Social Enterprises: Agents Of Development (A Study On How Social Enterprises Are Making An Impact In The Society And Acting As Vehicles Of Sustainability In India)

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Abstract: The objective of undertaking this research is to develop a greater understanding between social entrepreneurship and sustainable development as well as analyse the correlation existing between the two segments of study. This study aims to answer the following research questions:
- How does entrepreneurship assist and support sustainable development?
- How do the existing research studies relate social entrepreneurship and sustainability?
- What is the impact and the nature of impact of social enterprises on the society?
- How does entrepreneurship assist and support sustainable development?
- How should the research process advance in the future?

Index terms: Social Enterprise, Social Entrepreneurship, Sustainability, Sustainable Entrepreneurship, Sustainable Development

[1] INTRODUCTION

Over the years the concept of social entrepreneurship has gained substantial importance. This can be attributed to the developing and growing initiatives such as Ashoka (a global foundation which identifies, invests and has created a network of over 3000 social entrepreneurs/individuals from 70 countries), Schwab Foundation (providing global platform to advance social entrepreneurship by selecting 20-25 entrepreneurs every year), Un Ltd (offering networking, mentorship, grants opportunities to social entrepreneurs around the world). The crucial aspect of this growing ideology is its ability to divert attention to social and environmental issues. The main focus lies in finding the solution of sustainability challenges and not profit generation solely. “In its simpler formulation, social entrepreneurship aims to marry rational economic calculation and socially enthused vision” as stated by Roper and Cheney (2005). Mair and Marti (2006) suggest that “due to initial stage of the field, a wide variety of research questions demand further attention.” Their study further suggests enquiring “the link between social entrepreneurship and sustainable development and social enterprises can contribute to sustainable development.” Often the research is driven by the situations such as the industries’ or country’s regulations undergo a change and organizations have to operate under new acts and policies. The research has covered various aspects of sustainability and its relationship to business such as how sustainability can be a source of entrepreneurial opportunity (Cohen and Winn, 2007);

Effective methods to measure the sustainability (Scerri and James, 2010); sustainability and sustainable development (Binder and Belz, 2015); how businesses can achieve sustainability (Hockerts and Wustenhagen, 2010). These are a few topics among the many existing lines. Numerous concepts on sustainability measurement were also introduced such as Triple Bottom Line and Circles of sustainability. Without any doubt the efforts in academic research towards sustainable development and social entrepreneurship has risen significantly over the last few years with relativity being drawn between the two fields (Demirdjian, 2007; Seelos & Mair, 2005), however there is scope for additional research to promote the level of understanding of the relationships that exist between the two dimensions (Binder and Belz, 2015). Social entrepreneurship has opened avenues of a more responsible and sustainable business, although its appearance has been more remarkable in practice than in academic research as stated by Roper and Cheney (2005). This leads to the derivation of the fact that there remains a plethora of opportunities for study and research into this blooming field.

2. SUSTAINABILITY AND ENTREPRENEURSHIP

We will be discussing the theoretical backgrounds of the concepts of sustainability and entrepreneurship, the different approaches to sustainability and phenomenon of sustainable entrepreneurship.

Approaches to Sustainability

1.1 - Triple Bottom Line

The World Summit on Social Development (2005) identified sustainable development goals: economic development, social development, and environmental protection. As per the definition, the concept of sustainability aims to maintain a dynamic balance between its three core components: environment, human/social welfare and economic activities, which are interdependent and reinforcing in nature. These three core elements form the three pillars of sustainability and this approach is called the Triple Bottom Line (TBL).
Freer Spreckley introduced this term first in 1981 and it was further articulated by John Elkington in 1997. When organizations adopt the TBL concept they acknowledge to focus on the economic value as well as the environmental and social value they augment or diminish (Elkington 1997). Even though many corporations adopted the principles of TBL in 1990s, however production and consumption activities in the world in general remain unsustainable (United Nations, 2002), also the extent and nature of human and economic activities surpass the limit that the planet can actually sustain (World Resources Institute, 2005). TBL approach aims to advance the objective of sustainability in business activities. (Elkington, 1997). TBL is also known as the 3P's approach, as it focuses mainly on: people, planet and profit. People: the account measures the company’s degree of social responsibility-justified and favorable business activities for the community in which the firm operates. Planet: the account measures the organization’s degree of environmental responsibility including the use of sustainable practices. Profit: the account measures the economic value of company or the economic benefit towards the community. When an organization adopts the TBL approach, the company has undertaken to give equal attention and value to all three segments- social, economic and environment, striking to maintain a fair balance. One major challenge with execution and implementation in TBL approach is that each account is measured with a different technique. The profit account can be measured in the terms of cash, however measuring the people and planet account is taxing. Thus, all three accounts need to be taken into consideration separately. For any business to be sustainable, it is crucial to incorporate the principles if sustainability into the design and environment of the business operation. Implementing TBL principles in the roots ensures taking the most appropriate path to sustainable development.

