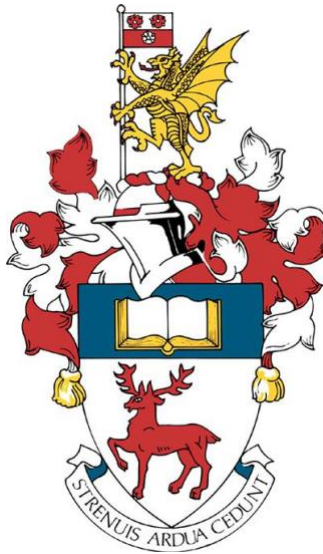


University of Southampton  
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Faculty of Business and Law  
Southampton Business School

MANG3025 Dissertation

**Investigating the impact of Social Entrepreneurship  
activities on the well-being of the Indian society- an  
Entrepreneurial Ecosystem perspective**

Undergraduate Dissertation

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## **Abstract**

Approximately 50% of developing world's population lives in poverty. They are faced with pressing social issues which are likely to persist in the future due to the constant rise in population. It is evident that SE are helping to address these issues (Seelos and Mair, 2005; Zahra *et.al.*, 2009). As a result, governments and administrators are acknowledging the prominence of supporting their activities. However, a distinctive set of challenges are faced by SE's that can impact upon how they operate, succeed and sustain. A very few studies have attempted to investigate the influence of these factors which gives rise to a gap in the literature. Hence, this research aims to fill this gap by investigating the impact of SE activities through adopting the theoretical framework of EE. The EE seems to be an appropriate framework because it considers the macro contextual factors and the different domains that can influence the activities of SE's. Therefore, it has been employed in this research. An exploratory qualitative research methodology was used to conduct this research. 10 interviews were conducted with social entrepreneurs from India which disclosed several impacts that SE focus on delivering in India. Along with this, findings also highlighted the different ecosystem domains and categorised them according to whether they are supportive or hindering the activities of SE's.

## **Acknowledgements**

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I would also like to thank all the incredible participants who took time out from their busy schedules to help me complete this project. I really appreciate it.

**Definition of Abbreviations**

**SE-** Social Entrepreneurship

**SE's-** Social Entrepreneurs

**EE-** Entrepreneurial Ecosystem

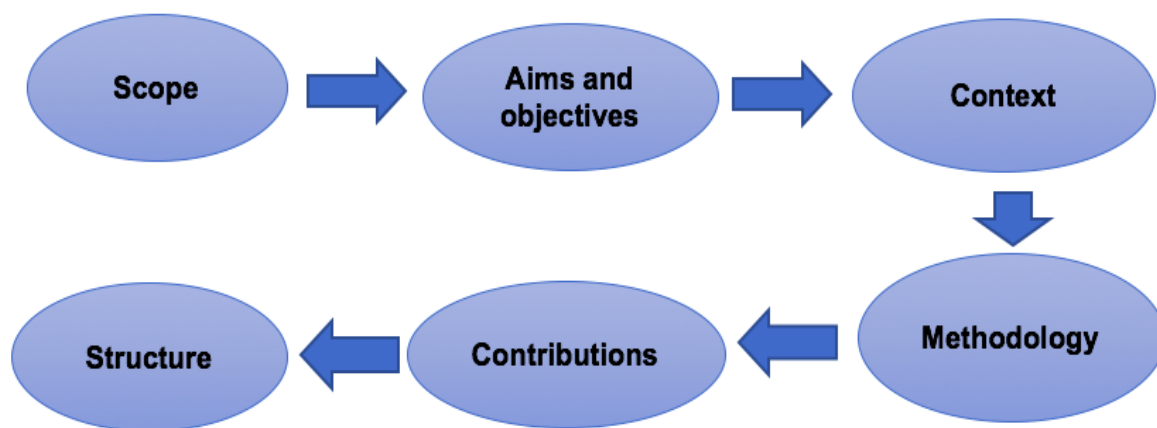
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## Chapter 1: Introduction

This chapter aims to provide an overview of this study (figure 1). Firstly, the scope highlights the relevance of this research which is followed by the research aims and objectives. Secondly, A brief justification on the chosen context is provided alongside the selected research methodology. Finally, this chapter is concluded with contributions of the research towards the gap in the current literature.



**Figure 1: outline of the chapter**

### 1.1 Scope of the study

Although, SE theories have only attracted attention of scholars in the recent years, they are dated back to several centuries (Zahra *et al.*, 2008; Dey and Steyaert, 2010). They always existed amongst us, the only difference is that we did not use those two words to describe them (Dees, 1998). SE has been recognised as a significant contributor to the progress of developing economies (Zahra *et.al* 2009) and thus, scholars, governments and administrators are acknowledging the prominence of supporting their activities.

Previous literature regarding SE has highly focused on analysing the impact that they create on the development of the societies (British council, 2017, UNDP 2008, SEUK 2015, Fonteneau. *et al.* 2011). Roundy (2017) highlighted that in order to fully comprehend the significance of this impact, it is important to take into account the external factors that can influence on their ability to deliver and sustain their activities.

These external factors have been addressed in previous literature through the EE lens and in the perspective of traditional entrepreneurship (Isenberg, 2014). However, previous research has failed to understand the influence that it can have on SE (Roundy, 2017). The scarce research on this topic has resulted in a gap in the literature which needs to be addressed.

This research is therefore conducted to address the above-mentioned gap by incorporating EE in analysing the impact of SE activities.

## 1.2 Research aims and objectives

The overall research aim is ***to “investigate the impact of social entrepreneurs activities on the well-being of the society while taking into account the entrepreneurial ecosystem of India”***. In order to address this aim, research objectives and questions are formulated as follows.



**Table 1: Research objectives and questions**

| <b>Research objectives</b>  | <b>Research questions</b>   |
|---|---|
| <b>RO1:</b> To investigate the impact of social entrepreneurship activities at the community level                                | <b>RQ1:</b> What is the impact of social entrepreneurship business model on the community development in India?                                   |
| <b>RO2:</b> To examine the role of entrepreneurial ecosystem in supporting the activities of social entrepreneurship in India     | <b>RQ2:</b> What is the role of the entrepreneurial ecosystem domains in supporting social entrepreneurial activities in India?                   |
| <b>RO3:</b> To identify the main entrepreneurial ecosystem domains restricting the activities of social entrepreneurship in India | <b>RQ3:</b> What are the main entrepreneurial ecosystem barriers that prevent social entrepreneurs from having that impact in the Indian society? |
| <b>RO4:</b> To explore further developments needed in the Indian entrepreneurial ecosystem  | <b>RQ4:</b> what are the ecosystem domains that needs to be further developed in the Indian ecosystem?  |

### 1.3 Research context- India

India is one of the third-largest economies in the world in purchasing power parity terms (World bank, 2017). With a GDP of 2.264 trillion (Appendix I), it is considered one of the prominent emerging economies in the world. India has experienced a positive upward trend in their GDP growth rates (Appendix II) and the rise in SE which has been a substantial achievement in the Indian economy (World bank, 2017). The interesting element of this context is that, despite these factors, India has been

experiencing pressing social issues which is further instigated by the growing population (Appendix III). Around 40% of the world's poor is concentrated in India, with about 21.2% of the population living just below the poverty line (World bank, 2017). These aspects make India an interesting context to further research into.

## 1.4 Proposed Methodology

This research followed a qualitative approach. Data was collected through semi-structured interviews and non-probability heterogeneous purposive technique was used to determine the sample. Sample was selected mostly through the researchers own network connections. The interviews were transcribed and interpreted using thematic analysis which categorised the data into themes to provide an in-depth understanding.

## 1.5 Contributions of the research

On a ***theoretical level***, this research addresses a significant gap in the literature by connecting the theoretical lens of EE to SE in the contextual nature of developing countries, more specifically, India.

This research identifies crucial ecosystem domains that assist SE's in contributing to social development. Hence, on a ***practical level***, this research can facilitate policy makers in designing strategies to enhance EE and support SE's accordingly. Moreover, by choosing India as the *context* adds value to existing literature on SE in developing countries.

On a ***methodological level***, this research followed a qualitative exploratory design which enable the researcher to understand the topic from multiple perspectives.

## 1.6 Dissertation structure

This dissertation entails **six chapters** which are as follows:

Chapter one introduces the scope, aims and objectives and the context of the research. Chapter two seeks to review the relative literature to identify current understanding and the gaps surrounding the topic. In the next chapter, methodology outlining the research design and procedures adopted in this study are presented. Chapter four highlights the findings of the data collected through semi-structured interviews. Thereafter, a discussion of the key findings are presented in comparison with the literature review in chapter two. The final chapter concludes by summarising the key findings, contributions, limitations and suggestions for future research.



***Figure 2: Overview of the dissertation***

## Chapter 2: Literature review

### 2.1 Introduction to literature review

The aim of this chapter is to review the existing literature on SE. It outlines the social challenges faced by the developing countries and the impact that SE can have in addressing those issues. This is further examined by outlining the EE domains that can have an influence on SE activities. Figure 3 represents an overview of this chapter.



**Figure 3: Overview of the literature review**

## 2.2 Introduction to social entrepreneurship

### 2.2.1 Definitions and concepts

Over the last two decades, with the rise of the citizen sector, the popularity of the concept of SE has exponentially increased. There is a lack of agreement about the meaning of SE which has resulted in the emergence of multiple definitions.

The term SE did not receive considerable interest amongst scholars until recently. However, the philosophy behind this concept existed since long time back (Dees 1998). Dees (1998, p.4) is one of the core authors who provided an idealised definition of SE by emphasising on five characteristics of a SE. He categorised SE as “change agents in the social sector” in five critical ways which are listed below;

- “They adopt a mission to create and sustain social value.
- They recognise and relentlessly pursue new opportunities to serve that mission.
- They engage in a process of continuous innovation, adaptation and learning.
- They act boldly without being limited by resources currently in hand.
- They exhibit heightened accountability to the constituencies served and for the outcomes created”.

Dees (1998) further specified that different scholars interpret the term SE in different aspects. For example, Zahra *et.al* (2009 p.5) explains SE as “**activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner**”. This definition’s main focus is on the innovative processes and resources used by the SE. On the other hand, Mari and Marti’s (2006, p.36) definition concentrates more on their primary mission. They explained SE as “**a process that catalyses social change and addresses important social needs in a way that is not dominated by direct financial benefits for the entrepreneurs.**”

The existing literature suggests that the definition of SE focuses on three key aspects, which are;

1. Social value creation (primary mission)
2. Innovative processes and resources used to achieve the primary mission
3. Their operating sector

The aspects of SE concerning their operating sector and innovative process and the resources used has been discussed in various ways (Dacin *et.al*, 2010). These include the development of new business models to serve the poor that are neglected by the commercial entrepreneurs (seelos and Mair 2005a, Thake and Zadek 1997) as well as the process of continuous innovation to discover opportunities that enhance social welfare (Zahra *et.al* 2009, Reis 1999, Dees 1998). In addition, SE has also been referred to as any organisation, non-profit, for-profit, community enterprises, voluntary organisations or government sectors that are looking to create value for the betterment of the wider society (Austin *et.al* 2006, shaw 2004).

Defining SE is further complicated by their integrated aims of achieving social as well as economic outcomes (Baker *et.al* 2005). The most common approach to defining SE is the focus on their primary mission of social value proposition. While most definitions imply that the only outcome of SE activities is the provision of social welfare (Dacin *et.al* 2011, Shaw 2004, Hibbert *et.al* 2002), others argue that economic outcomes are fundamental for the creation of sustainable social value (Zahra *et.al*, Dacin *et.al* 2010, Mair and marti 2006, Brinkerhoff 2001). This outlines the lack of a general agreement and consistency in the definitions of SE.

### **2.2.2 Working definition for SE in the context of the current research**

Form the above-mentioned approaches in characterising SE, those definitions focusing on the primary mission are the most promising and relevant to this field of study. Concentrating on the aspect of social value will enable the researcher to investigate the activities of SE and their outcomes in-depth. This research looks at social development in terms of SE's contribution to the community improvement in

India. Hence this research will be based upon the definition developed by Mari and Marti (2006, p.36) which is as follows;

***“social entrepreneurship is a process that catalyses social change and addresses important social needs in a way that is not dominated by direct financial benefits for the entrepreneurs.”***

This definition resonates well with the context of India and the main aims and objectives of this research.

