

Sustainable Development & Resilience Under Uncertainty: Lessons From Women Social Entrepreneurship

Aanchal Gupta & Prashant Salwan

This article aims to highlight the distinct characteristics of women that help them distinguish their social businesses from others, especially in testing times. The article keeps past research as a foundation to build upon gender-derived behavioral differences and the historical journey of progression. To further elaborate how a change in perspectives, type of leadership, the intensity of empathy, drive to change and many others have been used to chalk out patterns in women social entrepreneurs using a case study approach, wherein the article discusses the story and decisions taken by 5 well-known women social entrepreneurs. The aim is to study their approach by critically analyzing their moves as they depicted resilience throughout hurdles, thereafter draw similarities.

Aanchal Gupta (E-mail: p22aanchalg@iimidr.ac.in) & **Prashant Salwan** (psalwan@iimidr.ac.in) are from the Indian Institute of Management Indore

New Age Social Entrepreneurship

In the era of ever-expanding consumerism, there is a section of society that still remains underserved and has had a consequential impact on the environment. Hence, to rise to the occasion, multiple corporations nowadays invest about 2% of their revenues towards societal upliftment, along with this a few companies otherwise are set up with a mission of bringing change and addressing these social and environmental issues which has given birth to social entrepreneurs. Social entrepreneurship is just another for-profit form of business but with social good at its core. (Peredo & McLean, 2006). Often most of the businesses are disguised as being social but a strong differentiating factor is the latter's superseding acquaintance towards social impact rather than just being economically profitable.

Over the years, social entrepreneurship has taken a new shape altogether where it is not limited to just

philanthropic activities for immediate gain but has been long extended to sustaining that change for a longer term with a motive to provide continued benefits and to change perspective. These businesses have modified their value chain to incorporate social benefits eventually linking to a sustainable business model and social innovation-based business orientation. Although the concept is known to have different characteristics across borders, in an attempt to not dilute the very essence of social entrepreneurship we connect it to the achievement of sustainable development goals through systemic changes. Such a goal determination then formalizes the structure in creating a balance across the different facets of the Triple bottom line. (Zhang & Swanson, 2014)

Research Design

The study is based on a case study approach with five case studies at its core guiding the past, present and future of women social entrepreneurs in India. The study involves qualitative research with examples iterating the individual's unique experiences and journeys in building sustainable business models and depicting resilience during disrupting times. We aim to look at the cases from a broader lens and a holistic viewpoint to identify certain characteristics that define their way of working and extract learnings for further implementation. It is conducted in an exploratory research setting with reliance on secondary sources of information mostly similar articles, journals, newspaper reports, and business/ organizational reports to quote legible statis-

tics and credible experiences of the case protagonists as shared. The idea is not to build a single theory but to seek and learn from their actions on how they stood strong through testing times and extend our research to draw behavioral patterns as deemed fit (Ridder, 2017) Finally, the purpose is to depict and present the best possible initiatives that set an example of sustainable decision making; majorly contributing to their success as a woman social entrepreneur in an emerging economy like India.

Women as Social Entrepreneurs

Looking at a recently reported number, about 14% of the entrepreneurs are women, which seems a small figure in silos but considering the changing dynamics women are largely choosing to be self-employed with increased awareness and empowerment. Further, it is interesting to see that the general statistics around the ratio of men and women entrepreneurs is not applicable for social entrepreneurship where women are taking the lead (Ambati, Nageswara Rao & Kapadia, Kaazvin, 2017). In the recent past, due to progressive policies and increased awareness, women have been able to establish a support system to cater to multiple social issues either through non-profit organizations- or for-profit organizations that have found social good at the intersection of business and social wealth (Huang, 2018).

Women have been able to establish a support system to cater to multiple social issues.

