

Muhammad Abdullah Mahmood*
Sidra Irfan**
Nasira Jabeen***
Amani Moazzam****

Sources of Innovation in Social Enterprises Working in Pakistan

Abstract

Social enterprises are always seen as a bridge to create economic and social value particularly in the time of social hardships. Social enterprises significantly contribute towards solving critical problems which cannot be tackled by public sector alone. The advent of Millennium Development Goals in 2000 and subsequent adoption of Sustainable Development Goals (SDGs) in 2015 has given rise to the new forms of enterprises that not only aims to achieve social missions but also design innovative solutions for social problems. Policy makers, state officials, economists, and scholars have increasingly demanded for the need of social innovation to create a high impact on the change process for social issues resulting in an increasing pressure for innovative practices in social enterprises. By applying qualitative research methodology and conducting 24 interviews from 12 social enterprises, this exploratory research has compiled nine major sources of innovation in social enterprises in the context of a developing country, Pakistan. The research findings have significant theoretical, practical and policy implications regarding the major sources that bring innovation and creativity in a social enterprise.

Keywords: Social enterprises, innovation, sources, social opportunities developing countries, Pakistan

1. Introduction

Social enterprises have always played a vital role in bringing welfare at the time of social hardships. With the assistance of such organizations various issues has been resolved that otherwise would not be able to solve by the public sector alone (Carnini Pulino, Maiolini, & Venturi, 2019). The past few years have been important in terms of technological advancement that also help to improve the conditions of welfare systems by evolving the nature of social enterprises (Carnini Pulino et al., 2019). This encouraged the evolving nature of these enterprises that designed innovative solutions by achieving social welfare. Social enterprises play an important role in opening new frontiers of economic growth through innovation. Though social enterprises are on increase and have gained global recognition and growth, the term of social enterprises is still not clear. Scholars have researched the phenomena through various perspectives that has resulted in different structures and typologies of social enterprises (Carnini Pulino et al., 2019; Huybrechts & Nicholls, 2012; Saebi et al., 2019). Along with other important dimensions it is also necessary to discuss the key concept of innovation within social enterprises and highlighting different sources that will ultimately help in growth and development of social enterprises in developing countries.

The concept of innovation is important when we discuss it in terms of social enterprises as these enterprises are always in need of innovative ideas and solutions for successful working of their operations. This research explores the important sources that encourage innovation to flourish in a social enterprise. The paper discusses important sources of innovation originated from the literature and those that were extracted from the data. This paper is divided into five main sections. The first section gives introduction to the phenomenon of social enterprises. Section two discusses the relevant literature on social entrepreneurship and its relationship with innovation. Section three outlines the methodology adopted for this paper. The subsequent section four provides an in-depth analysis along

* Muhammad Abdullah Mahmood Institute of Administrative Sciences
University of the Punjab

** Sidra Irfan Assistant Professor Institute of Administrative Sciences
University of the Punjab

*** Nasira Jabeen (Corresponding author) Professor Institute of Administrative Sciences
University of the Punjab Lahore, Pakistan

**** Amani Moazzam, Assistant Professor Institute of Administrative Sciences
University of the Punjab Lahore, Pakistan

with discussion of nine main sources that encourage innovation in social enterprises. The last sections are about the discussion of main findings and draws main conclusions.

2. Literature Review

2.1 Social Entrepreneurship

Social entrepreneurship has a significant impact on society through its objectives of value creation and social mission as it confront poverty, empower women, transform society, and foster growth in market (Dwivedi & Weerawardena, 2018; Saebi, Foss, & Linder, 2019). Due to diversity of the phenomena, the literature of social entrepreneurship is difficult to grasp and therefore it is difficult to put it in single unit of analysis (Saebi et al., 2019). Defining social entrepreneurship is challenging as there is no uniform definition in the literature but after analyzing various definitions that cover different aspects of social entrepreneurship, four aspects can be identified: i) Personal behavior of entrepreneurs; ii) Scope of the operations; iii) Systems and resources consumed; and iv) Mission of social value creation (Carnini Pulino, Maiolini, & Venturi, 2019). These four characteristics are important to analyze to define social entrepreneurship in any specific context. Social entrepreneurship consist of diverse set of legal and organizational forms that use various market means to realize social change. The existing literature has mainly identified social enterprises as organizations that try to make social impact and then try to sustain their effort by making use of markets (Mongelli, Rullani, Ramus, & Rimac, 2019). The primary objective of a social enterprise is to improve social welfare, to create a social value and to create a social impact on the society or the affected community while the secondary objective of profitability is to ensure their sustainability that is important for their survival (Pal & Altay, 2019). As these enterprises work without any financial support from government or any other institutions, engaging in markets and work for profitability through innovative methods is necessary for survival. As discussed by Seelos and Mair (2007) the development of business models and structures for these organizations that can be merged with profit ventures will help in developing new sustainable markets. The inclusion of such business models will help these organizations to achieve their dual mission in a more effective and efficient way.