## **2.3 Social challenges in developing countries**

Irrespective of the high economic developments in the emerging economies, large groups of population are still faced with various issues such as inequalities in income and access to opportunities (Hall et al., 2012, Zahra et.al/ 2008). Especially the disadvantage groups of individuals including disabled people, young people with low qualifications and rural workers often live without the basic requirements that the better-off take for granted (UNDP, 2008). While the global population exceeds 7 billion, 4 billion of them lives on a per capita income of under \$1500 per annum or less than \$2 per day (Prahalad and Hart 2002). The World bank identifies this group of people as being poor (World bank 2001). While this comprises of almost 22% of India's population, around 50% of the developing world as a whole fit into this category (World bank 2001).

Underprivileged individuals in the developing world are deprived of basic needs such as food, shelter, education, and health care. They are vulnerable in the wider economy due to ill treatment and social exclusion (UNDP, 2008). The significant social exclusion means that high unemployment rates exists within these groups as there is very few opportunities for them to secure employment on the conventional labour market (UNDP, 2008).

Pervez *et.al* (2013) identified that these neglected groups of population represents a massive opportunity for entrepreneurs looking to utilise their innovative ideas. Despite the immensity of this market, it remains largely underserved (Prahalad and Hammond 2002). Traditional entrepreneurs are reluctant to invest in this market because those individuals are unable to afford the products and services offered at a market rate (Santos, 2012). The added cost, externalities and the environmental context of developing countries further acts as a barrier to entry (Rametse and Shah, 2013). Hence, it is challenging to provide for their needs while also making a profit to sustain the organisation. Provision of basic needs in developing countries are of limited and even if they are available it is of insignificant quality (Seelos and Mair, 2005; Boyle and Boguslaw, 2007)

This research will therefore engage in these discussions and explore thoroughly, how in particular SE can have an impact on the social issues and community development in the context of India. The complexity of SE is heightened by external factors that can have a significant influence on their activities. The following sections will therefore present the importance of SE activities in developing countries and further examine the impact that the external environment can have through the theoretical lens of EE.

## **2.4 Significance of social entrepreneurship in developing countries**

While for-profit companies assume that the individuals at the lowest end of the market are unable to afford goods and services that they offer, SE's see this as an opportunity (Prahalad and Hammond 2002). They have a strong desire to create sustainable social value (Dees 1998) and are willing to address the most extensive social issues because those issues are more salient and worthy of attention to them (Zahra *et.al* 2008). Socially conscious individuals are filling a gap in the market by addressing economic and social issues that conventional entrepreneurs as well as government agencies failed to tackle effectively (UNDP, 2008). They are bringing positive changes in the lives of millions of disadvantaged people around the world (SEUK, 2015). They do this through transformative business models that can respond to market opportunities which has previously been overlooked by traditional entrepreneurs



(Seelos and Mair, 2005; Zahra *et.al.*, 2009). They ensure more equitable share of wealth and exemplify greater business transparency (SEUK 2015). SEUK report (2015) further highlighted the significant role that SE's play in solving the most pressing issues in the societies which consequently contributes towards tackling the major challenges identified in the UN Sustainable Development Goals (SDGs) such as inequality and poverty.

Despite the significant role that SE's play in inclusive development and social value creation, they are faced with several challenges which prevents them from achieving their goals and aims. These challenges are not only influenced by internal factors such as limited availability of resources, but also impacted by the macro contextual dynamics of the environment that they operate in. Current literature lacks a clear theoretical lens which limits the understanding of the wider impact that SE's are creating. Mair and Marti (2006) mentioned that the extent to which social enterprises are successful and sustainable depends on the degree to which the general environment in which they operate are supportive of their activities.

Therefore, the impact of the environmental factors will be explored through adopting the EE lens which will be discussed in the next section.

## **2.5 Research Theoretical framework: Entrepreneurial Ecosystem**

### **2.5.1 Definitions of Entrepreneurial Ecosystem**

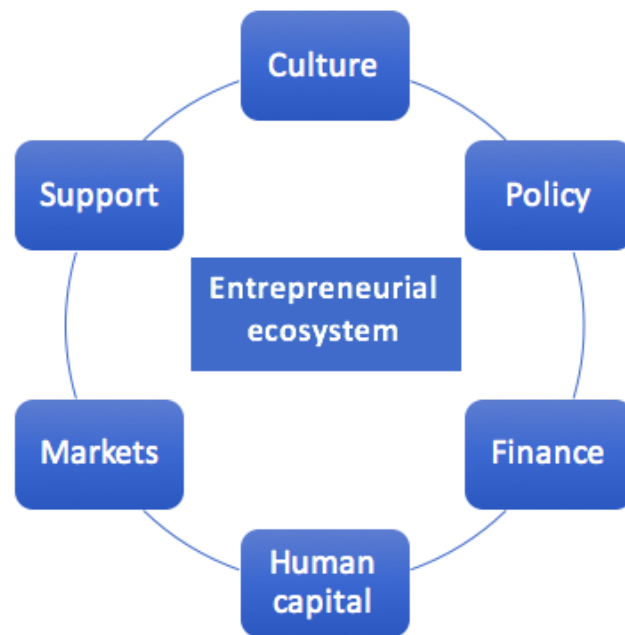
Development of entrepreneurship has become a fundamental factor for fostering economic growth in countries all over the world (Isenberg 2014). EE was created to support this strategy by stimulating entrepreneurship whereby recognising mutually dependent elements in an area. Stam and Spigel (2017) defined EE as an interrelated group of actors that assists in the successful operations of entrepreneurship within a geographical community. Similarly, Isenberg (2010, p.3) mentioned that; "the EE consists of a set of individual elements such as leadership, culture, capital markets, and open-minded customers that combine in complex ways.

EE consists of many different elements. The importance of each element is individual to the nature of the enterprises involved. With regards to traditional entrepreneurs, one of their main motives is wealth creation. While on the other hand, SE's main focus lies in social value creation (Dees 1998, Shaw 2004, Mair and Marti 2006, Dacin *et.al* 2010). Hence the domains which have the greatest significance for each of these entrepreneurs are expected to be distinct. However, of particular interest to scholars have mainly been examining the implications that the EE can have on the activities of traditional entrepreneurs. Despite the increasing importance of SE in the development of the economy, there is a lack of both theory and empirical research on how their activities can be influenced by the EE (Roundy 2017). This research therefore aims to use Isenberg's EE model represented in figure 4 as a framework to examine the extent to which the EE can provide a supporting or a challenging environment for SE's in delivering the impact in the context of India.

Isenberg (2010) highlighted that in order for there to be self-sustaining entrepreneurship, every ecosystem must consist of six main domains which are; **culture, Policy**, availability of **finance**, Quality **human capital**, venture friendly **markets** and **support** (Isenberg 2011a).

The next section will highlight these domains, applying them specifically to the context of SE.

## 2.5.2 Domains of entrepreneurial ecosystem



**Figure 4: Domains of EE (adapted from Isenberg 2011)**

**Culture** is one of the most crucial domains for the success of SE. An altruistic culture that is supportive of sustainable social value creation can encourage SE activities (Feldman 2001, Isenberg 2011) as it is in line with their motivations (Dees 1998, Mair and Marti 2006, Zahra et.al 2009).

**Human capital** is an important domain that Isenberg (2011) highlights in his literature. Examples include, the presence of serial entrepreneurs and institutions providing training on entrepreneurship. In that aspect, it is extremely important for SE's to have skill and knowledge on how to develop a business model which is financially and socially sustainable.

Similarly, for SE's to sustain and thrive, a considerable amount of **support** is required from institutional and infrastructural organisations providing technical, advisory, legal and financial support.

**Finance** is mainly seen as an obstacle for SE's. Isenberg (2011) highlighted venture capital funds, angel investors and microfinance as some important sources of finance. These resources are of vital importance for SE's as they normally struggle to balance their social mission with commercial objectives.

Supportive **policies** and **leadership** also plays a significant role in the creation of SE. User friendly legislations and regulatory frameworks such as tax benefits can open up opportunities and have a tangible impact on their motivations to set up and develop a social enterprise.

**Markets** include early adopters and existing customers for a product. With SE activities, there is a wide variety of customers who mainly falls into the category of neglected group of population within the society.

This framework offers a holistic understanding of the ecosystem. All the dimensions are particularly relevant to developing countries. The domains acts as a major influencing factor on how SE in particular could operate. Hence why this framework has been chosen to examine in the context of India.

While there is an in-depth amount of social issues to explore in India, there has also been a considerable growth of SE activities (British council, 2016). Indian economy can provide multiple possibilities for SE's to test their innovative ideas. In fact, the Indian social enterprise ecosystem is one of the most established in the developing economy, with a series of opportunities for growth through a range of impact investors and support organisations such as accelerators and incubators (Swissnex India, 2015 and British council, 2016).

Thus, this study can be an opportunity for the SE field to be expanded on within the literature by doing in depth research into the real impact that SE's are creating in a country with full potential for them to grow and sustain.

## 2.6 Research Gap

Based on the above discussion, the research gap to be addressed by this study can be highlighted. Firstly, SE can play an important role in solving the most intractable issues facing societies particularly in developing countries. Previous research highlighted the prominence of SE activities. However, not much emphasis is placed on the challenges that influence their activities in different aspects, introducing a gap in the literature. Secondly, SE activities are not just influenced by internal factors, but the characteristics of the ecosystem that they operate in. EE perspective offers useful insights into understanding the environmental factors surrounding the operation of social enterprises. Despite the significant role that SE play in the development of the society, limited research has been conducted on how EE domains can influence the ability of SE's in creating and sustaining their social ventures.

Finally, India has been chosen as the context of this research as India is one of the emerging economies experiencing a substantial rise in SE and is considered a potential environment to start a social enterprise. These facts give rise to the research gap which motivated this research on the study of SE impact through examining the EE. Therefore, to address this gap, the following research questions and objectives has been formulated.

| Research objectives   | Research questions  |
|---|---|
| <b>RO1:</b> To investigate the impact of social entrepreneurship activities at the community level                                | <b>RQ1:</b> What is the impact of social entrepreneurship business model on the community development in India?                                   |
| <b>RO2:</b> To examine the role of entrepreneurial ecosystem in supporting the activities of social entrepreneurship in India     | <b>RQ2:</b> What is the role of the entrepreneurial ecosystem domains in supporting social entrepreneurial activities in India?                   |
| <b>RO3:</b> To identify the main entrepreneurial ecosystem domains restricting the activities of social entrepreneurship in India | <b>RQ3:</b> What are the main entrepreneurial ecosystem barriers that prevent social entrepreneurs from having that impact in the Indian society? |
| <b>RO4:</b> To explore further developments needed in the Indian entrepreneurial ecosystem  | <b>RQ4:</b> what are the ecosystem domains that needs to be further developed in the Indian ecosystem?  |

## 2.7 Conclusion

This chapter has analysed and critically reviewed previous literature on the social challenges faced in the developing countries and the significance of SE activities in addressing those challenges. It further covered the EE as the theoretical framework which has been applied to the context of SE.

## Chapter 3: Research methodology

### 3.1 Introduction

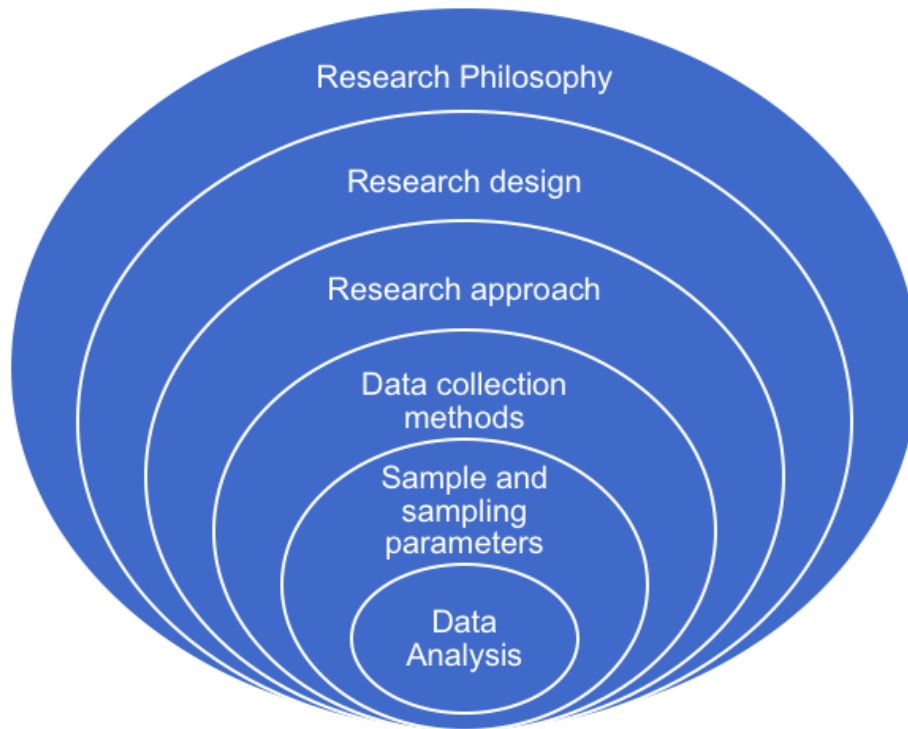
This chapter will provide an overview of the research philosophy, research approach and data collection methods used to achieve the research aims and objectives.

