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MSc Innovation and Global Sustainable Development

Social Innovations and its Barriers of Scaling Social Impact

A case study on Bangalore

By

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Abstract: The world is currently facing many great challenges, including a rising inequality as a result of the benefits occurring from economic development accrues to some individuals on the expense of others. This is an issue which is even more significant in the Global South. Hence, social innovations have been proposed as an important factor to tackle this problem. Yet, many social innovations fail not because the idea doesn't have the potential of making a difference, but because they fail to appeal and adapt to the market, and hence scale up the social impact. Therefore, the purpose of this study is to investigate what barriers social ventures experience when trying to scale the social impact of social innovations, and how the process of scaling the social impact could be improved. This study follows a qualitative approach and was realised in Bangalore, India. Data was collected through interviews in a multiple-case study with four social ventures, their collaborations partners and connoisseurs from different relevant fields. The results indicate that alliance building with the government, universities, private- and civil sector is important to succeed with scaling the social impact. Moreover, the barriers experienced are mostly connected to communication, stimulating market forces and lobbying, with important elements such as lack of public support, high bureaucracy and cultural barriers among others. The ease of scaling social impact could hence be improved by emphasising these drivers, with actions such as supportive policies and utilizing collaborations to raise awareness and understand the context where the social ventures operate.

Keywords: Social innovation, Scaling social impact, India, Bangalore, Social ventures

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Definitions

Social ventures - will in this study be used as an umbrella term for different types of organisations with a social value creation as the driving force (Beugré. 2016).

Impact investors – investors whose purpose is not solely to generate financial gain, but also beneficial social or environmental effects (Investopedia, 2019)

Civil society – refers to the collective action for common purposes, interests and value which mostly are disconnected from commercial for-profit or governmental actors (WHO, 2019)

Global south and Global North – Global south refer to the regions of Latin America, Asia, Africa, and Oceania. Whilst the Global North to Europe and North America (Dados & Connell, 2012). Global South denotes mostly low-income and politically and culturally marginalized countries. However, the term aims to shift the focus from a development focus to rather emphasise a geographical relation of power (Dados & Connell, 2012)

1 Introduction

“If we are serious about tackling social problems on a large scale, we need to develop more effective tools to address this challenge” (Dees et al., 2004, p.26).

The world is standing at the forefront of many great challenges, of which many are expressed in the United Nation Sustainable Development Goals (Sustainable development goals, 2019). Nevertheless, the problems are complex and concerns both technical, social, cultural and economical problems and it is, therefore, vital to find more effective ways to tackle them.

Up until now, innovations have often been emphasised to play an important role to achieve economic development (Pol & Ville, 2009). This is as a result of an increased efficiency which generates spillover effects to other parts of society (Pol & Ville, 2009). However, as Kuznet (1955) claimed, periods of economic boom and technological development are often associated with increasing inequality where some people are better off on the expense of others. Kuznet (1995) did nevertheless propose that the rising inequality was assumed to decrease after a particular level of economic development, something Piketty (2015) oppose. Indeed, the world has experienced increasing income inequality (OECD, 2019; Balestra et al., 2018), which is even more significant in the Global South, in countries such as India, South Africa and Brazil (Balestra et.al, 2018). Consequently, the term social innovations have been suggested as a possible solution to combine economic growth and improved quality of life (Mehmood & Parra, 2013). Social innovation is a term used to explain new ideas which address social issues, where the value that accrues primarily to the society rather than to private individuals (Phills et al., 2008) and has thus become a way to reach out to the emerging markets (Surie, 2017).

With social innovations in mind as a possible solution to these complex issues, India is particularly interesting as the country is an outperformer in terms of innovation comparing to their current level of economic development (Dutta et.al, 2018). Likewise, many commercial enterprises in the country are engaged in the movement of social innovations (Aoyama & Parthasarathy, 2016). Nevertheless, the development of social innovations in the Global South

is constrained by the fact that literature within the subject predominantly comes from Global North practises, with the disadvantage of neglecting the particular and different context of the Global South (Yeung, 2003), hence with the risk of misplacing policies also originating from the Global North (Vang et al., 2007).

1.1 Research Problem

The diffusion and spread of social innovations experience multiple problems, such as the difficulties to create appropriate business value whilst simultaneously have a social value creation (Sinkovics et al., 2014). Thus, one of the main challenges for social ventures is to make a great social impact on a large scale (Dees et al., 2004), where many social ventures fail to scale the social impact because they fail to promote and adopt the social innovation, rather than failing because the idea doesn't have the potential of making a difference (Mulgan, 2006). Despite this issues, social innovations are generally largely neglected and unresearched (Godin, 2012) and there is especially a deficiency of studies focusing on what circumstances which are necessary to scale the social impact (Mulgan, 2006). This shortage of knowledge is a drawback as it complicates for social ventures to learn from previous mistakes and to be more efficient than previous organisations (Mulgan, 2006). Hence, Westley et.al (2014) stress that since it is expected that some elements might be more important than others, further research is suggested to find common barriers experienced by social ventures. Therefore, it is considered valuable to investigate and better understand the process of scaling social impact of social innovations.

Furthermore, it is argued that collaborations between public, private and social agents of the market are important to successfully scale up social innovations (Mulgan et al., 2007; Aoyama & Parthasarathy, 2016). Nevertheless, Aoyama and Parthasarathy (2016) claim that these types of collaborations are not yet recognized for their effectiveness and has not been investigated enough. Phillips et al. (2015) also stress that further detailed research is needed to fully understand how institutions and collaborations affect the process of scaling the social impact of social innovations, something Borzaga and Bodini (2014) stress to be important to improve the understanding of which policies could be the most beneficial.