2.2 Social Entrepreneurship and Innovation

The review of the exiting definitions of social enterprises clearly indicates the importance of innovation and creativity in social enterprises. The term social enterprises is usually considered as an umbrella term under which all activities are performed to increase social wealth and to achieve social objectives by adopting innovative approaches (Carnini Pulino et al., 2019; Saebi et al., 2019). Innovation is considered as key aspect by these social enterprises to create social value in the society therefore social enterprises must be creative in utilization of their resources to gain maximum output from minimum resources. For regional growth, continuous development of innovative ideas and solutions are required by social enterprises, moving from traditional approaches these innovative ideas include new ways of marketing, raising funds, and better utilization of resources etc. While adopting such novel solutions, social enterprises are moving towards an entrepreneurial view to fulfill their needs and these needs are now being fulfilled by adopting hybrid nature (Dwivedi & Weerawardena, 2018). In the journey of entrepreneurship, innovativeness is positively related to knowledge of employees, spatial changes, different regions, improved technology, openness, community engagement, affordance, and generativity (Helmsing, 2015; Nambisan, Wright, & Feldman, 2019). The approach of innovation in social entrepreneurship is similar to that of commercial entrepreneurship as these enterprises are adopting similar models and therefore this approach give a path to innovation for making a space in social enterprises (Huybrechts & Nicholls, 2012). With a similar view, Zahra, Gedajlovic, Neubaum, and Shulman (2009) said that social enterprises face situations where related institutions and societal structures failed to meet social demands then these enterprises introduce creative and innovative methods in order to achieve social missions.

3. Methodology

Keeping in view the exploratory nature of this research qualitative research methodology was adopted in this study. Qualitative methods help to develop a rich understanding of the social issues (Bryman, 2016). Although the role of social enterprises is considered even more important in developing countries but it was surprising to find that this area remains less explored in the context of Pakistan. It was, therefore, realized that there is a need to adopt a methodology that collects the emotions and thoughts of the respondents without introducing any preconceived notions. Qualitative research methodology helps in collecting detailed and multiple viewpoints that are needed to identify sources of innovation in social enterprises working in Pakistan. One of the most important and widely employed methods of data collection in qualitative research is interviews (Bryman, 2016). Semi-structured interviews were conducted as a data collection strategy for exploring the sources of innovation in social enterprises

of Pakistan. In total 24 semi-structured interviews from 12 social enterprises were conducted. The complete list of interviewees along with their respective organizations is compiled in Annexure A.

Thematic analysis technique was applied to analyze collected data. Thematic analysis is a method of finding, interpreting, and reporting themes within the data in qualitative research (Braun & Clarke, 2006). To avoid any ambiguity and ensure transparency Computer Assisted Data Analysis Software Package (CAQDAS) was used. In terms of transparency and suitability of the CAQDAS (e.g. NVivo, Atlas.ti AnSWR, and MAXQDA) for qualitative research data, CAQDAS provide a number of advantages (Miles et al., 1994). NVivo software was used to handle and analyze the qualitative data collected for this research. As a result of thematic analysis nine sources of innovation emerged which are discussed in the next section.

