

# Review Paper on Indian Ecosystem for Social Entrepreneurship with Special Reference to Healthcare Industry

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## Abstract

To identify the relevant topic for research on social entrepreneurship in India, the author analyzed 38 social entrepreneurship papers and studied the various definitions & models of social entrepreneurship. Difference between commercial enterprises and social enterprise and also the difference of objectives and structure between social enterprises and NGOs, Philanthropic & Not-for-Profit organizations were examined. Examples were drawn from developed as well as developing countries as to how social enterprises are addressing the sufferings of rural, population underprivileged & people from hard to reach areas especially in the Health Care Sector. It was observed that in healthcare specifically, social impact of these enterprises manifested in the number of lives saved or improved through affordable and deliverable health care services. Published papers were studied to examine the enabling factors for successful social entrepreneurship and inferences were drawn as to how conducive is the Indian ecosystem in the present scenario for an entrepreneur to venture into social sector. The author observes that the Indian ecosystem for social entrepreneurship is challenging as compared to similar establishments in the developed nations such as US and European nations.

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**Keywords:** Rural Population, Social Entrepreneurship, Social Enterprise, Ecosystem, Healthcare

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## Introduction

Social entrepreneurship is considered as the combination of entrepreneurial actions with a social aim. The purpose of social entrepreneurship is to sort out the social issues and raising the standard of

the social members. A social entrepreneur is one who can bring transformation in the society by developing and introducing some social values (Mehta and Jain, n.d.). Social entrepreneurs act as the most dynamic element responsible for the change in the society. If the entrepreneur in the society is an educated person then he will easily be able to understand the needs of the society for better development and efficient use of the skills and intelligence for high quality productive output (Baber et al, 2012). Social business does not show any intrusion in Profit Making Businesses (PMB). The aim of any social business is to improve the conditions of the society like education, health, environment, etc. The business aims at increasing profit, but that profit will only be invested in the betterment of the society and achieving social goals. According to Casson (1982), social entrepreneurship can be considered as the activity that will help meeting the requirement of both private and public sector. Social entrepreneurship mainly seen as the cooperation between the NGO's and other related organizations in the country that would help in modifying the financial and legal structure of the country with independent and self-sustainable activities (Crisan and Borza, 2012). In India, there are many people who are already social entrepreneur or some who want to work for their society with their activities. With the current economic conditions of the country, there are high chances in the enhancement of the social needs and thus, there are requirements for the people involved in solving the issues.

### **Entrepreneurship in Healthcare Sector**

Entrepreneur is a person who is the founder, co-founder or chief authority of an enterprise. While considering social entrepreneurship, the

fund for running the organization or enterprise is raised through some social activities. With the passage of time the definition for social entrepreneurship has changed as per the social needs. There are various capital ventures that are investing in the profit and non-profit organizations with certain social aims. Health sector is the sector which has a great potential for growth. According to the data available in the literature, at present health care social enterprises is the biggest loss causing enterprises. As they are making very less profit making assets. Most of the time, health sector contribute nothing to the national income as it act as no-profit no-loss segment of the country. But once they start making profit, then no other sector can compete them. According to some analysis of profitability, it was revealed that making profit from any social enterprise is not an easy task (Singh, 2012).

In India, public sector and private sector health care systems run parallel and private sector is more popular in comparison to the public sector health care system. There are several health care programs introduced by Indian health care system. Also, there are different insurance programs like Community insurance programs introduced for the population below poverty line and LIC policies for senior citizens. The private healthcare also offer several insurance plans to the public. Most of the rural and urban population is not aware of such programs and schemes (Swissnex India, 2015).

There are numerous challenges faced by healthcare entrepreneurs in India which make their task difficult. Some of the challenges include difficulty in identifying and validating the needs, understanding the dynamics of market and stakeholders, availability of the market ready product or services, challenges in

sales, marketing and distribution of healthcare products, securing adequate amount of fund for the organization (Lockwood, n. d.). There are few other challenges that a social entrepreneur face in healthcare industry like slow growth of the industry, insufficient knowledge and lacking the accessibility to technologies, being multitasking can sometime be a reason for slow growth, lack of professional doctors, deficient regulation policies, healthcare business models are complicated in comparison to traditional business models, etc. (Kapoor, 2016).

