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## Exploring social entrepreneurship practices: A study of framing, convening, and multivocality constructs

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### Abstract

This study aims to contribute to the understanding of the Social Entrepreneurship (SE) framework and practices. Despite the growing interest in SE, the literature lacks clear dimensions of SE practices. A total of 718 documents spanning 1980–2024 were initially collected from the Scopus database. Following the PRISMA model, 55 Scopus-indexed papers specifically related to social entrepreneurship were selected for conducting a Systematic Literature Review (SLR) along with thematic analysis, resulting in the introduction of 17 SE practices under three constructs, namely ‘Framing, Convening, and Multivocality’. To explore how these practices are prevalent in the Indian context, an exploratory qualitative analysis was conducted using in-depth case studies of 10 prominent social enterprises operating across different sectors such as healthcare, sanitation, community empowerment, employment, and the environment. For analysis, Excel and ATLAS.ti software were used for visual presentation by generating themes and codes. The findings reveal that while these enterprises vary in nature and scope, they share the identified practices as a basic foundation that drives significant sustainable social value. This study presents realistic guidance that helps entrepreneurs, researchers, and policymakers develop better social enterprises through practice integration.

**Keywords:** Community, Convening, Framing, Multivocality, Practices, Social Entrepreneurship.

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## **1. Introduction**

The understanding of Social Entrepreneurship (SE) can be described as "the process of launching a hybrid organizational form that creates social value through market-based methods", where the creation of "new ventures or innovatively managing existing ventures" [1] differentiates SE from other forms of social or change-driven activities. Social entrepreneurs often share a similar background as the disadvantaged population they want to serve [2]. Social entrepreneurs are usually seen as individuals and organizations that use a business idea in a novel and entrepreneurial way to improve the situation of the population that are excluded, marginalized, or suffering and are themselves not capable of changing their situation [3-5]. SE has been identified as a powerful mechanism to confront poverty. Bloom [6] and Ghauri et al. [7] empower women. Datta and Gailey [8] catalyze social transformation. Alvord et al. [9] foster inclusive growth in subsistence marketplaces. Ansari et al. [10] and Azmat et al. [11] bring about institutional change [12]. Social entrepreneurs and social enterprises increasingly attract scholarly attention. Little seems to have changed since Nicholls [13] noted that for SE, "there is no definitive consensus about what the term means." As Choi and Majumdar [14] argue, SE is an "essentially contested concept," which explains "why it is so difficult to find a universal definition of social entrepreneurship and why it prompts different meanings among different parties."

Social entrepreneurship is a process that combines economic and social goals. It has a long history. Even though the term "social entrepreneurship" is new, the idea behind it is not. It has always existed, even if we did not call it that. In India, social entrepreneurship endeavors have been around since the 1950s. There is a long history of initiatives in India called "Social Entrepreneurial Ventures" [15]. In India, cooperative and community-owned businesses like Amul and Fabindia have existed since the 1950s. Other early social businesses in India include Lijjat (or Shri Mahila Griha Udyog Lijjat Papad), which began in 1959; Sulabh International Social Service Organization, which was founded in 1970; and SEWA (Self Employed Women's Association), which was founded in 1971 [15]. These success stories demonstrate that when community social workers view small businesses through the lens of their work, they discover new ways to assist the communities they have always considered part of their mission [16]. The most critical events in the history of social entrepreneurship in India, according to Shukla [15], were first, in 1980, when Bill Drayton started Ashoka - Innovators for the Public, which initiated the field of social entrepreneurship by recognizing, supporting, and providing a platform for individuals dedicated to solving critical social problems. Second, between 2001 and 2005, several pioneering initiatives began to emerge, such as incubation facilities for entrepreneurs addressing social issues (e.g., Dasra and Villgro), social venture funds (e.g., Aavishkaar and Lok Capital), courses on social entrepreneurship, and public recognition of social entrepreneurs. Third, Professor Muhammad Yunus, founder of Grameen Bank in Bangladesh, won the Nobel Peace Prize in 2006. This led to a significant increase in activities and initiatives related to social entrepreneurship in India, which has a large and growing microfinance sector. There is growth in the Indian social enterprise field. India's social business scene is proliferating. It has expanded significantly in the last ten years and is expected to continue to grow.

Despite the growing interest in social entrepreneurship (SE), the field still suffers from definitional ambiguities and a lack of widely accepted dimensionalities of the SE construct [17]. Research on social entrepreneurship reveals varied perspectives but lacks uniform frameworks for defining its practices. The currently available research predominantly focuses on theoretical discourse and case-specific evaluations, lacking systematic investigations of SE practices across diverse enterprises and sectors, which presents the major research gap for this research study. Research on social entrepreneurship primarily occurs within Western countries, while developing economies, including India, still need better examination of such practices. Social entrepreneurship literature research has not advanced sufficiently, so studies about unique social entrepreneurship practices lack development. The objective of this research study is to identify the framework of Social Entrepreneurship Practices and their key constructs. Hence, the research utilizes a Systematic Literature Review (SLR) that proceeds with Thematic Analysis and Exploratory Qualitative Analysis to extract SE practices from academic literature. This study first presents a systematic review of social entrepreneurship published in Scopus journals, with 55 papers analyzed through thematic analysis using ATLAS.ti to produce visual representations of main themes. The research data analysis identified 17 repetitive operational practices which clustered under three main constructs, namely Framing, Convening, and Multivocality, which laid down the foundation of the framework of Social Entrepreneurship Practices. Lastly, a comprehensive analysis of these practices was conducted through a case study of 10 prominent social enterprises working in diverse sectors. The researched enterprises demonstrate robust connections between community participation, sustainability, and financial stability throughout their operations in India. We can conclude that based on a systematic literature review, Thematic Analysis, and Exploratory Qualitative Analysis in total, seventeen social entrepreneurship practices are identified, which lay a platform that can be further researched in the future [18-23]. Research contributes theoretically to social entrepreneurship through a practices framework which improves both theoretical definition and practical implementation capability. The paper advances academia by presenting social entrepreneurship as a transformative mechanism that changes established entrepreneurial approaches to generate systemic changes Nicholls [13] and demonstrates that social entrepreneurship models, alongside advocacy and policy engagement, drive sustainability [24]. The study demonstrates the necessity of building stakeholder relationships and forming partnerships between sectors and using resources to expand social impact [25].

## **2. Material and Methods**

The research adopted a systematic literature review (SLR) method that conducted its search through Scopus database, which resulted in an initial 718 documents (1980–2024) and finalized 55 papers using the PRISMA model for selection (Figure 1). Thematic analysis was performed using ATLAS.ti software to identify and categorize social entrepreneurship practices under Framing, Convening & Multivocality constructs through keyword analysis and text sorting. Additionally, an

exploratory qualitative analysis of 10 prominent social enterprises in India utilized research data gathered from reports, websites, case studies and literary resources using ATLAS.ti for analyzing data stored in Excel and developing themes and codes alongside visual presentations.