2.1 Circles of Sustainability:
The concept of environment impact and societal welfare is vast and broad and therefore there have been various alternatives to TBL approach. Circles of sustainability is a technique for understanding and analysing sustainability and for management of socially sustainable projects (James et al., 2015). This model is made up of four domains: economics, ecology, politics and culture, which are further divided into sub domains. Economics: This domain includes use, production and management of resources. The sub domains include: production and resourcing, accounting and regulation, exchange and transfer, consumption and usage, labour and welfare, infrastructure and technology and wealth and distribution. Ecology: This domain consists of practices and connotation of juncture of social and natural realms with the significance on human engagement with and within nature, including the built-environment. The sub domain includes: material and energy, flora and fauna, air and water, habitat and land, construction and settlement, place and abode and emission and waste. Political: This domain includes practices related to generic issues of social power such as organization, authorization and regulation. The sub domains include organization and governance, law and justice, security and control, dialogue and reconciliation communication and movement, representation and negotiation, ethics and accountability. Culture: This domain includes routines, discourse and expressions expressing continuities and discontinuities of social meaning. The sub domains include: engagement and identity, enquiry and learning, performance and creativity, belief and meaning, memory and projection, gender and reproduction, health and wellbeing. There exist noticeable differences between TBL, Circles of sustainability and other measurement techniques. The Triple Bottom Line approach is criticized on the basis of how TBL considers economy as the point of focus, and environmental issues are deemed to be external (Scriern and James, 2010). There are other sustainability measurement techniques that are considered too wide for imparting with effective accurate solutions. The current indicator is criticised on the basis of its limited focus, as it fails to function effectively across varied organizational settings-corporations and other institutes and communities. (Scriern and James 2010). Numerous practitioners consider that social enterprise sustainability should also include the impact side. According to Burkett (2010), a continuum table of viability and sustainability, that will ensure best fit for impact and viable enterprises, adds definition to the concept of sustainability.