4. Sources of Innovation in Social Enterprises

It has been discussed in the literature review section of this paper that the innovation is inevitable for the survival and growth of social enterprises as these enterprises are always in need to have innovative ideas and solutions for successful working of their operations. Innovation is about serving your beneficiaries in a way better than before and it usually started with social enterprises. For example, Kashf is an innovative social enterprise for empowering people from rural areas and with the help of innovation they have set trends in the market that are followed by other social organizations. In the recent innovative program of Kashf livestock loans, they train farmers, improve livelihood of their animals, save them from different diseases, and improve their growth. So, continuous improvement is important as innovative ideas help these organizations for their beneficiary's growth because if their beneficiaries will grow the organization will grow. Innovation was given due importance by all the members for empowering their social enterprises. Comments from managers such as,

Our major driving force is to bring change in lives of the people, so we do innovation and interventions.

Innovation is very important; our street school project is completely based on innovation and,

Our organization is an innovative organization and with help of innovation we set trends in the market so that people follow it.

indicate the importance of innovation in social organizations and the way it effects their decisions while initiating and executing their projects. Those organizations that were not able to innovate themselves had to shut down their operations for example, Pharmagen water, Desi tour project, and MeriTaleem etc. Survival and growth of any organization is not possible without innovation. For example, education program of Al-Khidmat is a success because they introduce innovation in its operations and other than providing education they also provide children with regular health facilities, hygiene kits and facilitate their families with their domestic problems. Other than that they also arrange free field trips for better exposure of children that sparks their intellectual capacity and activity based learning methods with different kinds of media tools. For social enterprises such small innovative methods are important for their beneficiary's growth that later help organizations to grow. There are various sources that help bringing innovation in social enterprises that help these organizations to grow themselves. The sources of innovation vary from one cultural context to the other and these sources are discussed below.

4.1 Environment as a Source of Innovation

One of the most important sources of innovation for social enterprises is the environment in which they operate or want to operate (Dawson & Daniel, 2010). There is always a need of innovative ideas to flourish with the changing environment. A program can never be a success if the services provided by it are not changing according to the needs of its beneficiaries. After executing a project, if a social enterprise serves its recipients on the same procedures and policies year by year it will affect the growth. Moreover, same formulas cannot be applied on every region due to difference of culture and environment (Huybrechts & Nicholls, 2012). From one place to another things work in different ways that encourage innovative ideas to generate. For example, the introduction of Islamic Banking in Islamic regions due to non-acceptance of commercial banks systems. While telling the reasons of their change models due to environmental and cultural factors, the manager of microfinance social enterprise commented:

If I talk about KPK we face problem of acceptance, as they said it involves interest. We tell them about Islamic asset based leasing procedures, we give them assets according to their requirements so we have to change our model, we innovate and offer new products.

Different factors of a society that include their local issues, population, household structures, main business streams, and sources of incomes etc. help a social enterprise to introduce different and unique solutions for that society. For example TurrLahore works on a unique idea by connecting people of different classes and societies within a city that provide with different growth opportunities. So, the environment and culture provide a number of opportunities for a social organization to introduce innovative ideas and help societies to grow. As the co-founder of TurrLahore commented:

It's like we are connecting one class to another and it's the first step and the next step is mobility, people get a chance to interact so they learn each other's habits, culture and manners etc. It's a kind of cultural exchange.

While providing different opportunities for innovation (Méndez-Picazo, Ribeiro-Soriano, & Galindo-Martín, 2015), sometimes environment also create negative effects when implementing and executing a particular project (Sengupta & Sahay, 2017). These barriers make environment as a challenge for the success of the project but also an innovative source to produce unique products and services. The relation between a social enterprise and its environment is a complex as there exist variation within the environmental factors in a society. Inevitably, the role of a social enterprise is to foster the collaborative activities in an area where environmental factors are taken fully on board.

4.2 Community Members and Stakeholders as a Source of Innovation

The involvement of local community where the programs are implemented help social enterprises to generate innovative ideas due to familiarity of the community with the cultural norms and values (Gramma-Vigouroux, Saidi, Berthinier-Poncet, Vanhaverbeke, & Madanamoothoo, 2019). The first and the most important thing regarding community engagement for these social enterprises is the acceptance of the local community of the project. The mission and vision of the project should be accepted by the community; they should realize the importance of that project for themselves and only then that project could be a success. For example, for every project Al-Khidmat has a committee that include people form the community, their organization, and related stakeholders that helps them to tackle different challenges. Upon asking about the importance of community engagement, one of the respondents' deemed the phenomena as:

My favorite experience with Bargad is that Bargad work with grass roots communities, we work with public universities in small cities and that helps to provide them a platform to do what they want to, I think this participation and engagement helps to create a lot of space and opportunities for those people and enable us to innovate and offer new programs.

