

# ENTREPRENEURSHIP, INNOVATION AND PATENTING

A DEVELOPMENTAL STRATEGY



**Editors**

Dr. C.N. Narayana

Dr. Kriti Dharwadkar

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## Editor's Message

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It gives me immense pleasure to release the 3<sup>rd</sup> Edited Book on the theme "*Entrepreneurship, Innovation and Patenting: A Developmental Strategy*". The main objective of this book is to improve the awareness amongst the people about Entrepreneurship, Innovation and Patenting. Publication of an edited book is one of the most important activities of our research Centre. Entrepreneurship, Innovation and Patenting are at present are the three most researched words on Google. Almost all the countries in the world have established entities that promote the growth of Entrepreneurship, Innovation and Patenting. The modern entrepreneurship is defined as transformation of the world through solving problems like innovative and patenting. Entrepreneurship provides supremely significant inputs in the economic development of a country. Entrepreneurs have been known to take the greatest paramount steps in making the world a better place to live in. Innovation drives economic growth by helping develop businesses and producing with lesser resource. Innovation is essential for sustainable growth and enabling economic growth. In the modern economy, innovation is crucial for value creation, growth and employment and innovation processes taking place in the enterprise, on a regional and national level. It is important in the advancement of society. Development of new and innovative products have augmented the standard of living and offered people with enormous opportunities to improve their lives. We believe that Entrepreneurship, Innovation and Patenting will drive the future of the economy. The dream of achieving a \$ 5 trillion economy is possible only when we collectively focus on Entrepreneurship, Innovation and Patenting.

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The book brings together leading Researchers, Entrepreneurs, Industrialists, Farmers and Academicians in the domain of interest from around the world. We appreciate and thank all the contributors for their valuable contribution.

### *Editors*

Dr. C.N. Narayana  
Dr. Kirti Dharwadkar  
Dr. Padmalochana Bisoyi  
Dr. Bhushan Pardeshi

# Creating an Ecosystem for Sustainability: A Study on Social Entrepreneurship in India

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**ABSTRACT**—*Social entrepreneurship is the recognition of a social problem and the uses of entrepreneurial principles to organize create and manage a social venture to achieve a desired social change. While a business entrepreneur typically measures performance in profit and return, a social entrepreneur also measures positive returns to society. With the current economic climate, it is very likely that social needs will increase and, consequently, the number of people committed to addressing them will increase. There has been an increase in the number of companies that have started to think about corporate social responsibility (CSR). On the other hand, organizations that particularly target to soothe these social pressures have increased progressively as well. The paper tries to find out what qualities make social entrepreneurs different from others. This paper focuses on some of the best qualities to be a social entrepreneur and the role ecosystem in the success of social entrepreneurship and ultimately achieving sustainability.*

**Keywords:** *Social entrepreneurship, Sustainability, Ecosystem*

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## 1. Introduction

There is an overall growing significant attention focused on the subject of entrepreneurship from the past few years owing chiefly to the findings and realization by economic analysts throughout the world that small firms contribute substantially to the greater economic development and vitality of any society or country at large. Besides, many people opt for entrepreneurial professions and paths mainly because they have the insight and belief that it will proffer better commercial and psychological rewards than the usual monotonous big corporation routes. Social entrepreneurship is gradually and gradually becoming, a vital, important and a very crucial element in the worldwide discussion on volunteerism and civic commitment. Social entrepreneurship is strikingly apart from the present different types of entrepreneurship routes due to its value proposition and the very fact that it gives the money making a heart and a noble social cause. Social entrepreneurs are intended to drive societal transformations and such entrepreneurs concurrently act to address particular cases of social issues and problems and empower transformational progress throughout the system.

Social entrepreneurship is the recognition of a social problem and the uses of entrepreneurial principles to organize create and manage a social venture to achieve a desired social change. While a business entrepreneur typically measures performance in profit and return, a social entrepreneur also measures positive returns to society. Thus, the main aim of social

entrepreneurship is to further broaden social, cultural, and environmental goals. Social entrepreneurs are commonly associated with the voluntary and not-for-profit sectors, but this need not preclude making a profit. Social entrepreneurship practiced with a world view or international context is called international social entrepreneurship.

A well-known modern social entrepreneur is Muhammad Yunus, founder and manager of Grameen Bank and its growing family of social venture businesses, who was awarded a Nobel Peace Prize in 2006. The work of Yunus and Grameen echoes a theme among modern day social entrepreneurs that emphasizes the enormous synergies and benefits when business principles are unified with social ventures. In some countries - including Bangladesh and to a lesser extent, the USA - social entrepreneurs have filled the spaces left by a relatively small state. In other countries - particularly in Europe and South America - they have tended to work more closely with public organizations at both the national and local level.

In India, a social entrepreneur can be a person, who is the founder, co-founder or a chief functionary (may be president, secretary, treasurer, chief executive officer (CEO), or chairman) of a social enterprise or a Non Profit, which raises funds through some services (often fund raising events and community activities) and occasionally products. Today, nonprofits and non-governmental organizations, foundations, governments, and individuals also play the role to promote, fund, and advise social entrepreneurs around the planet. A growing number of colleges and universities are establishing programs focused on educating and training social entrepreneurs.

With the current economic climate, it is very likely that social needs will increase and, consequently, the number of people committed to addressing them will increase. Definition of social entrepreneurship has changed over time.

From corporate philanthropy to non-profit and now to self-sustainability, Social Entrepreneurship has evolved and will keep evolving with time and needs of the world. Social entrepreneurship is expected to be the next big thing to influence India as the country juggles to achieve a balance between a growing GDP growth, ensuring inclusive growth and attempting to address issues ranging from education, energy efficiency to climate change.