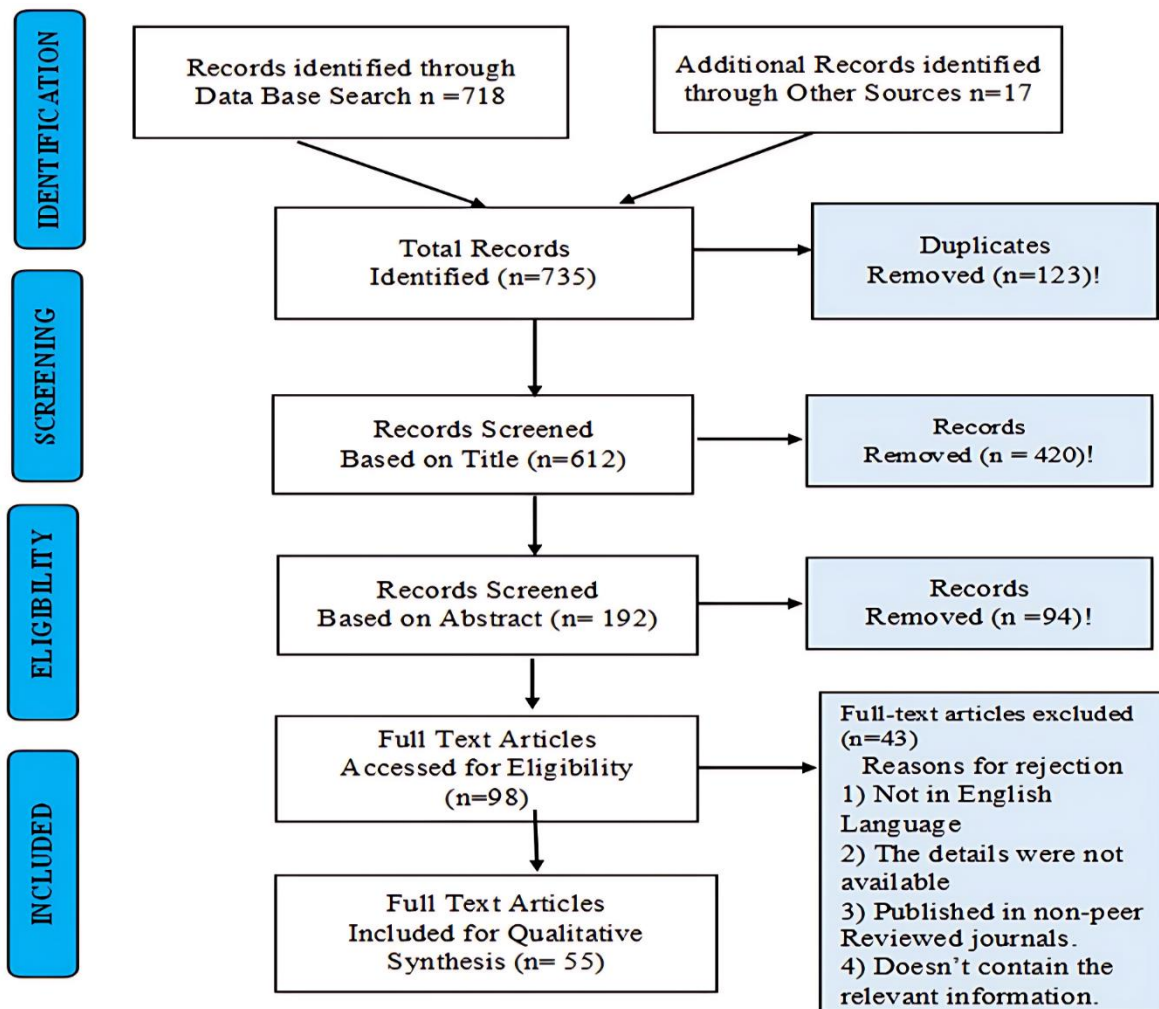


Figure 1. PRISMA model for SLR.

### 3. Results

#### 3.1. Systematic Literature Review

In addition to definitional issues, there is no clear dimensionalities of the SE construct that enjoys general support, which makes it hard to "capture the heterogeneity of a unit of analysis in terms of its key characteristics that have relevant implications for outcomes" [17]. As the evolution of social entrepreneurship literature is in its nascent stage, we can trace the problem of lack of identification and discussion on social entrepreneurship practices. A Systematic Literature Review (SLR) is a rigorous and comprehensive research method used in various academic disciplines and fields to gather, evaluate, synthesize, and summarize existing knowledge and research on a specific topic. So, earlier we conducted a Systematic literature review, the information was obtained from the Scopus database using the following keywords: "TITLE-ABS-KEY (social and entrepreneurship) OR TITLE-ABS-KEY (entrepreneurship) OR TITLE-ABS-KEY (community) OR TITLE-ABS-KEY (practice)." The 718 documents downloaded from the Scopus website covered 1980–2024. We utilized the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) methodology for our screening and selection protocol to ensure both complete assessment and important findings. The criteria selection yielded 55 research papers which were located in Scopus for thorough examination. A detailed literature review of every paper was conducted (Table 1). The analyzed documents produced important findings through a qualitative thematic ATLAS.ti software analysis. A five-step systematic approach was used for the analysis starting with familiarization of data followed by initial coding then categorization and theme review and definition in the final step. The research process enabled the identification of repeated organizational practices as researchers systematized them into three core classifications named Framing, Convening, and Multivocality with 17 separate practice categories. The researchers used Excel to systematize the qualitative data interpretation and establish a tabulation process. Thematic analysis of the systematic literature review data led to the development of the Conceptual Framework of Social Entrepreneurship Practices that appears as Figure 2.

**Table 1.**  
Systematic Literature Review (SLR) Identifying Social Entrepreneurship Practices.

S.no.	Title of Research Paper & Year	Year	Publisher	FRAMING							CONVENING				MULTI-VOCALITY				
				1. Strategic Planning	2. Profitability	3. Sustainability	4. Accountability	5. Transparency	6. Leadership	7. The vision of social-value creation	8. Productivity	9. Capability Building	10. Learning Culture	11. Informal Communication Process	12. Teamwork	13. Networking/word-of-mouth	14. Cooperative, participatory	15. Less-formal organizational	16. Employing diversity
1	Business practices in social enterprises.	2006	Emerald Group Publishing Limited	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Collective social entrepreneurship: Collaboratively shaping social good.	2012	Springer	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓		✓	
3	Social bricolage: Theorizing social value creation in social enterprises.	2010	Sage Publications	✓		✓	✓			✓		✓	✓		✓	✓		✓	✓
4	‘Social’ value creation as care: the perspective of beneficiaries in social entrepreneurship.	2020	Emerald Publishing Limited		✓				✓	✓	✓	✓			✓	✓	✓		✓
5	Sustainability, transformational leadership, and social entrepreneurship.	2018	MDPI			✓			✓	✓				✓		✓	✓	✓	✓
6	Social entrepreneurship: leadership that facilitates societal transformation-an exploratory study.	2003	Sage Publications	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
7	Exploring gender and social entrepreneurship: women's leadership, employment and participation in the third sector and social enterprises.	2011	Policy Press		✓				✓	✓			✓	✓	✓		✓	✓	
8	Standards for evaluating impact in entrepreneurship education research: Using a descriptive validity framework to enhance methodological rigor and transparency.	2022	Sage Publications	✓				✓	✓			✓	✓		✓		✓		✓
9	A scoping review of accountability in social entrepreneurship.	2015	Sage Publications		✓			✓	✓			✓			✓		✓		✓
10	Determinants of growth and profitability in small entrepreneurial firms.	1998	Emerald Publishing Limited		✓		✓				✓	✓	✓						✓