1.2 Aim and Research Question

The purpose of this study is to investigate what different barriers social ventures experience when trying to scale the social impact of social innovations and to investigate how the process of scaling social impact of social innovations could be improved. The aim is to investigate this in the context of the Global South to not ascribe truths from the predominant literature origin from the Global North. The research questions are as followed:

What barriers to scaling the social impact have been experienced by the studied social ventures?

What drivers seems to be more significant in stimulating successful scaling of social impact?

How can the process of scaling social impact of social innovations be improved?

1.3 Scope of Research and Contribution

The scope of this research will be limited to the city of Bangalore in India in order to enable a better understanding of the particular context and how the ecosystem affects the process of scaling social impact. This also allows a greater understanding of how collaborations between the public, private and social agents affect this concern. India has been chosen as the country of research as a result of their high level of inequality and social challenges (Balestra et.al, 2018). India is also a part of the Global South which is essential for this research.

This study will contribute to the existing literature as it aims to find common barriers experienced by social ventures, hence improving the understanding of how to ease the process of scaling social impact for these actors. Furthermore, this study will improve the understanding of how collaborations influence the process of scaling social impact, and likewise how it could be more effective. This research will consequently be relevant for especially social ventures as it will provide these actors with more knowledge regarding how to make a social impact on a larger scale. It will also be useful for policymakers to better understand what policies which could be most beneficial.

1.4 Outline of the Thesis

This thesis began with an introduction of social innovations as a proposed solution to complex issues in the Global South. The issues regarding scaling up the social impact for social ventures were highlighted along with the lack of understanding of how this process could be improved. Section 2 will include previous literature conducted in the field of social innovations and scaling up social impact and likewise introduce the SCALERS model which is vital for this study. The literature review will also introduce the importance of collaboration to scale up the social impact. Section 3 will introduce the methodology approach and design, and section 4 will provide a detailed description and reasoning for the data selection and the particular setting of Bangalore, India. Limitation and trustworthiness of the study will also be specified. Section 5 introduce some secondary data concerning supportive policies in India to give the reader a better understanding for the results. Section 6 includes results of the conducted data, simultaneously analysed and compared to the literature provided in section 2. Section 7 will conclude the results.

2 Theoretical Framework

2.1 Defining Social Innovations

Innovations are defined as a novel idea which provides an improvement of something (Phills et al., 2008). There are multiple different types of innovations, but many scholars define it as business innovations characterized by profit-seeking through technological or organisational innovations (Pol & Ville, 2009). The increase of efficiency gained from the innovation will hence also lead to spillovers for the society, which is why innovations are often emphasized as important for economic development (Pol & Ville, 2009). However, periods of economic boom are often associated with issues of increasing inequality (Kuznet, 1955) which has led to the proposed solution named social innovations.

How a social innovation should be defined, how it may evolve and what preconditions that are necessary to succeed is highly diversified among scholars. What could be determined, is that there is an overlap between social- and business innovations, where one doesn't exclude the other (Mulgan, 2006). However, what distinguishes social innovations from business innovations, is its approach of meeting social needs (Mulgan, 2006) or as Phills et al. (2008, p.36) defines it:

“A novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals”

Social innovations are hence argued to be an effective way to achieve social changes where the benefits will come to the society as a whole and not solely to private individuals (Phills et al., 2008). It should furthermore also aim to make a systemic change in the setting where it occurs (Westley & Antadze, 2010). Hence, social innovations can, and has become, a way to combine social impact and business opportunities (Prahalad & Hart, 2002). Similar to other innovations,

social innovations can be both products, services or models (European Commission, 2013) and examples of social innovations today are micro-credit financing, alternate/clean sources of energy and new modes of online healthcare delivery (Aoyama & Parthasarathy, 2016).

2.1.1 Social Innovation for whom?

With the above-given definition of social innovations, it is considered important to also define for whom this social innovation should aim to benefit. This study will emphasise social innovations at a local level and does, in line with Mulgan (2006) define that social innovations should meet the social needs of current disadvantaged or fragile groups, or potential ones. Mulgan (2006) defines the latter as important because preventing exclusion is an important part of making a social impact, encouraging whole communities and not only current disadvantaged individuals is hence fundamental (Mulgan, 2006). Similarly, Martin and Osberg (2007) claim that social organisations maximise their social impact by targeting highly disadvantaged populations.

2.1.2 Approaches to Social Innovations

Aoyama and Parthasarathy (2016) claim that the need for social innovations from the private sector is increasing if the government fails to provide the population with basic needs such as water, education and health care. Moreover, Borzaga and Bodini (2014) stress that much of the literature on social innovations emphasise the private sector but underestimates the importance of interaction between the private and public sector. Especially since in many social issues, particularly in fields such as education and environmental questions, governmental support is crucial (Bornstein, 2007). Social innovations could, therefore, be viewed from a top-down or bottom-up approach where a top-down approach is when the initiative comes from the state and then pushed down to the market, whilst a bottom-up approach is the other way around.

Similar, in line with Borzaga & Bodini (2014), this research will go beyond the view where the market and the state are the only actors and instead aim to include a bottom-up approach where the potential customers of the social innovation will be included in the process of developing the innovation. This bottom-up approach is emphasized by Aoyama and Parthasarathy (2016), who explains the need to go from de-featuring and frugal innovations to bottom-up strategies

to successfully reach out to the emerging market. De-featuring innovations are defined as "eliminating functions to improve affordability" (Aoyama & Parthasarathy, 2016, p.94) and frugal innovations as "responding to severe resource constraints with products having extreme cost advantage compared to existing solutions" (Zeschky et al., 2011, p. 39). In other words, Aoyama and Parthasarathy (2016), argue that social innovations should be designed to fit the target group, and then developed and adapted to the top, and that focus should be put on redesigning existing products in a top-down approach.