Labrie (2011) presented an economic note in which he has mentioned the obstacles that came in front of the health care entrepreneurs. He mentioned that the hospitals and other healthcare services as essential for the country,

thus they are monopolized by the government and finance the 70% of the total expenditure. Healthcare services are excluded from the entrepreneurship, but there are certain sections in the healthcare sector that would allow private services. He mentioned that introduction of laws in the healthcare sector will create an obstacle for the entrepreneurs. These laws restrict various practices in hospital. Legal and administrative issues are the major hurdles for the entrepreneurs in the healthcare sector. He concluded that, though the government had appointed many working groups and commissions, but they are not sufficient in fulfilling the needs of the people regarding healthcare system.

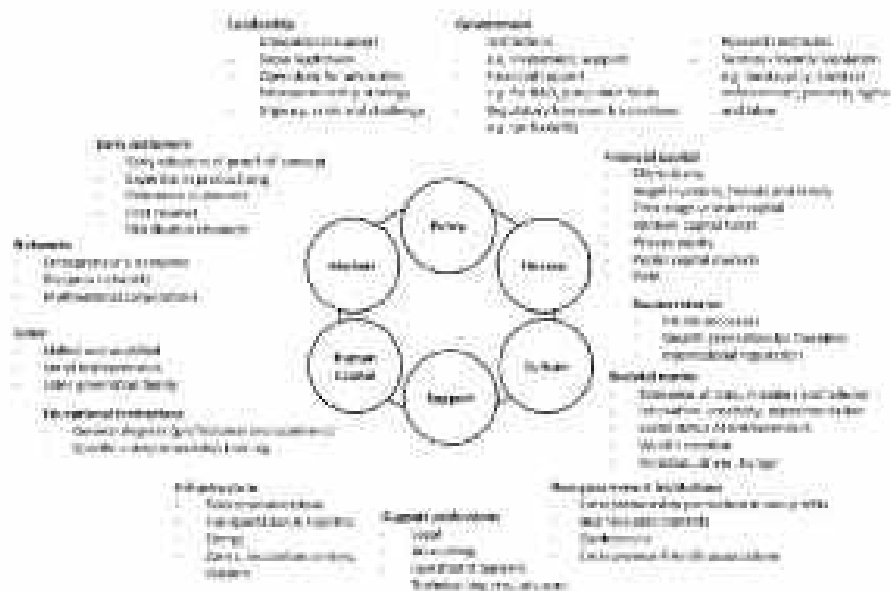


Figure 1: Entrepreneurship Ecosystem

## Business Environment

Entrepreneurship is playing a critical role in developing economies at national as well as international level. It is essential for an entrepreneur to develop an environment which helps the entrepreneur physically, spiritually, scientifically and also supporting ethical values. Favorable environment for entrepreneurship will benefits the entrepreneurial opportunities and thus, they are responsible for the growth of the economy. There are certain environmental factors that are responsible for the development of entrepreneur like social, legal, political and technological impact (Yaribeigi et al, 2014). According to Isenberg (2011), there are three key factors of entrepreneurship ecosystem viz. (i) in a defined location there is a dense population of entrepreneurs and companies, (ii) A dense network of relationships between actors and (iii) culture where all the elements are brought together.

For developing an efficient entrepreneurial ecosystem, there is requirement of five role players. These players are entrepreneurs and social entrepreneurs, private investors, large companies, universities, and regulatory authorities.

Entrepreneurs are the base of an entrepreneurship, as they are the individual who possess the potential to develop any kind of enterprise around them. Many people in the society have the ability that is required for startup entrepreneurship. But skills are not sufficient to initiate a startup; it requires funds and motivation. Former entrepreneurs, university graduates, retired employees of governmental and non-governmental organizations proved to be good entrepreneurs, as they are experienced in dealing with staff, managing funds, etc. The

next important factor that play intense role in entrepreneurship is private investments. Private investors and angel investors always look for the potential entrepreneurs and startups. They sometime could act as coach to the startups as they have considerable experience. Local investors are important for the entrepreneurs and startups as they provide initial amount to initiate the business or enterprise. Large companies play important role in the establishment and successful operation of the startups and entrepreneurs. Some of the large companies shape the environment of the venture by directly or indirectly competing with it regarding the technical stability. These motivates the startups or enterprise to reach the level so that they can achieve success in each sector. Knowledge about the surroundings and about the ecosystem of a particular region can easily be found in students of the regional university, they are full of enthusiasm as well as of potential and knowledge to excel in the market. Universities develop students from academic level to commercial level and these students or graduates have efficient and productive knowledge also resulting in a great impact on the entrepreneurship. Regulatory bodies or authorities have different ways to regulate the entrepreneurship by considering all the above mentioned factors. Policy makers manage the knowledge ecosystem, responsible for shaping the regional dynamics, and sometime helpful in providing funding (Aaltonen, n.d.).