11	Entrepreneurial orientation, strategic planning and firm performance: The impact of national cultures.	2017	Inderscience Publishers (IEL)	✓	✓	✓			✓	✓	✓					✓	✓			✓
12	Strategic entrepreneurship: exploring different perspectives of an emerging concept.	2009	SAGE Publications	✓	✓	✓			✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
13	Framing social problems in social entrepreneurship.	2018	Springer		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
14	Culture Matters: Antecedent Effects of Societal Culture on the Resource Mobilization Strategies of Social Ventures.	2023	Taylor & Francis	✓	✓	✓			✓	✓	✓	✓		✓		✓	✓	✓		✓
15	Ashoka's big idea: Transforming the world through social entrepreneurship.	2007	Elsevier	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓
16	Social entrepreneurship research as a means of transformation: A vision for the year 2028.	2011	Taylor & Francis		✓					✓		✓					✓			✓
17	Representations of teamwork among organizations with a social entrepreneurship profile: A multiple case study.	2015	Emerald Group Publishing Limited	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
18	Exploring entrepreneurial orientation in family firms: the relevance of social embeddedness in competition.	2017	Inderscience Publishers (IEL)	✓	✓	✓				✓		✓	✓		✓	✓	✓			✓
19	“Making plans through people”: the social embeddedness of informal entrepreneurship in urban South Africa.	2021	Taylor & Francis		✓					✓	✓		✓	✓		✓	✓	✓	✓	✓
20	Nascent entrepreneurship panel studies: progress and challenges.	2012	Springer	✓	✓					✓			✓	✓	✓	✓				✓
21	Multiple voices and methods: Listening to women who are in workplace transition.	2005	Sage Publications	✓						✓			✓	✓	✓	✓	✓	✓		✓
22	Visions and voices on emerging challenges in digital business strategy.	2013	MIS Quarterly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
23	Creating Entrepreneurial Space: Talking Through Multi-Voices, Reflections on Emerging Debates.	2018	Emerald Publishing Limited	✓					✓	✓			✓			✓	✓		✓	✓
24	Empowering place: Multilocality and multivocality.	1992	Wiley Online Library		✓				✓	✓	✓			✓		✓	✓		✓	
25	Collective tourism social entrepreneurship: A means for community mobilization and social transformation.	2021	Elsevier			✓	✓			✓		✓	✓	✓		✓	✓	✓	✓	
26	Creating an enterprise culture in a university: The role of an entrepreneurial learning team.	2009	Sage Publications	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
27	Entrepreneurship and team participation: An experimental study.	2013	Elsevier	✓						✓	✓		✓	✓	✓	✓	✓		✓	✓

28	On the drivers of international collaboration: The impact of informal communication, motivation, and research resources.	2014	Oxford University Press	✓	✓		✓				✓	✓			✓	✓	✓	✓	✓	✓	
29	Do entrepreneurs need firms? A contribution to a missing chapter in Austrian economics.	1999	Kluwer Academic Publishers Boston	✓	✓					✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
30	Leadership and organizational learning culture: a systematic literature review.	2019	Emerald Publishing Limited		✓					✓	✓	✓	✓	✓	✓	✓			✓	✓	✓
31	Digital transformation by SME entrepreneurs: A capability perspective.	2018	Wiley Online Library	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
32	Entrepreneurship and dynamic capabilities: A review, model and research agenda.	2006	Wiley Online Library	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
33	Entrepreneurship and productivity in Africa: the role of institutions.	2022	Taylor & Francis	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓		✓		✓
34	Collaborative capabilities of cause-based social entrepreneurship alliance of firms.	2022	Emerald Publishing Limited	✓	✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓
35	Social entrepreneurship and economic development in Silicon Valley: A case study on the Joint Venture: Silicon Valley Network.	2009	Sage Publications	✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
36	The co-creation of multi-agent social innovations: A bridge between service and social innovation research.	2016	Emerald Group Publishing Limited		✓	✓				✓	✓	✓	✓	✓			✓	✓			
37	A market approach to social value co-creation: Findings and implications from “Mageires” the social restaurant.	2019	Sage Publications	✓	✓	✓				✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
38	Becoming a social entrepreneur: Individual and collective learning in communities of practice.	2021	Australian Journal of Adult Learning	✓	✓	✓				✓	✓			✓	✓		✓	✓	✓		✓
39	Coordinate entrepreneurial growth methods and business retention and expansion outreach.	2020	Routledge	✓	✓	✓				✓	✓	✓	✓	✓		✓	✓			✓	✓
40	Entrepreneurship outreach: a new role for the academic business librarian.	2010	Taylor & Francis	✓						✓	✓			✓		✓					
41	Institutional entrepreneurship, partaking, and convening.	2005	Sage Publications	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
42	Social innovation and social entrepreneurship: A systematic review.	2015	Sage Publications	✓	✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
43	Different types of social entrepreneurship: The role of geography and embeddedness in measuring and scaling social value.	2010	Taylor & Francis	✓	✓					✓		✓				✓				✓	✓
44	A research agenda for social entrepreneurship.	2005	Emerald Group Publishing Limited		✓	✓	✓				✓	✓	✓	✓	✓	✓	✓			✓	

45	Social entrepreneurship as field encroachment: How a neoliberal social movement constructed a new field.	2019	Oxford University Press	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
46	At the intersection of social entrepreneurship and social movements: The case of Egypt and the Arab Spring.	2018	Springer	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
47	Social Entrepreneurship and Social Movement Learning: A Reflective Account of the History of the TPSS Food Cooperative.	2019	Sage Publications		✓	✓	✓		✓	✓	✓		✓		✓		✓	✓	✓
48	The role and characteristics of social entrepreneurs in contemporary rural cooperative development in China: rural social entrepreneurship case studies.	2014	Taylor & Francis	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
49	Wine cooperatives as a form of social entrepreneurship: Empirical evidence about their impact on society.	2018	Elsevier	✓	✓	✓			✓	✓	✓	✓	✓				✓		✓
50	Community energy and social entrepreneurship: Addressing purpose, organization and embeddedness of renewable energy projects.	2017	Elsevier	✓	✓	✓	✓			✓	✓					✓	✓	✓	✓
51	Co-creating social value through cross-sector collaboration between social enterprises and the construction industry.	2018	Taylor & Francis		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
52	Collective social enterprises for social innovation: Understanding the potential and limitations of cross-sector partnerships in work integration.	2018	Emerald Publishing Limited	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
53	Social alliances: Business and social enterprise collaboration for social transformation.	2012	Elsevier	✓	✓	✓	✓		✓	✓	✓		✓	✓		✓	✓		✓
54	Social entrepreneurship: Definitions, drivers and challenges.	2012	springer	✓	✓	✓	✓			✓	✓		✓			✓	✓	✓	✓
55	Empowering women through social entrepreneurship: A case study of a women's cooperative in India.	2012	Sage Publications	✓	✓	✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓

### 3.2. Thematic Analysis

Thematic analysis finds the themes that come up in many works, explains and interprets them, and comes to a conclusion in systematic reviews. It is a way to find patterns (themes) in original qualitative data, analyze them, and report on them. The qualitative data received structure and enhanced accuracy through the use of ATLAS.ti software, which served to generate themes and create codes that processed the data with precision. Network visualization tools available in ATLAS.ti demonstrated how various social business elements function together by producing themed link maps. The research method started with the five-step coding process, which was part of the Data Extraction and Coding approach. The first step was "Familiarization with the Data." To do this, carefully read a few chosen articles, books, and case studies to get a full picture of the main ideas and practices. The second step was "Initial Coding," where important words, phrases, and ideas about social enterprises were found and labeled. The main goal was to find practices that fit into the broad categories of framing, convening, and multivocality. The third step was "Categorization," which meant putting the coded data into three main groups: "Framing," "Convening," and "Multivocality." These groups were chosen based on how well the coded data fit with the constructs. In the fourth step, "Reviewing and Refining Themes," the codes were looked over again to find patterns, relationships, and consistency across the research papers. To make it easier to see the differences and similarities between the practices in each framework, themes that were repeated or overlapped were removed. The fifth and final step was "Theme Definition." This is where the final themes were defined, grouped, and organized into the three forms. As important practices for social business, the seven items under "Framing," the five items under "Convening," and the five items under "Multivocality" were chosen. These concepts are very important for understanding how social entrepreneurs plan their way through complicated situations to make their businesses successful while also working to solve social problems [18-23].