Going by the general stereotype characteristics associated with women and the ones required to successfully run a social business seemed to be a true match. Multiple researches have also proven that women are more socially empathetic and innovative, hence one of the reasons for the comparatively high number of women social entrepreneurs (Huysentruyt, 2014). Also, a less popular belief of women being competition averse, hence social entrepreneurship is a safer place to be in. More than just a safe haven, it is also a field more welcoming to women in comparison to other sectors dominated by men entrepreneurs. As we further sketch the characteristics of women, the ability to practice a low-cost solution for social reasons while addressing the lack of money, resources, and other factors is based on a general observation that women can make it work with less and some notable differences in management styles too. In addition, talking statistically the future of women social entrepreneurs seems brighter for the very reason that they are about 17% more likely than men to set up social businesses and 23% more likely to construct environmental businesses than men (Huysentruyt, 2014)

The journey of women empowerment has been historically engraved for generations gone by. We have come a long way since, which once was a much highlighted social issue; and still is in many parts of the world, it is enlightening to see that the same women are now leading many of the other overlooked social issues from the front and contributing to creating a more secure world with social change and social inno-

vation. Both rural and urban women have catered to social issues witnessed closely, in their capacity from societal upliftment to healthcare and others (IBEF, 2022). Some looked at it as an economic contributor but for many, it came as a source of independence; an escape mechanism from the shackles of the four walls and for others purely a drive to shake things and change the narrative. Many who managed to break free, a lot of these journeys did start within the 4 boundaries but later moved on to achieve bigger dreams.

Future of Women Social Entrepreneurs in India

The dream that India sees, to become a self-sustaining superpower and a \$5 trillion economy seems to be a far-fetched goal without the contribution of women social entrepreneurs since they have been a driving force in this journey so far (Innovations for You, 2022). About 45% of Indian startups are run by women and have a huge potential to impact both socially and economically in the next 25 years (Niti Aayog, 2022). There are multiple organizations like NITI Aayog and others who support women entrepreneurship and honor their initiatives timely by providing financial support through incubation centers like Atal Incubation Centre and credible acknowledgment time and again.

About 45% of Indian startups are run by women and have a huge potential to impact both socially and economically in the next 25 years.

The highly paced development of India is set in motion by the idea of sustainable development, thereby using sustainable solutions for delivering change (Lubberink, 2019). Moreover, thanks to the advent of creative start-ups and young entrepreneurs who are altering the rules of how businesses function. Many young achievers have now cultivated an enthusiasm to address the social injustices plaguing our nation in addition to their dreams of success in life. The need for this new generation of sociopreneurs to develop novel business models to address environmental and social challenges is huge in India.

Lately, “women entrepreneurs have emerged as the torchbearers of the Indian economy”, as quoted by Minister of Education, Skill Development and Entrepreneurship, Mr. Dharmendra Pradhan and that would not have been possible without fundamental changes in the policies, government support and most importantly voice of millions (Innovations for You, 2022).

Sustainability through Social Entrepreneurship

Over the years social entrepreneurship has evolved to being connected with sustainability projects. The linkage between sustainability and social entrepreneurship concludes upon the need for a socially oriented approach and to work with a longer vision in mind. A more comprehensive approach with cyclic procedures is vital to enable longevity and fulfillment of social well-being (Zhang, & Swanson, 2014). That started with just

as being changemakers, has knowingly and unknowingly proved instrumental in mobilizing support and strength for others to rise to the cause. Moreover, from just being social entrepreneurs they have taken a turn to become social innovators with a broader and more dynamic approach to holistically enhance the social well-being of all. Statistically, the number of women social entrepreneurs has grown by 5 percentage points in just 4 years and the future seems bright but the need of the hour to make the movement more impactful is leveraging the strong relationship with sustainable goals.

According to Nidhi Bhasin, CEO of the NASSCOM Foundation, “Gender disparity in economic participation remains significantly high and deeply embedded in our social fabric.” (Dewan, 2022). Lately, technology has been a great enabler of inclusivity and an opportunity provider for women to step up and participate in the growth of the economy. The digital world today knows no boundaries and so through this, implemented solutions can reach a greater audience with large set of beneficiaries. A clear example is the collaboration to empower female agri-preneurs by training them about new developments and increasing participation in the digital economy.