According to Yaribeigi et al (2014), entrepreneurship ecosystem have hundreds of distinct elements those were classified into six different domains: adequate finance, efficient human capital, enterprise adaptive market for products, variety of institutional and infra structural

supports; each entrepreneurship ecosystem is unique and it is evolving time to time so as to satisfy the establishment. In general an ecosystem has four defining characteristics. The evolution of the ecosystem is made according to the regional policies and thus developing a unique system; specifying generic root cause of the entrepreneurship ecosystem has limited practical value though there are documentations that reveal that the education, regulatory framework and capital markets have impact on entrepreneurship in society; and entrepreneurship ecosystem become self-sustaining, in order enhance the efficiency of the six domains of the ecosystem government involvement must be reduced so that the entrepreneurship can focus on self-sustainability.

### **Aims and Objectives**

The major aim of the study is to examine whether whether the Indian Ecosystem is conducive for Social Entrepreneurship, with specific reference to the Healthcare Industry.

The objectives of the study are as follows:

- To evaluate the calibre of Social Enterprising in the Healthcare sector of India.
- To assess the contribution of Social Enterprising in the Healthcare sector.
- To identify the conditions that is fundamental to the growth and expansion of Social Enterprising in the Healthcare sector.

### **Social Entrepreneurship in Indian Context**

Social Entrepreneurship is the solution to the social problems where the society looks for innovative, cost-effective and sustainable methods. Past researchers revealed that there are different aspects of social entrepreneurship

and related initiatives taken by the social entrepreneurs, they had taken few major steps that have led to the creation of social and economic values (Mair and Schoen, 2007).

For the growth and development of the local people numerous social entrepreneurs are working constantly in every part of the world. One of the best example of social entrepreneurship is foundation of Grameen Bank by Muhammad Yunus, and he won Noble Peace Prize in 2006 (Singh, 2012).

In India, there are many entrepreneurs who are willing to work for the social development of the needy people. For the promotion of entrepreneurship in India, several public sector and private sector organizations are taking part. In 2007, India became a part of Asian productivity organization and after this India proposed the Action plan for the entrepreneurship development within MSMEs. This stated that entrepreneurs are participating the development of the MSMEs and these MSMEs are the base for any economy (Jahanshahi et al, 2011).

In the last two decades, there has been a deviation that encourage the development of the "social entrepreneurship", which is supposed to be eradicating the poverty. Establishment of social entrepreneurship will increase the number of job opportunities and opportunities for the people of under-represented group. The needs of the society are forcing the government for assisting the target group for establishing startups. Jahanshahi et al (2011) in their study mentioned several important aspects of social entrepreneurship. According to them, all the MSMEs act as start for the micro enterprise which grow and develop to compete with the international competitiveness.

According to Yadav (2007), these small setups

are beneficial for the people who are in immediate need of employment; these provide a means for lowering down the issues like poverty and social disparities. Government of India founded The National Science & Technology Entrepreneurship Development Board (NSTEDB), in 1982 which promote the technology based enterprises. The board tries to provide jobs to the job seekers through the science and technology interventions. This created awareness among the people about the social enterprises having technical background. Government of India has taken several measures for the establishment of the different MSMEs as a source of social entrepreneur. Ministry has setup Entrepreneurship development institutes which generate employment at different level in major cities in India.

Khanapuri and Khadelwal (2016) in their study mention the relationship between the social entrepreneurship and fair trade. The report of the study summarize that, a higher ratio of population was developing their entrepreneurial skills and this can be observed through their inclination and involvement in entrepreneurship. They develop sustainable enterprises for profit as well as nonprofit purpose. Deval Shanghai is leading an organization that act as a channel between the investors and those who want to bring the change in the society. There are many authors who conducted studies on the emerging trend of entrepreneurship by considering various examples of the entrepreneurs in India.

Even after so many years of independence, major population of the country is rural population and it's difficult to develop rural areas with the present national income. Though, Indian government has taken steps at social level for the development of rural population of

India like establishing community telecentres. Information and Communication Technology is the emerging technology and is participating in the development of the country with the available resources. ICTs play an important role in the social development which would help in reducing rural and urban poverty and creating information for rich society. The implementation of ICT by setting up telecentres in various regions of India like Gyandoot in Dhar (Madhya-pradesh), Lok Mitra-Integrated Citizen Service Centre/e-Kiosks in Jaipur, Rajasthan, e-srinkhala in Kerala, etc. (Rao, 2008).