3. RISE OF SUSTAINABLE ENTREPRENEURSHIP
The potential and scope of entrepreneurship for sustainable development of society was first emphasized by the scientists and Hart and Milstein. Applying Schumpeter's theory of creative destruction (Schumpeter, 1942) as precondition in their work, they asserted that innovators and entrepreneurs will consider sustainable development as one of the major business opportunities in commerce (Hart and Milstein, 1999). There are other researchers who also support this view and consider sustainability as a chief source of entrepreneurial opportunity that will have significant positive effect on the economic, societal and environmental development. Entrepreneurial activities can act as a medium to preserve ecosystems, offset the effect of climate change, demote environmental degradation, maintain biodiversity, improve agriculture practices and freshwater supplies (Cohen & Winn, 2007; Dean & McMullen, 2007). These entrepreneurial activities when conducted in developing countries can improve and augment productivity, physical health, education, socio-economic status and self-reliance traits in individuals and society (Wheeler et al., 2005). Hence, it can be rightly be said, that under the influence of present environmental, social and economic conditions, focus of certain entrepreneurial activities have shifted from profit making to ensuring sustainable development in conjunction with wealth generation. As per the definition given by Patzelt and Shepherd (2011), sustainable entrepreneurship is the “discovery, creation, and exploitation of opportunities to create future goods and services that sustain the natural and/or communal environment and provide development gain for others.” In the opinion of Burns (2011), there will always exist a gap in the market as the public organizations will be unable to meet the society’s needs in social areas such as education, social security, healthcare, poverty etc. Hence there is a space created for social entrepreneurs. On the other hand, author such as Trexler (2008) holds a sceptical perspective about the sustainability of social development.
ventures as he believes that commercial and social goals more than often turn out to be incompatible. In support of the perspective by Burnt, Dees (2011) suggest that creation of long term value should be based on consumption of lesser resources and far less untruthy actions. Innovations of such kind are highly relevant and beneficial in the light of social and environmental problems, and that creates a place for social enterprises. According to Dees (2011) viewpoint, social enterprises act as learning labs where innovative viable solutions to core social problems are derived. Therefore, social entrepreneurship plays a vital role in maintaining the societal and ecological equilibrium. According to the Burkett’s (2010) school of thought, social enterprises have two aspects of sustainability: financial sustainability and impact visibility. The former shows survival over time and the latter is related to the impact a social enterprise aims to create in accordance with its social mission. According to the Alter and Dawans (2006) for any social enterprise to be sustainable, it necessitates existence of factors such as: organizational and leadership capacity, business oriented culture and financial sustainability. Hence to achieve a sustainable social value, an optimum scale and impact, they suggest adoption of integrated approach; integration at the cultural, operational and financial level. Social enterprises strive hard to function as a goal oriented enterprise due to their complex nature of social mission, unlike commercial enterprises with a simpler objective of profit maximization. Though with several plausible reasons to explain why social enterprises fail, few of them include cultural problems, low capacity and effective management of resources. However, Alter and Dawans believe that performance of social enterprises cannot be measured only in earned income or profit but assessing the impact visibility is crucial. The problem with social enterprises is not funding or lack of resources but the dearth of imaginative thinking (Rangan et al, 2008). Thus social entrepreneurs need to be innovative and visionary to be more successful with social ventures.

4. METHODOLOGY
This research paper uses qualitative research method which implies studying for the research problem, collecting qualitative data and analyzing the data using interpretive methodology (Collis, J. et al., 2009). The methods used for data collection are multiple case studies and interviews that will help us to find the answer to the question, how do social enterprises in India play a pivotal role in sustainable development of the economy and what impact do these social enterprises have on the society?. Case study is an in-depth analysis of a small number of participants (Håkansson, 2013). Interviews are intended to provide a in depth understanding of the research problem and understand participants’ viewpoint. The study is mainly limited to Delhi-NCR (India) market. This research will enable to assess relative financial and impact sustainability of social ventures. The cases have been sampled on the parameters of their suitability for explaining and analyzing the relationships existing between social enterprises and sustainable development. The basic criteria considered during selection of participants: 1. Small to medium enterprise size, 2. Founder-owner involvement and influence, 3. Based in regional proximity (Delhi-NCR based), 4. Minimum 2 years of operational working or profit-making. The parameters for the selection of participants were related to traits of private sector social ventures that were aligning with best practices in the industry, easily observable and through literature review study. Considering the scope of research paper, the study includes 3 organizations - 1 not for profit, and 2 for profit, social enterprises and the interviews have been conducted in written form via email with question sets and follow-ups while the conversation developed. As identified and proved, the Indian business environment is characterized by the dominance of small and medium enterprises (SMEs) and they contribute significantly to the economy’s total output. After a general analysis, following enterprises were selected for the case study:
1. Protsahan (not-for profit)
2. Echoes café (for profit)
3. JIVA Ayurveda (for profit)

5. PROTSAHAN
“Education truly is the ignition for positive change and growth”- Lucas turnerVISION: To empower every at risk adolescent girl with creative education and entrepreneurial skills training so that she can break the extreme cycle of poverty and abuse. MISSION: To foster creative education and skills development in at risk communities of adolescent children with a focus on innovation and empathy. Protsahan India foundation, established in 2010, is an initiative towards encouraging education and livelihood in slums. Protsahan, which means ‘encouragement’, was started by a young girl, Sonal Kapoor who is a microbiologist MBA with her forte in grass root community initiative. She firmly believes in empowering children and adolescents through her creative education and skill development. There are approximately more than 150 million slum dwellers in the country, and the majority comprises of new migrants from rural areas, existing on the margins of society without any access to basic needs, infrastructure, suffering without any opportunity of growth and advancement.

