

Agility and Resilience in Social Enterprises- A Case Study Approach

Namrata Kishnani

Assistant Professor, Department of Management, The Bhopal School of Social Sciences, Hoshangabad Road, Near, Habibganj Naka, Opposite, Bhopal – 462024, Madhya Pradesh, India; namah4@gmail.com

Abstract

Covid-19 exposed various existing business organizations and start-ups to sustenance risk. The dynamics of the business environment changed drastically at an unprecedented rate wherein resilient organizations survived the blow. There is an increased need of exploring new dimensions of business models which serve the socio-economic motive for communal development thinking beyond profits but are agile to adopt latest technology and innovations serving the bottom of the pyramid. The study exhibits the resilience and agility of social enterprises during current challenging times of pandemic Covid-19 through a case study approach. The research throws light on actions and strategies adopted by social enterprises working in the handloom sector of central India for supporting the marginalized community with short term and long-term strategic measures discussing the challenges faced by three social enterprises (handlooms). It also discusses the strategic importance of social entrepreneurship in developing economies in such challenging times to provide sustainable value creation and social upliftment.

Keywords: Agility, Covid-19, Resilience, Social Enterprises

1. Introduction

Businesses across the globe and different arenas were severely impacted in the last year. Covid-19 have out rightly displayed the ill-preparedness and risk beyond assessment of every business. Their business models failed to invest in comprehensive risk management techniques and future uncertainties with the sudden outrage of the virus globally. However, few businesses which were able to outcast the challenges were found resilient, they relied on their innovative approach, technology and agility to bear the environmental shocks. Business Resilience is the capability of a business organization to withstand, overcome, strive and adapt to the various internal/external risks and unanticipated business environmental changes. These organizations are quick and adopt innovative disruptive approaches to continue the business

operations, safeguarding the resources and brand equity through efficient risk management strategies. Since time immemorial such organizations have gone beyond risk assessment and management to bring innovative business models and efficient business operations facing the vulnerabilities.

Companies at large are trying to navigate through the rough waters and concerns arising from uncertainties in the business environment and expectations of stakeholders whether customers, investors, government or society at large. These environmental shifts of business have mandated structural changes in the business model following the risk-return pattern of the organization and industry. In the state of VUCA (volatility, uncertainty, complexity and ambiguity) business world companies must think out of the box for improving organizational overall health and overcome the challenges. Organizations

large or small are investing on a cohesive IT infrastructure network and building resilient organizations focusing on multiple dimensions: finance, technology, operations, organizations, business model and reputation. Organizations need to analyze and rework their strategies bringing agility and resilience. It will serve as a catalyst for organizational growth and sustainability.

The recent pandemic of covid-19 has given multitude shocks to labour intensive industries and supply chains. It has hit the textile sector, automobile, retail and many other sectors to name a few necessitating path breaking strategies for surviving the uncertain times through better risk assessment and management. Social enterprises or social entrepreneurs are actively engaged in activities to resolve social problems and issues faced mostly by developing or underdeveloped nations like poverty, illiteracy, unemployment, shortage or unequal distribution of income and other resources. The current crisis has threatened the survival of social enterprises already struggling with multiple problems like access to funds, motivated founders and team members and so on. These social enterprises fail to scale their operations with limited reach within a small regional location due to shortage of resources, government aids and other facilitative systems in place.

The pandemic has resulted in the emergence of new improved processes/products, innovations and more resilient business models to continue to survive in highly competitive and complex environments. Organizations that were quick to respond, shifted dramatically towards more advanced business models which incorporate technology, efficient talent resource pool and innovative business processes/operations continue to survive and leverage the brand value.

2. Review of Literature

Covid-19 was an unprecedented loss to economies globally. However few companies were able to respond through strategic policy planning and organisational resilience. The research used a case analysis method to find out the difference in four large companies of Italy working in media and communication, mobile telecommunications, Investment banking and in multiutilities. Interviews were conducted with CEO's probing on implications of Covid-19 and their strategic responses to sail through the situation.