Different ways through which these organizations engage the community and stakeholders include regular updates through messages, after sales reports, aids, discussions, meetings, entrepreneurship awards, seminars, monthly, quarterly and annual reports, assessment impacts, newsletters, sponsorship proposals, case study reports, donor and youth conferences, and regular visits to the beneficiaries. These all methods are adopted by different social enterprises to generate innovative ideas from the local community and the related stakeholders (Huybrechts & Nicholls, 2012). But there is inconsistency while involving stakeholders within the projects as the program cannot be always altered as desired by the community. On commenting about donor preferences, the manager of an orphanage home project put this dilemma succinctly as:

Donors prefer their main cities or their home towns to benefit their people, like we have a request from Gilgit Baltistan to develop an orphanage home there but there is problem of construction as cost in such hilly area is very high.

However, there exists variation in the attitudes of community members and stakeholders that needs to be understood. Some aspects from the influence of community and stakeholders may be unintended, indirect, and even un-conscious, so social enterprises have to deal with such decisions more directly. Therefore, different aspects of this idea need to be managed accordingly.

4.3 Collaboration/ Partnership as a Source of Innovation

Another important source of innovation for these social enterprises is collaborations and partnerships with their beneficiaries, government, other social enterprises, and with corporate sector or with other private entities (Huybrechts & Nicholls, 2012). For example, NGP takes assistance from Khwaja Jee who are specialized in empowering the transgender community and are known for their project Pehchan in which they engage transgenders in stitching units. Similarly, the work of CARE Foundation to empowers country's underprivileged

children by revolutionizing public schools under the idea of public-private partnerships. When these organizations work with various other organizations who work with similar objectives they get various new ideas through rich and diverse experiences (Grama-Vigouroux et al., 2019). One of the respondents commented:

We come up with innovative solutions when we collaborate with other organizations. This help us gain more knowledge and experience and make the programs more effective.

The regular engagement of these organizations and stakeholders by working collaboratively under different forums generates innovative solutions and improve value creation (Grama-Vigouroux et al., 2019). They also gather to celebrate various occasions like women day, orphan day, and children day etc. Although, collaborations and partnerships among such organizations are important to discover different sources of innovation sometimes the intended outcomes of these collaborations are not achieved. Partnerships tend to be highly dynamic in nature as membership changes continuously (Vangen & Huxham, 2003). For example, the objectives of a for-profit organization can be different from a social enterprise which may become a source of conflict. This is another paradox of collaboration; the managers have a clear collaborative agenda for their organization but there exist differences while delivering those agendas to other managers of different social organization. The president of a newly developed social enterprise did not agree with the idea that collaboration promotes innovation and pointed out:

No, I don't think collaboration helps. Two years ago I collaborated with another organization and we faced some conflicts on programs. At that time I realized that no one can think and understand the mission of my organization the way I do.

Sometimes, the organizations have different aims for a specific project that results in the failure of the project. One dilemma of social enterprise is to find ways of supporting these organizations that result in the best outcomes for their social objectives. Since partnerships are made to pull those individuals together that have a range of different skills, experiences, and backgrounds to increase innovation but the challenges associated with collaboration need to be understood and managed.

4.4 Beneficiaries' Feedback as a Source of Innovation

Beneficiaries' feedback emerged as an important source of innovation in social enterprises. Beneficiaries are the ultimate users who gain benefits from the products or services provided by social enterprises. After utilizing the services, they are in a position to identify any gaps or areas of improvement. Such feedback is useful in addressing these gaps and improving the products and services. The process of listening to your beneficiaries and considering their concerns give space to generate more innovative ideas (Sengupta & Sahay, 2017). For example, E-Khata an initiative that digitalizes the traditional business models with technology always updates its systems by taking regular feedback from its consumers and after analyzing the need for change or introduction of new things, innovate themselves accordingly. A project manager shared his experience as:

Our organization has an active system to collect and evaluate information from the customers regarding our products. Customer feedback is taken very seriously and this has resulted in many improvements and innovation in our products.