#### 3.2.1. Framing

The first concept is called "Framing." This is how social entrepreneurs understand, group, and share ideas or problems in a way that helps others understand them. Framing creates a story and makes decisions clear, which ensures trustworthiness both inside and outside the organization. The framework of "schemata of interpretation," which was first suggested by Goldsmith [26], makes it easier for people to improve their ability to identify and organize concepts. Many different types of institutions use framing methods to build trust with stakeholders inside and outside the organization Suchman [18], and change how the public and media perceive things [19]. The following are the key themes identified under this construct (Table 2).

**Table 2.**  
Framing Construct.

S.no.	Key Themes in Framing	
1	Strategic Planning	Entrepreneurs make long-term plans to make sure that their mission and creating social value are in line with each other. This way, they can make sure that their business goals and their social effects are met.
2	Profitability	Social enterprises want to stay in business while still doing good, so profitability is a key part of obtaining resources and growing their impact.
3	Sustainability	Social entrepreneurs make sure that their approaches are long-lasting, taking into account both social and environmental sustainability.
4	Accountability	Obligation to both internal and external parties is ensured by transparent practices, which show a dedication to ethical principles.
5	Transparency	Letting people know about how the organization works in an open way builds trust and engagement.
6	Leadership	Methods of leadership are created to bring about change and motivate people in the group and the communities they work with.
7	Vision of Creating Social Value	The main goal is to make society better by tackling social problems instead of just making as much money as possible.

#### 3.2.2. Convening

Convening means that social entrepreneurs can get different groups of people with different points of view to work together to solve difficult problems. This process encourages working together to solve problems and uses different points of view. This method has been used successfully in many organizational areas and lets people with different understandings or points of view look at a problem together to find answers that go beyond their own knowledge and points of view [20, 21]. The following are the key themes identified under this construct (Table 3)



**Table 3.**

Convening Construct.

<b>S.no.</b>	<b>Key Themes in Convening</b>	
1	Productivity	Improving productivity is a big deal for social enterprises because it helps them do better and operate more smoothly.
2	Capability Building	Making sure that the company and its workers have the skills and information they need to help the company reach its goals.
3	Learning Culture	An organization can change and adapt to social challenges and opportunities if it has a culture that encourages people to keep learning.
4	Informal Communication Process	Encouraging informal networks and communication channels makes it easier for people in the organization to work together and come up with new ideas.
5	Teamwork	Social goals are much more likely to succeed when people with different skills and points of view work together.

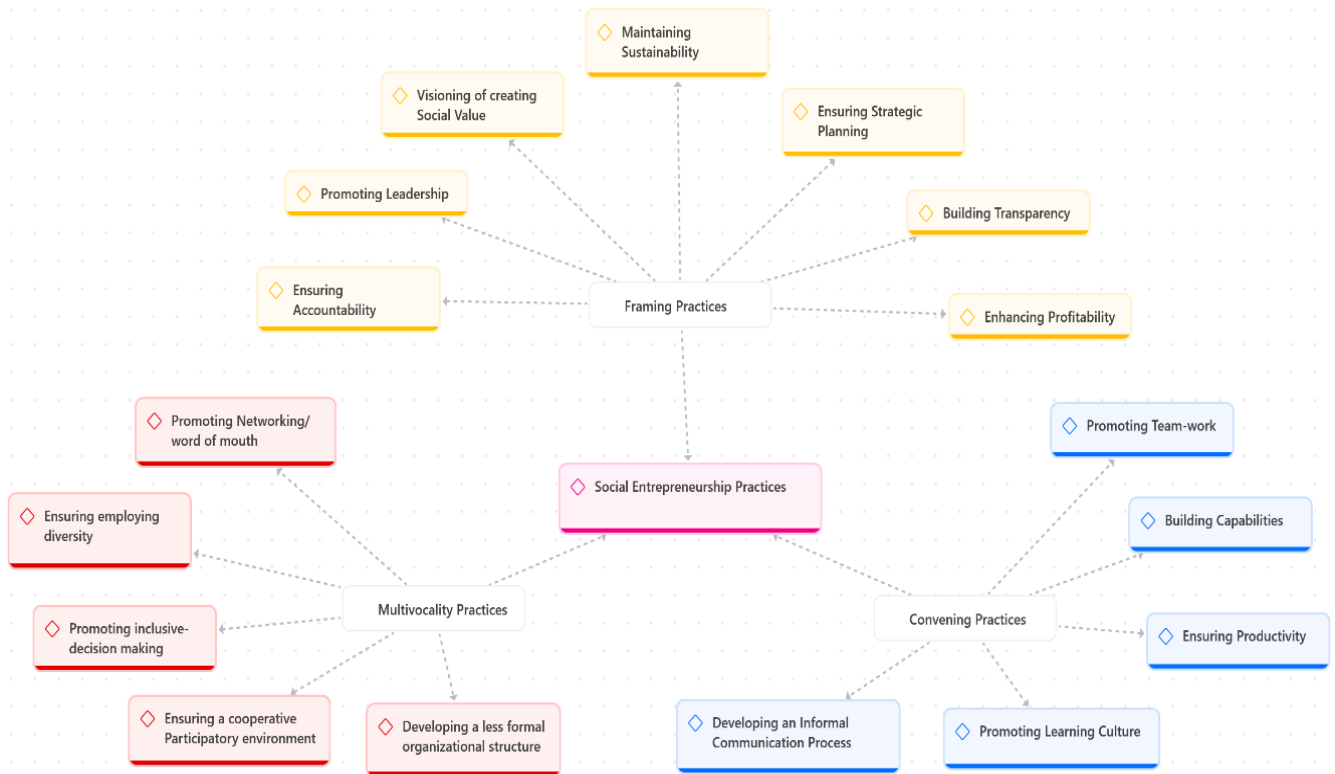
### 3.2.3. Multivocality

Multivocality is the skill of social entrepreneurs to include many opinions and points of view, which helps people from different stakeholder groups communicate and work together. This idea stresses the importance of being able to change and adapt to meet different social needs. Multivocality is the idea of being able to combine different voices and communicate with stakeholders in a way that makes sense while also meeting the needs of different groups. This idea can be seen in many areas of multivocality research, from professional social networks Carolan [22] to the importance of "social embeddedness" [23]. The following are the key themes identified under this construct (Table 4)

**Table 4.**

Multivocality Construct.