Social Entrepreneurs Profiles

Case 1: Conserve India

The concept, although has been the talk of the town only recently, it has been in existence since ages. Anita Ahuja, an early- age social entrepreneur who set

up an NGO 'Conserve India' back in 1998 is one among the many but in 2004 it converted to a social entrepreneurship business model with a turnover of Rs 100 cr by the year 2020. She has scaled through environmental, economic and operational disturbances over these years and has literally made the 'Rags to Riches' an everyday story. The purpose of the venture is centered on waste management and empowering the ragpickers to bring the best out of the waste by creating stylish and valuable handbags for sale. To make this happen, they also focused on supply chain issues like adding Junkers like intermediaries to optimize the work and social movements leading to social impact. The products are made from waste bags collected across Delhi, scrap from automobile repair shops and clothing stores/ tailors. Using this low-cost raw material they redesigned into handmade recycled plastic – "Conserve bags" which are not only produced at low cost but also energy efficient contributing to the betterment or conservation of environmental resources (Anand, 2010).

Conserve India was a catalyst in uplifting the underrepresented section of society (Ragpickers) by providing them secured employment.

Ms. Anita's multifaceted vision of building a circular economy through sustainability killed 2 birds with one stone, as, Conserve India was a catalyst in uplifting the underrepresented section of society (Ragpickers) by providing them secured employment, an opportunity to

showcase creativity and basic welfare with respect to healthcare support simultaneously opting for environment-friendly methods of production; minimizing the burden of landfills and heaps of waste (Ashoka fellow Anita Ahuja, 2007). A social business that majorly relied on physical labor and the factory environment took a major toll during the Covid pandemic and the recession that followed. Under her guidance, Conserve India bounced back using social innovation to its best, making the best utilization of the time at home it facilitated online training and made a gradual shift to an online mode of listing artisans.

A diverse individual herself, Ms. Anita Ahuja was ahead of her time to start such a dynamic social business for which she was awarded the Ashoka fellowship in 2007 and also received special mentions in multiple international researches and reports.

Case 2: Menstrupedia

When talking about women social entrepreneurs, we ought to throw light on the change-making movement led by Aditi Gupta of Menstrupedia. Destroying all shackles, she is determined to share the unspoken truth about the often stigmatized topic of menstrual hygiene. The idea for Menstrupedia was born when she realized the lack of knowledge about menstruation during her own adolescence. The shame and confusion she experienced like other young girls face due to cultural taboos surrounding menstruation in India inspired her to create a platform that would address the informa-

tion gap and promote menstrual health education. In 2012, she along with her partner launched the website and communicated primarily through comics and articles, content that felt interactive, relatable, and knowledgeable to the young minds.

From the decision of comic books to the kind of content to be shared was purely based on user feedback and consumer behavior.

Her approach was similar to the first movers, she acted and reacted soon to the behavior depicted by the adopters. From the decision of comic books to the kind of content to be shared was purely based on user feedback and consumer behavior. Menstrupedia decided to maximize reach through comic books and soon became an important resource in the outreach program. This penetrative approach through comic books started showing results and they also expanded their approach to in-person workshops, and training programs by opting for collaborative ways of working (Norzom, 2022). They worked towards the mutual goal of these institutions to enhance the knowledge and confidence of these young girls. Further, to increase its impact, Menstrupedia took well-thought and planned actions towards achieving its goals and hence translated its comic book and educational content into multiple languages, reaching a broader audience in India and other countries. Following that, it also digitized the movement not limited to just menstrual health but also empowering masterclasses for all (Suger Mint,

2021). They followed a penetrative approach where they relied on collaborations for free and once they had made their mark they would monetize the partnerships with institutions, NGOs and even corporates.

Given the bold steps she had taken, she is one of the few Indian women social entrepreneurs who within just 2 years of launch was listed in Forbes 30 under 30. Over a short span, she along with her husband created an army of 10,000+ educators to enlighten the young generation especially, in the underprivileged and less aware pockets of India about menstruation and female hygiene via widely read comics. (Sachdev, 2021). Focused on the fulfilment of sustainable development goals around good health, sanitation and quality education and more, it has been able to reach more than 10 lakh females.

Case 3: Teach for India

Next, we have in line is Shaheen Mistri, Teach for India, inspired by Teach for America. She adapted into the Indian context to address educational inequality across different geographies and set up the foundation with a vision of providing excellent education to all children in India, regardless of their socioeconomic backgrounds. Ms. Shaheen started her journey of social change back in 1978 with the Akanksha Foundation and amplified the acceptance and joining rate and soon set up TFI in 2008. Today it stands strong with a touch base of 50 Mn students across geographies. The fundamental differentiator was the focus on empowering leadership traits in all and

bringing behavioral and cultural change toward eliminating education inequity rather than just looking at it as another social issue (Chatterjee, 2022).