Also nowadays, there seems to be a strong aspiration to combine the present various social networking capabilities of Information Technology (IT) to build networks across all the sectors and topographical boundaries. IT networks can be depicted as a small risk approach of involving the individuals with mutual interests and these networks can assist in the identification of latent and probable collaborators. The dominant factor for the rise of social entrepreneurship is the societal pressure that is forcing humans to do something for the society and its present day affairs at large but at the same time having a monetary gain factor to it that can make them survive in this world as well. In today's times when environmental problems are one of the major global concerns hovering over the earth, environmental entrepreneurship can be seen as a subcategory of sustainable entrepreneurship which in turn is a subcategory of social entrepreneurship.

The role of the business community in fulfilling the technical and non-technical requirements of the society has been challenged for a long time. Conventional business models are all directed towards the maximization of revenue and economic profits, which in turn steer the

firm to emphasize on improving self-proficiency to be more resourceful in fitting the market's demands. Nevertheless, the market capacity and resources are limited and the competition is ever increasing! This pushes enterprises to focus on recognizing profits and notwithstanding the long term development that it owes to society.

## **2. Social Entrepreneurship**

With increase in social problems, new challenges have risen for commercial firms which follow traditional business practices. There has been an increase in the number of companies that have started to think about corporate social responsibility (CSR). On the other hand, organizations that particularly target to soothe these social pressures have increased progressively as well. Nonetheless, these two practices above have their restrictions due to the crucial emphasis on either profit maximization or social value only. Now the main question which drills down is to accomplish the social mission and gather financial sustainability simultaneously which has stirred researchers and entrepreneurs to explore further in this field. In the times of this increasingly prevailing chaos, social entrepreneurship comes to the rescue. Though there are many examples of successful social entrepreneurship ventures and industries in the recent years, this notion is still a new one. In times when many countries are specifically facing the dilemma cited above and are searching for ways to cope up with the burdens from both economy and society, it is meaningful to examine why this kind of business venture is budding and spreading globally and how its theory and procedure could be defined and explained.

## **3. Objectives of the Study**

1. To study social entrepreneurship with its basic framework.
2. To underline the roles and responsibilities of social entrepreneurs in India society.
3. To list out the challenges faced by social entrepreneurship in India.
4. To understand the role of ecosystems in sustainability

## **4. Literature Review**

### **4.1 Entrepreneurship**

Entrepreneurship is increasingly viewed as a driver of economic growth, development, and prosperity (e.g., Acs, Desai, and Hessels, 2008). As a type of market actor, the entrepreneur fulfills several important functions, including “undertaking” risk and uncertainty (Cantillon, 1931; Knight, 1957), shifting resources from areas of low to high productivity (Say, 1964), and recognizing and creating opportunities through innovation (Kirzner, 1979; Schumpeter, 1942). Regardless of the specific function emphasized by prior scholars, entrepreneurship is a phenomenon viewed as essential to modern economies because of its ability to stimulate wealth creation, influence established organizations and institutions, and disrupt the status quo (e.g., Maguire, Hardy, and Lawrence, 2004).

As an attempt to spur entrepreneurship, economic and social policy-makers at all levels have sought to create and bolster entrepreneurial ecosystems: inter-connected collections of actors, institutions, social structures, and cultural values that produce entrepreneurial activity (e.g., Breznitz and Taylor, 2014; Feld, 2012; Mason and Brown, 2014; Neck, Meyer, Cohen, and Corbett, 2004; Roundy, forthcoming; Spigel, forthcoming; Spilling, 1996; Van de Ven, 1993). The practitioners and policy-makers seeking to grow such ecosystems view them as a means of creating jobs, attracting skilled human capital from other regions, injecting innovation into their communities, and, in many cases, rejuvenating depressed local or regional economies (Audretsch, Keilbach, and Lehmann, 2006; Malchow-Møller, Schjerning, Sørensen, 2011). Efforts to create and foster entrepreneurial ecosystems, in both urban and rural settings (e.g., Welter, Trettin, and Neumann, 2008), are often motivated by the goal of replicating, to some extent, the immense economic and social value created by vibrant and high-profile ecosystems, such as Silicon Valley, Singapore, and Tel Aviv (Feldman and Francis, 2002)

Entrepreneurship is a systematic process of applying creativity and innovation to needs and opportunities in the marketplace. It involves applying focused strategies to new ideas and new insights to create a product or a service that satisfies customers' needs or solve their problems (Zimmerer & Scarborough, 2005). Social entrepreneurship, hence, stems from the entrepreneurship concept to imply the innovative use and combination of resources to utilize opportunities to facilitate and/or address social change (Mair & Marti, 2006). While addressing and facilitating change within the society, social entrepreneurship activities can positively influence the economic growth and social development of the society through reducing poverty and improving large scale economic development (Zahra, *et al.*, 2009). However, this idea was challenged by Nega & Schneider (2013) who stated that the influence of social entrepreneurship activity is at micro level and it does not have great impact on poverty reduction. In India different initiatives have emerged in relation to the establishment of social entrepreneurship in recent years. Thus, this paper tries to review literature on the concept of social entrepreneurship with respect to definition, school of thought, and legal form of enterprises and identify crucial points that can be used to make social enterprises in India more functional.