<b>S.no.</b>	<b>Key Themes in Multivocality</b>	
1	Networking/Word of Mouth	Social entrepreneurs leverage relationships and informal networks to spread awareness of their social missions and create partnerships.
2	Cooperative and Participatory Environment	Creating a culture of working together makes sure that people with various skills and backgrounds can contribute to the organization's success in a meaningful way.
3	Employing Diversity	Employing diversity is an important practice that makes sure the organization is representative of society as a whole and brings different perspectives to its work.
4	Inclusive Decision Making	Including the opinions of different stakeholders in the decision-making process makes it more legitimate and helps make sure that everyone benefits.
5	Less Formal Organizational Structure	A structure that is flexible and not too hierarchical helps people come up with new ideas and keeps social businesses quick to respond to social problems.



**Figure 2.**  
Social Entrepreneurship Framework

### 3.3. Exploratory Qualitative Analysis

In India, various social enterprises are creating social value. To find the different types of social enterprises in India, an Excel sheet with 150 social enterprises was prepared through secondary sources, including research papers, books, magazines, reports, the Internet, etc. Later, the data was filtered and synthesized repeatedly to obtain the gist of the information. As a result, 10 prominent social enterprises from different fields were selected for case studies through exploratory qualitative analysis, based on the demonstrated innovation and significant social impact, representation from different sectors (e.g., healthcare, sanitation & hygiene, environment), and availability of sufficient information for analysis. Each case study aimed to explore the enterprise's approach to 'Framing, Convening, and Multivocality' practices. In-depth information on the selected social enterprises was gathered from their official websites, annual reports, and other public documents. For data organization, Excel was used for tabulating qualitative data, while ATLAS.ti software facilitated qualitative analysis and visual presentation by generating themes and codes. The thematic areas were: how the enterprise framed social issues (Framing), how it engaged with stakeholders and the community (Convening), and how it handled the inclusion of diverse voices and perspectives (Multivocality). The following Table 6 shows the selected 10 prominent types of social enterprises running in India for carrying out case studies.

**Table 5.**  
India's ten prominent types of social enterprises.

S.no.	Social Enterprise's Name	Founder	Establishment Year & State	Aim
1.	Amul (Anand et al. Limited)	Tribhuvandas Patel	1946; Gujarat	To eliminate intermediaries' exploitation of dairy farmers and empower these farmers by establishing a direct linkage between them and the consumers.
2.	Lijjat	Jaswantiben Jamnadas Papat and six other semi-literate women	1959; Maharashtra	They are empowering women by providing them employment opportunities in making papad and empowering them with a noble goal of providing financial independence and ownership opportunities to women.
3.	<b>FabIndia</b>	John Bissell	(1960). New Delhi	It is an Indian chain store that retails garments, home decor, furnishings, fabrics, and products handmade by craftspeople across rural India. It aims to provide a platform for products made from traditional techniques, skills, and hand-based processes and links over 55,000 craft-based rural producers to modern urban markets.
4.	Sulabh International Social Service Organisation	Bindeshwar Pathak	(1970). Bihar	The aim was to restore human rights and dignity to scavengers by freeing them from the inhuman practice of manually cleaning and carrying human excreta. The project also aimed to improve sanitation, promote hygiene, and provide public sanitation facilities.
5.	Aravind Eye Care System	Dr. Govindappa Venkataswamy	(1976). Tamil Nadu	The company's goal is to 'eliminate needless blindness'. It provides high-volume, high-quality, and affordable eye care, regardless of its patients' economic status.
6.	SELCO Solar Pvt. Ltd.	Harish Hande	1995; Karnataka	To deliver last-mile sustainable energy solutions that improve quality of life and socio-economic development for people experiencing poverty.
7.	Jayaashree Industries	<b>Padman Arunachalam Muruganatham</b>	(1998). Tamil Nadu	It aims to provide affordable sanitary pads to underprivileged women in rural India. Jayaashree Industries has revolutionized menstrual health for rural women in developing countries by inventing a simple machine they can use to make cheap sanitary pads. The company has distributed 1,300 machines to 26 states in India.
8.	Goonj	Anshu Gupta	1999; New Delhi	The aim was to address the basic but unaddressed need for clothing and use underutilized urban material to trigger development with dignity across the country. It also aimed to create a sustainable economic model for eliminating poverty and related issues.
9.	Mitticool	Mansukhbhai Prajapati	2001; Gujarat	It creates eco-friendly clay products, with its flagship innovation being the Mitticool fridge—a sustainable cooling product.
10.	Kinneer Services Pvt. Ltd	Dr. Laxmi Nayan Tripathi and Dr. Manish Jain	2018; Uttar Pradesh	It is a packed bottled water company that exclusively hires transgender people to provide them with an opportunity to live proudly.

Below is a summary of findings based on the insights from the provided case studies, addressing all 17 practices prevailing in the Indian context:

### *3.3.1. Framing Practices*

Framing refers to how social enterprises identify, define, and structure their social issues, goals, and strategies [27-31]. Out of three constructs, 'Framing' is the first construct under which seven items are identified. The seven items identified under the 'Framing' construct, which can be referred to as social entrepreneurship practices in Indian Context, are (Figure 3):

1. Ensuring Strategic Planning - Most social enterprises like Amul and SELCO emphasize strategic planning that aligns business operations with social missions, such as empowering marginalized communities (e.g., rural dairy farmers, artisans) or providing clean energy access [32-34].
2. Enhancing Profitability- Enterprises like FabIndia and Aravind Eye Care maintain profitability through innovative business models (such as tiered pricing) without compromising their social mission [35-37].
3. Maintaining Sustainability- A central practice across enterprises (e.g., SELCO, Mitticool) involves embedding sustainability into core operations by reducing environmental impacts and promoting the long-term viability of solutions like renewable energy and eco-friendly products [38].
4. Ensuring Accountability- Accountability is ensured through transparency and responsible management. Social enterprises like Goonj and Sulabh International adopt transparent communication about finances and operations to maintain stakeholder trust [34].
5. Building Transparency- Organizations like Aravind Eye Care and SELCO maintain transparency in their financial records and social impact metrics, promoting trust among beneficiaries, investors, and communities [39-41].
6. Promoting Leadership- Leadership is cultivated within organizations by empowering employees and beneficiaries to take ownership of their roles, as seen in Kineer Services and Jayaashree Industries [42].
7. Visioning of creating social value- All case studies highlight the creation of social value as a central mission. For example, Amul focuses on farmer empowerment, while Kineer Services creates opportunities for transgender individuals through dignified employment [43-45].