The analysis of practical cases was helpful for increasing their knowledge on organizational resilience and for providing the managerial community with a policy framework to navigate unexpected events like the Covid-19 pandemic. The researcher focuses on short-term actions and long-term decisions to accurately capture potential opportunities from the crisis. Most of the informants focused on the development of digital skills useful to navigate the complex scenario. Again, a strong association between digital solutions investments and positive strategic responses to unexpected events is associated with the higher level of organizational resilience. Team work or cooperation can help to competing not only presently but creating difference in the future. (Linnenluecke, 2017) New business models and new business systems should be configured to become resilient for the possible unexpected events often surprising the organizations to offer sustainable and innovative products and services with back up of liquidity.

Generating new procurement alternatives and implementing new ways of [https://doing business](https://doingbusiness.org) (e.g., smart-working) can both represent valid answers to the crises. Strategies like re-shoring and supply chain shortening have been evaluated and executed since the Covid-19 has been spread. The interviews showed that digital investments represent a key strategy to navigate this complex scenario. (McKinsey, 2020), Organization's assertiveness and response to environmental changes building their resilience with improved competencies, cost and revenue models (return on capital). Organizations following agile strategies and resilience continue to rule the markets bouncing back quickly, according to Continuity vs Resilience: Next steps, PWC.

(Acciarini. C. *et al.*, 2021). "Resilient companies in the time of Covid-19 pandemic: a case study approach" discussed the competencies of specific companies building resilience and strategic responses. Peng *et al.* (2009) affirmed through several interesting insights on strategy formulation processes as a connection between economic and organizational aspects for harnessing significant opportunities in challenging times. The researcher wants to evaluate the organizational proximity and similar features to understand their response in crisis for effective risk planning. Therefore it throws light on financial aspects, health & safety norms, digital investment and support to new edge education and training for

developing new business models. (Peeri *et al.*, 2020). Big data evolution in few organizations has been a catalyst in amplifying organizational response with integration of business and institutions. (Acciarini *et al.*, 2020).

The policy document of OECD Policy Responses to Coronavirus (Covid-19) - Social economy and the Covid-19 Crisis: Current and future roles, “social entrepreneurship has a cascading effect for reviving economy post covid-19 by creating employment and innovative solutions”. They have been working at the grassroots level identifying problems in existing community set-up and driving creative solutions. During the current crisis and lockdown they worked on how to bridge the divide between the privileged and marginalized in various sectors from education to health. They reach rural underprivileged children with community radio, teachers, books or handouts while creating eco-friendly sanitizers, masks and so on. Social entrepreneurs can be instrumental in breaking the systematic barriers for sustainable future fast track growth agenda. Most of the social enterprises faced three broadly categorised problems - financial stress, low digital abilities and high attrition rate or low motivation amongst people leading to suspension of field work. However they can be a turning point with increasing their effectiveness and efficiency apart from additional funding to continue with their significant community works. Social enterprises can be strategic partners for developmental works at ground level bringing operational efficiency and long term resilience.

Social organizations have been a trusted partner in societal development addressing the communal needs operating from the forefront. They are working closely with various economic stakeholders for capacity building at local level. However covid-19 crises have given a big blow to the already facing financial and manpower crisis. This calls for resilience and pioneering social innovations for more efficiency in a collaborative way with stakeholders (policymakers, entrepreneurs, society, academicians) for a supportive and facilitative network. It recommended developing an action plan through shared vision, technological innovations, legal framework, shared tools and diversified resources for creating the highest impact.

Social entrepreneurs have navigated through the dynamic environmental set-up with passion and innovative approach traversing the myriad of challenges and power systems. They have partnered with various

systems in society from academic institutions, policy makers, businesses to leverage the resources for inclusive and holistic development. In this troubled times of pandemic they are confronting problems of affected people on ground as stated by Hilde Schwab, Co-Founder and Chairperson, Schwab Foundation for Social Entrepreneurship to build resilient and inclusive systems in future. They were seen as proactive in supporting the marginalized who were hit the hardest during and after sudden lockdowns which has led to sudden economic fallout of the nation.

Weaver (2017) stated most of the social enterprises are actively engaged in collaborative approach partnering with various parties at individual or institutional level for financing or non-financial assistance like implementation/ evaluation, service delivery, and resource acquisition for creating social and economic value. (Mair and Marti, 2009; Shaw and Carter 2007).