Policies are designed, reviewed, and altered from time to time by considering issues and taking feedback from staff, beneficiaries, and from related stakeholders. Sometimes, business models are designed and altered according to the needs of the beneficiaries. So, for having novel solutions and innovative ideas, a social enterprise must take regular feedback from its beneficiaries that not only help them to grow but also assists an organization to update their systems and procedures accordingly.

4.5 Knowledge of Employees as a Source of Innovation

In a social enterprise, employees coming from different backgrounds and cultures bring innovative ideas to the organization (Helmsing, 2015; Manimala & Bhati, 2011). Their diverse experiences bring unique knowledge that later becomes an important source of innovation (Nambisan, Wright, & Feldman, 2019). Taking experts for the specific project and connecting them with different skillful people helps in delivering a successful project. Social enterprises must have strategic approach in their HR practices. Employees from diverse backgrounds help in providing innovative solutions. In a social enterprise, employees bring innovation in two ways. First, innovation comes from young professionals having rich and latest knowledge about the phenomena and secondly when someone from diverse experiences comes in an organization. For example, the operations and finance manager of Bargad introduced initiatives based on his diverse and detailed experience in social sector. The idea of having a

financial reserve was given by him to effectively meet financial crises and he mentioned that he gave this idea as this was a practice in the organization he used to work for. This is an example of how innovation emerges when someone from diverse and detailed experience joins a new organization. Innovation can also emerge from existing employees. But for existing employees the knowledge of employees can be built through capacity building and this can be done by engaging them in different activities within the organization (Manimala & Bhati, 2011). Human resource is an important asset for an organization and investing in their knowledge will surely help a social enterprise to flourish innovation. The managers from social enterprises deemed the phenomena as:

We hire people and then invest on them to build their capacity. We train them because the capacity of the team shows the capacity of an organization and helps it to move towards innovation.

4.6 Regional Differences as a Source of Innovation

When social enterprises try to expand their boundaries across different regions they become familiar to different innovative ideas that encourage them to launch new product and services according to specific regional demands (Helmsing, 2015; Nambisan et al., 2019). For example, Bargad connects students from different universities in different provinces that not only helps them to create social value by removing misunderstandings about another but also helps to generate different and unique ideas for their social projects in that region. While discussing about regional differences one of the managers mentioned:

Regional differences are also important because you learn something different in every region. All areas have different dynamics, cultural issues, so you need to bring in all those things into your product development.

Familiarity with different regions and their respective cultures plays an important role in the design of programs. For example, the co-founders of E-Khata were found to have better knowledge about the problems of local businesses due to their familiarity with the local issues and culture. Therefore, after analyzing those problems they try to facilitate it by digitizing the local markets and this familiarity with the culture become the reason for their success. Before E-Khata other organizations also tried to implement their systems but they failed and the reason behind their failure was non-familiarity with the culture. Involving members and stakeholders from the same community due to cultural differences is another form of increasing innovation. While commenting on the cultural norms and values, the co-founder of a leading social enterprise said:

I will tell you that we grow in these markets because we know how to tackle these people. Initially, they show resistance in shifting from paper based to digitization. But then they say if software can be changed according to their systems then we are ready to install it. So, we adapted our systems according to their needs.

On a growing stage, social enterprises must try to expand their boundaries across different regions of a country and sometimes across the boundaries of a country. By connecting with diverse people of different regions, innovative ideas flow from one place to another that helps both communities and organizations to flourish. On one side, globalization makes a need to develop a social enterprise and on the other side it helps to remove their weaknesses. In this time of globalization, there is a need to connect social enterprises of one region with another so that they benefit one another in their specialized areas.