One of the key pillars of Teach For India's approach is recruiting young, talented individuals (Fellows) from diverse academic and professional backgrounds to serve as full-time teachers in low-income schools.

The business model followed by Teach For India was interesting since being rich in human capital, they deployed resources in an optimal and efficient manner. It places fellows in under-resourced schools for two years fully committed to teaching with no compromises on finding people who are ambitious to turn around the education system to just deliver the fellowship to the ones in need. One of the key pillars of Teach For India's approach is recruiting young, talented individuals (Fellows) from diverse academic and professional backgrounds to serve as full-time teachers in low-income schools. Another great contributor to the business model was the partnerships, which Shaheen deeply invested in and played a crucial role in the establishment of each such partnership with schools and school systems to place Fellows in areas with the greatest need.

The reason they were able to scale up the social venture was because of the value of co-creation and collaboration since many government agencies, NGOs, schools, and corporate partners came

together to address educational challenges and advocate for policy changes that support educational equity. Moreover, despite the economic slowdown and the global pandemic it was the broad network and alumni base over the years created under the leadership of Shaheen made the diversification into movements under the umbrella of TFI quite a smooth journey (Chakrabarty, 2021). Also, it is evident that the root cause analysis like addressing the digital divide before taking up education inaccessibility during the pandemic are some of the brave examples depicted by Ms Shaheen and team in their journey

More than just the approach it was the selective choices like that of investing time, effort and money in grooming and training of fellows not just about teaching but life-changing leadership skills, that particularly gave returns and contributed immensely to running a sustainable social enterprise. Not focusing on small-term gains but seeing the bigger picture of changing perspective at the very base level and cultivating a mindset of social impact to be carried for generations to come.

Case 4: Taru Naturals

In the long list of women social entrepreneurs in India, there are a few taking rural India around the world and Ms. Ruchi Jain's, Taru Naturals is just one example. Belonging to the sustainable agriculture background, she put all her learnings into her new venture of creating a sustainable and equitable agricultural model. Taru Naturals was set up

with the aim of standardizing the process of creating market linkages for the farmers, which lately has become their voice and is heavily invested in making natural farming the way of life. It focuses on eco-friendly ways of farming and improving the quality of agricultural produce (Kaushal, 2021). With the mission of safeguarding the interest of small farmers, especially women, it is set on the path of achieving many sustainable development goals. Firstly, it caters to the training requirements of these women farmers, thereafter educating all about the new age farming techniques to increase their productivity, quality and income.

She and her team fulfilled the social objective of empowering farmers by upgrading their supply chain and facilitating fair trade and streamlining prices for the produce.

Even though Ms. Ruchi was working in a largely regulated industry with people from government officials to uneducated and low-income background farmers, she still managed to work up the value chain to deliver change at each and every segment. She and her team fulfilled the social objective of empowering farmers by upgrading their supply chain and facilitating fair trade and streamlining prices for the produce. Next, in the value chain, they also focused on educating all about sourcing and producing local organic ingredients and further creating a market need to consume the developed range of organic food and skin care products, thereby offering better and healthier

products to the customers (THC, Gopalakrishnan & Kishore, 2021). Lastly, a proper feedback mechanism to check the quality of products and services and assess its impact on farmers, communities, and the environment through monitoring and evaluation processes helped them refine their strategies and ensure their initiatives were effective.

Awarded by the UN itself, ‘Best small businesses’, for following a sustainable yet equitable distribution mechanism of food to all communities. Moreover, it is no traditional company, rather Ms. Ruchi has successfully leveraged the advancing technology to deliver a blockchain-based QR code for maximizing the reach and monetization of rural artisan’s paintings (Kaushal, 2021). While valuing the art of many is just one of its goals, the company has evolved over the years from just selling jaggery to multiple in-house grown products under the leadership of Ms. Ruchi. It was her resilience and faith that helped her focus on agroforestry and consistently be an avid supporter of economic restoration.