5.1.1 THE AGONIZING PROBLEM:
Sonal, during one of her advertising shoots, met a young woman, who had 6 daughters and was pregnant with the 7th child. On talking to the woman, Sonal gathered the fact, that it was difficult surviving in that environment, with no education and no employment opportunities, and hence the woman had decided to send her 8 year old daughter to the brothel, who would actually help in feeding the big family. Sonal was in a state of shock, and that very moment she decided to work towards this community.

5.1.2 THE PROGRESSIVE SOLUTION & IMPACT:
Within a span of 1 month and a feasibility study of the problem, Protsahan started in a single room as a creative arts and design school in one of the darkest slums of the country. After four months, Sonal decided to quit her job and got fully involved with her initiative where she used her creative knack not for just money-making motive but to revolutionize the education delivery mechanism targeted at the children distressing in the bottom of the social pyramid. Sonal found it more meaningful to work towards something where she was making a positive impact in the society. She actually put in sweat and efforts to build this learning organization by going from door to door in these dark slums...
in West Delhi and requesting the parents to send their daughters to Protsahan. With experimentation and innovative approaches in the field of design, art, digital stories, photography and cinema, Protsahan aimed to provide the power to these young girls to break the shackles of extreme poverty and fight abuse through creative measures. Today Sonal, along with her team aims to bring about significant changes in the lives of these slum dwellers by executing simple yet effective ideas. The forte of Protsahan lies in execution. The organization is impacting the lives of over forty slum children alongside with its creativity programs aimed at women in urban slums. The Protsahan team spreads awareness amongst its targeted audience and trains them by showing videos on ‘how to make paper/jute bags’, ‘painting’ etc, and the volunteers help them learn these skills. Since the inception of the organization, its emphasis has been on two aspects: to educate and spread awareness and to expand the livelihood opportunities for the poor by imparting them training and bringing them in the mainstream economy. As they say when ‘you educate a man, you educate a man, but when you educate a woman, you educate a family.’ So the organization works hard to focus on women as they are vital in fostering change in their families and communities. The organization also plans to start up micro enterprises in slums that will aim to teach micro entrepreneurship skills to women in the slums. Protsahan being a volunteer driven organization, has a group comprising of young diverse people from students to filmmakers to photographers to coral experts to designers to IIM & IIT grads, each of whom contribute in their own way.

5.1.3 STRATEGIC CENTER

The organization maintains its core focus while carrying out its job. Protsahan caters to education of children, but maintains a special focus on the girl child, as the founding team believes that when the women of the society are healthy, empowered, and educated, the conditions of the society automatically improve bringing about a significant change. The organization aims to break the barriers of neglect, superstition and abuse, by teaching and imbibing the lessons of self-dependency through knowledge and work. The specific programs and workshops like Educare, Stree have a special intent to work towards the young girls and women in the society and target the issues of gender equality and health aptly.

5.1.4 THE MECHANISM AND THE APPROACH

Protsahan uses the techniques of creative education and skill development to work with the children and women of the slums. The organization targets children who have been exploited or abused, and under aged children who are illegally forced under domestic labour, begging, or sex trafficking, who have no access to any education, or proper living. The organization adopts these children and focuses on their education using creative approaches of methods based on information, communication and technology. Project Educare is one such endeavor towards the same motive, with the focus on the development of the children where they identify their surroundings, have a basic knowledge and are further prepared on a level of joining government schools. Educare, which is working with more than 300 girls saved from the clutches of child labor and sexual abuse, over 60 boys with issues of substance abuse and more than 5000 street and slum children. This project is supported by the individual donors. Alongside, the organization runs several vocational courses and training workshops under the Project Stree and Project Artisan Honour that aim to develop skills like colouring terracotta lamps, jewellery making, needlework etc. which are then sold under the brand Protsahan, online and offline at events and in exhibitions. This helps the slum dwellers earn and live with dignity.