4.7 Social Media as a Source of Innovation

Social media is wide-ranging term in social enterprises. It helps these enterprises to connect with different stakeholders that help them to gather innovative ideas. Therefore, social media is considered as an important source to bring innovation in social enterprises (Sengupta & Sahay, 2017). On questioning about market presence or technology, most of the respondents described social media and its importance in their organization. They all use social media for launching various campaigns and interactive sessions, highlighting their achievements, gather public through various marketing techniques and handling other logistics. For example, NGP launched an awareness campaign for transgender community with photo series, documentaries, and interactive sessions in which they highlighted the struggles of this community. As a result, they were able to gather a lot of volunteers for their project. Therefore, the importance of social media cannot be ignored for these social organizations as this helps them to generate a lot of innovative ideas. Furthermore, capacity building of the beneficiaries is also done through social media and engaging them with social media provides them with a lot of opportunities. The communication between beneficiaries and the enterprise through social media platforms helps both to grow respectively. Social media is a powerful and an effective tool for promotional and marketing campaigns. Moving the beneficiaries from traditional media to social media also helps in creating an additional social impact for the community. Social media also plays a

crucial role in constructing intentions and willingness of community members to engage with social enterprises in their projects which are already discussed above as a source of innovation.

4.8 Technology as a Source of Innovation

The advancement in technology has resulted in radical changes across all sectors of the society. Technology is one of the most important sources of innovation and creativity in any organization (Carnini Pulino, Maiolini, & Venturi, 2019; Dawson & Daniel, 2010). Mostly, social enterprises make use of technology as an important source of innovation (Dawson & Daniel, 2010) For example, Al-Khidmat provides tablets to children in their centers, NGP has developed a computer lab in street school, and CARE Foundation uses multi-media to make interactive learning for students. Grandeur Tech have a cloud platform for making household appliances smart, E-Khata are trying to digitize the local markets from their software, and Sundas Foundation are now using latest medical instruments to diagnose different diseases. These are some examples of innovative use of technology from the data collected for this research. In this advanced technological era, consumers are more educated and aware about the services provided by social enterprises (Simpeh, 2011). Occasionally, the introduction of new technology is seen as an opportunity for the community members to engage themselves with the project. The shifting of these organizations from paper based towards digitization and considering technology as an opportunity ensures them to produce results (Méndez-Picazo, 2015). Inevitably, technological advancement is an important source of innovation for social enterprises.

4.9 Youth as a Source of Innovation

Another significant source of innovation that emerged from the data was the engagement of youth in the operations of social enterprises. Young minds with updated information and advanced knowledge were seen to handle projects more innovatively. It is found that young people have creative different ideas but the journey from idea to innovation is something that needs to be realized for them. There is a need to attach young talent with senior employees of the organization to synergize the efforts of both and transform ideas into deliverable projects. While discussing the importance of youth for innovation, the project manager of a social enterprise commented:

We enhance innovation by working with young people, we include our volunteers in planning and executing phases, when it comes to work in the community we tell them to design it and they tell different ways of going about it. We keep them involved and empower them and they give very different ideas and help us to devise innovative solutions.

Bringing youth together in face-to-face interaction in workshops, seminars, committees, or open forums are popular means of engaging youth. Connecting youth with social enterprises is beneficial for both parties and results in innovative solutions. Social enterprises in Pakistan adopt different ways of empowering youth and engage them in a range of organizational activities.

5. Discussion and conclusions

According to Saebi et al. (2019), social opportunity is an ability to find a solution to a social need by not considering future economic returns. The hybrid character of social enterprises enable them to adopt innovative solutions from different sources. This paper has discussed sources that lead social enterprises to adopt innovative methods to achieve social mission by creating social value. Innovation increases by working collaboratively with stakeholders as it provides better solutions and different ideas due to the reason that beneficiaries are more aware of the local culture and their problems (Grama-Vigouroux, Saidi, Berthinier-Poncet, Vanhaverbeke, & Madanamoothoo, 2019). Community engagement and openness towards social issues help in solving them through various creative ideas as the problem of a society cannot be solved without engagement of its members. Their involvement will help in achieving social mission in the best possible way as well as benefit the social enterprise in achieving their financial returns (Huybrechts & Nicholls, 2012; Sengupta & Sahay, 2017). Feedback from beneficiaries can help in maintaining social value creation by working under certain conditions and then the profit generated from various innovative methods help them by reinvesting in their social mission (Huybrechts & Nicholls, 2012; Méndez-Picazo et al., 2015). Increased number of partnerships in the last few years between these social enterprises and other civil society organizations has lead towards new opportunities to introduce innovation. These partnerships also include state and other business sectors with these enterprises that include entrepreneurial element in them and diversify their funding by looking for commercial revenues (Huybrechts & Nicholls, 2012). It became evident from the analysis that technology provides opportunity for social enterprises to initiate innovative solutions and methods (Sengupta & Sahay, 2017). Technology plays a vital role in achieving social missions as it remove barriers among societies by communicating with one another and transferring capital and other resources across the globe. Improved technology