Case 5: Peepul

From corporate to social, Kruti Bharucha has had quite a journey in her 20+ years of career. She founded Peepul in 2015, with the objective of transforming the education system and facilitate the learning and training of the teachers to provide good quality education. Not just limited to teachers, but they extended support to government to provide for improved infrastructure through their SDMC Sitara initiative for schools under

the purview of South Delhi Municipal Corporation.

They began with market surveys, focused interviews and analysis of the current situation to lay down the gap to be minimized.

Ms Kruti guided the team to follow a consulting approach which she practiced throughout her career, hence the team worked with a structured and organized approach. They began with market surveys, focused interviews and analysis of the current situation to lay down the gap to be minimized. These data collection activities were the key source of information to flag and prioritize issues as some schools were critical and required immediate attention (Gartner Careers, 2021). This crisis was addressed through multiple programs like the Teacher Development Program, Exemplar Schools, SDMC Program and most important and recent of all, CM Rise which focused on digitizing the teacher training program across central India. The model has shown extraordinary results with about 2-3x improvement in the education quality. The ecosystem sustainability approach undertaken by Ms. Kruti at Peepul was surely more than rewarding with the collective effort of teachers, officials, trainees, principals and the system to deliver on these programs successfully (Swarup, 2020).

What started with one school and 9 students has now impacted 9.4 Mn students across 1,00,000 schools creating an ecosystem governed by quality student-

teacher interactions, ensuring learning and growth (Innovations for You.2022). Her disruptive thinking also led her to receive several accolades from UN Sustainable Development Solutions Network and Commonwealth Education in 2020. She has been awarded Women Entrepreneur of the Year in 2019 and promising leader for transforming education.

Findings & Suggestions

Proposition 1: Social entrepreneurs are mostly first movers jumping onto direct action to minimize the unjust equilibrium.

If one were to see closely, there would be a lot of issues that need attention, but only a few have the courage to take the lead in the movement. As we discussed, the Conserve India's history, we can confirm that most social entrepreneurs believe in immediate action, Ms. Anita Ahuja once took a major step in her early 20s when she commercialized waste reproduce wealth and then during Covid when she productively utilized the home time to uplift and educate these ragpickers through online medium. Despite the absence of proper infrastructure, she and her team were able to provide an equal opportunity to them (Suger Mint, 2021). In another such case, we saw Ms. Kruti Bharucha working towards minimizing the gap in education quality by uplifting the municipal schools thereby eliminating the imbalance in the required equilibrium. For social businesses, any new movement has both a greater resistance and attraction from the public, although contradictory, the first

mover advantage is real to establish a strong foundation and generate a sense of responsibility towards the cause. Hence, all of the above cases discussed show quick action and creativity of which they later reap the benefits.

Proposition 2: Social entrepreneurs are deeply rooted in the going concern principle, focusing on the sustainability of the business and social changes.

It is not only the need for social innovation but also the importance of making the solution largely accessible to all. Therefore, most of the social enterprises focus on macro-level changes and large-scale innovation and implementation (Weerawardena & Mort, 2006). The steps undertaken by Ms. Shaheen Mistri was not just limited to running a one-time fellowship but the business model was such that it instilled the power of fellowship in all and successfully achieved making the program a recurring business. In addition, highlighting the efforts of Ms. Ruchi adds an element of sustainability at each point in the value chain of Taru Naturals explaining the focal point of the social objective from farmers to distribution and use of organic products. More so, creating a whole ecosystem is one of the key goals, as smoothly executed by the team at Peepul. In their quest for maximizing sustainability, they created a well-connected value chain and a closely bonded end-to-end ecosystem so as to create value for all touchpoints in the education system for years to come.

Proposition 3: Social ventures follow a collaborative approach and co-value creation.

There were a few commonalities that enabled them to showcase resilience and successfully deliver a sustainable business like the value of co-creation in the social world; no social business can sustain or aim for long-term change without having collaborated with institutions across the globe (Lubberink, 2019). The example we saw in the case of Teach for India and many others where the maximum expansion could take place due to collaborations with different institutions who showed trust and believed in their vision, hence agreeing to contribute as allies. Many others like Menstrupedia also eventually partnered with NGOs and other institutions to address the matter and reach a larger audience. The cases discussed show that for most social businesses, after a certain age, the company needs accomplices and partners to promote the issue being addressed to a new and larger audience, but collaborations become inevitable in the journey of growth and diversification. Hence, it is a major finding that leveraging such shared interests of institutions, especially at the right time and place, is important to social ventures, since it holds the ability to create and capture value.