2.1.3 Financial Purposes of Social Innovations

As mentioned, what differs social innovations from business-innovations is that they are not driven by profit but by the urge to meet a social need (Mulgan, 2006). However, this does not exclude that they could be economically self-sustained enterprises, nor does it exclude that they could be for-profit organisations, however, it should not be the main driving factor (Westley & Antadze, 2010).

The term social innovation is often used simultaneously as and confused with the term social enterprises. However, the differentiation is the profitability, where social enterprises is profit-seeking ventures combining social- and business interest whilst social innovations doesn't necessarily aim to be profit-oriented. Instead, they should rather aim to meet social needs and change the contemporary system it operates within and let the profit accrues to the society as a whole (Westley & Antadze, 2010). Nevertheless, these terms are closely linked to each other and one does not exclude the other; a social enterprise can also be a social innovation.

2.2 Social Innovations in the Global South

2.2.1 Innovation system

To understand the complexity of social innovations it is essential to understand the social system where it occurs (Westley & Antadze, 2010) and it is thereby considered necessary to understand the importance of innovation system. National innovation system (NIS) is defined as a complex system, including relationships between organisations, institutions and

socioeconomic structures where innovations accrue (Lundvall et al, 2009). The literature emphasises technology, knowledge spillovers and absorptive capacity of agents involved in every specific situation (Chaminade et.al, 2018). Hence, it is believed that the approach of NIS describes a reality where the context will determine the success of the diffusion of social innovations.

Nevertheless, from the literature of NIS, the approach of emphasising the regional innovation system (RIS) has emerged. RIS underline the importance of the interactive process occurring locally to promote innovations (Cooke, 1996), where localized learning and tacit knowledge are taken into account (Asheim & Gertler, 2005). Hence, to create successful regional innovation systems, Cooke (1996) and Bodin and Crona (2009) stress the importance of local networks, collaborations and a bottom-up approach to build a comprehensive system. According to this approach, social innovations can be obtained if different stakeholders work for the same interest. What remains critical is how collaboration and networks can increase the possibility for social innovations to move from local solutions into broader system transformation (Moore & Westley, 2011).

In line with this, Vang et al. (2007) claim that the regional innovation system contains of two main systems; interactions between stakeholders as well as the governmental system. This is important to understand social innovations as a mean to achieve an institutional change and revolutionary impact (Westley & Antandze, 2010).

2.2.2 The Context of Global South

Social innovations in the Global South are commonly used as a mean to help underprivileged people to overcome the experienced constraints and exclusiveness due to the lack of governmental support, referred to as governmental failure (Aoyama & Parthasarathy, 2016). Social innovations within these complex conditions are path-dependent and the starting point does consequently matter for the future development (Westley et al, 2014). In this process, the context plays an important role to understand the success of social innovations, as it will determine what is considered innovative and what activities and ideas that will generate social impact (Aoyama & Parthasarathy, 2016). Social innovations do neither arise in isolation and must be understood within the larger context of system and structure where they occur (NESTA,

2010). Consequently, it is important to consider the context of the Global South as it differentiates from the realities in the Global North (Yeung, 2003) to not misplace policies designed according to ascribed policies from the Global North (Vang et al., 2007).

2.3 Scaling Up the Social Impact

2.3.1 Defining Scaling Up

Many social innovations do not fail because the product or service is not good enough, but rather because they do not manage to promote, adopt and scale them up (Mulgan, 2006). Likewise, the diffusion of social innovations is one of the main barriers to make a social impact on a large and systematic level (Dees et al., 2004). Therefore, these issues have lately been addressed by many scholars (Bloom & Chatterji, 2009; Westley & Antadze, 2010).

To "scale up the social impact" has been defined in multiple ways by different scholars. Westley and Antadze (2010) clarify the term by distinguishing between scaling up and scaling out. They define scaling up as "identifying opportunities and barriers at broad institutional scales, with the goal of changing the system that created the social problem in the first place." (Westley et.al, 2014, p.237) and scaling out "as the organisation attempting to affect more people and cover a larger geographic area" (Westley & Antadze, 2010, p.237). Nevertheless, this study does include both scaling up and scaling out as it is believed that social ventures can do both simultaneously. With this in mind, it should not be forgotten that social innovations are defined as innovations which aim to change the contemporary system it operates within (Westley & Antadze, 2010).

2.3.2 Barriers to Scaling Up Social Innovations

Previous scholars have identified problems with scaling up the social impact, and scholars such as Young (2011) stresses the importance of making it into a learning process, where network structure and the rationality of agents is fundamental. Furthermore, Moore and Westley (2011) explain the risk of getting stuck in a poverty or rigidity trap as two major barriers to scale the social impact. The poverty trap accrue when the organisation does not succeed to present the

innovation as desirable, legitimate or needed to the people (Moore & Westley, 2011). This might happen despite the innovation being exactly this, as the timing might be wrong or the resources to pursue the people are simply not in place (Moore & Westley, 2011). The rigidity trap is instead described as when the need for continuous innovations are suppressed by rules, authority or similar (Scheffer & Westley, 2007).

The literature concerning barriers to scale up the social impact is limited and the existing is fragmented, hence, Weber et al. (2012) did an attempt to summarize the literature. LaFrance et al (2006) do, in addition, stress that previous literature has mostly emphasised internal organisational factors necessary to increase the social impact; such as leadership, fund-raising or presence of supportive culture. More recently, scholars have in its place recognized the value of the external ecosystem and therefore the regional innovation system (Grant & Crutchfield, 2007). Hence, Weber et al. (2012) included both internal and external factors and summarised six components characterizing the effectiveness of scaling social impact. Bloom and Chatterji (2009) similarly did an attempt to capture a comprehensive model, referred to as the SCALERS, exploring conditions under which social ventures can scale up their social impact, including both external and internal factors. Thereby, all components found by Weber et al. (2012) are also included in the SCALERSs. Nevertheless, Bloom and Chatterji (2009) manage to frame a model easier to interpret and as a result the next section will describe the SCALERS model thoroughly.