(Saripalli, B.S., Chawan, V. and Gunta, S., 2019) stated in their research work “Empowering subsistence women entrepreneurs in India: Insights from Lijjat, Mulukanoor and MPWPCL” that many researchers have focused their attention on women empowerment in emerging economies through social enterprises. They have made an attempt by comparative case analysis approach to understand their working structures and systems to engage the marginal community lacking financial and marketing resources. The research suggested a conceptual work from collective insights of three social enterprises Lijjat, Mulukanoor and MPWPCL to highlight their intervention in the socio-economic aspects. It stressed on market exposure, social value creation and social innovation leveraging the latent marketable resources for sustainable commercial purposes.

Sustainable Development Approach (proposed by Barbier (1987)) stands primarily on three pillars - society, economy and environment. It was reframed as the Triple bottom line that is people, profits and planet by Elkington (1990). Social entrepreneurship aims at leveraging financial and managerial resources through various initiatives to produce social value. (Johnson, 2000; Roper and Cheney, 2005; Mair and Marti, 2006). It has gathered pace in the last three decades serving the community with its social innovations (Phills, Degeilmer and Miller, 2008, p.36) working in compliance with the government’s development agenda. The collective dynamism of the

organizations aims to create an inclusive and progressive society adding more resilience and agility towards goals (Defourny and Nyssens, 2010). However, most of these fail due to shortage of resources, poor technology and management (Galera and Borzaga, 2009).

The current Covid-19 pandemic drastically impacted the financing of social entrepreneurship during the seed stage (Brown, Rocha, and Cowling, 2020). It led to cascading effects namely due to limited opportunities, sharp decline in sales and difficulties in managing fixed costs (Kuckertz *et al.* 2020). Most of the businesses reported huge losses except few of them whose business model or value propositions still are relevant or have taken crisis management steps quickly gauging the need of hour. (Ratten, 2020) suggested social entrepreneurship as a useful tool in bringing positive changes exacerbating societal problems through innovative solutions and co-creation during such uncertain economic times for its social mission. (Giones *et al.*, 2020) suggests that social entrepreneurs should adopt agile management and strategic frugality for bringing resilience to business objectives. Organizational perspectives have to be recreated based on social and economical goals drifting towards agility of mission, technological designs and resilience to face the challenges posed by sudden economic shifts (Bacq and Lumpkin, 2020).

3. Research Objective

The research study attempts to understand the strategies taken up by social enterprises or entrepreneurs during the challenging times that followed the outbreak of covid-19. Existing literature evidently supports the significance of social entrepreneurship in developing countries for socio-economic benefit addressing the challenges created and aggravated from covid-19 pandemic. However the area still remains unexplored. The study follows a case study approach to study the response to situations created due to covid-19 pandemic by existing social enterprises in the handlooms sector, as it caters to women and rural employment creating a multiplier effect in the local community development. It explores the mentioned social enterprises through direct observation and interview method and describing explicitly their unique challenges and responses. The research aims to identify the traits of social enterprises taken up as case studies for successfully

managing the changes in the business environment. Thus, the study aims to:

1. Study the challenges faced by social enterprises with outbreak of covid-19 on different aspects through various cases presented in the following part of research.
2. Responses and strategies employed by such social enterprises to address the problems.
3. Emphasizes on the supportive and facilitative role of policy measures/schemes or initiatives for handholding and empowering women entrepreneurs.

4. Research Design

The study presents three case studies of social enterprise working in the handloom sector. Social enterprises working for conserving the traditional handloom designs and techniques along with employing a large number of weavers from rural or backward areas especially women for increasing their standard of living. It is an exploratory study which relies on secondary and primary data collection in the form of direct observation and interviews with the entrepreneur/s, management and beneficiaries of social enterprises. While other secondary information was collected from online journals, news articles, websites on the basis of agility and resilience showcased towards challenges posed by external environment during and post covid-19 pandemic with strategic initiatives. Finally recording and presenting descriptive records of each in a comprehensive and collective manner for drawing useful information adding to existing literature. It also attempts to demonstrate the latent potential of social enterprises to face the uncertainties with strong resilience and agile management measures.

