cali, and several border towns–all areas of high vulnerability for an epidemic spread of HIV/AIDS. Although the Bogotá pilot strategy was to draw estranged people to the group homes first and then involve them in the microenterprise, Fabián intends to focus on the job-training and microenterprise components during expansion, using profits to open houses only when completely necessary. Having already gained interest for his project in three new cities through promotional events and appearances with program beneficiaries, Fabián has entered the early launch stage of a new graphic arts initiative in Cali.  A major component of Fabián's strategic plan for the coming years–fundraising events and outreach to high schools and universities–will garner new customers for the small business, attract investors, and increase public awareness of the issues surrounding HIV/AIDS. Fabián has also worked with the Global Health Fund for the Fight Against AIDS, the National University, and UNAIDS to advocate for larger health subsidies and sanctions against companies that do not abide by Colombia's laws protecting people living with HIV/AIDS. Fabián projects that his work will affect 10,000 people annually per program site. |