### 3.2 Research philosophy and paradigm

Research philosophy combines different beliefs and assumptions that determines the research design and data collection methods that a researcher implements in their study (Corbin and Strauss, 2008). The assumptions that a researcher make at every stage in their research is impacted by the research philosophies (Burrell and Morgan, 1979). This can be understood through three fundamental matters which are; **ontology, epistemology and axiology**.

Duberley *et.al.* (2012) described **ontology** as investigating whether the social phenomena exist independently of human knowledge or as a result of it. This gives rise to two views of social reality known as **subjectivism** and **objectivism** (Easterby-smith *et.al.*, 2012). This study follows a subjective approach as a significant emphasis is placed on human perspectives and interpretations. This is also in line with what constructionists believe as **axiology** which demonstrates that the researcher adds considerable value to the research process (Heron, 1996). This is evident from the research as the strong emphasis on human interactions meant that researcher played an equally important role in shaping the phenomena.

The research onion showed in figure 5 below underlines the methodological layers followed in this study.



**Figure 5: research onion (adapted from Saunders et.al 2009)**

Saunders et.al (2016) highlighted four research philosophies which are; **interpretivism, realism, positivism and pragmatism.**

The aim of this research is to gain an in-depth understanding of the impact that SE's can have on the community development of India. Hence, the researcher followed the **interpretivist model** as it will enable to uncover the perspectives of SE's through human interaction (Krauss, 2005). As mentioned by Burrell and Morgan (1979), unlike positivism, the interpretivist model seeks to understand the social world in a **subjective manner** with reference to individual's perceptions of the world view. Hence why data is collected through interviews, taking into account their emotions and experiences with regards to SE.



### 3.3 Research design

Corbin and Strauss (2008, p.17) define qualitative research as “any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification”. Qualitative researchers aim to comprehend the world from the perspectives of the participants (Corbin and Strauss, 2015). This fits with my research as it aims to understand the participants opinion according to their experiences. Hence why they were allowed to talk openly about their beliefs and judgements covering the research questions and objectives (Bryman and Bell, 2015).

In order to achieve the aim of understanding the impact of SE on the well-being of the Indian economy, this research followed an exploratory qualitative approach to data collection. Robson (2002, p.59) explains an exploratory study as “a valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light”. Exploratory studies begin with a wider focus and becomes narrower as the research progresses (Adams and Schvaneveldt, 1991).

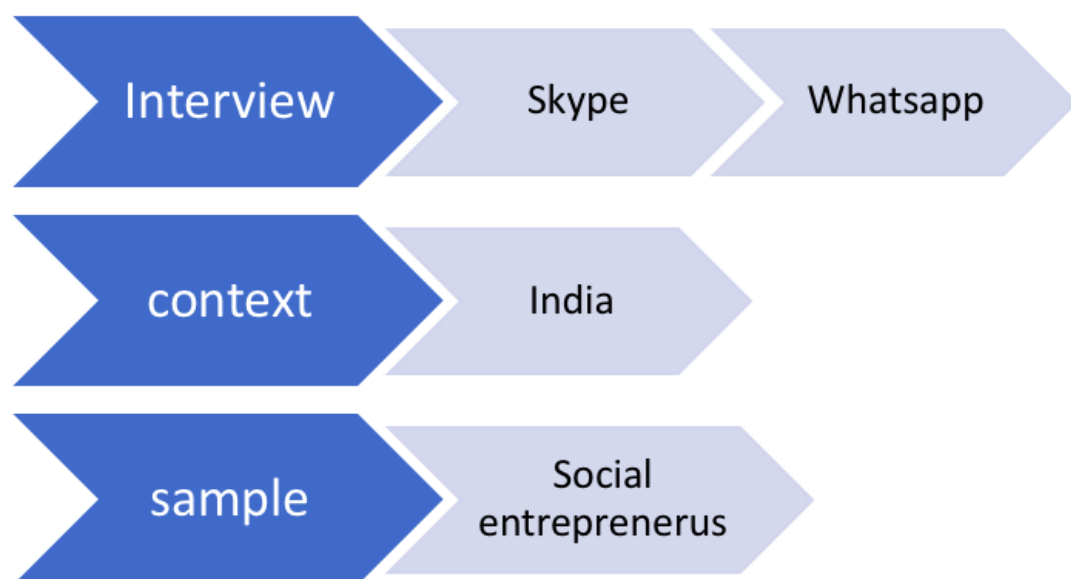
### 3.4 Research approach

Deductive and inductive are the two most common approaches to research. Ketokivi and Mantere (2010) recognised that if a research project commences with a hypothesis developed from an already established theory, it is a **deductive** approach to theory development. In contrast, an **inductive** approach involves collecting and observing data to generate a theory and are increasingly used in qualitative research (Saunders *et.al*, 2016). This research combined these two approaches within the same study by re-contextualising a theory from an already existing EE framework with the aim of understanding it from the perspective of developing countries (Danermark, 2001, Dubois and Gadde 2002). The initial themes were predetermined in accordance to the theoretical framework which guided the data collection process. However, the patterns were open for alteration and hence produced unique and valuable findings in relation to the context of India.

### 3.5 Data collection and interview design

Interviews are the most ideal and commonly used data collection method for qualitative research (Brinkmann and Kvale, 2009). For this research data was collected through semi-structured interviews which enabled the researcher to modify and improvise follow-up questions with SE's depending on their responses and field of expertise (saunders *et.al.*, 2016, Rubin & Rubin, 2005).

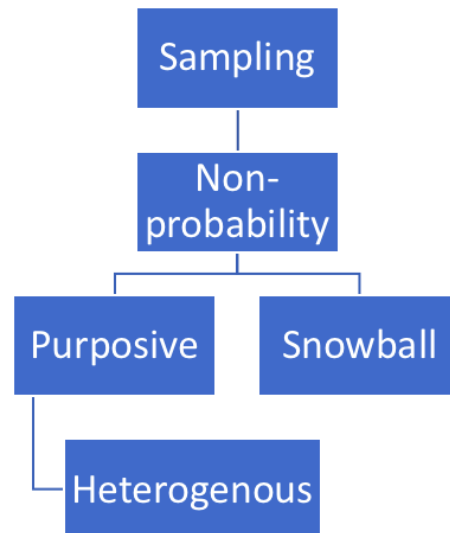
Since the participants were based in India, the interviews were conducted through skype and WhatsApp. The discussion involved about 12 open ended questions which varied slightly from interview to interview depending on the participants background and expertise (Saunders *et.al* 2016). This allowed participants to talk freely according to their experiences and hence enabling better responses to be collected (Easterby-Smith *et.al.*, 2012).



**Figure 6: overview of the data collection methods**

### 3.6 Sample and sampling parameters

There are different types of sampling techniques that a researcher can use. Figure 7 shows the sampling method followed in this research.



**Figure 7: sampling parameters (adapted from Saunders *et.al*, 2016)**

This research followed a non-probability purposive sampling method. This is the most relevant to this study because the proposed research question acted as a guideline in determining the category of people to be sampled (Bryman and Bell, 2015). Purposive sampling enables the researcher to use their own judgement in the selection of participants with the most relevant expertise in the field of study (Patton, 2002; Saunders *et.al.*, 2016).

#### 3.6.1 Sample Size

With non-probability sampling approach, the number of samples to be chosen depends on several considerations (Bryman and Bell 2015). Saunders *et.al* (2012) gives a brief guidance on this issue where he mentions a sample size of 5-25 participants to be used for efficient analysis. Mostly with interviews, the researcher continues to collect data until data saturation is reached. Glaser and Strauss (1967,

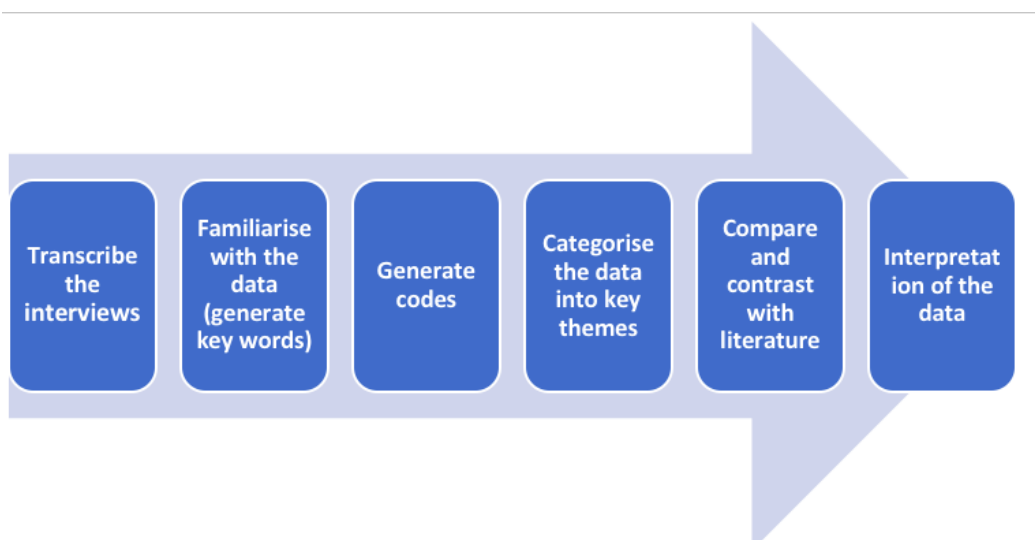
p61) explained how to determine when the data is saturated; “Saturation means that no additional data are being found whereby the sociologist can develop properties of the category. As he sees similar instances over and over again, the researcher becomes empirically confident that a category is saturated”. In this study, the researcher jointly collected and analysed the data and continued to collect data until the gap in the theory was filled.

### 3.6.2 Selecting Sample

Samples were selected through the researchers own network connections. These connections were made by the researcher when participating in a SE program in India. However, the recruitment was insufficient and hence snowball technique was used to connect with a heterogeneous group of SE’s through the network of people who had already agreed to take part in the study. Sample profile is shown in Appendix IV.

### 3.7 Data Analysis

Analysis is the process of interpreting data after careful consideration (Blumer 1969, cited Corbin and Strauss, 2015). To effectively interpret the data collected, this research followed a thematic data analysis approach which is a method of identifying and analysing the data by categorising them into codes and themes (Braun and Clarke, 2006). This process was carried out through a series of steps as demonstrated in figure 8 below



### ***Figure 8: Data analysis steps***

Corbin and Strauss (2015) explain analysis as an ongoing process throughout the research. As of this research, data was analysed as the researcher went on collecting and transcribing them. The transcribed data was initially examined to familiarise with. This helped the researcher to put interesting facts about the study into codes (Bryman and Burgess, 2002). The data was then categorised into themes as identified in step 4. The next step provided a more comprehensive insight into the data. It involved identifying patterns and relationships between the categories and themes. This was then compared with the theories developed in chapter 2.

Finally, the data was interpreted as a whole to develop conceptual frameworks and theories to address the research questions and objectives (Bryman and Burgess, 2002).

### **3.8 Validity and reliability of the data**

Traditionally as emphasised by Bryman (2016), reliability, validity and replication are important measures used in evaluating the trustworthiness of research. However, the relevance of this approach to qualitative research is debatable (Bryman 2015). Hence, an alternative approach has been proposed by Lincoln and Guba (1994) which is based on four measures; credibility, transferability, dependability and conformability. Therefore, the current study will follow the latter approach to ensure the trustworthiness of the research.

### **3.9 Ethical considerations**

While conducting any research project whether it involves collecting primary or secondary data, it is very important to consider the possible ethical concerns that could arise. For this research project, approval was granted by the ethics committee at the University of Southampton. Participants were informed through an information sheet and was asked to sign a consent form acknowledging that the data presented in the study will be kept confidential.

## Chapter 4: Findings of the research

### 4.1 Introduction

The aim of this chapter is to present the key findings of this research obtained through the data collected. The interviews with SE's from India highlighted multiple key themes which are categorised into three main sections reflecting the research objectives.