2.4 The SCALERS Model

Bloom and Chatterji (2009) have developed a framework to better understand the drivers to scale the social impact of social innovations. In this model, they identify seven important organisational capabilities as drivers to stimulate successful scaling, which they refer to as the acronym SCALERS: *Staffing, Communication, Alliance building, Lobbying, Earnings generation, Replication and Stimulation market forces*. These drivers influence the scale of social impact directly but will also indirectly be influenced by the situational contingencies (Figure 1). The SCALERS framework includes scaling both in terms of serving more people but also to significantly advance the outcomes on a systematic level (Bloom & Chatterji, 2009). Hence, the model goes in line with this study's aim to investigate both scaling out and scaling

up (Westley & Antadze, 2010).

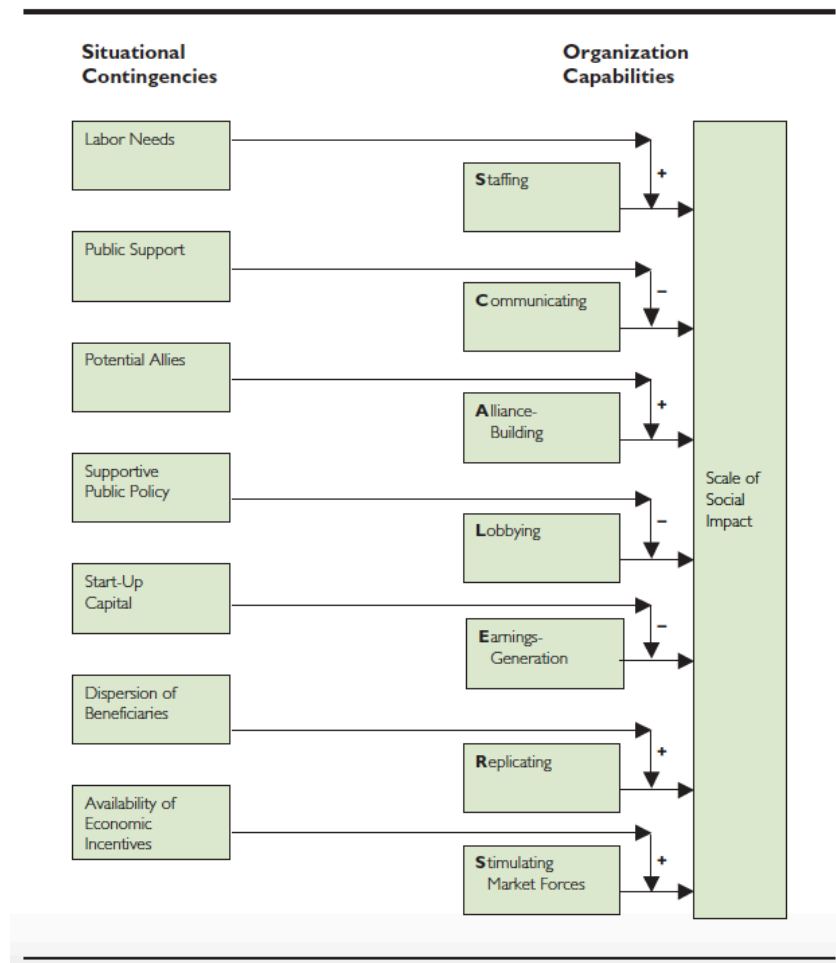


Figure 1. SCALERS model (Bloom & Chatterji, 2009)

Staffing is described as the organisation's ability to fill its needs of labour (Bloom & Chatterji, 2009). This will affect the performance of the business (Huselid et al., 1997), but also the competitiveness as businesses that manage to train, inspire and keep the employees, also will have a competitive advantage (Tierney, 2006). However, staffing will also be indirectly influenced by the organisation's labour needs, defined by Bloom and Chatterji (2009) as to what extent the organisation is labour-intensive or not.

Communicating is defined as how well the organisation can persuade the most important stakeholders that their innovation is important and worth to support or adopt (Bloom & Chatterji, 2009). To succeed, it is argued to be important to base the business idea upon research together with market studies on behaviour and attitudes (Bloom & Chatterji, 2009).

Communication will also be affected by the public support since great support among the general public will favour the organisation's ability to convince the target group about the value of the product (Bloom & Chatterji, 2009).

Alliance building is defined as how effective the organisation has created different collaborations (Bloom & Chatterji, 2009). In line with this, Mulgan et al. (2007), stress that the most successful innovations have achieved collaborations enabling a bridge between small entrepreneurs and big organisations with the ability to scale up. However, the alliance building will be affected by potential allies, where the number of potential allies differ between sectors, sometimes it is not the number of collaborations that matters, but rather the quality of them (Bloom & Chatterji, 2009).

Lobbying is defined as how effective the organisation can encourage governmental changes and actions that will work in its favour (Bloom & Chatterji, 2009). Despite argued that the importance of social innovations will increase with governmental failure, social innovations also work as an important driver for governmental change (Bloom & Chatterji, 2009). Additionally, in many cases, governmental support is crucial for the innovation to scale its social impact, especially within fields such as education and environmental questions (Bornstein, 2007). Furthermore, the importance of lobbying will be affected by the current supportive policies, which determine how supportive the contemporary legislation, policies, and regulations are for the organisation (Bloom & Chatterji, 2009).