After a certain age, the company needs accomplices and partners to promote the issue being addressed to a new and larger audience, but collaborations become inevitable in the journey of growth and diversification.

Proposition 4: The storytelling and impact assessments used by social entrepreneurs enable them to reinforce their story to a larger audience.

The inspiration to change people's lives for the greater good is what propels these women social entrepreneurs to go over the rough waters of social entrepreneurship and this is the essence of their story that moves millions. We can draw parallels in between the cases discussed based on the successful campaigns they have had to promote the cause in question, as all the lead women entrepreneurs are good orators and storytellers impacting lakhs of people by their thoughtfully crafted visions and missions. The strength lies in not just the story but its powerful narration, as beautifully exemplified by Ms Aditi as she went places to educate the underprivileged girls and did so through the comic books too. Taru Naturals also started with the 'Taru story', to share the journey, cause and solutions clearly with the readers and listeners (*Taru Story, Journey*, 2015). This story then leaves an impression on the hearts of many leading to a large movement and a consolidated effort by all.

Proposition 5: Social ventures depict resilience by expanding the original vision and diversifying social boundaries at the right time for the greater good.

It is clear that a social entrepreneur is someone who seeks out and manages different business opportunities that have the potential to positively impact society or the world as a whole. In many of the cases discussed here we saw glimpses of diversification, expansion, vertical or horizontal integrations resorted to by many to keep the business running (Martin & Osberg, 2007). For the greater good,

Ms. Aditi, expanded the scope of Menstrupedia to include general awareness without limiting to menstrual health for the young and uninformed. Ms. Anita for example vertically integrated to provide for not just waste collection but also using the same as raw material to produce finished goods for sale, taking control of the supply chain. Hence, these selective choices are what makes them unique and a stimulator in the growth of the social impact created by all.

Conclusion

While the general biological characteristics like the risk-taking capacity, approach, way of working, organized and inclusive nature may define the nature of business preferred by women but there are several important factors that are leading to the success of these budding women social entrepreneurs. As witnessed in the cases above, the most important characteristic is for one to have an entrepreneurial mindset to find a solution to the problems. From problem identification to ideation to implementation and execution, all of the above cases discussed have focused on the intricate and minor details of the issues. Often times, the granularity gets lost in the dearth of the issues but the level of breakdown and assessment itself determines the success rate of the solution proposed and implemented. Moreover, the change in mar-

The most important characteristic is for one to have an entrepreneurial mindset to find a solution to the problems.

ket orientation to more of a socially oriented work approach along with being economically viable, has been a game-changer in the successful implementation of the proposed solutions. To conclude, resilience is the by-product of the motivation and mission-driven nature of the social entrepreneurs.

Acknowledgement

The authors would like to thank ICSSR for funding the women social entrepreneurship research .