### **Successful Social Enterprises in India**

Social Enterprises in India are reaching at the top of the market which covered all the major sectors of employment: agriculture, education, energy, financial services, healthcare, housing, sanitation, and water. There are different types of social enterprises in India that are regulating themselves by raising funds from various microfinance institutions.

In India, government has invited private sector players to provide healthcare services to the people living in urban areas.

#### **A. General Examples of Social Enterprises in India**

Land Gift Movement and Amul Dairy Cooperative (1950) were introduced by India's first social entrepreneur, Vinoba Bhave. He facilitated the distribution of land to the poor and landless Indians. The Amul Dairy Cooperative was spurred for the white revolution which turned the milk-deficient country to the world's largest milk producing nation.

Fabindia Community (1960) was established to convert the artisans from various regions to

urban shareholders, this provided them better growth. Ashoka (1981) introduced the operations in India at the same time the term 'Social Entrepreneurship' in India was introduced formally.

Aakruti Agriculture Associates and Janani Foods are the social enterprises in the agriculture sector. These enterprises are structured as for both for profit and nonprofit entities which manage the farming activities. Field Fresh Food, Mother Earth, and Star Agri are the social enterprises that run in post-harvest space and most of these social enterprises are for-profit entities (Asian Development Bank, 2012).

Ankur Scientific Energy Pvt. Ltd. is an electricity supplying unit that supplies electricity to the rural areas of Gujarat by using clean form of energy. It uses various biological energy resources like agriculture waste, biomass, etc. (Asian Development Bank, 2012)

Sharmik Sanitation Systems was established in 1999 in Pune to cover the gap of urban sanitation services. The company was setup for constructing portable toilets in 2006. It has installed over 1000 portable toilets in urban areas which serve urban area poor people (Asian Development Bank, 2012).

Grameen Financial Service Pvt. Ltd. was established in Bangalore in 2004 which is non-banking finance company and it covers rural and semi-urban areas in southern state of Karnataka. It covers about 400000 clients that spread across the regions of Karnataka, Tamil Nadu and Maharashtra. This impact the growth, profitability and social standard of the regional women (Asian Development Bank, 2012).

Claro Energy is a social entrepreneur which uses

solar energy for developing irrigation and drinking water requirements of the people living in rural areas. They are partnering with the NGOs and other related organizations. Though it is a for-profit organization but it works for the benefit of the rural region population (Lynes, 2015).

Udyogini is nonprofit social enterprise that focus on the women empowerment it help the tribal women in four northern states by improving their livelihoods, upgrading their ecosystem and social development so that they can work as entrepreneurs by running different kind of businesses (Lynes, 2015).

Tara is a nonprofit organization and a part of large social enterprise that enable the sustainable development of the population through research, technology and innovation, etc. (Lynes, 2015).

## **B. Healthcare Sector Social Enterprises in India**

Ziqitha Health Care Limited (ZHL) was founded by the young professionals who were witness of emergency services in India and USA. It operates 24/7 call centers which provide the facility of ambulance tracking system and personnel who were trained for instant services. It provide services without considering the fees, it take charges form the patient as per their ability or free of charge facility (Lynes, 2015).

Aravind Eye Care Hospitals is registered as trust and is sustained by the charges taken from the users. There are many examples in all the sectors.

Narayana Health which is setup in Bengaluru, a health service provider company which is highly economical. It was established in 2000 by Dr. Devi Prasad Shetty which provides facility

to the cardiac patients all over India at 20 locations in a hospital named 'Narayana Hrudayalaya'.

LifeSpring Hospitals was established in 2005 in Hyderabad which provides maternity services to the women of low-income families. It is a joint venture of Acumen Fund and Government Owned HLL Lifecare Ltd. which provides healthcare facility to about 35 Lac women.

Vatsalaya Healthcare is a network of hospitals that are operated in rural and semi-urban areas of Karnataka and Andhra Pradesh. It was founded by Dr. Ashwin Naik and Dr. Veerendra Hiremath in 2004. It serves about 280000 patients annually in the two regions.

Glocal Hospitals was founded by Dr. Syed Sabahat Azim in West Bengal, 2011. It has a chain of 9 hospital across which has completed 61336 surgeries and served approximately 464670 patients (Bhatia, n.d.).