Daru, Mahesh and Gour, Ashok in their research paper title "Social entrepreneurship - A way to bring social change" (2013) writes that "In the developing world, the Millennium Development Goals (MDG) might provide a valid operationalization of social needs. The MDG refer to the most pressing social problems to be addressed in the immediate future. They include goals such as eradicating extreme poverty and hunger, achieving universal primary education, promoting gender equality and empowering women, reducing child mortality, improving maternal health, and combating HIV/ AIDS, malaria and other diseases (<http://www.developmentgoals.org>). In the developed world, opportunities for social entrepreneurs might arise, for example, from gaps in the social welfare system. More empirical studies are needed to map the opportunity space for social entrepreneurs and to examine whether and how the nature of social opportunities affects the entrepreneurial process. Research on social entrepreneurship has grown rapidly in recent years. Given its importance for society and today's economy, the subject has received considerable attention in different streams of research"

Earnest and Young in their report title “Social entrepreneurship-Emerging business opportunities” (2014) states that “Creating value for society in many countries the role of the government in the socio-economic domain is shifting towards privatization of public responsibilities. As a result, charities receive less public funds and social entrepreneurship is gaining momentum worldwide. Research in the fields of activity of social enterprises in Europe shows that social entrepreneurs focus on social services, employment & training, the environment (including cleantech and bio-systems), education and community development. 1 hence, the increasing number of social enterprises may result in widespread gains for public budgets. The attractiveness of social enterprises as employers is increasing as well. The number of FTEs working in Dutch social enterprises increased by 12% between 2012 and 2014. 2 Young professionals in particular, value the reputation of social enterprises above traditional companies that strive for profit maximization only”

Social entrepreneurship has been acknowledged as a new type of entrepreneurship emerging around the world, based on a social wealth creation rather than the generation of economic wealth as its main objective (Dees, 2001; Drayton, 2002; Leadbeater, 1997). Some researchers claim that social entrepreneurship activities have far reaching economic effects enhancing growth, reducing poverty and improving large-scale social development (Yunus and Weber, 2008; Zahra, Gedajlovic, Neubaumand Shulman, 2009).

As a result of the intensity and complexity of social and environmental problems, Social Entrepreneurship has become increasingly prominent. In the *commercial market sector*, Social Entrepreneurship is closely related to—and yet different from—corporate strategies such as Corporate Social Responsibility (CSR), Corporate Social Innovation (CSI) and the Triple Bottom Line. In the *public sector*, social entrepreneurship is related to an experimental turn in social policy and planning that has been taking place in European countries and the EU since the 1980s. (Dees 2001).

Social entrepreneurship is process guided by social mission to serve the community using innovative ideas and combining resources to create social value and economic value (Mahfuz & Ashraf, 2018). In last couple of decades, Social entrepreneurship has emerged as an important area of research (Choi & Majundar, 2014). According to Mair and Marti (2006), SE has a rich global heritage for creating social and economic value. Lee and Jung (2018) called it social economy organization. More recently, to create jobs and fight social issues, governments are also stepping up to support social enterprises (Ferreira *et al.*, 2017). Organizations such as Ashoka Foundation, the Schwab Foundation, and the Skoll are the true examples of social enterprises working in various areas of the world that have done remarkable job to enhance the positive image of social entrepreneurship (Dacin *et al.*, 2010). This distinct form of enterprise (Mason *et al.*, 2007), by its design is created to help society: it initiates, leads, and contributes as a change agent of the society (Steinerowski & Steinerowska-Streb, 2012) Social problems are solved by social enterprises through capacities, ideas, resources, and social provisions necessary for sustainable social transformations (Alvord *et al.*, 2004). According to Khan and Advani (2016), social enterprise combines the resources of conventional entrepreneurship with a goal to bring positive change in system and offers a kind of organization that is more socially acceptable. Hence, it is the

## 4.2 Ecosystem

Although prior work on entrepreneurial ecosystems has made significant progress in understanding the phenomenon, much remains to be learned. One of the most notable omissions in prior work is the absence of both theorizing and empirical research on a specific type of market actor involved in entrepreneurial ecosystems: *social* entrepreneurs. Social entrepreneurs create innovative organizations that address societal problems using business methods – that is, by harnessing the market mechanism (Lepoutre, Justo, Terjesen, Bosma, 2013; Miller, Grimes, McMullen and Vogus, 2012; Roundy, 2014a; Thompson and Doherty, 2006). In doing so, their firms combine multiple logics of action (cf. Dequech, 2013), including both a market (i.e., economic) logic, which emphasizes generating profits through the sale of products or services that create value for consumers and a social welfare logic, which emphasizes creating value for groups of beneficiaries influenced by social problems. Through the ventures they create, social entrepreneurs are addressing some of the most intractable problems facing society, such as homelessness, hunger, lack of access to education and medical services, and environmental degradation (e.g., Bornstein, 2007; Elkington and Hartigan, 2013). However, despite the increasing prominence of social entrepreneurs as market actors (e.g., Rymysza, 2015), it is not clear from prior work how the entrepreneurial ecosystems social entrepreneurs operate in can influence their ability to create and scale ventures. Furthermore, the role social entrepreneurs can play in shaping entrepreneurial ecosystems is also unexamined<sup>1</sup>. These represent critical omissions in prior research because both social entrepreneurship and entrepreneurial ecosystems are increasingly viewed as means to generate economic development and revitalization. Thus, an important unaddressed question is, *to what extent can entrepreneurial ecosystems and social entrepreneurship influence one another?*

## 4.3 Entrepreneurial Qualities

Despite the generally tight focus on creating social change, the available definitions and exemplars operate from several starting points that may limit the search for a broad sample of social entrepreneurs that might support deeper analysis:

1. Social entrepreneurs are almost always defined as individuals, no doubt in part because individuals are easier to find and are so visibly committed to social change. Relatively few exemplars are groups or teams of individuals, networks, organizations, or even communities, although the Washington, D.C., Maya Angelou school was founded and continues to operate with two co-founders.
2. Social entrepreneurs almost always reside in the nonprofit sector, perhaps because private foundations must give their dollars to tax-exempt public charities and therefore celebrate the grantees therein. However, at least some scholars have come to focus on the world in-between private and nonprofit, most notably the Center for the Advancement of Social Entrepreneurship at Duke University's Fuqua School of Business. In their seminal article on "sector bending," for example, Gregory Dees and Beth Battle Anderson (2003) write of the increasing number of profits and nonprofits that are moving into social entrepreneurship by linking the market to social missions, a point more forcefully made in Dees' and Anderson's reconceptualization of social entrepreneurship as "enterprising social innovation" that is presented in this volume.