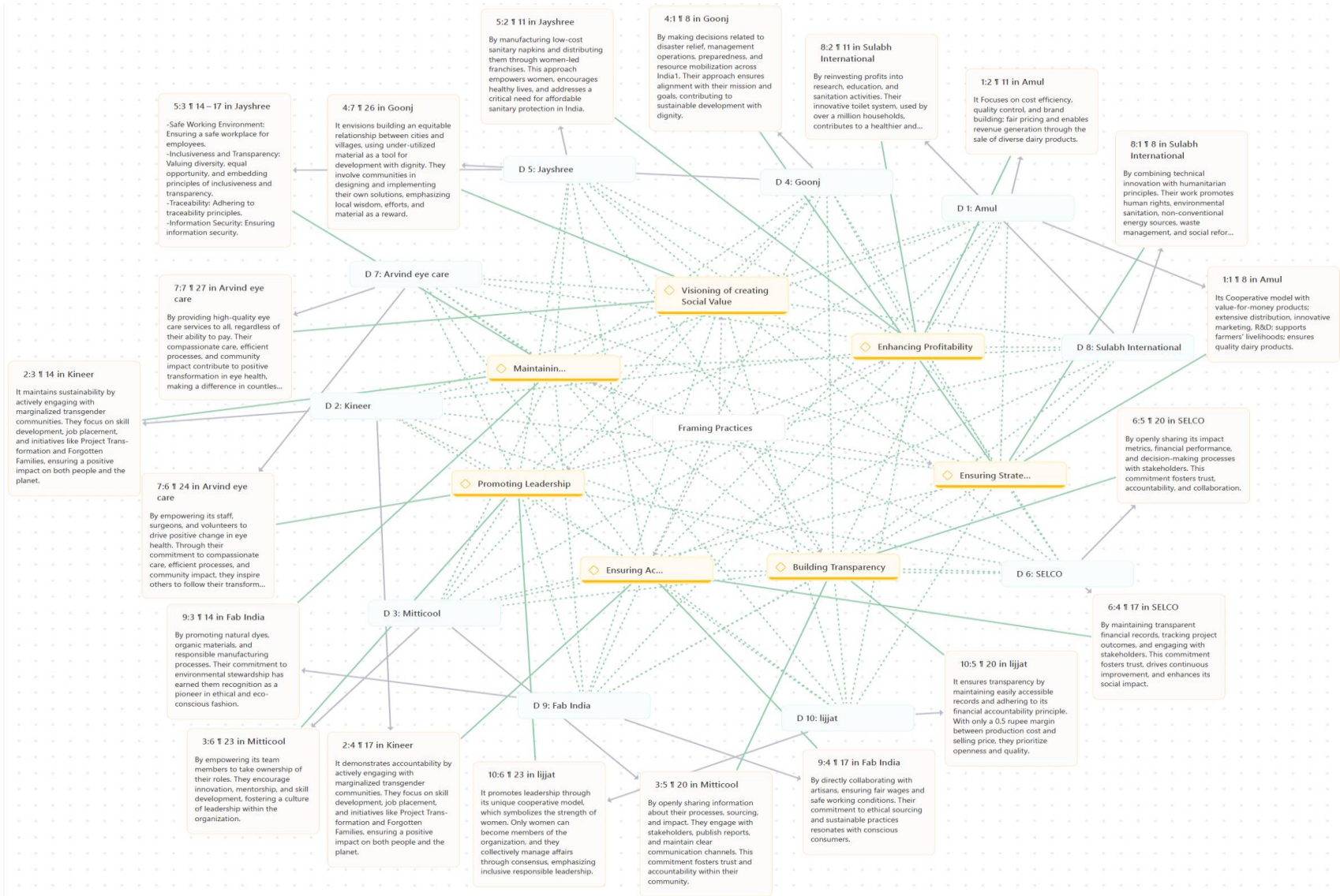


Figure 3. Social Entrepreneurship Practices under Framing construct.

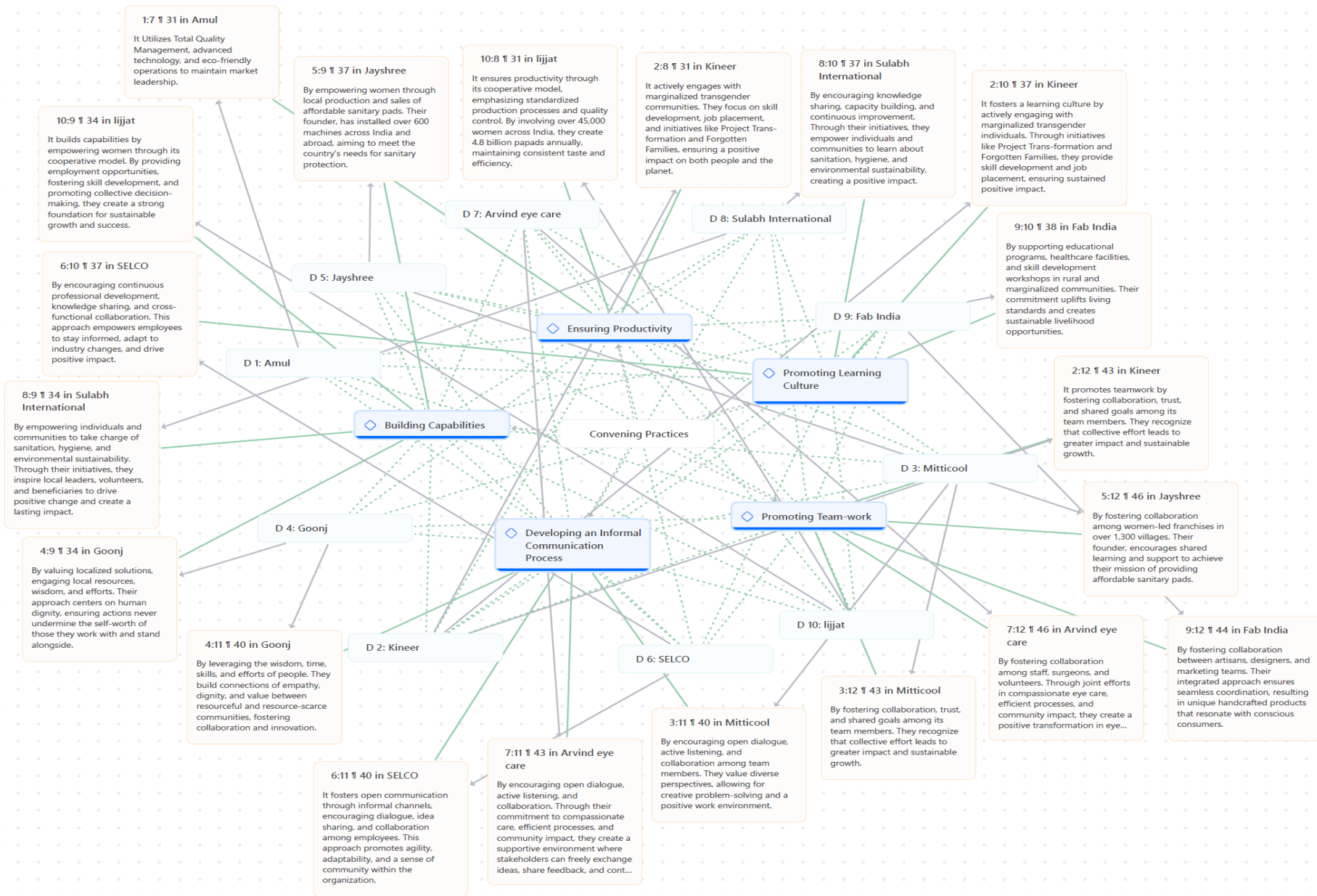


Figure 4. Social Entrepreneurship Practices under Convening construct.