Earnings generation is the fifth SCALERS and is described as how effective the organisation is in generating revenue exceeding its expenses (Bloom & Chatterji, 2009). Despite having a direct impact on the scale of the business, it also influences the business indirectly as it communicates legitimacy (Bloom & Chatterji, 2009). It is also important even for the earning generation to conduct vigorous research to document desired results in order to persuade investor about the value and return of the innovation (Bloom & Chatterji, 2009). Moreover, the earnings generation will also be affected by the required start-up capital (Bloom & Chatterji, 2009).

Replicating defines how effective the organisation can replicate the business somewhere else without lacking in quality (Bloom & Chatterji, 2009). A successful replication requires good communication and partnership between the branch and the core (Bloom & Chatterji, 2009). It

is likewise important that the new branch will be adapted to the new context of the new geographical location (Aoyama & Parthasarathy, 2016). The process of replication will also be affected by the dispersion of beneficiaries, described as the geographic and demographic variation among the target group (Bloom & Chatterji, 2009).

Stimulating market forces is the last SCALERS, defined as how effective the organisation can encourage people and institutions to “pursue private interest while also serving the public good” (Bloom & Chatterji, 2009, p.123). In other words, this means that the organisations have successfully created a market for its product. However, the possibility for the organisation to scale its social impact through stimulation of market forces will depend on the availability of economic incentives, described as to what extent the sector where the organisation operates can create economic incentives to motivate the desirable behaviour of people (Bloom & Chatterji, 2009).

2.5 Collaboration to Scale Social Impact

2.5.1 The Hybrid Domain

Scholars have for a long time emphasised the importance of collaboration between different forms of governance to achieve social changes, however, it could be argued that there has been a lack of focus on how collaborations could be accomplished between the private and the public sector (Aoyama & Parthasarathy, 2016). Thus, the hybrid domain acknowledges the increasing role civil society organisations and social enterprises can have in the role to bridge the gap between the public and private interests (Aoyama & Parthasarathy, 2016).

The hybrid domain is by Aoyama and Parthasarathy (2016, p.1) defined as the “the ever-growing ‘middle’ that lies between the state and the markets”, or the private and public domain if one prefers. Thereby, the hybrid domain aims to clarify the importance of connecting the public- and private sector with support from the civil society, to find innovative solutions to social problems and inclusive development (Aoyama & Parthasarathy, 2018). Figure 2 visualize the hybrid domain, where the blue area indicates the bridging between the public and private sector.

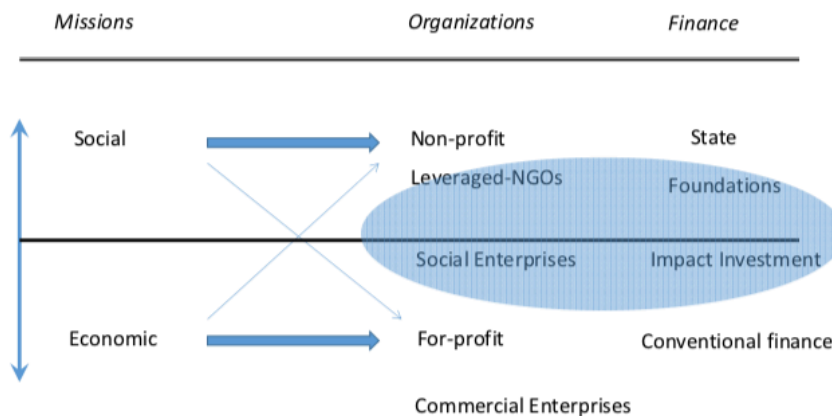


Figure 2. The hybrid domain. (Aoyama and Parthasarathy, 2016)

Mulgan et.al (2007) stress that social innovations can come from different actors and is not limited to a non-governmental organisation (NGOs) or social enterprises, and in line with Aoyama and Parthasarathy (2016), Mulgan et.al (2007) promote the need for an increasing number of collaborations between these actors. Mulgan et al. (2007) continue to describe that the scaling of social impact, relies on partnerships between grassroots organisations, social entrepreneurs and sponsoring organisations.

2.5.2 Quadruple Helix Innovation System

The Triple helix framework has during a few decades been utilized to provide understanding of the dynamics of collaboration in an innovation system, where the core elements are the government, industry, and university, and where innovations are understood as a result of academia and industry collaborates through technology transfer activities (Etzkowitz & Leydesdorff, 1995).

This framework has yet been revisited and criticized by many scholars, who instead have aimed to evolve and understand the dynamics of innovations in a new way (Miller et al, 2016). This is how the fourth element was introduced and the quadruple helix framework was created (Carayannis & Campbell, 2012). The fourth element is vaguely defined and differs between

scholars, with examples such as; users (Arnkil et al., 2010), community (Mulyaningsih, 2015) and civil society (Carayannis & Campbell, 2012; MacGregor et al, 2010). However, since the components of the triple helix commonly are users of each other, the fourth component needs to be understood as a different type of helix where the other elements are located, hence leading to a wide usage of the definition *civil society* (Höglund & Linton, 2018).

The quadruple helix model has been described to represent a "smart, sustainable and inclusive growth" (Carayannis & Campbell, 2014, p. 3) and could be utilized to understand the drivers of innovations to a greater extent than solely the knowledge exchange between academia and the industry. Hence, the quadruple helix framework can be used as an analytic tool to better understand how collaborations between all four components can improve the process of scaling the social impact of social innovations and to design social innovation policies in a local context. Viewing the process of scaling social innovation through the quadruple helix approach also allows a bottom-up approach since the civil society is considered as an important actor and driving force for innovative development coming from the bottom (Carayannis & Campbell, 2012).