5. Brief Profile of Social Enterprises

The pandemic covid-19 has turned various tables across the sectors facing the crisis. This has prompted industry to switch to leaner organizations that are agile and resilient to stand through such difficult times with technological integration and capacity building. Few such resilient social organizations working with traditional handlooms and artisans are presented below:

5.1 Case 1: GoCoop.com

A handloom based social enterprise connecting weavers, artisans, cooperatives and various handloom clusters with buyers globally with technological and managerial interventions. Indian textiles and crafts not only enjoy world fame but also is the second highest employment generator which is marred with poor technical knowledge, marketing skills and middlemen shying away with substantial profits. Siva Devireddy founder of GoCoop.com with her rural association and software skills created an online marketplace for helping weavers to manage orders, inventories and deliveries themselves turning the traditional business into modern business set-up with access to bigger markets primarily focusing on improving livelihood and standard of living. The platform which started in 2013 after a lot of research in handloom clusters of Andhra Pradesh, Karnataka and Odisha began as an e-commerce partner of APCO and Boyanika one of the largest weaver cooperative societies marking the first e-commerce initiative in handlooms. Later in 2014 it came as the first marketplace initiative for weavers across 50 clusters all over India and 350 co-operative societies or master weavers creating the largest supply chain for the handloom sector. The founder strongly believes in leveraging the power of technology for marketing and branding, product development inputs integrating with designers, suppliers and customers. The digitalized web and mobile solution has provided viability and access to supply chain networks and buyers in terms of production. Training workshops educate weavers on online markets and product merchandise along with entrepreneurial skills.

However the sector has faced numerous challenges due to low awareness among customers, cheaper market substitutes, competitive markets and financial crunch. The pandemic has made sustenance of organizations and people associated with it more difficult. During recurring lock downs and closure off transport routes. Thus, it calls for integration of organization with all the stakeholder that has come to standstill through combined effort of government schemes and policies, corporate houses and community. After the strike of pandemic Covid-19 the weaver community was supported with free supplies of rations from government and other NGOs in the sector. While few social entrepreneurs/corporates came forward

for relief work by manufacturing masks and distributing through omni channels.

The weavers faced immediate problems of sourcing raw materials for completing existing orders and supplying them to their buyers in India and abroad. Due to closure of borders and bad state of economy many orders were not completed or took a long payment cycle which blocked their working capital sources. Many microfinance banks and government relief programmes came in light for assisting weavers and small scale entrepreneurs with easy credit and microfinance/small finance facilities to continue production, raw material supplies and market assistance. Public sector organizations like SIDBI, NABARD and others provided collateral free loans upto Rs. 10-15 lakhs to handlooms apart from tax subsidies through business correspondent models.

However it has probed the business organizations to rethink and recraft their business models with change in business environment and demands of customers to match with their competencies and usefulness to bring resilience in business models as stated by Manish Saksena lead consultant and advisor at Aadyam Handwoven. It is imperative to add value to product through meaningful interventions by focusing on lean production models, bringing utility and incomparable craftsmanship or designs. This is the time for product and market development based on market research and capacity building of weavers in collaboration with various government bodies like National Handloom Corporation, State bodies for higher wholesale (B2B) or virtual buyer seller meets emphasizing on buying inventories on immediate payments.

Business agility has become the key to sustainability in VUCA times where steps have been undertaken to develop responsive supply chains with increased access to raw materials, latest designs/collection, market linkages and use of innovative digital technologies/services for hand-holding weaver community and entrepreneurs. Pallavi Tak (Start-up Oasis-Head, Craft Catapult Programme) expresses orchestrating the fragmented value chain to leverage the aggregate effect through innovation, inclusion and investability for weaving social impact and business interest for a multiplier effect, which can come through various small planned interventions.

5.2 Case 2: Bunavat

Avipsha Thakur began her journey of sustainable weaves in 2018 post her visit to Ajrakhpur in Rann of Kutch. She visited three more clusters in West Bengal and other states to know the poor living conditions due to ignorance, poor marketing and technical skills and a long supply chain. She worked with Roshni who was actively working with underprivileged girls before starting Bunavat which is now spread across 30 weaving clusters across 11 states of India consisting of more than 950 weavers with its own e-commerce platform catering to different needs of urban women. She conceptualised to bridge the gap between the weaver's creative craft and consumers through market research and optimizing the supply chain to pass the benefit to both weavers and consumers reducing the intermediaries. She involved the customers by sharing the weaver stories in travelogue on weaving clusters of India -"Kathik" to make informed decisions and know the sourcing of products for larger social benefit. While the other section of the ecommerce portal is "Tantukatha" a digital repository generated from user research of different handloom weaves curating the revival of rare weaves of India. She also explored from sarees to unstitched fabrics, stole, dupattas, home furnishing and so on, upskilling the artisan community in Madhya Pradesh, West Bengal and so on. Social media communication was again an active promotional platform apart from encouraging customers to pre order in times of pandemic to reduce delivery time and financially assisting weavers, mostly women who form a majority workforce (Assam & Kota are entire women group).