5.2.1 ECHOES CAFÉ

We rise by lifting others- Robert IngersollVISION: Equity and Justice for people with disabilityMISSION: To mobilize, empower and strengthen specially-abled individuals so that they live with honor and dignityEchoes is a café situated in Satya Niketan, Delhi. Delhi is a hub of some amazing restaurants and cafeterias; some are popular for their savoring taste, while some are known for their amazing ambience. What makes Echoes special then? The heart warming fact about this fun café situated in Delhi is that it is completely managed by deaf and mute staff. This café was started by five childhood friends of whom two, Kshitij Behl and Shivansh Kumar, manage the café full time. The founders shared a common feeling of respect towards humanity, specially focused around the concept of motivation and equal opportunity and living standards to those with limited access to opportunities. The foundational belief behind employing the specially-abled individuals in the café is that these individuals are generally neglected in the hotel industry and face challenges in finding suitable options inspite of their appropriate educational backgrounds. The café on the contrary aims to bring them on the upfront and train them to earn a respected life and live with dignity.

5.2.2 THE AGONIZING PROBLEM

The founders strongly believed in living a life of passion and purpose, hence they wanted to establish something that was aligned with their vision. After graduation they were looking for employment opportunities right when they came across the idea of opening up a cafeteria. While they were keen to start up, but the thirst to work with a social impact was strongly rooted in their minds. The guys therefore decided to work towards employment generation of individuals with least employment opportunities. The specially abled individuals are intentionally or unintentionally denied the right to employment in various situations, especially in business which require direct customer interaction. This neglected attitude pushes the already low confidence levels of these individuals to even lower scale.

5.2.3 THE PROGRESSIVE SOLUTION & IMPACT

The founders were keen to work towards something that motivated individuals to follow the path they wanted to choose, hence the idea of Echoes was born. They decided to work with the motive of building a place involving high level of interaction, appealing interiors, delicious food and a social purpose. Echoes was launched in December 2015 with a seating capacity of close to 40 individuals, where Shivansh takes care of service operations and Kshitij looks after the kitchen. They currently employ 7 service people...
with speech and hearing impairment, who manage the guests and service them. The founders were doubtful after the inception, if their idea would even work. Funding this idea was another hurdle. Hence the founders decided to take help from families. “We pooled in the money, each of us had, took help from our families and started this place” shares Kshitij, “in fact a lot of things in the restaurant like the cushions, curtains were arranged from our homes.” The founders strongly believe that the students are building blocks of the society and to spread this message, it is imperative to start with the right market, so that it impacts the right people. The founders also shared their idea of keeping the place open to all age groups, and the customers range from families to corporate staff to students. “Of course we face various challenges, especially in the communication and system designing process, but our employees are not only cooperative but happier and confident than before and with a great response from customers, the motivation acts as a propellant to keep moving. Ajay, who is 24 years old and is working with Echoes for more than a year now, is more confident and positive, mentions how he loves to serve the guests and interact with them, especially when the customers try and talk in sign language

5.2.3 STRATEGIC CENTER
Recruiting the right pool of candidates was a critical factor in determining the intended social impact. Sarna and his friends had once visited the Noida Deaf Society, which is a school focused on the hearing impaired individuals, which then cooperated the founders in hiring and recruiting the Echoes staff. The specially-abled individuals were then trained on the restaurant procedures, technique and soft skills. The domain specific skills are easily imparted on the job and the standard procedures are passed on job training. Today, it is comparatively easier to hire staff through the existing employee’s contacts and online sources. Echoes is now launching itself a Café in Koramangala, Bangalore with a seating capacity of 70.