3. Social entrepreneurs are almost always defined as the starting point of the change process. Most definitions and examples focus on the supply-side of entrepreneurs by asking how to identify and encourage individuals to make the leap into making change, while generally ignoring the demand-side of entrepreneurship that might create the incentives for individuals and other entities to take advantage of the available opportunities to make a difference. Hence, Wendy Kopp remains one of the great exemplars for starting Teach for America and bringing it “to scale,” a phrase the field uses to define widespread impact.
4. Social entrepreneurs are almost always seen as interested in new solutions to intractable problems, meaning that they focus on the programmatic, or “what” side of innovation. Although there are examples of entrepreneurs who focus on organizational or administrative change, meaning the technical, or “how” side of innovation, the primary interest is on addressing intractable social problems through new ideas and their scale-up to maximum impact. Whatever is new to an individual is not necessarily new to a field. For every study of the use of traditional micro-finance by the Grameen Bank to solve poverty, there seem to be dozens of studies of new interventions for changing individual behavior and improving job readiness.
5. Social entrepreneurs are almost always defined as using high-performance management practices such as continuous improvement, quality management, strong financial controls, and a general focus on high accountability, but few definitions or examples embed such practices as essential ingredients of early success. The exceptions to this rule are organizations such as the Local Initiative Support Corporation, which uses closely-monitored housing finance to attack homelessness, and other long established organizations that have used the market to generate revenues for social entrepreneurship.
6. Social entrepreneurs are generally seen as building programs and organizations from scratch, not as individuals who might refine an existing program or overhaul an organization, and only rarely as an existing organization that might recruit a change agent(s) for a specific initiative. Although the field does recognize such efforts as a form of “intrapreneurship,” such organizational transformation is rarely considered a socially-entrepreneurial goal. Even scholars who focus on the demand-side of entrepreneurship tend to do so in an effort to understand the pre-conditions of start-up.
7. Finally, and perhaps most importantly, most social entrepreneurs are seen as all entrepreneurial, all of the time. Few of the most visible definitions and examples of social entrepreneurs focus on individuals who might accelerate and decelerate their entrepreneurial activities over time—one only rarely, if ever, finds examples of social entrepreneurs who are only somewhat entrepreneurial, for example, nor of those that have a fair amount of entrepreneurial energy, but not a great amount. The question, of course, is whether a small group of somewhat entrepreneurial individuals or entities might actually equal or exceed the impact of one greatly entrepreneurial individual.

<b>Social Enterprise Spectrum</b>			
<b>Purely Charitable</b> ←		→ <b>Purely Commercial</b>	
Motives, Methods & Goals	Appeal to goodwill Mission-driven Social value creation	Mixed motives Balance of Mission and market social and economic value	Appeal to self-interest Market- driven Economic value creation
<b>Key Stakeholders</b>			
Target customers	Pay nothing	Subsidized rates, and/or mix of full payers and those who pay nothing	Pay full market rates
Capital Providers	Donations and Grants	Below-market capital and/ or mix of donationsand market rates capital	Market rate Capital
Workforce	Volunteers	Below-market wages and/or mix of volunteers and fully paid staff	Market rate Compensation
Suppliers	Make in-kind donations	Special discounts and/or mix of in-kind and full price	Charge full market prices

## 5. The Role of Ecosystems in Success of Entrepreneurship

Support infrastructure: Support organizations, such as incubators and accelerators, provide entrepreneurs with office space, mentorship, exposure to capital providers, a community of other early-stage entrepreneurs, and access to support professionals, such as legal, accounting, and technical advisers (cf. Peters, Rice and Sundararajan, 2004; Isenberg, 2011). Like other entrepreneurs, social entrepreneurs can leverage the resources and networks provided by support organizations. However, such organizations can also spur social entrepreneurship by offering programs and curricula tailored specifically towards the creation of social ventures (Casasnovas and Bruno, 2013). In fact, it stands to reason that such programs are especially important for social entrepreneurs because the individuals that pursue social entrepreneurship often do so from non-business backgrounds, such as social work or nonprofit management (Dobele and Pietere, 2015). As a result, the founding of a social venture can be an entrepreneur’s first foray into business, which suggests that she or he may be in need of business-oriented human capital to create a venture and develop a financially sustainable business model. In addition to spreading awareness of social entrepreneurship and introducing it to individuals who are considering options for addressing a social problem, the programs provided by support organizations can also provide valuable services and instruction to social entrepreneurs who may lack skills, such as business model development (Wiggins and Gibson, 2003). Together, these points suggest:

## 5.1 Ecosystem Culture

The culture of an entrepreneurial ecosystem is the set of values, norms, and knowledge that is shared among the ecosystem's participants (Doney, Cannon, Mullen, 1998). Culture consists, in part, of societal norms such as tolerance for risk, failure, and experimentation (Isenberg, 2011). Although culture emerges from the repeated interactions between the individual agents in a system, it can also influence the actions of ecosystem participants. For instance, if the ecosystem promotes a culture of philanthropy, prosocial actions, and, more generally, altruistic behaviors, then it stands to reason that this will increase the likelihood that an individual will either become a social entrepreneur or will incorporate a social mission into an existing business because these are the exact cultural values on which social entrepreneurship is based (Miller *et al.*, 2012). Similarly, a culture that is supportive of entrepreneurial action and innovation, which is a foundation of traditional entrepreneurship in ecosystems (Feldman, 2001; Isenberg, 2011), and that also emphasizes the importance of social value creation will encourage and bolster social entrepreneurship activity because it will align with the motivations of individuals who engage in social entrepreneurship (Zahra *et al.*, 2009).