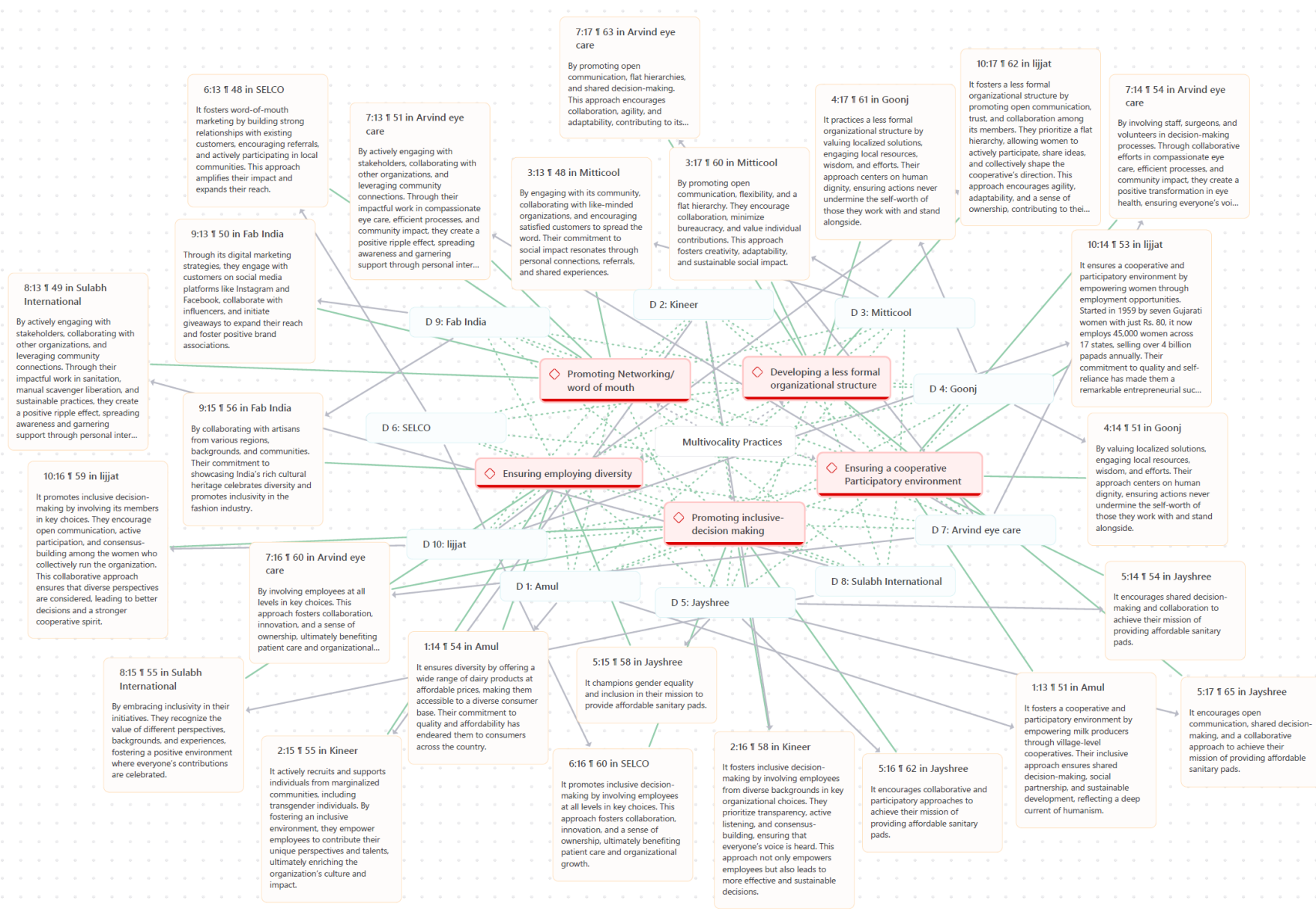


Figure 5. Social Entrepreneurship Practices under Multivocality construct.

### *3.3.2. Convening Practices*

Convening practices describe how social enterprises bring together various stakeholders and communities to collaborate and achieve their goals [46-49]. 'Convening' is the second construct under which five items are identified. The following are the five items identified under the 'Convening' construct, which can be referred to as social entrepreneurship practices in Indian context (Figure 4):

1. Ensuring Productivity- Efficiency is central to convening practices, as shown by Aravind Eye Care's assembly-line approach, enabling high productivity while maintaining service quality. SELCO also ensures productivity by providing tailored solar energy solutions [38, 50, 51].

2. Building Capabilities- Social enterprises like Lijjat and FabIndia enhance capabilities by fostering skill development and providing resources for artisans and women, creating economic opportunities [52-54].

3. Promoting Learning Culture- A culture of continuous learning and capacity building is promoted in enterprises like FabIndia and Goonj, where employees and community members are offered workshops, educational programs, and skill development [55].

4. Developing Informal Communication Process - Organizations foster informal communication to promote innovation and collaboration, as seen in Kineer Services and Mitticool. They encourage open dialogue among teams and stakeholders, enhancing adaptability [35, 38, 56].

5. Promoting teamwork- Enterprises such as Aravind Eye Care and Goonj highlight the importance of teamwork, where collaboration across different levels ensures shared goals and collective achievements [57-59].

### *3.3.3. Multivocality Practices*

Multivocality refers to the inclusion of diverse voices and perspectives in decision-making and strategy formation within social enterprises [60]. 'Multivocality' is the third construct under which five items are identified. The five items identified under the 'Multivocality' construct, which can be referred to as social entrepreneurship practices in Indian context are (Figure 5):

1. Promoting Networking/Word of Mouth- Word- of- mouth marketing is a powerful tool for organizations like Amul and Lijjat, where customer satisfaction leads to organic promotion through communities [61-63].

2. Ensuring a co-operative Participatory environment- Inclusive environments are fostered by most enterprises, where stakeholders and employees participate in decision-making processes. For example, Goonj involves local communities in designing their own solutions [64, 65].

3. Ensuring employing diversity- SELCO and Kineer Services actively ensure diversity in their workforce by hiring from marginalized communities and creating inclusive work environments [66-70].

4. Promoting inclusive-decision making- Organizations like Lijjat and FabIndia promote inclusive decision-making by involving employees and stakeholders from diverse backgrounds in shaping the enterprise's future [69-71].

5. Developing a less-formal organizational structure- Many social enterprises, such as Kineer Services and Mitticool, adopt less formal organizational structures, promoting flat hierarchies and open communication, leading to agility and innovation [72-75].