5.2.4 THE MECHANISM AND APPROACH
The founders wanted to be different from other eateries and hence they thought of designing the interiors of the cafeteria on the theme of motivation. Even though the cafeteria was taking shape themed on the concept of motivation, it still lacked something. An idea then struck a chord with the founders, they decided to set a benchmark by recruiting hearing and speech impaired people to run the café and bring them on the forefront. One apparent challenge was to inculcate skills to these specially-abled individuals to ------- so that they can deal with customers efficiently. Hence the founders came up with innovative ideas of servicing and placing orders. Each table held placards reading like: ‘water please’, ‘refill please’ or ‘bill’. A customer can hold any one of the cards as per the requirement and get a quick service. Every sitting area has a bell attached, so that if a diner wants to call for a waiter for service, he can simply press the bell. The bells are connected to a panel of bulbs marked with the corresponding table number. The waiter identifies the table, once the bulb lights up. When a diner wants to place an order, they simply write the code of the food item on a pad at their table and hand it over to the waiter. This innovative solution of bridging the gap between customers and the waiters has made the café unique and an epitome of social cause. “Eventually, we aim to see the café run by these differently abled- from cooking-to serving-to managing, and we are firmly determined to do it” mentioned Kshitij Behl

5.3.1. JIVA AYURVEDA
VISION: “To take Ayurveda to every home”
MISSION: “To make people happy and healthy through authentic Ayurvedic treatment”
The Jiva Medical & Research Centre, established by Dr. Partap Chauhan, is a unique concept on its own and was established in 1998, as an integrated unit for telephonic health consultation. The primary objective of Jiva, is to focus on individual’s happiness and health through authentic Ayurveda treatment delivered at their doorstep. Jiva has more than 400 Ayurvedic doctors and support professionals. They have provided consultation to more than 1 million patients to date across 1800 cities and towns in the country. Jiva Ayurveda ensures quality, efficacy and purity by manufacturing its own medicines and products at its manufacturing unit and pharmacy in Faridabad, India that is ISO, HACCP and WHO certified. Jiva Ayurveda has three core areas--treatment services, ayurveda education and wellness.3.3.1 THE AGONIZING PROBLEMA large section of the Indian population suffers from limited accessibility to suitable health information, advice and health care. With increasing medical conditions, ailments and disorders like asthma, obesity, arthritis, diabetes, hypertension etc., the global community is getting affected and many of them do not have an effective treatment/course available in modern medicine. Also the health care sector in India lacks adequate infrastructure, manpower and medicines that contributes to the situation of low quality of health services, especially in tier 2 and tier 2 cities, towns and villages. The plight of the modern day is such that there are only 0.6 doctors per 1000 people in India, considering the urban, semi-urban and rural areas. This leads to patients often ignoring their health conditions and symptoms until their condition becomes an emergency.

5.3.2 The Progressive Solution & Impact
Due to limited availability of doctors, and inadequate infrastructure specifically in remote areas, telemedicine is majorly being considered as an opportunity to reach out to those numerous patients who have poor access to medical facilities. In this context, Ayurveda is apt enough to provide efficient and quality care even for chronic and incurable lifelong disease believes Dr. Chauhan. Ayurvedic doctors depend on the process of inquiry for investigation, diagnosis and treatment, on the contrast, allopathic systems rely only on physical examination, technology and expensive diagnosis equipment’s. The holistic concept of Ayurveda focuses on tackling the root cause as well as the social and emotional conditions of the disease and not just the symptom. The core concept behind adopting this holistic Ayurvedic method was also because this method provides Jiva an edge over the infrastructural challenges and since its inception Jiva has been able to efficiently organize educational and training programs in Ayurveda. The organization has successfully trained more than 10000 individuals, experience ranging from Ayurveda practitioners to Ayurveda enthusiasts who have limited knowledge. Dr.
Chauhan, has been passionately participative since the inception and has conducted numerous courses and trainings programs worldwide. He uses every opportunity to reach out to people: he hosts a TV program on Hindi TV channels discussing the philosophy and principles behind Ayurveda, root cause of diseases and solutions directed at diet and lifestyle changes. Internet and newsletters supplement his efforts in every manner. This all compiles down to a consolidated viewership of more than 50 million people. To impart the knowledge to international learners, customized program based on experiences and expertise has been developed and is catered accordingly. Apart from this, Jiva has a trained set of doctors who conduct these courses and spread the knowledge of this ancient Ayurvedic science. Jiva’s Ayurvedic clinics and Panchkarma centres are definitely the future of Ayurveda. The main center is located in Faridabad, India and it also provides for residential facilities for patients who wish to reside there and get their treatments. It also offers outpatient services through their strategically located clinics across Northern India.