Similarly, the culture of an entrepreneurial ecosystem can also influence entrepreneurial activity through its effect on the "simple rules" (Davis, Eisenhardt, and Bingham, 2009) that govern the micro-interactions of ecosystem participants (Roundy *et al.*, 2016). With regard to social entrepreneurship, if simple rules such as "favor cooperation," "give before taking," and "help other participants" (cf. Feld, 2012) form the basis for the interactions between ecosystem members, it stands to reason that this is more likely to encourage social entrepreneurship than if the system is dominated by other rules, such as "exploit to get ahead," "take before giving," or "lookout for oneself." Overall, the culture of an entrepreneurial ecosystem, which is both a reflection of and an influence on entrepreneurs, can either help or hinder social entrepreneurship.

## 5.2 Opportunities for Vicarious Learning

A common misstep of social entrepreneurship is overinvesting in the pursuit of social missions at the expense of developing a solid business model, which results in an organization that is financially unsustainable (Roundy, 2014a). Social entrepreneurs tend to make this mistake when they do not have other established entrepreneurs from which to learn; that is, social entrepreneurs can benefit from vicarious learning, a type of organizational learning that occurs through observing the behaviors and outcomes of other firms (Baum and Ingram, 1998; Levesque, Minniti and Shepherd, 2009).

If an entrepreneurial ecosystem contains a sufficient number of conventional entrepreneurs or, perhaps more importantly, a sufficient number of successful, *serial* entrepreneurs, then this can represent an important source of vicarious learning for social entrepreneurs. As described, it is common for individuals to enter social entrepreneurship from non-business backgrounds (e.g., social services). Such entrepreneurs may have deep understandings of the social problems they are addressing, but they can struggle to formulate a viable business model (Roundy, 2014b). A vibrant entrepreneurial ecosystem will have a variety of firms

at all stages (Neck *et al.*, 2004), which can be sources of vicarious learning for prospective early-stage social entrepreneurs.

Thus the stock of entrepreneurial human capital can allow social entrepreneurs to learn through observation (cf. Manz and Sims, 1981). Moreover, this capital can spillover and influence social entrepreneurship through more direct means. For instance, human capital from traditional entrepreneurial endeavors can be applied to social entrepreneurship, in at least two ways. First, when traditional entrepreneurs exit their ventures (e.g., through positive outcomes such as acquisitions or initial public offerings) they can decide to become social entrepreneurs. That is, the stock of entrepreneurs in an ecosystem can represent a latent supply of social entrepreneurs. Second, a vibrant entrepreneurial ecosystem can create a labor force skilled in founding and scaling early stage ventures (Bahrami and Evans, 1995). Thus, in such ecosystems, there will be a sufficient supply of employees of all types – from entrepreneurs to ancillary employees-with experiences in early-stage ventures. This entrepreneurially skilled labor force can aide social entrepreneurs through their knowledge of the routines, processes, structures, and practices associated with successful entrepreneurship.

<b>Business Model</b>	<b>How it Works</b>	<b>Examples</b>	<b>Key Success Factors</b>
Entrepreneur support	Sells business support to its target population.	Microfinance organizations, consulting, or tech support	Appropriate training for the entrepreneur
Market intermediary	Provide services to clients to help them access markets.	Supply cooperatives like fair trade, agriculture, and handicraft organizations	Low start-up costs, allows clients to stay and work in their community
Employment	Provide employment opportunity and job training to clients and then sells its products or services on the open market.	Disabilities or youth organizations providing work opportunities in landscape, cafes, printing or other business	Job training appropriateness and commercial viability
Free-for-service	Selling social services directly to clients or a third-party payer.	Membership organizations, museums, and clinics	Establishing the appropriate fee structure vis a vis the benefits
Low-income client	Similar to fee-for-service in terms of offering services to clients but focuses on providing access to those who couldn't otherwise afford it.	Healthcare (prescriptions, eyeglasses), utility programs	Creative distribution systems, lower production and marketing costs, high operating efficiencies
Cooperative	Provides members with benefits through collective services.	Bulk purchasing, collective bargaining (union), agricultural coops, credit unions	Members have common interests/ needs, are key stakeholders and investors

<b>Business Model</b>	<b>How it Works</b>	<b>Examples</b>	<b>Key Success Factors</b>
Market linkage	Facilitates trade relationships between clients and the external market.	Import-export, market research, and broker services	Does not sell clients' products but connects clients to markets
Service subsidization	Sells products or services to an external market to help fund other social programs. This model is integrated with the non-profit organization; the business activities and social programs overlap.	Consulting, counseling, employment training, leasing, printing services, and so forth	Can leverage tangible assets (buildings, land, employees) or intangible (expertise, methodologies, or relationships)
Organizational support	Similar to service subsidization, but applying the external model; business activities are separate from social programs	Similar to service subsidization—implement any type of business that leverages its assets	Similar to service subs

## 6. Some of the Major Challenges in Social Entrepreneurship

1. The first challenge has to do with governments. The majority of them have yet to recognize social entrepreneurship as a legitimate field of endeavor. This recognition is the sine qua non for finding ways to promote it through fiscal and legislative incentives, including the review of tax laws, the elimination of burdensome regulations, arbitrary decision-making and other onerous requirements and inefficient practices that hamper social entrepreneurs.
2. Entrepreneurship in India is still encumbered by the traditional educational system of the country. As education is the main source for promoting entrepreneurship in the business sector of the economy, there is still a lack of specific curriculum on entrepreneurship development in the Indian education system. Due to the increasing demand of this sector, currently, the entrepreneurship education is a “new cup of tea” limited to graduates of business schools and management institutes, whereas for other streams of education like the sciences and arts there is not a single course on entrepreneurship in the curriculum. Due to this gap in the Indian education system the country’s entrepreneurial sector is still underdeveloped and struggling. Even business schools that have developed curriculum on entrepreneurship are lacking in terms of social entrepreneurship. This lack of social entrepreneurship knowledge presents a major challenge for social enterprises in finding competent and skilled promoters.
3. The next challenge is to encourage businesses to discover the competitive advantages offered by working in partnership with social entrepreneurs. From a financial perspective, reaching untapped markets can be greatly facilitated by linking with social entrepreneurs who have spent decades designing, implementing and refining innovative ways of bringing previously excluded groups into the marketplace. From a human resources perspective, the ability to attract top talent is a major challenge for

companies. But the best and the brightest today are looking for more than impressive salaries and stock options. They want something more—something that gives meaning to their work and their lives. Supporting social entrepreneurs in different ways shows that companies care about more than the bottom line. Finally, corporate social responsibility is not about setting up separate corporate foundations to reach excluded populations through top down programs that compete with social entrepreneurs. Nor is corporate social responsibility about relegating the “social” work to the corporate foundation while the corporation carries on its business as usual.