References

- Anand, R. (2010), Conserve India: Using Fashion Against Poverty. The Better India, <https://www.thebetterindia.com/1630/conserv-india-fashion-against-poverty/>
- Akriti, A. (2023), Social Entrepreneurship Has Been a Boon for Women Worldwide. OpenGrowth. <https://www.opengrowth.com/resources/social-entrepreneurship-has-been-a-boon-for-women-worldwide>
- Ashoka. (2007), Ashoka fellow Anita Ahuja. <https://www.ashoka.org/en-in/fellow/anita-ahuja#accordion>
- Ambati, Nageswara Rao & Kapadia, Kaazvin. (2017), “The Role of Women in Social Entrepreneurship for Sustainable Development” in Misra, S, Shukla, S and Batthini, G (Eds.), Twelfth Biennial Conference on Entrepreneurship, EDII, Bookwell Delhi.
- Chakrabarty, R. (2021), “How Teach For India Founder Shaheen Mistri Built a Network of Education Leaders Impacting Millions”, *India Today*. <https://www.indiatoday.in/education-today/how-i-made-it/story/how-teach-for-india-founder-shaheen-mistri-built-a-network-of-education-leaders-impacting-millions-1849504-2021-09-05>
- Chatterjee, M. (2022), Shaheen Mistri: India’s Education System Is in Crisis. Council on Foreign Relations. <https://www.cfr.org/blog/shaheen-mistri-indias-education-system-crisis>
- Dewan, N. (2022), “Nasscom Foundation and Gen Empowers 200 Women Agri-preneurs with Digital Skills”, *The Economic Times*. <https://economictimes.indiatimes.com/small-biz/sme-sector/nasscom-foundation-and-gen-empowers-200-women-agri-preneurs-with-digital-skills/articleshow/95665090.cms?from=mdr>
- Dodo, F., Raimi, L. & Rajah, E. B. (2021), “Social Entrepreneurship and sdgs(Sustainable Development Goals) Case Studies from Northeast Nigeria”, *Emerald Emerging Markets Case Studies*, 11(4) :1–38. <https://doi.org/10.1108/eemcs-10-2019-0264>
- GEM, G. (2022) “Global Entrepreneurship Monitor Releases New Research Highlighting Women’s Entrepreneurship Trends Across the Globe”, *GEM Global Entrepreneurship Monitor*. <https://www.gemconsortium.org/reports/womens-entrepreneurship>
- Gartner Careers. (2021), “Gartner Gives: Transforming the Lives of Students in India”. *Gartner Careers*. <https://jobs.gartner.com/life-at-gartner/gartner-gives/gartner-gives-transforming-the-lives-of-students-in-india/>
- Haugh, H. (2019), “A Research Agenda for Social Entrepreneurship”, *Social Enterprise Journal*. <https://doi.org/10.4337/9781788972321>
- Huysentruyt, M. (2014). Women’s Social Entrepreneurship and Innovation. *OECD*.
- Collaborative Community, & Swissnex India. (2015), Social Entrepreneurship in India: Unveiling the Unlimited Opportunities, A CTI Training program, Bangalore, .
- Inspirational Story of Aditi Gupta, Menstrupedia Founder and Women Entrepreneur. Suger Mint. (2021), <https://sugermint.com/inspirational-story-of-aditi-gupta-menstrupedia-founder/>