Avipsha aims to promote eco-friendly and organic hand spun weaves to promote sustainable fashion and also upcycling the sarees into bags, dresses and so on. The brand is iconic in being environmentally and socially responsible rather than making only design and marketing interventions (under the name Advika- Bunavat's exclusive). Bunavat received a grant from Bumble Community to increase production and upskilling weavers of two clusters in Maheshwar, Madhya Pradesh and West Bengal to face the competition against economical power looms. During lockdown where it was difficult to keep things afloat, they focused on customer engagement through online sessions, pre-

orders or crowd funding to provide monthly apart from other financial assistance in advance. Covid-19 posed numerous challenges in the industry with escalating raw material prices by 20% available on cash unlike before on credit and increasing production without losing focus on health and skill upgradation. As technology seeps in she evaluated and relaunched their business model in the name of virtual walk through service networking customers through video calls.

5.3 Case 3: KhaDigi

Khadi and Village Industries sectors have grown tremendously in the recent past with the support of government machinery popularizing and institutionalising the industry. It has incorporated not just fabrics but indigenous products like honey, herbal cosmetics, etc making a significant contribution of Rs 75,000 crore and fifty million jobs targeted to mark the golden figure of Rs. 5 lakh crore (next five years) as quoted by Nitin Gadkari -Minister of MSME. He strongly believed in socio-economic sustainability of the sector in combating the problems of covid-19 which quickly shifted to production of khadi reusable face masks and PPE kits looking at the surge in market needs. The industry is moving in line with responsible production and consumption with an innovative and collaborative approach along with rural and women empowerment.

KhaDigi is one such innovative social enterprise which has merged the digital technologies and systems with the potential use of ethnic khadi. The Vocal for Local mantra became the voice of Umang Shridhar, the mind and soul behind the enterprise way ahead in 2015 as a participant in Design Sutra competition organized by NIFT. She exploring the theme of Khadi reached to her roots in Bundelkh and and wish to bring glory to craft along with self-reliance and empowerment of weavers, mostly women. Umang wanted to give voice and recognition to rural weaving communities and artisans with technological interventions like block chain technology, QR Code scanners to know the sourcing and process that goes behind weaving a product for making informed decisions providing dignified skill based employment. Currently it employs more than thousand artisans from different handloom clusters who are trained

to use new age technology with traditional skills for exploring new ideas of product development, packaging and warehousing, branding and marketing.

KhaDigi has been instrumental in raising the living standard of artisans by 300% rendering a continuous support and workflow forging business ties with corporates like Reliance group, Aditya Birla group and many well known designers of international repute. The hand spun or woven fabric brand stands with UNSDG sustainable development using cotton, soya waste, bamboo or silk (Chanderi or Jamdani) with contemporary techniques. In the current pandemic situation, it launched the “Shop for a Cause” campaign through social media platforms to support Chanderi weavers and collaborated with KGU (aiming to tie with global fashion brands like H&M, Zara) apart from launching masks of different styles, patterns or prints. They began manufacturing protective face masks designed to fit all (including children) with a built-in function of replaceable melt blown filter which increases the Bacterial Filtration Efficiency of the mask to 99.7%. They partnered with Mahashakti Seva Kendra in Bhopal to provide dignified employment opportunities to women manufacturing these masks which are marketed in corporates, banks and other institutions. However managing the supply chain bottlenecks is still a challenge with changing dynamics like few clusters declared as containment zones.

KhaDigi shifted their business model from B2B to B2C dealing with customers directly through their ecommerce website under “Artisan’s Originals” campaign selling various handlooms, handicrafts, gift cards to promote these products amongst their family and friends. They also plan to export to seven European countries under their expansion plan with relocation of Tanya, another founder to London with huge prospects and demands of products in foreign markets. They further aim to connect various stakeholders in the supply chain for knowledge transfer through technology for better networking both online and offline through workshops or exhibitions leveraging resources for better living standards taking cue from Shreni Samudya - Karnataka based organization.