when implemented in the society also helps its members to learn and make themselves capable enough to provide better strategic solutions for their social issues (Méndez-Picazo et al., 2015). However, nonresponsive environment acts as a major obstacle in this regard. The communities where these social enterprises operate suffer from low levels of attention from the government, lesser use of technology, and poor economic and geographic conditions (Huybrechts & Nicholls, 2012). Another aspect of technological development is use of social media that facilitates innovative approaches in a social enterprise (Sengupta & Sahay, 2017). Diversity in terms of employees and geographical regions is often mentioned as an important source of innovation in social enterprises (Nambisan, Wright, & Feldman, 2019). The data analysis clearly shows that the diversity is helpful for the introduction of innovative solutions to different problems as employees from different background will help in employing different practices for different solutions. Similarly when a social enterprise operates in different geographical regions with different cultural setups it learn different aspects specifically related to that culture survival (Pal & Altay, 2019). By becoming familiar with the culture, many problems are mitigated for the future projects. The involvement of youth emerged as an important theme during data analysis. Data collected for this research strongly suggested to encourage collaborative working between the senior members of the organization and young energetic individuals. Other than these sources latest organizational models, improved products and service, and new thinking about various societal challenges also help in generating innovative ideas to social enterprises (Huybrechts & Nicholls, 2012).

This research has directed ways into future research areas that will help to develop a better understanding of social sector in developing countries. Firstly, other related aspects of social organizations should be studied through academic lens according to the changing nature of these organizations in different contexts. Secondly, this research will help policymakers to design policies in such a way that social enterprises encourage innovation to flow in their organizations. Lastly, more research is required to help social enterprises to implement projects by adopting the sources of innovation mentioned in this paper. The nine different sources of innovation identified in this paper could be studied separately through quantitative research techniques. Different research methods will provide a richer understanding of the phenomena operating in different contexts. This paper has highlighted some of the major sources that bring innovation and creativity in a social enterprise. Social enterprises aim to generate their resources by themselves to pursue their mission and goals. Social organizations are different in their approaches and perceptions but their primary vision of achieving social value creation is same. This primary objective is achieved by encouraging innovation within and outside the organization. Therefore, the different innovative sources discussed in the paper should be considered by social enterprises while initiating a program. Moreover, the challenges from the emergence of social enterprises would be mitigated by adopting different innovative solutions.

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Annexure A: Details of the Interviewees

Sr No	Designation & Experience	Name of the organization
1	Project Manager (18 years)	Kashf Foundation
2	Program Manager (11 years)	
3	CEO (5 years)	TurrLahore
4	Founder (5 years)	
5	Project Manager (5 years)	Bargad
6	Manger Operations Finance (2 years)	
7	Project Manager (12 years)	Al-Khidmat
8	Project Manager (8 years)	
9	Project Manager (3 years)	Next Generation Pakistan (NGP)
10	Project Manager (3 years)	
11	Director (17 years)	Sundas Foundation
12	Medical Director (8 years)	
13	Manager Operations (2 years)	CARE Foundation
14	Program Manager (2 years)	
15	Manager Operations (1 years)	RizQ
16	HR Manager (1 years)	
17	President (1 years)	Spreading Smile Welfare Foundation (SSWF)
18	General Secretary (1 years)	
19	Co-Founder (10 years)	Pak Youth Revolution (PYR)
20	Manager Operations (8 years)	
21	Co-Founder (4 years)	E-Khata
22	Manager Operations (4 years)	
23	Co-Founder (4 years)	Grandeur Tech
24	Manager Operations (4 years)	