2.5.3 Helix Model and Policy Implications

The triple helix framework has led to multiple innovation policy implications in especially the US and Europe, nevertheless with different outcomes and strengths (Mulyaningsih, 2015). The quadruple helix framework has likewise recently started to influence innovation policies, but it is yet not widely used (Arnkil et al, 2010). According to Höglund and Linton (2018), this is probably a result of the unclear role the fourth element has in the innovation system. This goes in line with the criticism that the model has received due to not providing a clear definition of the actors operating in the civil society, and what role these actors have in the innovation process (Parveen et al., 2015; Höglund & Linton, 2018). Additionally, Carayannis and Campbell (2012) argue that it is still a lack of understanding concerning the quadruple helix and the role of the civil society at the local level, hence suggesting that further research is needed.

3 Method

3.1 Research Approach

3.1.1 Research Philosophy

This study has adopted an interpretivist epistemological position and a constructivism ontology where the former stress that one seeks to understand the world through the participants and the latter that interaction between individuals is what shapes social properties in this world (Bryman, 2012). The method used for this study is qualitative with a phenomenological design. The constructivist worldview in the qualitative design enables a method where the research aims to understand the problem through experiences of individuals, and therefore interviews will be conducted (Creswell, 2014). As the scaling of social impact is a complex question, it cannot be understood through a linear cause-and-effect relation but rather needs to be understood through the eyes of participants and history (Nunn, 2007). Qualitative research investigates people experiences, local understanding, knowledge and seeks to understand social processes including norms and culture (Creswell, 2014), thus a qualitative study seemed appropriate.

Furthermore, abductive reasoning has been used, meaning that the researcher generates an understanding of the context using theory, however letting the theory being an evolving process (Bryman, 2012). This is considered as valuable for this study to "not lose the touch with the world as it is seen by those whose voices provided the data" (Bryman, 2012, p.401). Hence, the worldview of the participants in the study is the ground for the theoretical background (Bryman, 2012).

3.1.2 Research Strategy

This study has used an exploratory multiple-case study approach where four social ventures have been used for interviews and observations. Kvale and Brinkmann (2014) stress that case studies are relevant when trying to go in depth to understand a phenomenon. With multiple cases, the problem could be viewed from different perspectives and hence better understand the social phenomenon (Bryman, 2012), and it could consequently be considered as more robust than a single case-study (Herriott & Firestone, 1983). An exploratory approach is an appropriate way to investigate the questions of *how* (Yin, 1994), which is appropriate for the research questions of this study.

4 Data

4.1 Research Setting

This research took place in Bangalore, India. In India, 27,5 percent of the population is considered poor according to the Global Multidimensional Poverty Index, a measurement that includes both health, education and living standards rather than only the financial situation (OPHI, 2018). Despite the high percentages, the number has almost halved the past decade, going down from 55 percent (OPHI, 2018). India was furthermore considered appropriate for this study because of the intention to investigate social innovations in the Global South. Additionally, India is frequently picked as one of the leading countries of social innovations (The Hope Institute, 2017) and most social innovations are already occurring in a collaborative environment (Aoyama & Parthasarathy, 2016). India has also been appropriate as English-speaking skills are widely spread, which favour the researchers to fully interpret the results without a translator.

Bangalore was chosen as the particular setting because of its innovative environment. It is a city which has since the 1970s been a growing IT hub and is hence often referred to as the Silicon Valley and innovation hub of India (Majumdar Kar, 2016). The experienced growth during the past decades, along with blooming business opportunities (Majumdar Kar, 2016) have fuelled a significant number of immigrants coming into the city (Sudhira et al., 2007), which have generated many challenges for the wealth of the population. Currently, every fifth person in the city lives in disadvantaged areas, often referred to as the slum (Roy et al, 2018) and it is therefore argued that the state has failed to provide the population with basic facilities and the role social innovations can have for further development is consequently a topic of broad and current interest (Aoyama & Parthasarathy, 2016).

The research in Bangalore was supported by Professor Balaji Parthasarathy. Balaji Parthasarathy is a professor at International Institute of Information Technology Bangalore (IIITB) and is doing research within technical change and innovation policies, globalization,

ICT among others. Mr. Parthasarathy also has a special interest in social innovations. Hence, Mr. Parthasarathy provided a great network which enabled the researcher to get in contact with appropriate interviewees.

4.2 Data Collection

The empirical data was collected through multiple sources, which according to Heide and Simonsson (2014) and Creswell (2014) is a way to get a more holistic view of the phenomenon. Thus, both primary and secondary data has been conducted. The primary data implies both interviews and observations whilst the secondary data has been collected through internet sources and books.

The primary data has been collected through interviews with representatives from the social ventures, but also with representatives from different collaboration partners and individuals with different areas of expertise, so-called connoisseurs, of different relevant fields. The secondary data includes descriptive information regarding current policies affecting the social ventures selected. It was considered appropriate to collect more information about policies which were considered to be barriers for scaling social impact according to the interviewees, both to better understand the worldview of the participants, but also to validate the findings in the interviews.

Except for the conducted interviews, non-participant observations have also been a part of this study. Non-participant observations describe a situation where the researcher is in the social setting but not an actual participant (Bryman, 2012). This includes a visit to a school where Vision Empower operates, a visit to one of the communities where Pollinate energy operates, a visit at Remidio production site and a visit to one of the hospitals (and vision centres located in rural areas) who uses Remidio's products. A description of these case organisations just mentioned will follow in the next section. These observations have been important for the researcher to understand how the innovations make a social impact.