#### Research objectives

***RO1: To investigate the impact of SE activities at the community level***

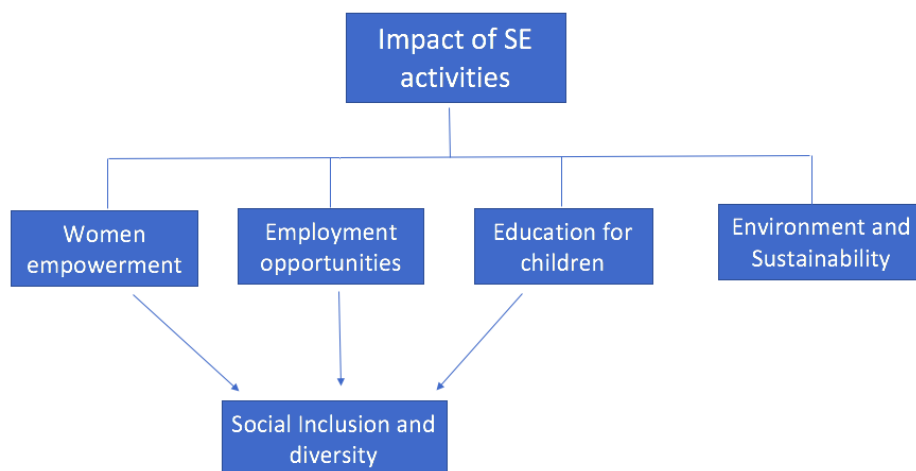
***RO2: To examine the role of EE in supporting the activities of SE in India***

***RO3: To identify the main EE domains restricting the activities of SE in India***

***RO4: To explore further developments needed in the Indian EE***

The three sections are structured as follows; section 4.2 addresses the first research objective by looking at the impact of SE in the community development of India. Section 4.3 highlights the EE actors that are supporting and hindering the activities of the SE's. Finally, the last section presents the elements that needs to be further developed in the Indian ecosystem.

Figure 9 and 10 represents a summary of the key themes that emerged from the findings. Codes and categories examined in this study are provided in appendix VI and VII together with additional quotes derived from the interviews. Transcription of the interview is also provided in appendix V.



**Figure 9: The impact of SE model on the community development of the Indian society**

## 4.2 The impact of SE business model on the community development in India

This section analyses the findings with regards to the impact of the SE model. The themes derived from the interviews are; ***Women empowerment, employment opportunities for marginalised groups of population, skills and education for children, empowering girls through education on sexual harassment, social inclusion and sustainability and the environment.*** These themes are described in detail in the following sections.

### 4.2.1 Women empowerment

Women empowerment is one of the most common impact that SE's focus on delivering in India. Findings revealed that skills development programs are provided for women in rural areas. A large number of social ventures focuses specifically on women involved in farming and agriculture as described by P3:

*“there are social ventures with specific focus on women in agriculture. They encourage farmers especially women to cultivate things such as*

*honeybee and mushrooms alongside their crops. They even encourage those women who are not initially involved in farming. They help them realise their potential and give them set of skills to be able to grow crops on their own. These SE's further encourage them to apply for seed funding and microfinance while guiding the individuals through the whole process".*

These women are further supported by social enterprises acting as a middle man between them and the customers (appendix VI). This is not exclusive to just farming. P4 shared an example activity carried out in his enterprise;

*"We have sewing workshops for women in the community. We train them and provide them with some seed funding. We also use the market linkage model to connect them with people who can find them a market to sell their products. This gives them an opportunity to develop their own business and a secured source of income"*

It was mentioned by participant [4] that there is a lack of support and mentorship for women in India. However, participant [1] and [6] highlighted some impact that SE's are creating in this field.

P1 mentioned that;

*"There are several women entrepreneurs who have mentoring organisations for women who have taken a break from work to start a family or any other reason wants to re-enter the workforce. She may have been out of the workforce for several years and might have lost confidence. So, these organisations help them to prepare for the re-entry into the workforce. They give them the skills because maybe when they stepped out of the workforce, things were different.*



*Technology for example changes rapidly and the work processes changes with it”.*

#### **4.2.2 Employment opportunities for the marginalised group of population**

High unemployment is an indication of a diminishing economy. Hence, securing employment opportunities as a whole was emphasised as an important aspect that SE's concentrate their efforts in. This is explained by P6:

*“there are different ways of looking at employment. One way is to empower them to explore their potential to the fullest through providing them education and set of skills. This will make them more employable and provide themselves with a more economically and financially stable lives”.*

Providing them direct employment and platforms with entrepreneurial opportunities is also carried out to a large extent. However, P2 described that:

*“Instead of providing just a quick fix through jobs, SE's activities should be structured more towards making them realise their potential and providing them with means to secure a job in their field of interest”.*

### 4.2.3 Skills and education for children

The government schools of India provide education for children for free. However, P9 who has experience of working with children from low income families explained that;

*"From working with the kids, it was fairly clear that the schools they go to, the education isn't as high standard as private schools or the education that other kids were receiving. Because they were from the deprived areas, they go to government schools, they don't have the best teaching and resources. So, they come out of it with not a great understanding of English and the skills that they need to be employed and be successful in life".*

Majority of the participants saw this as a gap that needs to be filled. Their objective is to provide skill building opportunities and education that these children can actually make use of (P4, P6 and P9).

P4, who is an employee working in this field stated that:

*"Through different workshops, we are engaging with more than 500 kids in different contextual topics such as English, science, technology, arts and maths. We are constantly trying to make them realise their capabilities and envision their potential. We are motivating them by making them understand how this can make their tomorrow better than yesterday".*

#### 4.2.3.1 Empowering girls through education on sexual harassment

Sexual harassment is a serious issue among women in India. One of the participants who has a great experience in the field of women empowerment explained that:

*“There are several SE’s who are empowering girls by giving lessons and workshops on how to deal with situations of sexual harassment and domestic violence. By doing so they are encouraging the girls to stand up and speak for themselves and their family”.*

#### **4.2.4 Social inclusion and diversity**

As highlighted in the literature review, Social exclusion is a serious issue faced in the developing countries. P10 mentioned that:

*“SE’s have created a positive change. if you look at how women are treated today, gender gap has been reduced. Women have been given the opportunity to realise their potential. They have been provided the confidence and belief that they can do anything. In the long run, they will be supporting the whole community. Providing other women, the support that they received. Hence, contributing to a reduction in gender discrimination by empowering women to do what they want to do”*

Respectively, P6 highlighted that:

*“The contribution of SE’s towards creating an inclusive society are highly valuable, but the denominator is not the same, populations is increasing at a higher pace. So, I would say that we still have a long way to go”.*

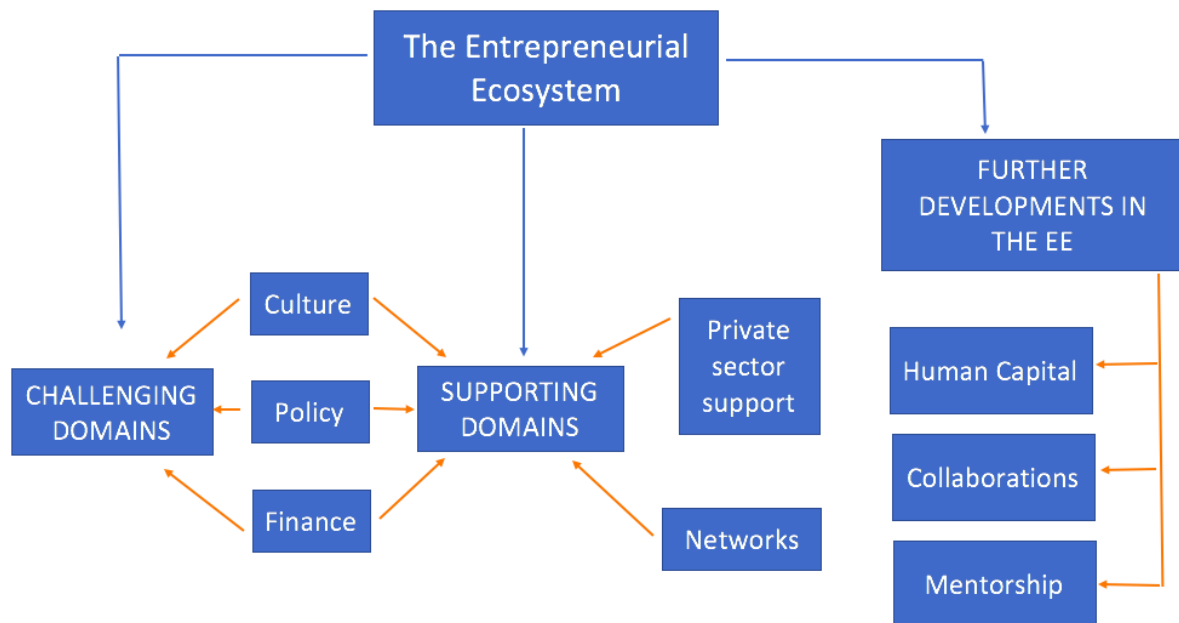
A good ratio of participants highlighted the positive movement towards creating a socially inclusive society which has been overlooked to some extent due to the constant rise in population.

#### 4.2.5 Environment and sustainability

Environment and sustainability is another impact that SE's have currently been focusing their efforts on. As explained by p7:

*“Social enterprises looking to promote sustainable energy methods are now increasing in India. Our company’s core focus is to facilitate energy access through different channels to people who have been living in dark. But we eventually end up promoting solar energy and creating a positive impact on sustainability. More than 300 million people in India don’t have access to electricity. Now imagine if all of them tomorrow transitioning into coal, considering that we are struggling to meet the emission reduction targets already, that could bring devastating effects towards our effort of conserving the environment. If we have this section of the society transitioning to development in a sustainable way, I think we are a far better off world to live in”.*

### 4.3 Examining the domains of the ecosystem discussed in chapter two



**Figure 10: The Indian EE domains**

#### 4.3.1 The role of the EE domains in supporting or hindering the SE activities in India.

It was highlighted in chapter 2 that the Indian EE is one of the most established compared to other developing countries. Majority of the participants agreed with this opinion. However, the findings also revealed that it is still very under developed in certain aspects.

For this research question, the key themes derived from the findings are; ***Policy, Finance, Culture, Private sector support and Networks (informal and formal).***

This is explained in detail below.

#### **4.3.1.1 Policy**

##### **4.3.1.1.1 Corporate Social Responsibility**

P2, P3, P5 and P6 explained that because of the new CSR law, companies are starting to think differently. P6 explained that:

*“What it worked for SE’s has been a partnership where there is no exchange of money. We bring to the people our knowledge and expertise and the partner brings to the table what they have expertise in such as finance or infrastructure of the activities that we are doing, providing investments”*

##### **4.3.1.1.2 Government support**

The government of India has acknowledged the importance of the impact that the SE’s are creating on the community development of India. They have been focusing a lot on encouraging social impact activities. This is highlighted in the quotes by P3 and P10:

*“A lot of government funding schemes have been introduced such as the start-up India which was launched about two years ago”.*

*“The government has come up with a range of good plans. They have introduced an initiative called Skills India which provides funds to NGOs involved in livelihood and community development programs such as provision of skills for the underprivileged groups of population”*

Although there is a consensus amongst the participants about government being a supportive domain of SE, it has also been specified as a barrier. This is explained in the quote by P2:

*“I don’t think the government recognises and supports social enterprises in a good way. The standard idea is that the government is the one significant champion of social enterprises who are consciously, deliberately and systematically supporting their activities. But that’s not the case in India. India has a tendency to do a lot of things outside the government framework because of the existence of high bureaucracy and red tape”.*

#### **4.3.1.1.3 Rules and regulations**

In terms of rules and regulations, there has been a discrimination between non-profit and for-profit social enterprises. As explained by P10:

*“For for-profit, there are hardly any funding agencies willing to help. One main reason is the discrimination in terms of tax exemptions. 80G exemption is a tax exemption certificate offered for companies who provide donations for social enterprises and charities. However, a company donating money for a for-profit is not eligible for any exemption and hence securing funding is a challenge for for-profits”.*

#### 4.3.1.2 Finance

The findings recognised finance as a crucial factor for a SE to sustain and be able to deliver the impact. As explained by P3:

*“There has been an increase in the availability of funds and people are more willing to invest in social impact ideas. About 10-15 years ago when I started there wasn’t much avenues for getting investment and opportunities. There are even a lot of microfinance capital opportunities and online crowdfunding platforms. The ecosystem is getting stronger day by day”*

P5 supported this point by mentioning:

*“In India, there has been an increase in the availability of international grant opportunities such as the world bank, UN funds and other global development funds which are exclusively helping many social venture companies in India”.*

Similar to what was highlighted in chapter 2, despite the many funding opportunities available, it is still an obstacle for SE’s to secure funding. This is demonstrated in the following quotes by P5 and P3 respectively:

*“There are lots of corporates and impact investors who are willing to provide funds. However, it’s not healthy enough. We are constantly applying for grants. If we apply for 20 grants, we will end up getting only two”.*

*“There are lots of microfinance capital opportunities in India. However, similar to Grameen loan, the amount is very less. They are*



*mainly enough to fund towards single livelihood enterprises, because with the amount of money they provide, you can only sustain that much”*

#### **4.3.1.3 Culture**

Culture has been revealed as an important element in the ecosystem of India.