4. Lack of capital is a major challenge for the Indian entrepreneur. Generally, the social entrepreneur’s run their business with their own funds or by raising funds from the local money lenders at a high rate of interest, which sometimes becomes a financial burden on them. The reason behind this is the bank’s avoidance to providing loan facilities for social entrepreneurs given the various social complications attached with them. Hence the social enterprises have to deal with the challenge of facing a hostile reaction from financial institutions and governments as far as funding is concerned. This forces social entrepreneurs to take, what can be, a more difficult path of approaching venture capitalist and philanthropic organizations.
5. Over the last decade there has been a strong call for their reform to render these organizations better equipped to respond to the challenges of the 21<sup>st</sup> century. Strong criticism has been leveled at multilateral financial institutions, particularly those responsible for finance, development and trade, for their failure to engage civil society and interest groups in consultations on their policies. Some institutions have responded by devoting time and energy to dialogue with non-state actors. But more needs to be done. We are in an interesting phase of new thinking and experimentation, and this is where these institutions have a vital and catalytic role. They should embrace risk as a key opportunity for global renewal, and make it a priority to spot and legitimize those who have the capacity to imagine and the ability to implement what they imagine through disciplined innovation.
6. Social entrepreneurs mainly deal with the difficult task of improving the welfare of the society and they are always keen to find affordable solutions to various societal problems. But every activity of social business carries a cost, which is mostly borne by the owner out of his own pocket or by taking loans from money lenders. Social entrepreneurs are not necessarily working in a lucrative market; they identify a problem within society and try to find affordable solutions for them. Once they find the way to earn some profit after providing the best low cost solution to the needs of the society, more traditional businesses will enter the market competing with a similar solution and technique, increasing transaction costs and competition for social entrepreneurs and hampering their future growth.
7. The third challenge for social entrepreneurs relates to foundations and philanthropists who should be the ones catalyzing social transformation by supporting the social innovators. Foundations and high net worth individuals are certainly well placed to engage in that process, as they are free of two forces that dominate the decisions of governments and business respectively.

8. Lack of government support is a major hindrance for social business development in India. Currently, the government is not providing any kind of assistance for promoting these social cause ventures. The government's policies and regulations for social entrepreneurs are very complex and strict, with no tax incentives or subsidies being provided for a social business, the combination of which acts as major impediment to the growth of social businesses in India.
9. Social enterprises have to get competent manpower from a variety of sources; professionals, volunteers, laborers and community participants. To align the motives of all these groups with the long term growth of the organization is a challenge for the founders. In order for social enterprises to fulfill their mission in a holistic manner they must typically employ manpower from the underprivileged sector of the society, leading to increased training and developmental cost as these people are typically uneducated and unskilled. The organizations have to attempt to fulfill the aspirations of all these divergent groups and still come out with the best results.

## 7. Building India's Social Enterprise Ecosystem

*Why are some places more entrepreneurial than others? The answer might lie in entrepreneurship 'ecosystems'—the wider structures that support innovation and entrepreneurial activity in an area.*

### 7.1 A Simple Equation: Assets + Networks + Culture = Successful Ecosystem

- **Assets:** Innovative people, entrepreneurs, existing infrastructure or services. Most regions already have many assets, but are simply not able to link them together to produce an ecosystem.
- **Networks:** Formal or informal, at the organisation or individual scale. In India, especially in rural areas, local and individual support ecosystems are usually already very strong and tight (relying mainly on friends and families). The panel made an interesting point: we can all build our own 'ecosystems' by creating good networks around ourselves. Aggregating these individual networks creates a stronger, wider ecosystem of support.
- **Culture:** 'Entrepreneurial', 'risk taking' culture, a society that values entrepreneurship and a common language are the cement in an ecosystem. Beyond entrepreneurs themselves, families, friends and other stakeholders at the fringe need to be engaged.

The social enterprise ecosystem continues to grow by leaps and bounds in the world's largest democracy, assisted by the openness to market-driven approaches, foreign capital that sees jugaad-driven entrepreneurship in India as the future, India's new rich who are beginning to explore alternative philanthropy, the multitude of domestic social impact funds that have supported the ecosystem for the last decade, and even the government, who has recently announced a \$1 billion fund for social entrepreneurs.

Simultaneously, a huge number of highly talented college students are rejecting the deeply rooted familial and cultural pressures of following the treaded path. Instead, they're trying something largely unheard of among their families and peer groups: to try to change India and to do so through the equally unconventional high-risk path of entrepreneurship. In response, every elite university now hosts its own social venture competition—often sponsored by India's major corporations (for example, the new Tata Social Entrepreneurship Challenge at the Indian Institute of Management-Calcutta and the Global Social Venture Competition—Asia held annually at the Indian Institute of Business.) Support organizations have sprung up to connect budding social entrepreneurs to the capital, networks, and mentors they need to test and launch their products in the difficult-to-reach “hinterlands” of India where 80 percent of the entire population of India—approximately 900 million people—reside.

However, while the dozens of conferences, competitions, incubators, impact investors, and online platforms have ushered in a new wave of dedicated social entrepreneurs, they still only reach urban-educated entrepreneurs. For these entrepreneurs, the connection to rural India can be as unfamiliar as a foreign country. In order to truly tap into India's potential and unleash scale in the social entrepreneur pipeline, it's necessary to target the largest base, i.e. to extend the social enterprise support ecosystem to the 80 percent in rural India.