4.3 Selection of Case Organisations

Purposive sampling has been used in the process of selection case organisations to enable a sampling process where the research question is held as the main aim at all time (Bryman, 2012). The purpose of this study is to investigate what different barriers the studied organisations have experienced when trying to scale the social impact of social innovations and to investigate what areas that should be addressed in order to improve the conditions for these organisations. Hence, to be able to keep the research questions as the main focus, the cases have been selected depending on a few requirements:

1. **A social venture** - organisations with social value creation as the driving force (Beugré, 2016).
2. **With a social innovation** – See section 2.1 (Phills et al., 2008, p.36)
3. **Meeting social needs of current disadvantages or fragile groups, or potentially ones** (Mulgan, 2006)
4. **Located and operating in Bangalore**

These requirements enabled a sampling which did not differentiate between for-profit or non-for-profit. As this study investigates barriers to scaling the social impact of social innovations, it is considered important to not distinguish between for-profit or non-for-profit ventures, as long as they fulfil the requirement of being a social innovation.

Except for these requirements, the study aims to get a broad picture of the ecosystem for social innovations in Bangalore and therefore no specific sector has been emphasised. A variety of sectors and stakeholders has instead been considered to be a strength of the study. Neither age or size requirements of the enterprise have been considered since it was not deemed as important to answer the research questions, all four social ventures are nevertheless small or medium-sized enterprises. The selected case organisations were hence fulfilling all requirements; Vision Empower, Pollinate energy, Remidio, and Agroblock. A brief description can be found below. A more thorough description can be found in appendix A.

4.3.1 Vision Empower

Vision empower is an NGO and was founded in 2017 with the aim to make STEM (science, technology, engineering, and mathematics) accessible to students with visual impairment (Visionempower, 2019) by e.g. creating STEM content, assistive technologies and educating teachers in how to teach STEM for visually impaired. Vision empower is incubated at the innovation centre at IIITB (IIITB, 2019).

4.3.2 Pollinate Energy

Pollinate Energy is a social business which was founded with the aim to bring life-changing products to disadvantaged communities by selling durable, quality products such as solar lanterns and fans, cookstoves and water filters (Pollinateenergy, 2019). They operate through Pollinators, local Indian individuals coming from disadvantaged backgrounds, working through door-to-door sales where they build relations with the community (Pollinateenergy, 2019).

4.3.3 Remidio

Remidio is a for-profit organisation which was founded to make technology for eyecare smart, portable and simple to use (Remidio, 2019). Remidio does this through the creation of "compact, affordable devices with integrated intelligence" (Remidio, 2019). This is essentially a screening device which makes the screening of people's eyes more efficient and simpler, thereby increasing the possibility of finding eye diseases on an early stage.

4.3.4 Agroblock

Agroblock is a for-profit organisation which aim to empower all stakeholders of the agro supply chain by using blockchain for traceability (Agroblock, 2019). Hence, they have developed a traceability solution for food and agro products during the whole supply chain using blockchain, artificial intelligence, and internet of things and have henceforth created a solution which empowers a fragile group, farmers and customers, with information (Agroblock, 2019).

4.3.5 Selection of Interviewees

The interviewees selected for this study can be divided into three groups where individuals within the first groups are representatives from the case-organisations. The interviewees from the case organisations have been chosen as appropriate because of their position within the company. They are either co-founders, CEO or operative managers and consequently have insight in how the company operates and what barriers they have experienced.

Except for this group of interviewees, multiple interviews have been conducted with different collaboration partners and connoisseurs. The interviewees representing the collaboration partners were selected to highlight the importance and rise of the hybrid domain, emphasising the collaboration between companies, the state and the civil society (Aoyama & Parthasarathy, 2016). Thereby, the data collection started with an interview with the representative of the case organisation. In the next step, the interviewee was asked about important collaboration partners. These collaboration partners were consequently contacted to request for an interview. This process is named snowball sampling (Bryman, 2012) and allows the researcher to understand the experienced barriers of the case organisations from multiple angles. This sample is not random (Bryman, 2012), however, that is not the purpose of this study. The purpose is to understand the barriers experienced by the participating social ventures and therefore this sampling method seemed appropriate. Beyond this, a third group of so-called connoisseurs, have also been interviewed. They were included to provide a broader picture of the context in Bangalore and India in general, and less regarding the cases themselves. The connoisseurs were selected according to convenience sampling. Concludingly, this gives us three groups of interviewees. The first one represents the organisation itself, the second one the collaboration partners and the third represents the connoisseurs.

For the result and the analysis, pseudonym will be used for group one and two to simplify for the reader to understand what group the interviewees belong to. Group three will be referred to by their real names and only pseudonym if they required.

Table 1. Interviewee Group 1 - Case organisations

Group	Position and name	Pseudonym	Setting	Date
1	Co-founder: Supriya Dey	Vision Empower 1	Face-to-face	28/3 2019
1	Director of Operations	Pollinate energy 1	Face-to-face	12/4 2019
1	Director: Anand Sivarman	Remidio 1	Face-to-face	4/4 2019
1	Co-founder: Gopinath Sheregar	Agroblock 1	Face-to-face	11/4 2019

Table 2. Group 2 - Collaboration Partners

Position & Organisation	Collaboration partner	Name and pseudonym	Setting	Date
Teacher Shree Ramana Maharishi Academy for the Blind	Vision Empower (VE)	Joseph: <i>VE collaborator 1</i>	Face-to-face	28/3 2019
Senior Manager, Canara Bank Relief & Welfare Society	Vision Empower (VE)	Sumangala: <i>VE collaborator 2</i>	Face-to-face	29/3 2019
Volunteers Canara Bank Relief & Welfare Society	Vision Empower (VE)	Kalyani Pai & Anjana Havanur: <i>VE collaborator 3 & 4</i>	Group, face-to-face	29/3 2019
Program manager, WiPro Foundation	Vision Empower (VE)	Avinash Kumar: <i>VE collaborator 5</i>	Phone call	8/4 2019
Doctor Aravind Eye Hospital	Remidio	Dr. Dayakar: <i>Remidio collaborator 1</i>	Face-to-face	17/4 2019
Medical Director of Aravind Eye Hospital's	Remidio	Dr.Venkatesh: <i>Remidio collaborator 2</i>	Face-to-face	17/4 2019
Vision Centre technician	Remidio	<i>Remidio collaborator 3</i>	Face-to-face	17/4 2019
Founder Farmsurge	Agroblock	Shankar Bharadaj: <i>Agroblock collaborator 1</i>	Phone call	11/4 2019