P5 Highlighted that:

*“In the last 15 years there has been an extremely large amount of change. People are now becoming more and more informed. They are more willing to give their time to help the people who are not so privileged. Earlier it used to be more philanthropy based. But now even people who give their money would like to know where and to what use it is been put. Most of them are very supportive especially the corporates and the educated individuals. If there is an ongoing culture supportive of strategic impact investment like this, then I believe things could change dramatically in India”.*

##### **4.3.1.3.1 SE and the development of the culture**

Interestingly, the findings revealed that there is an influence from SE's on the development of the culture. This is explained in the following quote by P2:

*“In India the biggest champion of social impact activities are the SE's themselves and the ecosystem that they have created for themselves. It has been very challenging because India has a very traditional sense of philanthropy, such as religious giving to poor. Any generation above my grandparents have a very different idea of what giving should be. SE's have broken that norm and said that we need to bring*

*in the best of philanthropy and the best of business by merging them together to bring a sustainable solution rather than just giving because the scale of problem is so huge”*

#### **4.3.1.3.2 Culture and Women**

Despite the positive impact that culture creates, several participants described that when it comes to women, the culture of India has been very discriminating. This is highlighted by P5:

*“when it comes to women and girls, there are still a few communities where the societies are patriarchal. For those societies to realise and to accept that women have the capability of doing more than what they were doing till now, such as being housewives or doing work that can be done from home, there is still a bit of a roadblock there, but its changing slowly.”*

#### **4.3.1.4 Private sector support**

Findings highlighted the importance of private sector support for SE's in India. As mentioned by P6:

*“The private sector has launched quite a few programs for social SE's to learn and get mentored, including being looked at and evaluated for funding, also facilitating access to funding”.*

Similarly, P8 indicated that:

*“There is a lot of scope for SE. Organisations have built platforms to support SE activities. There is a lot of accelerators and incubators*

*which have really played a crucial role in developing supportive ecosystem”.*

P10 gave an example of an accelerator that his organisation has worked with which is described in the following quote;

*“They act as consultants to help us with decision making and solving business issues by developing a proper impact road map. They help us with project management, HR, marketing, funding etc and look at how they can make the organisation sustainable. They do gap analysis in order to find out where the organisation is lacking and provide help and expertise accordingly. However, they only provide two to three years partnership so not everything is possible in such a short time frame”*

#### **4.3.1.5 Formal and informal networks**

The findings revealed that networks provide a great opportunity for knowledge exchange and sharing between entrepreneurs and different mentors. The importance of networks was highlighted by several participants. As stated by P10:

*“For a social enterprise to sustain, branding and association with others in that field is very important. Networking helps to identify the diverse support systems available for a SE, be it funding or partnership opportunities and entrepreneurial learning. It is the key to recognising future opportunities available for a SE and to learn and grow”*

#### 4.4 Further developments in the Indian ecosystem

Participants highlighted the need for less **bureaucracy** and more **transparency**. As confirmed by P1:

*“Even though I mentioned that government schemes are there, not enough information is provided on how to access them, who gets them, what is the process. All these things need to be clearer and more transparent. Accessing finance is a very long and lengthy process. One doesn’t know how to really go about it. I don’t have any experience of getting it and experience of how frustrating it is after you receive it. But just the process of applying is very frustrating”.*

It is also suggested that **collaborations and partnerships** are a critical factor for SE’s to overcome challenges and sustain their enterprise. This is mentioned by P1:

*“There needs to be more collaborations between people who work in this industry. From core working space to access to talks, shared resources will bring costs down. Because whilst you may not have funding, you still are incurring costs. Hence, a cluster needs to be created where a lot of SE’s come together and agree on sharing their resources between themselves so that those costs could be distributed amongst people”.*

Lastly the importance of **mentorship and entrepreneurial learning** was highly emphasised by the majority of the participants. This is explained in the quote below by P10:

*“When you start running a social enterprise, you don’t only need finance but also need support and opportunities for learning. In most of the cases, an individual comes up with an idea because they have a mission to solve a problem in the society. However, they may not have a proper business plan. They just aim to do something good for the society. But in order to make the idea work, they need to know everything about NGO management. Therefore, there should be a hub available to provide them with support and awareness about all the compliances including management and running of the organisation, financial and also legal matters”*

## **4.5 Conclusion**

This chapter presented the key findings which revealed the main impacts that SE’s focus on delivering in India. The study further discovered how the EE domains can either be supportive or challenging of SE activities.

The next chapter will provide a deeper analysis of the findings by revisiting the literature review.

## Chapter 5: Discussion of the results

### 5.1 Introduction

This chapter builds upon the findings in chapter 4 and presents a discussion of the results by comparing and contrasting with the literature review in chapter 2. The aim is to interpret the findings further in order to address the overall research question which was set as; ***Investigating the impact of SE activities on the well-being of the Indian society- an Entrepreneurial Ecosystem perspective.***

This chapter will discuss the key themes emerging from this research and is divided into two sections. Section 5.2 addresses the impact of SE and section 5.3 discusses the influences of EE on the activities of SE.

### 5.2 Impact of social SE activities on the community development of India

The study revealed that ***social inclusion, women empowerment, provision of employment opportunities for the marginalised groups of the society, skills and education for children, environment and sustainability*** as the main impacts that SE's focus on delivering in India. Distinctively, ***Women empowerment*** and ***education for children*** stood out as the most prioritised areas of focus.

#### 5.2.1 Social inclusion

The findings discovered that the impact that SE's create is enormous. They indeed play a significant role in social inclusion and diversity. They achieve this by delivering essential products and services at a reasonable price and providing job opportunities for those who are otherwise eliminated from income generating activities (UNDP, 2008, George 2009). In that aspect, international aid agencies indicated that inclusivity and diversity can only be achieved by involving these marginalised groups of population in the society (UNDP, 2010).

In the context of India, impacts such as **women empowerment, employment in general and skills and education for children** has been shown as extremely significant for the development of an inclusive society. They seem to be interlinked very closely, all of them together contributing to the bigger impact of social inclusion as the end goal (figure 11).

However, the findings highlighted the significance of these challenges which has been intensified due to the increase in population at a high pace. This is in line with the statement by world bank (2007) that social issues such as gender inequality and exclusion are likely to persist because in the next 30 years half of the world's population growth is expected to be concentrated in the developing countries.



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**Figure 11: inter-relatedness between the different domains**

Figure 11 above demonstrates the linkages between the different impacts of the SE activities and how in the context of India, these impacts results in the development of a more socially inclusive society.

### 5.2.1.1 Employment opportunities

SE's develop innovative solutions to address social exclusion and discrimination issues not only by creating employment opportunities but also by investing in developing their skills and capabilities (Fonteneau *et.al*, 2011). The results were undisputed. A greater emphasis is being given for skills development. It was acknowledged as a more sustainable solution where individuals are provided with a platform to recognise their potential and envision their future on a career that they dreamt of. It is clear from the findings that social mission is crucial to the majority of SE's in India. This is in agreement with Martin and Osberg (2007) and Mair and Noboa (2003) who mentioned that SE's have become the forefront of transforming economies by serving the needs of the individuals on a society wide scale and in a more sustainable way.

### 5.2.1.2 Women empowerment

SE's give an increased attention to empowering women, through conducting a series of activities (Grown *et.al*, 2005). In the context of India, the findings revealed three powerful ways that SE's specifically support women empowerment (Figure 12)



**Figure 12: ways to support women empowerment**

It was mentioned by Grown *et.al* (2005) that globally women are at a higher risk of social exclusion and poverty and very little has been contributed by SE's in addressing this issue on a global scale. However, in the context of India, it has been revealed that a high priority is given to empowering women through the provision of skills, funding and entrepreneurial opportunities. Alongside this they also use the market linkage model to connect and find them a secured market for their products. Hence, women



are given an opportunity to secure a sustainable source of funding by challenging the stereotypical expectations and helping them realise their full potential.

Findings revealed that when woman are empowered, they bring prosperity to the larger community. It goes beyond the individual and their families. They are willing to provide other women the support that they received, contributing further to a reduction in gender discrimination. Not just in terms of empowering other women, but the findings also mirrored a statement by British Council report (2017). It mentioned that gender balance in leadership and decision making in the society can result in greater innovation, transparency and prosperity than just male dominated leadership as women can offer valuable human resources.

#### ***5.2.1.3 Skills and Education for children***

As evident from the findings, **skills and education for children** stands out as the most prioritised area of focus alongside **women empowerment** in India.

The findings revealed that several SE's now focus on teaching them English and other skills that can open up opportunities for the children to either pursue higher education or employment in the future.


One of the remarkable impact that SE's create within this aspect is the empowerment of girls through education on issues such as sexual harassment. This is especially important in India because India is a society where one in every three women faces sexual harassment or domestic violence at some stage of their lives (British Council, 2017). Findings revealed that through workshops on how to deal with these situations SE's are instilling courage and confidence in the children to be able to recognise and address these issues they face in the community.

## 5.2.2 Sustainability and the environment

In the context of India, it has been revealed that SE's are indirectly contributing to this impact. Their focus is mainly on providing energy access to the neglected groups of population at the bottom of the pyramid, but they eventually end up promoting sustainability through the use of solar energy. As highlighted in the literature review, almost 22% of India's population lives in poverty (World bank 2017). Energy access to this group is limited due to the difficulty in connecting the electricity grid to rural areas. Hence, in terms of accessibility and economic viability, solar energy is proven to be a prominent solution in developing countries.

India is the fourth largest energy consumer and over 400 million people lack access to electricity (Guaita-Pradas *et.al*, 2015). If this section of the population transitions into coal, it could have devastating impacts towards the efforts in sustainable development. Thus, findings revealed that continued effort is required by developing countries such as India. Hence why SE's are promoting sustainability through tackling existing issues on energy access.

**Table 2: summary of impact**

|  | Impact  | Activities by SE's   |
|--|---|--|
|  Social Inclusion and Diversity | 1. Women empowerment  | <ul style="list-style-type: none"> <li>- Skills development</li> <li>- Entrepreneurial opportunities</li> <li>- Employment opportunities</li> <li>- Mentorship</li> <li>- Access to funding</li> </ul> |
|  | 2. Education for children   | <ul style="list-style-type: none"> <li>- Education on sexual harassment</li> <li>- Teaching them a diverse range of subjects such as English, maths, science, technology and arts.</li> </ul>          |
|  | 3. Employment opportunities for the neglected group of population | <ul style="list-style-type: none"> <li>- Skills and training</li> <li>- Direct employment opportunities</li> </ul>   |
|  | 4. Sustainability and the environment                             | <ul style="list-style-type: none"> <li>- Promoting solar energy amongst the people at the bottom of the pyramid.</li> </ul>  |

## **5.3 Entrepreneurial ecosystem**

The findings highlighted a lot of idiosyncrasies and particularities in the context of India. This agrees with Isenberg (2011) who mentioned that every community has a unique combination of ecosystem elements. The findings revealed that, all six domains mentioned by Isenberg are present in the Indian ecosystem. However, the maturity and strength of them varies.

The discussion below is going to address the domains of EE in the context of India with reference to figure 4 in the literature review. In each of the domains the discussion will cover how they interact and overlap with each other to either provide a supportive or a challenging environment for SE's to execute the impacts mentioned in section 5.2 above.

### **5.3.1 Networks**

The findings revealed that informal social networks play a significant role in providing an extremely supportive environment. This is especially the case for new social ventures in India as it provides a great platform for the exchange of knowledge about opportunities such as access to funding and entrepreneurial learning between entrepreneurs. The findings are in line with Spigel (2015) who highlighted the importance of developing connections among entrepreneurs, investors and advisors that are willing to provide extremely large amount of support for new and already established ventures.

### **5.3.2 Policy**

The research analysed various policies that have been supportive as well as challenging to some extent. These are discussed below.