5.3.3 STRATEGIC CENTRE
Dr. Chauhan aims to ensure that anyone who has access to a telephone can easily receive free consultancy and get medicines on their doorstep. He has pioneered the field of Ayurveda and developed a strong professional environment for practice. Jiva has effectively utilized the platform of information technology to effectively deliver care to more and more of individuals. The patient can easily reach out to the doctors at Jiva through the phone or the internet. When the patient dials up in the telemedicine centre, the call is first transferred to a call agent, the call agent then feeds the basic background details and health condition in the system. The call agent then transfers the call to the appropriate physician. The technology is such that it allows the doctor to check his/her number of outstanding calls on a real-time basis. Jiva specialists receive and handle a total of approximately 5000 calls per day from patients all over the country and in spite of the large call volume, the system assures that all calls are returned within a time span of 24 hours.

5.3.4 THE MECHANISM AND APPROACH
Jiva has approximately 125 full time doctors, the roles and responsibilities are assigned depending on their experience and expertise. The individuals are trained and mentored to develop their own proficiency and knowledge, and are accordingly ranked as: junior doctors, hybrid doctors, and senior doctors. A junior doctor is trained by a mentor for the first three months and all the cases are of junior doctor are looked upon by the mentor as well. The hybrid doctor in the system is more like a mid-level doctor who handle new cases from the junior doctors, and the senior doctors mainly look into the complex and challenging follow up or referral cases. The support staff is responsible for ensuring follow-ups with patients. Apart from the experienced professionals, Jiva has its own knowledge portal, called Saraswati that is a pool of critical information, and instruments which help the doctors in diagnosis and enhancing their expertise. Saraswati has been created in a format that allows the doctors to add or draw from other doctors’ experience and analyse the varied cases and their most effective remedial solutions, with the motive to suffice any informational gaps of previous cases in Ayurveda. Dr. Chauhan with his keen eye on exploring more avenues of opportunities has entered into a partnership with the Indian Institute of Ayurvedic Medicine and Research, Bangalore with the sole purpose to improvise and advance the medical education processes created by Jiva and influencing the sector of Ayurveda. In more than 80 percent of the cases, medication at Jiva is often coupled along with diet and lifestyle changes or herbal remedies. In the rest of the cases, Jiva facilitates home delivery of medication prescribed. Presently Jiva is exploring the channels of video based consultation model that will help the patients to contact the doctors live over a video-link and Dr. Chauhan is also looking at the opportunities of expansion to 200 cities within India. Over the time Jiva has successfully treated thousands of individuals with chronic diseases like diabetes, migraine, joint pains etc. especially from semi-urban areas such as Banki (Orissa), Juhunjhu (Rajasthan) , Ratlam (Maharashtra) etc. Dr. Chauhan also aims to design and create more elaborated and stronger educational content for the Ayurvedic institutes across India, and eventually plans to establish his own university as well.