Neurosynaptic Communications Pvt. Ltd. was a facility launched by Sameer Sawarkar and Rajeev Kumar which provide telemedicine and telediagnostic solution to the remote village clinics via mobiles and videoconferencing. Now, it is established in 600 clinics and 100000 patients annually used this facility (Bhatia, n.d.).

Drishti EyeCare is a rural eye care chain started by Kiran Anandampillai and his wife Anjali Joshi in district hospitals in 2011.

These are few examples of social entrepreneurs who are contributing in the development of the needy people in the society. In India, there is intense requirement of such entrepreneurs who

### **Social Entrepreneurs in Healthcare and Their Contribution**

At present, the social entrepreneurs are playing a critical role in the healthcare industry. In this

era of technology, everyday a new disease or health problem came up and most of them are highly expensive in their treatment. There are several challenges that are faced by the healthcare professionals in delivering the services (Fong, 2012). Hernandez et al (2014) explained the role of entrepreneurship in maintaining the public health. Social entrepreneurs are taking initiatives in different sectors in the society like public works, education, acquiring clean energy, and global health initiatives. For the social enterprises, health will always be a priority and concern will be provided for the development of the

### **A. Social Entrepreneurs in Healthcare from all over the World**

Donaldson et al (2014) explained the global issues related to the healthcare sector and also provided the solutions that can be implemented for improving the standards of the public health. Noble Peace Laureate, professor Muhammad Yunus (2010) established Yunus Center for Social Business and Health, which aims at building a research portfolio in the area of social business for the public health intervention.

Different social entrepreneurs developed all over the world that defines the global standard of healthcare. Chan (n.d.) presented a study and explored different healthcare social enterprises that are serving the people all over the world.

Community Health Care Centre (CHCC) was initially a NGO since 1987 which later converted into a social enterprise in 2013. The centre generates revenue for the treatment of the HIV/AIDS patient from those who can afford the fees for those who are not able to pay. Their mission is to be the Malaysia based leading organization that would be helping the HIV



affected people and related sexual health.

Vision Spring was founded in the year 2001 and have centres in Bangladesh, El Salvador, India, and South Africa. The organization hire the eye specialist that will provide assistance to the people living in rural areas. They had a mission statement, "Affordable access to eyewear, everywhere."

Dialogue in the Dark is an organization founded in Germany (1989) and had branch in Malaysia (2012). This organization provide opportunity to the blind people by hiring them as the tour guides, exhibition and workshop organizers for paying clients who experience what it means to be a blind. Their aim is to ease up the existence of the disabled in the society and achieve position globally.

## **B. Social Entrepreneurs in Healthcare from India**

With the effect after the involvement of WHO in 1999, health conditions in India have shown a great improvement (Graft et al, 2015). This was revealed by Roy et al (2014) that different social and civil organizations, associations and groups are involved in governing the healthcare systems all over the world. The economic development is considered to be posing a positive impact on the healthcare system everywhere.

The health system in India faces many challenges like lack of sanitation, hygiene, quality food, and space for living. Also, the unavailability of the skilled health workers affects the healthcare system of the country. Social groups and entrepreneurs' works are commendable in the healthcare sector by providing all kind of basic healthcare facilities. Some social entrepreneurs in India are:

Operation Asha is a health based social entrepreneurship lead by Dr. Shelly Batra. This program is based on the WHO global emergency about TB in 2003. Through this enterprise millions of people are receiving C-Dot programs specialized for TB. This regulates 234 TB treatment centers in the slum and rural areas. Till 2013, this operation has treated about 6 million TB patients in India and Cambodia.

Gram Vikas foundation was laid by Joseph Madiath who is a Schwab Foundation Social Entrepreneur. This enterprise focuses on the health and sanitation of the people living in the rural areas of Orissa. It aim is to provide the resources for the establishment of water and sanitation infrastructure to the people living in the villages of Orissa.

Saath a social enterprise managed by Rajendra Joshi, who is a social entrepreneur in Schwab Foundation. He has started the organization to provide opportunities to the people living in slum area for socio-economic development. It provides basic health and education services to 14000 households. It also provides the water, electricity and road infrastructure to the slum people. It is developing day by day, recently integrated the Information technology facility to the local residents.

## **Social Enterprise and Other Related Concepts**

Social enterprises are important in terms of development and alleviating the poverty from the society (Cooney and Williams Shanks, 2010; Yunus and Weber, 2009). Rose (2013) explained the different aspects of social entrepreneurship, NGO, and charity. All these are the form of social activities performed in the favor of development of the socially and economically backward people. There are different forms of

social activities that would help in the development of the society as well as in eradicating the poverty.