### **5.3.2.1 CSR law**

Findings highlighted the significance of CSR policy in providing a supportive environment for SE's in India<sup>1</sup>. With the integration of philanthropy and business, CSR in India is becoming more strategic (Majumdar and Saini, 2016). As anticipated in the British council (2017) report, It is one of the most positive step towards engaging the private sector in the community development. Most corporations have formed their own CSR branch with a large pool of capital. However, they lack expertise on how to implement the CSR money in the most sustainable way. Hence, this has opened up opportunities for SE's in terms of funding. By partnering with large corporations on their CSR initiatives, SE are able to contribute their knowledge and expertise in addressing a social issue while the corporation's funds for the projects.

### **5.3.2.2 Government support**

Isenberg (2011) recognises government and the public sector as a crucial support system in the development of SE. The findings highlighted that the government of India recognises the potential of SE's and have developed schemes and policies to foster their impact and growth, corresponding to what British Council report (2016) argued. They have introduced initiatives such as "start-up India" and "skills India" to support and fund social development activities.

It is possible to argue that in the Indian ecosystem, a mutually beneficial relationship exists between the government and SE's. Findings identified that the government encourages public-private partnerships that fund SE's for projects aimed at improving the quality of public assets. Although this is the responsibility of the government, the constant rise in population and the scale of challenges means that government require support from the private sector as state capacity is often limited. Hence, SE's are bridging the gap between the government and the community. This is a remarkable initiative, however only few of the participants discussed this which implies it's not

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<sup>1</sup> According to the new Companies Act Bill 2013, companies with a threshold limit of either a net worth of INR 500 Crore (£55 million) or more, or a turnover of INR 1000 crore (£110 million) or more, or a net profit of INR 5 crore (£550,000) or more have to spend at least 2% of their profit on CSR activities (British Council 2017).

widely known or carried out on a large basis. Majority of the participants instead described government as a challenge to SE activities.

### ***5.3.2.3 Rules and regulations***

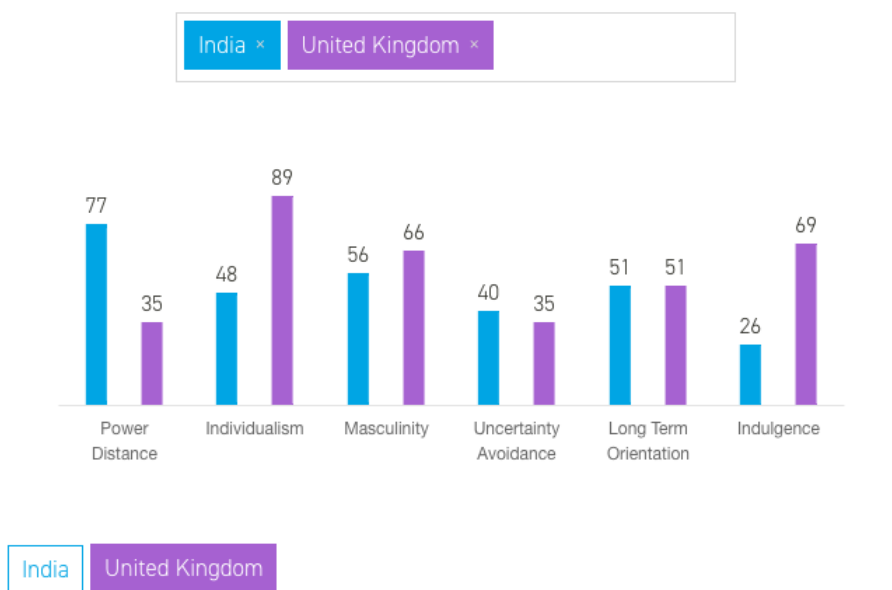
The research emphasised that in the context of India, a very distinct legal system has been put in place which explicitly differentiates between how for-profit and non-profit social enterprises are defined and treated in terms of eligibility for finance and tax reduction. The research revealed that only minimum support is available for for-profit SE's in terms of funding which the previous literature has failed to present. It is also harder for them in general to secure funding as there is a lack of distinction between for-profit social enterprises and businesses in general.

Under section 80G, tax exemptions are offered for corporations that fund for charitable organisations and social causes. Respectively the findings revealed that tax deductions are a significant factor in encouraging donations. However, this exemption only applies to non-profit SE's. There has been a lack of awareness as to what constitutes SE. Hence, the importance of defining what a SE model consists of has been highlighted by this study.

As demonstrated in figure 13 below, India is considered as a country with a high-power distance compared to the UK. This means that a high degree of inequality exists between the individuals in the society. It also implies that a hierarchical and a top-down structure is appreciated within the society and the authorities, corresponding to what Hofstede (2018) argued. This implies the significant influence that the above-mentioned government policies and regulations can have on the development of a supportive ecosystem for SE's in India. However, it was mentioned in the report by Swissnex India (2015) that in terms of politics, India is a complex place for entrepreneurs to set up and sustain their ventures. Similarly, the findings revealed government as the institution that most SE's try to avoid due to the high bureaucracy that exist within the authorities. Although the government of India has been encouraging social impact activities, it has not been effective enough.

### 5.3.3 Culture

The culture of an ecosystem entails the values, norms and knowledge shared amongst the stakeholders of the ecosystem (Doney *et.al* 1998, cited Roundy 2017). Findings revealed that supportive culture is of paramount importance in the Indian SE environment.



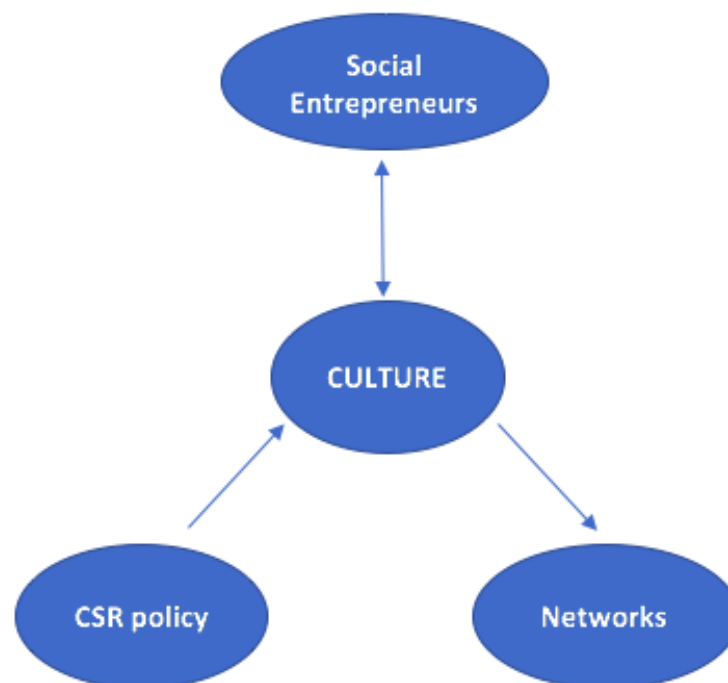
**Figure 13: Hofstede's cultural dimensions: India vs. the United Kingdom (Hofstede Insights, 2018)**

Although this research is not to compare between India and another country, this figure illustrates the unique culture of India in comparison to UK.

As illustrated in Figure 13, India has a culture embedded with both collectivistic and individualistic traits (score 48). However, the findings weighed more towards a collectivist culture due to the high degree of interdependence among the individuals. People are now willing to prioritise the larger social framework and act accordance to the greater good of the community.

The deeply connected community provides a greater support system as people have become more informed of the issues and the contribution of SE's in tackling them. For instance, the well-connected **networking** system that has been created is a result of the strong culture and is extremely important for emerging economies where most of the SE's depends on informal networks as an important source of opportunities (Gertler, 2003).

It was mentioned by Isenberg (2011) that the ecosystem domains are distinctive because they interact in very complex ways. The findings highlighted several inter-relationships of other domains with culture in the Indian ecosystem. As explained above, **Networks** is definitely one attribute that is sustained through its inter-relationship with culture. The remaining inter-relationships are demonstrated in figure 14 below and explained in the following sections.



**Figure 14: how culture inter-relates with other domains in the ecosystem**

### ***5.3.3.1 SE and culture***

Although scholars have not investigated the unique influence that SE's can have on the development of EE (Roundy 2017), it has been identified as a critical factor in the establishment of a strong ecosystem. This is mostly evident in the development of a supportive culture in India. As highlighted by Gupta (2007) and Swissnex India (2015) there has always been a strong tradition of philanthropy in the communities of India. The findings demonstrated that SE's have broken that norm by merging philanthropy with business and developing a shared cultural understanding on the importance of looking beyond just giving and charity. The level of collectivism prevalent in the society has been largely influenced by the activities of SE's. Thus, individuals are becoming more socially involved.

### ***5.3.3.2 Inter-relationship between CSR law and culture***

Findings revealed that the influence of the CSR policy is highly visible in the action of many large Indian corporations. Businesses has begun to accept that alongside their commercial responsibilities, it is also their obligation to contribute to tackling the wider societal issues. This has largely contributed in strengthening the collective culture of India. This is in line with previous literature by Tata JRD (1986, cited Gupta 2007) who highlighted the importance of a supportive culture for SE's to be able to deliver the impact.

### ***5.3.3.3 The challenges that culture brings to women empowerment***

While women empowerment is one of the most significant impact that SE's deliver in India, findings revealed culture as a challenge in delivering this impact. It has been identified that despite the positive improvements, women in India are embedded in a culture of gender stereotyped industries and hence are faced with a set of constraints when deciding their career path. For instance, it was mentioned in the British Council (2017) report that due to the cultural limitations, women in India mainly chose to be in jobs that are portrayed as feminine such as making handicrafts and bakery products. Hence, although SE's are aiming to address this inequality, women are hesitant to invest in themselves due to the patriarchal mind-set of the society.



The findings introduced **Mentorship** as a crucial approach in addressing this issue. While there is a lack of resonance on the importance of mentorship in previous literature, majority of the SE's expressed the need for more exclusive mentoring for women. They are believed to be significant in bridging this gap by providing them the confidence to be able to realise and speak for their rights.

## 5.4 Finance

The complexity of Indian environment and the contextual challenges that emerge makes it extremely important for SE's to secure a source of finance for sustainable growth (Swissnex India, 2015). What is unique about finance of SE in India is that, despite the growing importance of loan financing, (Lyon, and Baldock, 2014), they opt for finance from private sector corporations and international agencies such as world bank and UN funds. This is due to the high rates of interest and complexity that exist in terms of paper work and regulations.

The increase in availability of microfinance was also highlighted in the findings. Although it is cheaper than conventional loans, the proceeds from loans were regarded as too small. Hence, access to finance was outlined as one of the greatest barriers by majority of the participants. This is consistent with the literature which states that limited funding avenues is a constraint which restricts the development of new ventures with high growth potential in developing countries (Lingelbach et al,2005). Findings highlighted that most importantly for enterprises operating as for-profit, there is a lack of social investment funds which is highly attributable to the regulations on tax exemptions as mentioned earlier in section 5.3.2.3.

## 5.5 Private sector support

The findings identified incubators and accelerators as the most significant support organizations in India. What is unique about this context is that they do not only offer programs assisting the establishment of new social ventures (Casasnovas and Bruno, 2013), but they also play an important role in facilitating access to funding, advising on decision making, mentoring and refining business models.

However, majority of participants expressed a need for a larger scale and more mature support organizations. For instance, **human capital** is one of the key domains that Isenberg (2011) highlighted in his literature. This has been identified as exclusively important in the ecosystem of India. Corresponding to previous literature by (Dees 1998, Shaw 2004, Seelos and Mair 2005, , Mair and Marti 2006, Zahra et.al 2009), this study revealed that individuals generally pursue SE because they have a strong motive to address a societal issue. However, they often lack critical business skills. Hence, majority of the participants emphasised on the importance of exclusive support and advice on the development of high quality human capital that can guide SE's in the management and the establishment of sustainable business models.

## 5.6 Collaboration and cluster of resources

**Collaboration** is another key element that previous literature failed to address. Findings highlighted the need for more collaboration between SE's in India which can help bring cost down through access to shared resources.

So far, the impact that SE's are creating is positive and despite the challenges faced, SE's are positive about the future. A study by the World Economic Forum (2013) highlighted access to markets, human capital and finance as the most crucial for the growth of entrepreneurship. However, the findings revealed that this is not the case for SE in India. Instead, networks and culture are deemed to be the most important.