## **8. Social Entrepreneurs in India that are Changing the Face of Urban India**

### **8.1 Ria Sharma**

New Delhi born Ria Sharma is a social activist who graduated from Leeds College of Art, UK. She founded the world's first rehabilitation centre for acid attack survivors. Ria in 2014 founded 'Make Love Not Scars' NGO, which is a rehabilitation centre for acid attack survivors (mostly women) in India. This is the crowd-funded organization where it teams up and reach volunteers and funders through a social media platform. In 2016, Ria was awarded British Council's Social Impact Award. In 2017, Sharma was awarded the India Today Woman of the Year for Public Service and as the 'Brand of The Year' by CNBC TV18.

### **8.2 Karthik Naralasetty**

Karthik is a dropout student from Rutgers University, New Jersey. In 2009 he founded a technology company 'Redcode Informatics' for a couple of years. Later he started a social networking site called Socialblood.org after reading an article about a family struggling to find blood for transfusion for their four-year-old daughter. The organization helps by connecting blood donors via facebook. In 2011; he was awarded the Staples Youth Social Youth Entrepreneur award and was featured in 30 under 30 innovators in 2015.

### **8.3 Trilochan Shastry**

Often a simple act of bravery can move mountains. That is the story of this social entrepreneur. He filed a PIL which later turned into a judgment coaxing politicians to confess to their misdeeds. His efforts led to the form of ADR (Associations for Democratic Reform) responsible for scrutinizing the elections every 5 years. Politicians now are more answerable and it is also spreading awareness among the public as to what the Fundamental Rights by the Constitution of India really entail.

#### **8.4 Hanumappa Sudarshan**

Winner of the Indian Social Entrepreneur of the year 2014, awarded by Finance Minister Arun Jaitley. He is the founder of the Karuna Trust, associated with healthcare services. The award is under the reputed Schwab Foundation for Social Entrepreneur.

#### **8.5 Akanksha Hazari**

A multitasked from her youth, Akanksha is a social entrepreneur, peace negotiator and businesswoman. She hooks the reputation of being honored by President Bill Clinton with \$1,000,000, for her ventures in solving the global water crisis in the form of Paani.

#### **8.6 Shaheen Mistry**

She deals with the most pressing problem of India today- education, with the help of luxury available only to middle-class children. He introduces slum children to schools which only admit students from rich backgrounds, helping to reduce illiteracy from the grass root level.

#### **8.7 Aditya Baran Mallik**

The Institution for Quality Skill Training was his creation. This institution comes to the aid of the youth from poor backgrounds to invest gold in Jharkhand for a better living. Stretched over 13 states, it aims to admit 50,000 students annually. It now has a turnover of Rs. 2.5 crore, being funded by Kitendo Capital (a Switzerland based angel impact investment fund).

#### **8.8 Chetna Vijay Sinha**

Founder of Mann Deshi Manila Sahakari Bank for rural women, she is also the winner of the 2013 India Social Entrepreneur of the Year. It aims to provide financial support to these women.

#### **8.9 Nivesh Raj**

Nivesh is considered as one of the top social entrepreneurs in India. He launched a program called the Leadership 30 that aims at fostering students to become leaders. Nivesh started an organization called Step Up for Healthy India that aims to provide essential health and sanitation to the underprivileged.

#### **8.10 Aarushi Batra**

Aarushi Batra is a young social entrepreneur of India founded Robin Hood Army along with her 3 friends. It is a volunteer-based organization that strives to provide surplus food to the poor and needy. The organization offered food to over 5 million people across the globe and spread over 60 cities.

#### **8.11 Sharad Vivek Sagar**

Sharad is the young, influential social entrepreneur in India who was listed in Forbes 30 under 30 list. At the age of 16, he founded Dexterity Global, a company that provides educational

sources and training to middle-high class schools. The company has provided chances to nearly 1.2 million students in India and some parts of South Asia.

### **8.12 Chetan Gowda**

Chetan Gowda is a prominent young social entrepreneur in India and as well a TEDx Speaker. He is a social right and health activist who co-founded three startups-Chittii, Dream Teams and Khoon. With the inception of Khoon organization, he helped more than 5000+ people by providing blood to the need. Chetan was awarded Ashoka Youth Venturer “Young Social Entrepreneur of the Year 2017” and Rotary Vocational Awardee in 2017.

### **8.13 Harish Hande**

Harish Hande is another pioneering social entrepreneur of India and a remarkable committed one. He is the CEO & Founder of Selco, a company rendering sustainable energy source to rural regions of the country. This project was the first rural solar financing program in India. Till date, Selco has contributed over 120,000 installations and has more than 25 operating retail and service centres in Karnataka alone.

### **8.14 Jeroo Billmorria**

Jeroo Billmorria is one of the renowned social entrepreneurs of India who is supervising several International NGOs for the betterment of society. She initiated the ‘Childline’ that aims to provide help in form of healthcare and police assistance, especially to street children. Right from her childhood, she had a vision of giving back to the underprivileged in the society. She also believed in self-empowerment of women in India. Jeroo Billmorria was felicitated with the Skoll Award for Social Entrepreneurship and is a Schwab and Ashoka Fellow as well.

### **8.15 Anshu Gupta**

Anshu Gupta is one of the prominent social entrepreneurs in India who started Goonj in 1999. The NGO volunteers by collecting used clothing from the crowd, sort and fix by distributing to the poor. Goonj volunteered during the times of natural calamities in Tamil Nadu, Kerala and Gujarat. In 2004, Anshu conferred with Ashoka Fellowship and 2015 Ramon Magsaysay Award

### **8.16 Santosh Parulekar**

SantoshParulekar worked to create job opportunities for the unemployed youth in rural India. He started ‘Pipal Tree’, a company that aims to impart formal training to the youth and provides them with reputable jobs in companies across the country. Operating since 2007, Pipal Tree has trained over 1,500 workers and intends to open training centres pan India in the coming years.