- Niti Aayog, GIZ, Her & Now. (2022), 75 Womenpreneurs of India, Atal Innovation Mission. IBEF, I. (2022). Women Entrepreneurs Shaping the Future of India, India Brand Equity Foundation. <https://www.ibef.org/blogs/women-entrepreneurs-shaping-the-future-of-india>
- Kaushal, B. (2021). How this SMB Bagged a UN Award with Its Vision to Help Farmers Become Small-scale Entrepreneurs. YourStory.com. <https://yourstory.com/smbstory/mumbai-fmcg-organic-brands-taru-naturals-united-nations>
- Kubski, J. & Skodova, M. (2013), "Why Are More Women Leading Social Businesses?" *The Guardian*. <https://www.theguardian.com/social-enterprise-network/women-in-leadership-blog/2013/oct/23/why-more-women-leading-social-business>
- Kamaludin, M. F., Xavier, J. A. & Amin, M. (2021), "Social Entrepreneurship and Sustainability: A Conceptual Framework", *Journal of Social Entrepreneurship*, <https://doi.org/10.1080/19420676.2021.1900339>
- Kishnani, N. (2022), "Agility and Resilience in Social Enterprises - A Case Study Approach", *SAMVAD*, 23(0): 65. <https://doi.org/10.53739/samvad/2021/v23/166568>
- Lubberink R. (2019), "Social Entrepreneurship and Sustainable Development", in: Leal Filho W., Azul A., Brandli L., Özuyar P. & Wall T.(eds), Decent Work and Economic Growth. Encyclopedia of the UN Sustainable Development Goals. Springer, Cham
- Martin, R. L. & Osberg, S. (2007). (rep.), "Social Entrepreneurship: The Case for Definition", *Stanford Social Innovation Review*, Spring : 29-39
- Niti Aayog, (2022), Decoding Government Support to Women Entrepreneurs in India.
- Norzom, T. (2022), How Menstrupedia Continued Tackling Menstrual Health Stigma When Most Experts Saw Little Business Value, YourStory.com. <https://yourstory.com/herstory/2022/05/menstrupedia-menstrual-hygiene-day-women-health>
- Peredo, A. M. & McLean, M. (2006), "Social Entrepreneurship: A Critical Review of the Concept", *Journal of World Business*, 41(1): 56-65.
- Peepul Enterprise. (2021), Peepul Centre Epitomizes the Importance of Community Hubs During Covid. <https://peepulenterprise.com/unique-inspired-and-versatile-leicesters-the-peepul-centre-epitomises-the-importance-of-community-hubs-during-covid/>
- Raju, P. R. K. (2018), "Case Study on Social Entrepreneurship, a Catalyst for Rural Empowerment", National Conference on Rural Empowerment Entrepreneurship for Socio-Economic Change (NCREESE-2018), August 2018, pp: 18-24 https://www.researchgate.net/publication/328924427_CASE_STUDY_ON_SOCIAL_ENTREPRENEURSHIP_A_CATALYST_FOR_RURAL_EMPowerMENT
- Ridder, H.-G. (2017), "The Theory Contribution of Case Study Research Designs". *Business Research*, 10(2): 281-305. <https://doi.org/10.1007/s40685-017-0045-z>
- Rashid, Y., Rashid, A., Warraich, M. A., Sabir, S. S. & Waseem, A. (2019), "Case Study Method: A Step-by-step Guide for Business Researchers", *International Journal of Qualitative Methods*, 18, 160940691986242. <https://doi.org/10.1177/1609406919862424>
- Sachdev, G. (2021), Menstrupedia's Aditi Gupta Opens Up About Her Journey as Menstrual Educator. Healthshots. <https://www.healthshots.com/she-slays/menstrupedias-aditi-gupta-opens-up-about-her-journey-as-menstrual-educator/>
- Strobl, A., Kronenberg, C. & Peters, M. (2012), "Entrepreneurial Attitudes and Intentions: Assessing Gender-Specific Differences". *International Journal of Entrepreneurship and Small Business*, 15(4), 452. <https://doi.org/10.1504/ijesb.2012.046475>

- Sumit Kaushik & Simran Bhardwaj (2023), A Rising Trend of Women-led Social Entrepreneurship in India. Gaon Connection. <https://www.gaonconnection.com/lead-stories/opinion-gender-equality-women-entrepreneurship-growth-development-social-enterprises-leadership-governance-51943>.
- Social Entrepreneurship and Social Innovation. (2010). OECD Studies on SMEs and Entrepreneurship, <https://doi.org/10.1787/9789264080355-50-en>
- Singh, A. (2020), Social Entrepreneurship and Sustainable Development, <https://doi.org/10.4324/9781003042396-3>
- Swarup, A. (2020). Peepul. MillenniumPost. <https://www.millenniumpost.in/opinion/peepul-422330?infinitemscroll=1>
- THC, T., Gopalakrishnan, D. & Kishore , G. N. (2021), Taru: Grassroots Movement to D2C Brand. The Hard Copy. <https://thehardcopy.co/taru-grassroots-movement-to-d2c-brand/>
- Taru story, journey. Taru Naturals. (n.d.). <https://www.tarunaturals.com/taru-story-journey>
- This Social Entrepreneur Is Working with Rag Pickers and Makes Fashionable Handbags from Plastic Waste. Suger Mint. (2021). <https://sugermint.com/anita-ahuja-conserve-india/>
- Urban, J. (2021), “Factors of Entrepreneurial Success: A Qualitative Multiple Case Study of New Small Businesses”, *SHS Web of Conferences*, 91, 01026. <https://doi.org/10.1051/shsconf/20219101026>
- Weerawardena, J. & Mort, G. S. (2006), “Investigating Social Entrepreneurship: A Multi-dimensional Model”, *Journal of World Business*, 41(1): 21–35. <https://doi.org/10.1016/j.jwb.2005.09.001>
- Zhang, D. D. & Swanson, L. A. (2014), “Linking Social Entrepreneurship and Sustainability”, *Journal of Social Entrepreneurship*, 5(2): 175–91. <https://doi.org/10.1080/19420676.2014.880503>