### **A. Social Enterprise Vs. Non-profits**

Non-profit are the organizations that are run by the people or group of people with no interest of personal profit or gain. The profit made by the non-profits can only be used by the non-profit organizations for its development like infrastructure, and sustainability. The non-profits collect their funds through the contributions made by individuals, businesses foundations and government bodies. And the social enterprise is an organization that implement the commercial methods for the betterment and development of the society. Their main focus is to earn profit for the development of the society and they earn revenues through the sales, trades instead of donations and contributions (Rose, 2016).

### **B. Social Enterprise Vs. Charity**

Charities are a type of non-profits but only in specific cases, in other cases it can be for the profit. The charities have a major benefit as they are exempted from all the types of taxes. The organization having non-profit motives are only considered in the charity, while the non-profit social enterprises are not. The social enterprises have to pay all the taxes and they majorly focus on creating wealth (Rose, 2016; O'Connor, 2014).

### **C. Social Enterprise Vs. Ngos**

NGO (non-governmental organization) is a group of people leading some social projects which have similar operation as the services provided by the government, but these have no affiliation with the government (Cho and

Sultana, 2015). According to Fowler (2000) NGOs main aim is to focus on the resource feasibility at two major dimensions viz. contribution of the NGOs in the society and the ability of the NGOs to regulate on their own terms. While social enterprise is based on the ethics that guaranteed something new that will result in transformational change in the society. The SEs focus on the development of the society for the socio-economic development. Thus, these two though aim same, i.e. the development of the society but they have different agendas for their regulation.

### **Conclusion**

The study is highly influential for the researchers as it will explore the concept of social entrepreneurship in the country. Social entrepreneurs are individuals who are participating in the development of the society with investment by considering it for-profit or for-nonprofit. Social entrepreneurship is the establishment of a setup for sorting out the issues of society like unemployment, poverty, lack of recognition for skills, etc. Entrepreneurs are using their skills for the development of the society, for fulfilling the needs of the people in the society.

There are many organizations all over the country that are run by individuals or group of individuals, which invest their energy, money and skills for the development and growth of the individuals. All the sectors involved in providing employment also invest in such organizations so that they can contribute in raising the national economy. Economies are highly benefitted by the organizations that run without considering any profit. Various non-governmental organizations are settled in the country that works only for the people who can contribute for the economic development by

investing their skills.

People living in rural areas are full of enthusiasm and they have skills that can be used for developing the job opportunities. There are several organizations that are providing the opportunities to the artisans like people who are producing crafts and decorative items to bring their skills to the market and become shareholder in urban areas. In country like India, which have a developing economy these social entrepreneurs are highly beneficial in providing employment and skill enhancement.

Several examples of social entrepreneurs in India are Land Gift Movement and Amul Dairy Cooperative, Fabindia Community, Aakruti Agriculture Associates, Janani Foods, Ankur Scientific Energy Pvt. Ltd., Sharmik Sanitation Systems, Grameen Financial Service Pvt. Ltd., Claro Energy, Udyogini, Tara, Ziqitha Health Care Limited, Aravind Eye Care Hospitals, Narayana Health, LifeSpring Hospitals, Vatsalaya Healthcare, Glocal Hospitals, Neurosynaptic Communications Pvt. Ltd., and Drishti Eye Care. These are few examples of enterprises that were established by common people for the benefit of the society as well as for their personal benefit. These are contributing in the growth and development of the economy of the country. This research will help the future researchers in understanding the aspects of social entrepreneurship in the society and their contribution in the growth of the economy of the country.

### Research Gap

Previous studies majorly focused on the social entrepreneurship in the country. There are few studies that majorly focused on the overall economic development on the basis of social entrepreneurship. There found be a lack of the

literature regarding the awareness of the people in rural and urban areas about social entrepreneurship for economic development (Jahanshahi et al, 2011). There is less literature that explores the difference between the NGOs and social entrepreneurship (Galera, 2007). As in public hospitals, there are many issues like cleanliness, availability of the medicines, medical devices, and related equipment, availability of highly qualified doctors and attendants, etc. These issues can be resolved if maintained by the social entrepreneurs as they will ensure the development of the organization with no personal benefits. Therefore, it is highly essential for the social entrepreneurs to enter the domain of public hospitals for the betterment of communities. Further research can be conducted in these areas.

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