**Table 3: summary of how entrepreneurial ecosystem is supporting as well as hindering the activities of SE.**

| <b>Ecosystem domains</b>                            | <b>Support</b>   | <b>Barrier/challenge</b>   |
|---|--|--|
| Policy<br>a) Government<br>b) Rules and regulations | <ul style="list-style-type: none"> <li>- Funding schemes (Micro loans, Seed funding)</li> <li>- Growing recognition and support</li> <li>- Public-private partnership</li> <li>- Tax incentive</li> <li>- CSR Law</li> </ul> | <ul style="list-style-type: none"> <li>- Red tape and bureaucracy</li> <li>- Lack of transparency</li> <li>- Discrimination between non-profit and for-profit SE.</li> <li>- Lack of awareness about the opportunities provided by the government</li> </ul>                       |
| Finance   | <ul style="list-style-type: none"> <li>- Social capital funds</li> <li>- Micro loans</li> <li>- Seed funding</li> <li>- Crowdfunding</li> <li>- International grant opportunities (world bank and UN funds)</li> </ul>       | <ul style="list-style-type: none"> <li>- Complex and lengthy application process.</li> <li>- Private corporations are mainly willing to fund if they receive a return from it.</li> <li>- Micro loan- small loan amounts which is only sufficient to sustain start-ups.</li> </ul> |
| Culture   | <ul style="list-style-type: none"> <li>- Support and Awareness</li> <li>- education about SE</li> </ul>  | <ul style="list-style-type: none"> <li>- Lack of awareness</li> <li>- Backwards society- gender inequality</li> </ul>  |
| Private sector support                              | <ul style="list-style-type: none"> <li>- Mentorship</li> <li>- Financial and advisory support by Incubators and accelerators</li> </ul>  |  |

|                |  |   |
|----------------|--|---|
| Networks       | <ul style="list-style-type: none"> <li>- Knowledge exchange and sharing</li> <li>- Prospects for future opportunities</li> </ul> |   |
| Collaborations | <ul style="list-style-type: none"> <li>- Shared resources bring costs down</li> </ul>  |   |
| Human Capital  | <ul style="list-style-type: none"> <li>- Cheap labour at the BOP</li> </ul>  | <ul style="list-style-type: none"> <li>- Not enough opportunities for entrepreneurial learning</li> </ul> |

## 5.7 Conclusion

This chapter discussed the impact of SE activities in relation to the EE perspective and in comparison, to the literature review in chapter 2. It is being identified that the impact that SE's are creating is positive and despite the challenges faced, the EE is very supportive. The following chapter will summarise the key findings, contributions, limitations and provide suggestions for future research.

## Chapter 6: Conclusion

This final chapter aims to present the conclusions this research led to by revisiting the research aims and objectives. Overall, this research aimed to understand the impact of SE activities in the Indian community by taking into account the influence of EE domains.

### 6.1 Revising the research questions

**RQ1: What is the impact of SE business model on the community development in India?**

Several themes emerged from the findings that revealed the significant contribution of SE to the community development of India. The specific impacts were highlighted as; social inclusion, women empowerment, employment opportunities for marginalised groups of population, education for children and environment and sustainability. Majority of the participants emphasised **women empowerment** and **education for children** as the most attended area of focus. The increasing awareness of the critical issues and motivation to solve them was highly evident from the participants insights. However, when the participants were asked about their potential to successfully address them, majority of them highlighted that alongside the strong support system, challenges exist which limits them from creating the maximum impact. This is underlined in detail in the next section.

**RQ2: What is the role of the EE domains in supporting and challenging the SE activities in India?**

**RQ3: What are the ecosystem domains that needs to be further developed in the Indian ecosystem?**

The contribution of EE domains towards SE activities in India has been highly valued. There has been a growing recognition of SE by several actors and stakeholders in the ecosystem. It has been identified that the EE supports SE activities through elements

such as collective culture that helps focus the thinking the society towards creating more strategic impact. Moreover, the strong **networking** system that exist is as a result of the strong culture and is extremely important for emerging economies where most of the SE's depends on informal networks as an important source of opportunities (Gertler, 2003).

Similarly, the government of India has set up social investment funds and encourages policies such as CSR law and regulations on tax exemptions for corporations funding social enterprises. However, the visible discrimination between non-profit and for-profit social enterprises with regards to funding and tax exemptions were highlighted.

Through mapping the ecosystem, several other issues associating culture and finance was also highlighted. This highly limit the significance of the developments that SE's can bring at the community level. Especially in addressing gender equality, cultural limitations result in discriminations in terms of opportunities available for men and women. However, the challenge seems to be less compared to before.

In addition, the study has introduced important domains such as mentorship, opportunities for entrepreneurial learning and collaborations that has been overlooked by previous literature.

## 6.2 Contribution of the research

Firstly, on a **theoretical level** this research adds value to the existing literature on SE by providing a deeper understanding of their impact through the integration of EE domains. Secondly, this study revealed the important role that the ecosystem domains play in scaling the SE's vision towards achieving a more equitable and inclusive development. Hence, on a **practical level**, this research can facilitate policy makers in designing strategies to enhance EE and support SE's accordingly. Further value is added by choosing India as the **context**. India is an emerging country experiencing a significant rise in growth rates and SE activities and yet has been experiencing pressing social issues. The success of the findings was a result of these interesting aspects which can be effectively applied to other developing countries.

On a ***methodological level***, this research followed a qualitative exploratory design which enable the researcher to understand the topic from multiple perspectives. Although the data collection was guided through the theoretical lens of EE, this research added value by identifying additional themes and inter-relationships between them.

### 6.3 Limitations of the research

Firstly, the fact that this research was conducted in the context of India created geographical limitations. Secondly, due to time constraints, the researcher was able to carry out 10 interviews from the perspective of SE only. Hence, this study failed to include different players of the ecosystem such as government officials, support organisations such as incubators and accelerators and financial institutions which could have added further value to the study. Moreover, the participants were based in India and hence, the researcher was unable to carry out face-to-face interviews which limited the reliability of the results. These limitations open up opportunities for future research which is discussed in the section below.

### 6.4 recommendations for future research

As one objective of this research is to identify the influence of EE domains on SE, widening the sample size and the variety of samples to include ecosystem players can provide more reliable and extensive empirical data through capturing a diverse range of perspectives.

The inclusion of diverse contexts or a comparative study between a developing and developed country can be even more interesting. For example, by adding UK to the context which is a big advocate of support for SE (British Council, 2016), can help recognise correspondences and differences which can then shape the Indian ecosystem with the best practices from UK.

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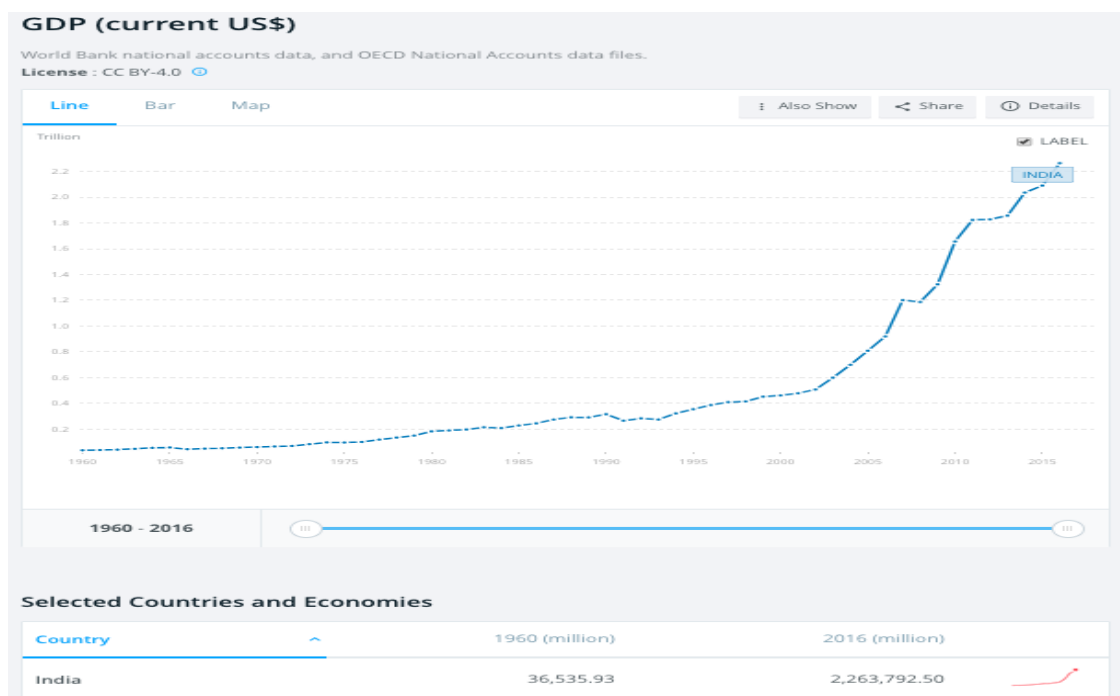
## Appendices

### Appendix I: economic and social facts of India

|  |  |
|--|--|
| GDP rates                                | 2013- 1.857 trillion<br>2016- 2.264 trillion               |
| Main economic sectors (% GDP)            | Agriculture (17.2%)<br>Industry (28.8%)<br>Service (53.8%) |
| Population                               | 1.324 billion  |
| Population living below poverty line (%) | 21.2%  |
| Literacy rate                            | 69%  |
| Employment rate                          | Agriculture (44%)<br>Industry (25%)<br>Services (31%)      |

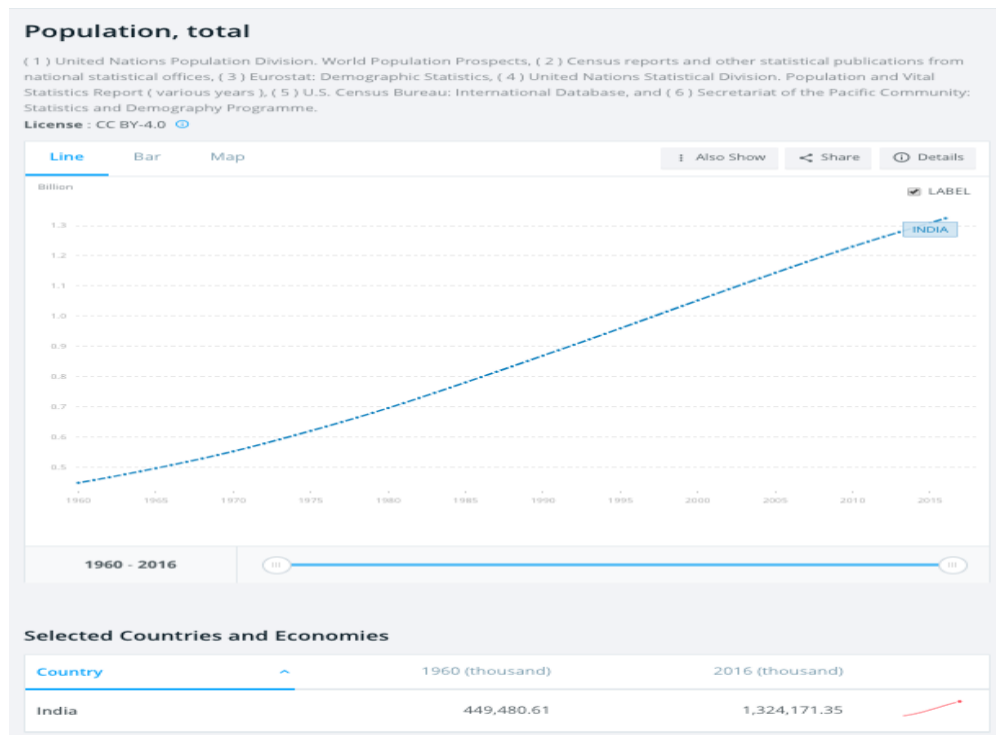
(compiled from World bank, 2016)

### Appendix II: GDP growth of India



(World bank, 2016)

## Appendix III: Population growth of India



(World Bank, 2016)

## Appendix IV: Sample profile

| Participants | Industry sector   | Position      |
|--------------|---|---------------|
| P1           | Women Empowerment   | Owner/manager |
| P2           | Digital news platform   | Owner/manger  |
| P3           | Sustainability and the environment  | Owner/manager |
| P4           | Education for children  | Employee      |
| P5           | Women empowerment   | Employee      |
| P6           | Women empowerment   | Owner/manager |
| P7           | Providing renewable energy solutions to the population at the bottom of the pyramid | Owner/manager |

|     |  |               |
|-----|--|---------------|
| P8  | Re-imagining the city based on urban planning principles | Owner/manager |
| P9  | Women empowerment and education for children             | Employee      |
| P10 | Women empowerment and educating children through sports  | Owner/manager |

## Appendix V: Transcript sample

### How would you define social entrepreneurship?

A social entrepreneur is anyone with a social mission who is looking at a problem or a systemic issue in society in a very different way and thinking of a lifelong change for it. When somebody is addressing a social mission, that means there is a gap that has been identified in our daily lives, in our society which this person is trying to help. This means that either the government does not have the resources or the will to address it.