Artisan Direct is one such initiative which brought more than 250 partners and volunteers on the same platform to collaborate with well known design schools for on boarding artisans on ecommerce (GoCoop, Jaypore, Tata CLiQ, so on) and branding the unsold inventory.

FLO & Creative Dignity addressed the empowerment of artisans of West Bengal, Madhya Pradesh, Rajasthan, Uttar Pradesh, Kerala primarily with digital and market initiatives. Providing relief to artisans finding it difficult to sustain in the market due to shortage of raw materials and no demand with calibrated pricing, promotion and media planning. Tata Power launched “SaheliWorld.Org” offering handicrafts, dairy, herbal, agricultural and covid-19 essentials made by self help groups and rural self help groups.

6. Findings

Paula Woodman, Global Head of Impact Economy at British Council emphasised on innovation and agility in her remarks in “A report on Innovation and resilience: A Global Snapshot of Social Enterprises responses to Covid-19” which was conducted across 38 countries by United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), Social Enterprise UK (SEUK) and British Council in August and September 2020 presented the key points of survey done across 38 countries. It stated agile and innovative approach adopted by social enterprises during pandemic where more than 56% made changes in their business model and operations. Nearly the same number (55%) enhanced their online presence and added new products/services. While 39% supported relief campaigns and just 1% closed permanently out of 740 surveyed as acknowledged by Emily Darko, co-author and research head SEUK. Women and youth led social enterprises are more pessimistic while tourism/hospitality is hardest hit.

Women entrepreneurship and empowerment have been the foundation of socio-economic development of the country. NITI Aayog has initiated numerous flagship programs like Women Entrepreneurship Platform (WEP) partnering with SIDBI for mentoring, training and incubating entrepreneurship along with handholding of women entrepreneurs. About 1.38 lakh projects which is nearly 30% of total projects are provided subsidy or promoted otherwise under Prime Minister’s Employment Generation Programme (PMEGP) Scheme. Thus providing an ecosystem for budding entrepreneurs and other support systems. Covid-19 pandemic have given rise to various social and economic challenges to big and small enterprises alike. However the myriad of setbacks

faced by the economy on the whole gave a new face to existing enterprises.

6.1 Few problems faced are

Intercepts of the personal interview with the entrepreneurs, management and beneficiaries of the above social enterprises enlist the following challenges faced during and post covid-19 by the social enterprises.

Breakdown of the supply chain due to long periods of lockdown and disconnecting all means of transport wherein physical deliveries of goods whether raw materials or finished products were on hold which hampered the already cash starved industry. The labour force was out of work and cash which was supported by meagre donations.

The accessibility to contact centres was restricted to few and limited people dividing teams in cohorts to minimize the possibility of infections to continue work from remote distances and allowing flow of resources.

Reviving the sales and business model as per the need of hour by introduction of digital marketing and technology to digitise the operations in a comprehensive and integrated manner. Improved communication techniques amongst team members, teams and facilitators using Whats app apart from digitally connecting the customers and market expectations.

Innovative and faster product development incorporating agility in business operations sensing the dynamics of economy and business as to make the organisation resilient. Workmen were quick to respond to current problems by manufacturing reusable masks, work from home comfort wear, sustainable fashion, and so on.

Too much dynamic business environment with new set of challenges emphasizing strategic planning, agility and resilience to adapt and adopt changes for long term organizational prospects. Thus capacity building of organizations to anticipate, be prepared, respond to changes and adapt to sudden market disruptions or incremental transformations through appropriate organization structure, systems and process.

7. Suggestions and Conclusion

Resilience and agility is the key to reduce the vulnerability in business organizations taking measures and policies to

accelerate digitalization and infrastructure for development of a supportive ecosystem. Provision of financial and marketing assistance with technical intervention is the key in current times. It is the only way to address UN Sustainable Development Goals via innovative means for meeting sustainable social and community welfare agenda. It further stresses on enhancing social solidarity and network integration of existing resources for new age entrepreneurship and employment opportunities.

As per a report by Local Circles, a community social media platform 28% MSMEs and startups witnessed 100-500% growth via online sales channels in last year. 61% were registered online through various ecommerce platforms in comparison to 31% who have their own websites and apps. All of them accelerated digitalization in order to reach out to the target market serving existing and new ones too reaching out in innovative ways.