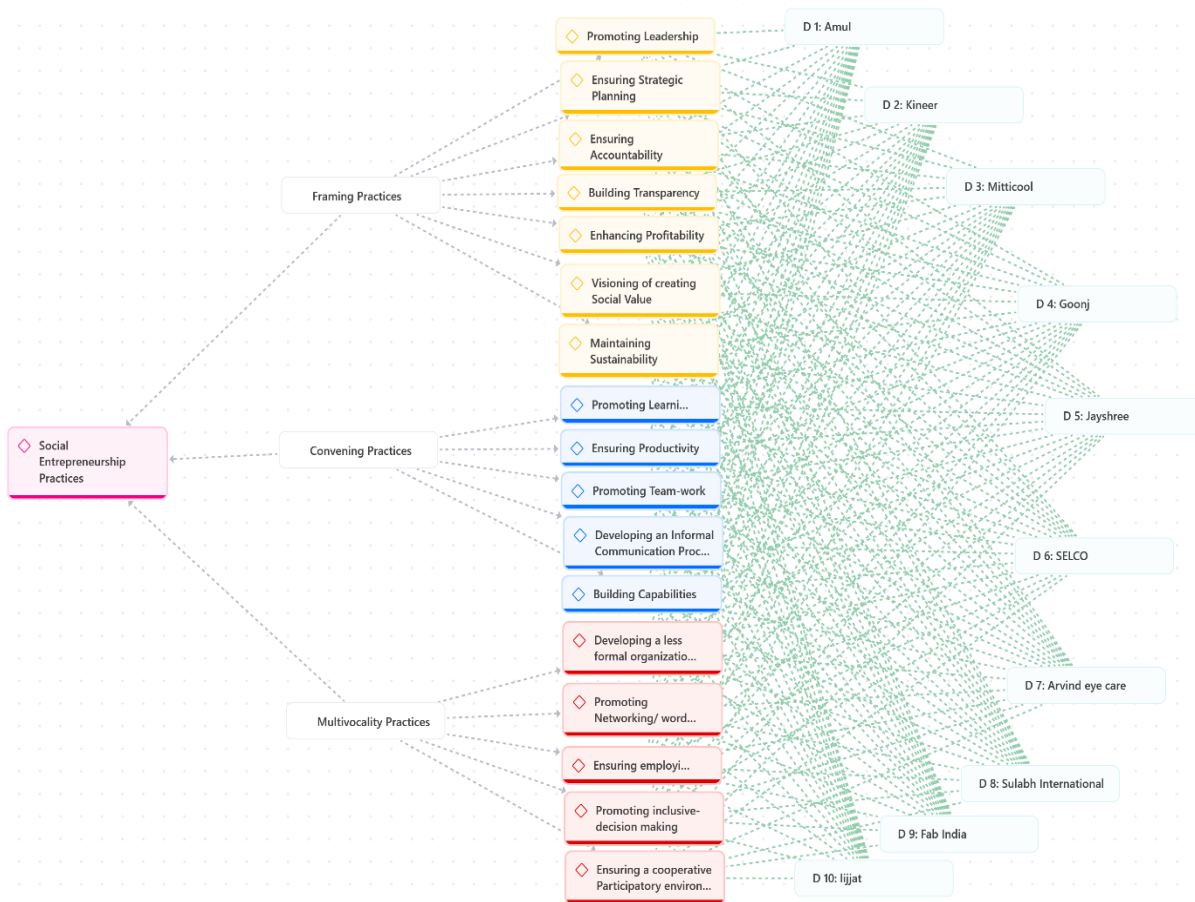
## **4. Discussion**

The combined results of systematic literature review, thematic analysis and exploratory qualitative analysis captures the practices of social entrepreneurship that aligned to the three themes of 'Framing, Convening, Multivocality' (Figure 6). All the social enterprises in the case studies combine passion for solving social problems and active practices of community inclusiveness coupled with sustainability and financial success in India. These business enterprises start with positioning their undertaking, synchronizing business models with the mission. Initially, the 'framing' synchronizes their social value creation to the financial aspect of their operations to support sustainability and accountability [31, 76-78]. These entities operate with the notion that achieving sustainable and multiple-value benefits for their main stakeholders is beneficial to everyone: staff, people in the community, beneficiaries, and regular partners [47-49]. It is then succeeded by 'convening' practices with a view of creating productive networks for capacity development and productivity. It results into communication, skills and development. Also, understanding the role of soft skills, Pandey et al. [79] can contribute to practices under convening construct as an inclusive practice that enhances capability building and promoting learning culture among marginalized groups. Lastly, 'Multivocality' plays a central role in ensuring that social enterprises remain inclusive and responsive to the needs of diverse stakeholders [60, 80, 81]. By embracing different voices in decision-making processes, social enterprises amplify their social impact and foster a sense of ownership among employees and communities. From the findings, Table 7, shows the tabular presentation of prevailing Social Entrepreneurship practices in India. Hence, to conclude the findings, each enterprise demonstrates unique yet converging strategies that highlight the role of social entrepreneurship as a transformative force for marginalized communities and society at large [26, 38].



**Table 7.**  
Tabular presentation of prevailing Social Entrepreneurship Practices in India.

S.no.	Social Enterprise's Name	Framing							Convener				Multi-Vocality					
		Strategic Planning	Profitability	Sustainability	Accountability	Transparency	Leadership	The vision of social-value creation	Productivity	Capability Building	Learning Culture	Informal Communication Process	Team Working	Networking/word-of-mouth abilities	Cooperative, participatory	Less-formal organizational structure	Employing diversity	Inclusive-decision
1.	Amul (Anand et al. Limited)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.	Lijjat	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.	FabIndia	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.	Sulabh International Social Service Organization	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5.	Aravind Eye Care System	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6.	SELCO Solar Pvt. Ltd.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7.	Jayaashree Industries	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8.	Goonj	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9.	Mitticool	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10.	Kinneer Services Pvt. Ltd	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



**Figure 6.**  
Social Entrepreneurship Practices prevailing in India.

The discussed case studies show that Indian social enterprises are not only coming up with new ways to solve social problems, but they are also changing the way businesses are run by putting sustainability, inclusion, and community service at the top of their list of priorities [82]. By looking closely at their work through the lenses of "Framing, Convening, and Multivocality," we can see that the future of social entrepreneurship lies in these methods that combine generating revenue with doing good for society [18, 19]. In India, social entrepreneurship comes out as a powerful way to deal with long-lasting social problems while still making revenue. Problems like poverty, unemployment, and not having enough access to schooling, health care, clean water, and electricity are dealt with by these businesses [19, 62]. They put a lot of emphasis on strategy planning and making sure that business operations are in line with social missions (e.g., Amul, SELCO) [34]. At the same time, they keep profitability and sustainability at the center (e.g., FabIndia, Mitticool). Through responsible management, these businesses (like Goonj and Aravind Eye Care) make sure that everyone is held accountable and that everything is clear [38]. Leaders and people with a passion for making the world a better place are encouraged (see Kineer Services and Amul) [38, 56]. productivity (e.g., Aravind), teamwork, skill-building, and informal communication (e.g., Goonj, Mitticool) are the main topics of convening practices [38, 50, 51]. Lastly, multivocality makes sure that there is diversity, that everyone has a say in decisions, and that people can network (e.g., Lijjat, SELCO) by using "less-formal structures" and "cooperative environments [38, 83, 84]." Collectively, these practices give power to underrepresented groups, encourage new ideas, and make organizations stronger.

## 5. Conclusion

This research introduces social entrepreneurship practices by analyzing three approaches: Framing, Convening and Multivocality, which lead to 17 specific practices for the functioning of social enterprises. Social enterprises demonstrate their ability to bridge financial stability with social impact through business models that put emphasis on ethics and the environment, together with stakeholder support [85, 86]. Research studies on different enterprises confirm that social entrepreneurship goes beyond problem resolution to transform traditional business structures into lasting systems of change [13]. The research made an essential contribution by revealing fundamental social entrepreneurship practices that increase the flexibility and effectiveness and scalability of social enterprises through various business sectors and geographical locations [1-3]. Entrepreneurs use three core practices for social enterprises, which fall under the grouping of Framing and Convening, together with Multivocality. Several key limitations exist in this study because it conducts studies on only a limited number of cases. The validation of detected practices requires direct social entrepreneur involvement along with primary data research and long-term analysis according to Corner and Ho [87]. The implementation of new research strategies will reveal extended understanding about social entrepreneurship's adaptation to advancing worldwide issues [88]. To make these businesses have a bigger effect, policymakers, investors, and other interested parties need to back them up with good

policies, financial incentives, and programs that build their skills. More studies like this one will help us learn more about the best ways to be a social entrepreneur. This will open the door for new ideas that can solve new social problems in a way that is balanced between making money and helping people.

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