### Who are the main beneficiaries of social entrepreneurship activities?

It's a mixed bag, it is not possible to highlight a specific group. It could have a wide variety of beneficiaries from urban to rural, high income to low income earners, young to old etc. Different social entrepreneurs have different beneficiaries. For example, if I am a social entrepreneur in clean energy, my stakeholder could be anyone.

### What are the main areas that social entrepreneurs focus on concentrating their efforts?

Compared to 10-15 years ago, there has been a huge improvement in the impact created by the social entrepreneurs in the society. They focus on a wide variety of

aspects ranging from women empowerment, health, education, employment and sustainability of the environment.

**Following on the answer to the previous question, how does social entrepreneurship support women empowerment?**

Women empowerment is a big thing among social entrepreneurs in India. There are several example social entrepreneurs who contribute to this impact through various activates. For example, in my enterprise we have sewing workshops for the women of the community who could come and can use the sewing machines and sell the products which helped them realise their potential and make a living out of it. We give them an opportunity to create their own business and make a living off it.

**You mentioned education as another area of focus, can you given me an example of how social entrepreneurs contribute to this impact?**

There are several social enterprises that teach children English and other skills so that they will be able to make a positive impact to their lives. The schools that the kids go to unfortunately are of not good quality, the teachers aren't paid much, the learning is also quiet poor. A lot of these children are send to school only for the mid-day meals. The government mandates that all schools will provide a free mid-day meal to all children up to the age of 14 and that becomes a huge incentive for poorer families to send their kids to school. The quality of education isn't great at all. And therefore, social entrepreneurs are filling this gap by providing skills and education that these children can actually make use of.

**What do you think are the most crucial supporting domains in the ecosystem of India?**

I think the government has been putting in a lot of efforts in supporting social entrepreneurs. A few years ago, the government put in place this law about corporate social responsibility which states that if a company makes a certain level of profit, they have to give 2% of that to the society as a part of CSR. This has been opening up

opportunities for social entrepreneurs because the companies normally partner with social entrepreneurs to implement their CSR activities.

There is also a few incubators and accelerators that are willing to take social entrepreneurs on board, adding value to what they are been doing.

**What do you think of the culture of India? is it supportive of social entrepreneurship activities?**

I can see that the culture of India is changing slowly. But I don't know if it's changing in a good enough way. For example, as I mentioned earlier, social entrepreneurs are supporting the women in local communities and villages. However, most of the time, the women are very hesitant to invest in themselves. Women has been conditioned to look after everyone else before themselves. Most of the time their turn never comes and hence, investing in themselves is a challenge for them. This is because of the cultural beliefs surrounding women.

**And what do you think are the main barriers faced by social entrepreneurs?**

Although I mentioned that the government has come up with good plans and have introduced supporting policies and financial incentives, there is a lot of red tape and corruption. The process is not very transparent, and it normally takes a lot of time to apply and get help from the government.

**What do you think needs to be further developed in the Indian ecosystem?**

Transparency would definitely help. More guidance on how to setup such an organisation, what kind of benefit you entitled to, what kind of financial support is available etc. Also, I think there needs to be more collaborations between people who work in this industry which we are actually trying to do now. People need to consolidate the work everyone is doing under one banner. There is more strength in unity than working individually.

## Appendix VI: Key themes and codes derived about the impact of social entrepreneurship

| <b>themes</b>                                       | <b>Participant</b>                   | <b>Codes</b>   | <b>Quote</b>   |
|---|--------------------------------------|--|--|
| Definition of social entrepreneurship               | P1<br><br><br><br><br>P2             | No formal degree<br>Social mission<br>Social issue<br>A gap<br>A new way<br>A different way<br>Lifelong change | <i>P1: “when someone is addressing a social mission that means there is a gap that has been identified in our society. This might be because the government does not have the resources or will to address the problem. Or the problem could be so large that it cannot be addressed by one party. It could also be that the person found. A new way of addressing it”</i> |
| Beneficiaries of social entrepreneurship activities | P1<br><br>P2<br>P2, P5, P6<br><br>P6 | Mixed bag<br>No specific group<br>Stakeholder<br>Whole community<br>Everyone<br>Entire spectrum                | <i>P5: “Different entrepreneurs have different beneficiaries. So overall, it’s a mixed bag. The kind of work that most social entrepreneurs do is for the whole community”</i>   |
| Women empowerment                                   | P1<br><br>P2<br><br>P3, P5,<br>P10   | Inclusive<br>Empower<br>Priority<br>Social norms<br>Livelihood<br>Entrepreneurs<br>Awareness                   | <i>P1: “social entrepreneurs act as a middle man by sourcing from the women farmers and paying them a market rate higher than others. The products are then packaged and also</i>  |

|            |   |  |   |
|------------|---|--|---|
|            | <p>P1, P3,<br/>P10<br/>P4, P10</p> <p>P4, P10,<br/>P9<br/>P5, P7<br/>P1, P6</p> <p>P1, P4, P6</p> | <p>Opportunities<br/>Traditional scope<br/>Beyond gender<br/>Potential<br/>Independent<br/>Confidence<br/>Support<br/>Mentorship</p> | <p><i>given a brand recognition which is then sold in big cities. By providing a set of skills and encouraging them to become entrepreneurs, they have been provided a means of guaranteed income which will enable them to become more independent”.</i></p> <p><i>P6: “We support those women who have been on a break from their career. Through mentorship we help them bridge the information and skills gap. We provide them skills, depending on their situation and level of availability and flexibility, we help them realise what kind career and work they can do. We have learning interventions which makes them ready for the workforce in different formats”.</i></p> |
| Employment | <p>P5, P4<br/>P3, P5<br/>P3, P5, P6<br/><br/>P3, P6</p>   | <p>Potential<br/>Education<br/>Skills<br/>opportunities<br/>Entrepreneurship<br/>Livelihood</p>                                      |   |

|                                      |  |  |  |
|--------------------------------------|--|--|--|
| Education for children               | <p>P5, P9, P4</p> <p>P5</p> <p>P6</p> <p>P5, P6, P9</p> <p>P4</p> <p>P4, P5</p> <p>P9</p> <p>P10</p> | <p>Sexual harassment</p> <p>Computer</p> <p>Coding</p> <p>science</p> <p>Inspiring</p> <p>Encouraging</p> <p>Interpersonal skills</p> <p>Quality</p> <p>English</p> <p>Problem solvers</p> <p>Root learning</p> <p>Potential</p> <p>Empowerment</p> <p>Confidence</p> <p>Life skills</p> <p>Values</p> | <p><i>P6: “Unfortunately, the schools that the kids go are of very low quality. Teachers are not paid much, and the quality of education isn’t great at all. A lot of these children are send to government schools only for the mid-day meals. The government mandates that the schools will provide a free mid-day meal to all children up to the age of 14. This becomes a huge incentive for the poor families to send their children to school”</i></p> |
| Educating girls on sexual harassment |  |  | <p><i>P5: “there have been situations where girls had to leave education after a certain class due to harassment faced on their way to school and even in the school. Instead of avoiding this problem at the expense of their children’s education, we encouraged the parents to let them pursue their education. We further facilitated in finding</i></p>   |



|                                    |   |  |  |
|------------------------------------|---|--|--|
|                                    |   |  | <i>reasons behind it and the solution to it”.</i>  |
| Sustainability and the environment | P4, P7<br>P10                           | Clean energy<br>Awareness<br>Communities   | <i>P10: There are a lot of social enterprises focusing on this aspect. The most impact is created through increasing awareness among the communities about the importance of protecting the environment. The environmentally sustainable activities of social entrepreneurs are changing the mentality and mind-set of the individuals by encouraging them to take up environmentally friendly practices</i> |
| Social inclusion                   | P1<br>P4<br>P6<br><br>P7<br><br>P7, P10 | Discrimination<br>Change makers<br>Population<br>Long way<br>Productivity<br>Economic<br>Narrow down<br>Gender gap<br>Equal opportunities<br>Positive trend<br>development | <i>P7: “On one hand you do have a growth, but on the other hand, because the scale of the problem is enormous that every little thing is over shadowed by the enormity of the problem that we have today. So, what we have right now is surely not <b>enough</b>, but the trend is positive, and we are reaching towards it at a good pace. The whole point about</i>  |

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|  |  |  | <p><i>having the social enterprise business model is to create an impact. The fact that you started this social enterprise is because you are keen about creating an impact and you want to succeed and your success would be measured again by the impact that you create. Therefore, invariably the moment is going to create a more net positive impact at the end”</i></p> |
|--|--|--|--|

## Appendix VII: Key themes and codes derived regarding the Entrepreneurial ecosystem

| Themes             | Participant | Codes   | Quote  |
|--------------------|-------------|---|--|
| CSR law            | P5          | Strategic impact                                  |  |
| Government support |             | Transparency<br>Bureaucracy<br>Support<br>Finance | <p><i>P1: “The government is also promoting social entrepreneurship amongst woman. They have various schemes under which women can access seed funding and micro loans”</i></p> <p><i>P7: As of now we don’t really receive any specific</i></p> |

|                    |  |  |  |
|--------------------|--|--|--|
|                    |  |  | <p><i>support from the government. The government needs to be more proactive in doing this. I don't know whether its because the field is too new and recent or there is just a lack of interest from the authorities out there to recognise, regulate and guide the people.</i></p> <p><i>P7: "The reason why Social entrepreneurs exist is because of the inefficiency of the government and the markets. Provision of public goods such as basic electricity is the responsibility of the government, but they have clearly failed in that field. There is a lot of red tape and bureaucracy and hence government is the institution that social entrepreneurs try to avoid".</i></p> |
| Social impact bond |  |  | <p><i>P2: "In a country with more than 2 billion people, it is impossible for the</i></p>  |

|         |              |  |   |
|---------|--------------|--|---|
|         |              |  | <i>government to work on its own in addressing social issues. Hence, what they do is they outsource the provision of public goods such as education and healthcare to a NGO or a social enterprise. This acts as an investment opportunity for the social entrepreneurs”</i>  |
| Culture | P5<br><br>P2 | Informed<br><br>Strategic impact<br><br>Patriarchal<br><br>Philanthropy<br><br>Sustainable<br>solution<br><br>Collective | <i>P3: “The communities we work with also see us in a very positive way. They are being open minded and accepting our activities as something that are really creating a huge impact”<br/>P4: “Inequalities exist in terms of the opportunities available for women within the Indian society. A lot of time, be it the household, community or national level, decisions are made mostly by men. Women are not even given the opportunity to realise their potential. This is a cultural construct developed overtime which is now changing with proper education and awareness.</i> |

|                        |                       |   |  |
|------------------------|-----------------------|---|--|
|                        |                       |   | <i>But this process will take its time”.</i>   |
| Private sector support | P6<br><br>P7, P8, P10 | Mentor<br>Funding<br>advice<br>Support platforms<br>Incubators<br>accelerates | <i>P2: There is already an existing ecosystem in India. Private organisations have built platforms to support their work. For example; Acumen fund, Ashoka and Unlimited India. All these organisations are springing up to provide financial and advisory support to social enterprises</i> |
| Finance                | P2, P3, P7<br><br>P5  | Capital<br>Investment<br>Microfinance<br>International grant                  | <i>P7: “private corporations do provide funding for social impact activities. But they are only willing to fund if what you do is synergistic to their corporation. If partnering with a social enterprise gives them a positive return, they will be willing to invest”.</i>                |
| Networks               | P1, P3, P5, P10       | Knowledge exchange<br>Sharing<br>Opportunity<br>Support system                | <i>P1: Recently in November 2017, India hosted the global entrepreneurship summit. This was a huge event that showcased social</i>   |

|                                 |         |                                      |  |
|---------------------------------|---------|--------------------------------------|--|
|                                 |         |                                      | <p><i>entrepreneurship and the theme was “women first”. They had a lot of activities where women were given an opportunity to participate and showcase their work and acted as a platform for knowledge sharing and exchange</i></p> <p><i>P8: “I believe networks are crucial for a social enterprise to sustain. It is a way for peer to peer learning and gaining inspiration from other entrepreneurs.</i></p> |
| Partnerships and collaborations | P1, P10 | Shared resources<br>Low cost cluster | <p><i>P7: “I think the struggle is for the start-ups out there. Because they don’t have much potentials to share. Partnerships and collaborations do happen, but I think it’s only for the established enterprises out there”</i></p>  |