Thus the study implies the importance of agility and resilience to withstand problems to dynamic external or internal forces in organizations apart from their size and nature. However in practicality social enterprises serves a greater interest for economic development and community welfare for the marginalised facing numerous challenges. Resilient and agile social enterprises will lead the others through differentiated business measure and strategies unlike the other who rely of government support mechanism or capital of philanthropists.

Government has been proactive in providing financial assistance and other provisions ensuring employment and entrepreneurial opportunities targeting rural or small and medium enterprises. However it has been limited to selected areas and sectors. Government made numerous provisions of short term financial assistance in terms of loan guarantees, grants, subsidies or collateral free loans with minimal documentation or bureaucratic problems. Conduction of online expert sessions relayed on Doordarshan or internet to raise awareness on existing schemes or provisions. Incentivising entrepreneurship and skill enhancement especially in accounting, soft skills, cash flow management, training along with simplification of administrative set-up. New policies and programs to increase ease of <https://doing business> and bring more transparency through e-governance can be implemented effectively with partnership of social enterprises which serve the greater community for inclusive development. Social enterprises aim to bring forth disruptive solutions

with technology enabled systems and double the economic prospects for the larger benefit of the community. They have been the ideal example in the past for active collaboration with private entrepreneurs, academic universities, private venture capitalists, and so on for active funding (co-investment) and network development assisting and mentoring the disadvantaged group through entrepreneurial opportunities and facilitative ecosystem. Social enterprises significantly contribute to socio-economic development for sustainable impact with integration of traditional resource pools with modern trends standing in the right manner for “Vocal for Local” collaborating with private businesses, government and philanthropists.

8. References

- Acciarini, C., Boccardelli, P. and Vitale, M. (2021). “Resilient companies in the time of Covid-19 pandemic: a case study approach”, *J. Entrep. Public Policy*, Issn: 2045–2101. <https://doi.org/10.1108/JEPP-03-2021-0021>
- Bacq. S and Lumpkin. G.T. (2020). Social Entrepreneurship and Covid-19, *J. Manag. Stud.* <https://doi: 10.1111/joms.12641> [Epub ahead of print] at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7675580/>
- Cowling, Brown and Rocha. (2020). Did you save some cash for a rainy COVID-19 day? The crisis and SMEs. *Int. Small Bus. J.: Researching Entrepreneurship*, 38(7) 593–604 [sagepub.com/journals-permissions. https://doi: 10.1177/0266242620945102](https://doi.org/10.1177/0266242620945102) <https://journals.sagepub.com/https://doi/pdf/10.1177/0266242620945102>
- Dart, R., Clow, E. and Armstrong, A. (2010). “Meaningful difficulties in the mapping of social enterprises”. *Soc. Enterp. J.*, 6(3): 186–193. <https://doi.org/10.1108/17508611011088797>
- Giones, F., Brem, A., Pollack, J. M., Michaelis, T. L., Klyver, K., & Brinckmann, J. (2020). Revising entrepreneurial action in response to exogenous shocks: Considering the COVID-19 pandemic. *J. Bus. Ventur. Insights*. Published. <https://doi.org/10.1016/j.jbv.2020.e00186>
- Goyal, S., Sergi, B. & Jaiswal, M. (2015). How to Design and Implement Social Business Models for Base-of-the-Pyramid (BoP) Markets? *Eur J Dev Res.* 27, 850–867. <https://doi.org/10.1057/ejdr.2014.71>
- Hertel. C. (2020). *et al.* Social Performance and Social Impact in the Context of Social Enterprises— A Holistic Perspective, *Social Innovation and Social Enterprises*.
- Madill J. (2015). Addressing Social Problems through Social Enterprise: The Role of Marketing. In: Deeter-Schmelz D. (eds) Proceedings of the 2010 Academy of Marketing Science (AMS) Annual Conference. Developments in Marketing Science: Proceedings of the Academy of Marketing Science. Springer, Cham. https://doi.org/10.1007/978-3-319-11797-3_76
- Martina K. Linnenluecke. (2015). Resilience in Business and Management Research: A Review of Influential Publications and a Research Agenda. *Int. J. Manag. Rev.* 19(4), 4(19), 4–30. <https://doi.org/10.1111/ijmr.12076>
- Oe, H. and Weeks, M. 2020. How to Support Vulnerable Citizens during the COVID-19 Lockdown: A Community Initiative from Ubiquitous Network Perspectives. *Budapest International Research and Critics Institute (BIRCI-Journal)*, 3(2), 1369–1377. <http://www.bircujournal.com/index.php/birci/artic...> <https://doi: 10.33258/birci.v3i2.995>
- OECD Policy Responses to Coronavirus (Covid-19): Policy Implications of Coronavirus crisis for Rural development; 16 Jun 2020 available at <https://www.oecd.org/coronavirus/policy-responses/policy-implications-of-coronavirus-crisis-for-rural-development-6b9d189a/>
- Rasheda L. Weaver. (2020). The Impact of COVID-19 on the Social Enterprise Sector, *Journal of Social Entrepreneurship*, <https://doi: 10.1080/19420676.2020.1861476>
- Roy Smollan, Smita Singh. (2021). How Social Entrepreneurs Respond to Enterprise Failure. *Journal of Social Entrepreneurship*, Pp.1–25. <https://avpn.asia/blog/social-entrepreneurs-can-fast-track-growth-in-a-post-covid-world/>
- S. Bag, S. Gupta, T. -M. Choi and A. Kumar, “Roles of Innovation Leadership on Using Big Data Analytics to Establish Resilient Healthcare Supply Chains to Combat the COVID-19 Pandemic: A Multimethodological Study,” in *IEEE Transactions on Engineering Management*, <https://doi: 10.1109/TEM.2021.3101590>.
- Saripalli, B.S., Chawan, V. and Gunta, S. (2019). “Empowering subsistence women entrepreneurs in India: Insights from Lijjat, Mulukanoor and MPWPCL”, *Society and Business Review*, 14(1), 71–92. <https://doi.org/10.1108/SBR-05-2018-0042> <https://www.emerald.com/insight/content/https://doi/10.1108/SBR-05-2018-0042/full/html>
- Social economy and the COVID-19 crisis: current and future roles; 30 July 2020 available at: <https://www.oecd.org/coronavirus/policy-responses/social-economy-and-the-covid-19-crisis-current-and-future-roles-f904b89f/>
- Impact of Covid -19 and policy responses in India available at: <https://www.brookings.edu/blog/future-development/2020/07/13/the-impact-of-covid-19-and-the-policy-response-in-india/> <https://www.pioneerspost.com/news-views/20201214/innovative-agile-and-resilient-social-enterprises-world-wide-have-adapted-survive>