### **8.17 Sumita Ghose**

Sushmita Ghosh is the founder of Ashoka Changemakers, an open-ended platform for social innovation that was one-of-its-kind in the world. Sushmita aims to revive the craftsmanship

and talent that is unharnessed in rural India and aims to provide them with their deserving recognition. She started with 'Rangasutra', a retail chain from FabIndia, which is a social enterprise that helps in bringing the socio-economic development and growth in both the community and the market in rural India. Sumita is a notable social entrepreneur in India, who with the Rangasutra owned 1800 rural artisans by providing design, marketing, technical and more. She has been a recipient of the MacArthur Fellowship for Leadership.

### **8.18 Ajaita Shah**

Her aim is to start at the grass root level, beginning technologies of the highest grade at cheaper prices to rural India. Business Week ranks her as the most influential leader under 30, working for tenure of 5 years in SKS Microfinance and Ujjivan Financial Services. Frontier Markets organisation is her brainchild. The company has sold over 10,000 solar solutions until now and there is no stopping them until they light the remotest corners of the country.

### **8.19 Urvashi Sahni**

Dr.UrvashiSahni is one of the top social entrepreneurs in India. She founded the SHEF-Study Hall Education Foundation, an organization devoted to offering education to the most backward girls in India. Through the organization, Urvashi provided affordable, high-quality rights-based education to 1000+ girls and has established 3 K-12 schools including Prerna Girls School. Since its inception, she received many awards and recognition. In 2017, she was felicitated with the 'Social Entrepreneur of The Year'.

## **9. Revolutionary Social Entrepreneurial Work all Around the Globe in Past**

### **9.1 The Movement: ME to WE**

One of the most successful and impactful social enterprises of this generation, ME to WE is a social enterprise that provides Fairtrade products and global volunteer trips to a mostly millennial audience. It was launched in 2006 by two Canadian brothers and has grown very rapidly, now engaging millions of consumers and beneficiaries around the world. It's innovate Track Your Impact promise brings technology to social impact and allows consumers to enter a unique code from ME to WE products to transparently see exactly how and where the funds from their purchases are changing lives. This not only helps them make a positive impact, but it also allows their audience to be more involved and to see exactly how their choices are making an impact.

### **9.2 The Godfather: Ashoka**

Bill Drayton is considered the godfather of social entrepreneurs, widely credited with bringing the term 'social entrepreneur' into the mainstream. Since 1981, his organization, Ashoka, has been supporting leading social enterprises around the world. With 3,500 fellows from 92 countries, Ashoka has built a formidable network but their ultimate goal is to help build

a world where everyone can make a change and every person has the power and ability to contribute towards making positive changes in the world. One of the things that Ashoka does best is their youth focus-their commitment to working with and influencing the younger generations and even putting them in charge of different initiatives.

### **9.3 The Financier: Grameen Bank**

The financial industry is not exactly viewed as a paradigm of charity and giving back; quite the contrary, in fact, as studies have found it to be the world's least trusted industry. However, that's not to say that there aren't so amazing people and social enterprises even in this industry –most notably, Muhammad Yunus and Grameen Bank. Muhammad Yunus launched Grameen Bank-“the bank for the poor” in 1976, and essentially started the microcredit revolution. For over 40 years, he's demonstrated the power of business solutions to tackle underlying causes of poverty, by providing small loans and banking opportunities to small business operators around the globe without requiring collateral. Loans dispersed amount to \$24 billion, among 9 million borrowers. That's no chump change.

### **9.4 The Farmer: Babban Gona**

Babban Gona means “Great Farmer” in Hausa, a language native to its home of Nigeria, Africa's most populous country. To feed its growing population, Babban Gona's main goal is to support small-hold Nigerian farmers to help them secure their future —with methods that increase crop yields 2.3 times the national average. Like the some of the other social enterprises in this list, Babban Gona also wants to make a real impact on the future by focusing on the younger generation; to achieve this in a country that has a 50% youth unemployment rate, they offer agricultural training for young people to help empower them and show them how they can make more money from their crops. After all, the best way to change the world is to help the younger generations through great education.

### **9.5 The Modernizer: Goodwill**

Goodwill is most famous for thrift stores that bring us Halloween costumes and 90s grunge revival outfits. But they do so much more than that: they also bring employment opportunities for at-risk individuals, job training and other community-based programs to help the people who are somehow prevented from getting a job. When brick-and-mortar retail was hammered by recessions in the new millennium, Goodwill adapted, making a successful transition to e-commerce in 2007 in order to avoid dying out simply because people moved from brick-and-mortar to online shopping. Now, you can hunt for vintage gold jewelry, designer handbags or mid-century musical instruments on [shopgoodwill.com](http://shopgoodwill.com). Old school turned new school.

## **10. Conclusions**

Social entrepreneurs should help higher education institutes in India in developing curriculum that create social entrepreneurship habits in their students so that high quality managers and promoters cab be produced.

- Social ventures should educate the consumer and set market standards by following network approach. This may increase demand for their products.
- Regional disparities or imbalance should be removed by the growth of social entrepreneurship in the country. Balancing the growth of social entrepreneurship in the country can solve the social problem of large population and health of the country.

Social entrepreneurs are a ray of hope in a scourged and impoverished society as they largely contribute to providing a livelihood to people who could otherwise not have succeeded due to illiteracy, poverty and negligence. The fruits of globalization do not penetrate into lower communities of the Indian populace due to many political, social and economic disparities. Social entrepreneurs are providers of those means to develop the community and also earn by way of it. Rather than blaming the government, people themselves must come together and create such enterprises to develop one thereby aiding national development in all aspects. Thus creating an ecosystem which would help to create more entrepreneurial opportunity which ultimately would lead to sustainability at large.

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