CONCLUSION
Empirical research and secondary sources support the fact that the performance of social enterprises is undoubtedly impressive. Social enterprises are outdoing their SME counterparts in almost every business domain and parameters: be it the growth rate, start-up rates, annual turnover, innovation and workforce expansion. The newer legion is setting their bases more firmly and considering sustainability as their top most priority. However, these social ventures do face challenges; have to overcome some uncommon barriers coupled along with occasional opportunities. The study has shown that the objectives of business growth and sustainability are core to the mission of social enterprises when creating employment. The 3 organizations profiled here in this research study, depict the impact of even small scale social ventures, signifying the potential of a growing sector operating at a scale. The success of these social enterprises can be attributed to various factors such as advancing leadership, determined goals, a distinct mission-led character, and the opportunity to rise the required funding to assist growth. For this sector to mature and prosper, more such opportunities need to be developed, both for the emerging social ventures and the struggling businesses. As the literature study in this research suggests that there exists a positive relationship between social entrepreneurship and sustainable development (Dean and McMullen, (2007)), (Hockerts and Wüstenhagen (2010)); (Parrish (2010); Shepherd and Patzelt (2011)). However, to finally conclude on the research question if social enterprises create an impact on the society or not, a more complex framework of answer can be provided. Social enterprises exhibit sustainability patterns. Also according to the literature, the survival rates of the social ventures are high and a stable growth rate is observed, which is a good indicator. However the new ventures with varying business models have yet to work on their sustainability. As is evident the sector of social enterprises is maturing, filling in the void of employment, however it is difficult to obtain an estimate of their impact.
Most of these social enterprises have not yet initiated measuring their impact and less than 30 percent measure their impact in more relevant units such as carbon emissions. Impact measurement can be done through various methods ranging from simpler measurements of input, processing and output to a more complex range of results. Many of these social enterprises are in the process of finding a more accurate measure of impact as the organizations are now realizing that impact assessment is the denomination of the sector, until then they consider their quantifiable results/output to provide a rough estimate of the total impact made by social businesses. As is evident, from the analysis of case studies, the below three categories create a range of aligned and synergistic impact and contribute towards economic development: Education: Education is the only road that leads to development of the nation. Any social enterprise focusing towards the education of children especially at risk adolescent children through creative means and training is working towards a sustainable successful nation. Job creation: The number of jobs a social enterprise creates, along with the socio-economic purpose of utilizing the underestimated segment of specially-abled individuals, and increasing the employable section of the society. Desicrew is another example that aims to bridge the urban-rural employment gap. Health and wellness: A healthy nation is a progressing nation, and looking at the increasing health concerns in the nation, especially in the rural health segment, an intervention was required. The social enterprises like Jiva Ayurveda, Brun Health, Bempu are working enthusiastically towards it. Hence it would be appropriate to suggest that the various categories of private, public and non-profit social enterprises progress when the related drivers such as government actors, investors, and businesses work in association to strengthen the core models of business that further develop into sustainable mechanism of economic progress and societal development. As is evident from the three profiled case studies, the social ventures aim to bridge the gap between pure economic development and large social goals. With a strong foundation and apt support social enterprises present a distinct opportunity to create a long lasting successful impact.

REFERENCES:

[3] British Council (2016), Social Value Economy, A survey of the social enterprise landscape in India, December
Appendix I:

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<thead>
<tr>
<th>Name of company</th>
<th>Protsahan</th>
<th>Echoes cafe</th>
<th>Jiva Ayurveda</th>
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<tbody>
<tr>
<td>Interviewee</td>
<td>Ms. Sonal Kapoor</td>
<td>Mr. Kshitij Behl</td>
<td>Mr. Varun Mendiratta</td>
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<td>Industry</td>
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<tr>
<td>Founder</td>
<td>Ms. Sonal Kapoor</td>
<td>Sahib Sarna, Shivansh Kanwar, Sahil Gulati, Prateek Babbar and Kshitij Behl</td>
<td>Dr. Partap Chauhan</td>
</tr>
<tr>
<td>Number of employees</td>
<td>10</td>
<td>7 disabled individuals</td>
<td>200-500 (part time + full time)</td>
</tr>
<tr>
<td>Number of Customers/Beneficiaries</td>
<td>900 girls rescued, 12000+ girls and boys impacted</td>
<td>50-100 customers daily</td>
<td>5000+ patients daily</td>
</tr>
<tr>
<td>Mode of interview</td>
<td>Telephonic</td>
<td>Telephonic</td>
<td>Telephonic</td>
</tr>
</tbody>
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Interview Questions
Note: Every question has been adapted to and customized according to the respective organization before conducting the interview.

1. Describe what does your company do.
2. What problem do you address and offer the solution to?
3. How does your organization fit in the social enterprise category?
4. How do you adapt your business model to advancements and changes in the business environment?
5. Do you think your organization is sustainable enterprise? What are your sources of income?
6. What are the major challenges faced in growing your company so far? How did you solve the issues that came up?
7. Do you think your social enterprise makes an impact in the society?
8. How do you measure your social impact? What are the issues you face in doing so?
9. How do you measure the quality of your services, do you employ any feedback systems?
10. What are your five year growth plans and the strategy to achieve the same?