Horasis Panel on Social Entrepreneurship: Overcoming the Negative Impact of COVID on Informal Economy; June 25, 2020 available at: <https://youtu.be/eT2ZUsq317Q?list=PLxI3Fz5ugBVzFEqSRJBflypfRuGazvFsj> <https://ulaunch.in/2020/09/16/khadigi/> <https://yourstory.com/socialstory/2021/09/shreni-samudaya-supporting-weavers-artisans-karnataka/> <https://www.investindia.gov.in/siru/khadi-masks-protecting-lives-and-livelihoods-during-covid-19> <https://www.oecd.org/coronavirus/policy-responses/social-economy-and-the-covid-19-crisis-current-and-future-roles-f904b89f/> <https://yourstory.com/herstory/2021/08/homeopath-handicrafts-entrepreneur-seller-amazon/> <https://yourstory.com/socialstory/2021/08/robotex-india-robotics-accessible-rural-children/> <https://yourstory.com/2021/08/startup-news-and-updates-daily-roundup-aug-17-2021/> <https://gocooop.com/blogs/news/silence-of-the-looms-forbes-india>

Can technology make a difference in India's drive to revive the handloom? Vogue got in conversation with Siva Devireddy of GoCoop on his game-changing app that's empowering artisans. Available at: <https://www.vogue.in/content/gocooop-app-is-helping-grassroot-level-weavers-get-direct-business-in-india> <https://gocooop.com/blogs/news/gocooop-app-is-helping-grassroot-level-weavers-get-direct-business-in-india> <https://yourstory.com/socialstory/2021/09/shreni-samudaya-supporting-weavers-artisans-karnataka/> <https://retail.economicstimes.com/news/apparel-fashion/apparel-garment-exporters-welcome-plan-to-set-up-apparel-parks/86838392> <https://gocooop.com/blogs/news/gocooops-business-model-is-connecting-rural-artisans-to-global-buyers> <https://yourstory.com/2021/10/startup-bharat-madhya-pradesh-inminz-apps-mvp-development/>