Table 3. Interviewees group 3 - Connoisseur

Position & Organisation	Specialisation	Name or Pseudonym	Setting	Date
Founder, Friends of inclusion	Policy connoisseur	Interviewee 1	Face-to-face	2/4 2019
Inventor, Touchétech labs	Social entrepreneur	Paul Dsouza	Face-to-face	10/4 2019
Public health & Development Professional	Policy connoisseur	Soffia Osk Magnusdottir	Phone call	14/5 2019

4.4 Interview Strategy

Table 4. Summary interviewee groups

Group	Description	Number of interviewees	Length of interview
1	Representatives from the social venture	4	1h – 1h 30 min
2	Collaboration partners to the social ventures	8	10 – 30 min
3	Connoisseur within different relevant fields	3	30-45 min

The interviews within the first group were longer and more comprehensive and lasted for at least one hour, the interviews in the second group lasted between 10 to 30 minutes and for about 30 to 45 minutes for the third group. The length of the first group's interviews is a result of them being the main focus of this study where the collaboration partners mostly were interviewed to gain a better understanding of the experienced barriers within the first group. However, when the collaboration partners also were considered to be social ventures, valuable inputs regarding their own experienced barriers have also been included in the results. The third group's interviews had a length in between the other two groups, which was a result of the necessity to allow the researcher to truly understand the expertise and value they could provide to the study. Furthermore, the SCALERS framework was used as a supporting theory for the questionnaires and the analysis.

Most interviews were conducted face-to-face, however, a few of them accomplished through phone calls. Occasionally, complementary data has been collected through email. All interviews have been recorded with consent from each participant. The consent has either been recorded orally or given through a consent form provided to the participants to read and sign (Appendix B). The advantage of a consent form is that it gives the interviewee the opportunity to be fully informed about what they are participating in. This was however not always possible due to phone interviews. For some interviews, despite conducted face-to-face, an oral agreement was considered as more appropriate by the researcher because of cultural barriers where the interviewees might have interpreted a consent form as worrying. All participants who wanted to review the transcription and later on their contribution to this study has been given

that opportunity, hence this has been sent to them through email. In the email, they have been given the opportunity to adjust their contribution, however, if no response has been received the researcher has interpreted that as consent. These conditions were described in the email to the participants.

The interviews were conducted in a semi-structured way to promote the interviewee to not feel constrained and to not lead the answers into a specific direction, but rather to elaborate on what the interviewee considered important (Creswell, 2014). Three different questionnaires were used for the different groups, where the questionnaire for group one was relatively standardised (Appendix C), whilst the questionnaire for group two and three were differently designed depending on its context. The questions were also adapted to the answers given throughout the interview, as allowed in a semi-structured interview. The questionnaire was based on the drivers in the SCALERS model, which also was used as a checklist to make sure all drivers were covered, if so, the questionnaire was not necessarily followed. This method was used to validate that all interviewees were asked similar questions with the same purpose (Creswell, 2014). The questions were designed in a broad and general way with mostly open-ended questions to allow the researcher to carefully listen and adapt the following question on the previous answer (Creswell, 2014).

4.5 Analytic Method

The analysis follows a narrative approach as the research aims to understand how the participants understand their reality (Bryman, 2012). The purpose of the narrative interviews conducted is hence to emphasise the stories of the interviewees and to connect the events with its context (Bryman, 2012).

All interviews were recorded and later on transcribed. Transcription has been made to be able to fully focus on the interviewee rather than on making notes, but also to make sure that the researcher could revisit and analyse the data in a structured way (Bryman, 2012). The transcription also allows a more comprehensive analysis of the interviewee's words (Bryman, 2012). The transcription has been made continuously during the process of interviews which has enabled the researcher to notice emerging themes and thus develop new relevant questions

for the next interview (Bryman, 2012). Notes were only conducted if any particular expression or way of conveying ideas were performed by the interviewee.

Furthermore, a thematic approach has been used when analysing the data. The software program Atlas.ti was used to code all the interviews in order to find common themes related to the drivers in the SCALERS model. All interviews were first coded into the themes of SCALERS; both the situational contingencies and organisational capabilities. Next, the quotes were once again reviewed and coded into sub-codes to be able to find common themes. Thereafter the sub-codes were analysed with support from the theoretical background. By organising the data in this way, the researcher could identify relevant patterns to answer the research questions and could also validate that all data was considered and analysed (Ryan & Bernard, 2003). The method to use a theoretical background to support both the questionnaire and the analysis is supported by Dubois and Gadde (1999) and Yin (1994). However, the researcher also used an open mind to find other themes to not be constrained by previous research. Thus, a few additional codes beyond the SCALERS framework were used. With this in mind, this study aims to find barriers experienced by social ventures, but also to find how the process of scaling social impact could be improved. In that sense, each SCALERS has been analysed in terms of finding existing barriers, but also to find other seemingly important factors to succeed with scaling up the social impact.

4.6 Limitations of the Research Method

This study has used a multiple-case study method with semi-structured interviews. Despite being appropriate for the research questions, there are limitations. Semi-structured interviews in a multiple-case study make the comparison between cases more difficult since the questions might differ between the interviews (Bryman 2012). However, the purpose of this study is not to compare the studies but rather to understand the barriers experienced by social ventures in a broader sense. Another limitation of the research method is that no observation schedule has not been conducted and the researcher is therefore aware of the lack of reliability the observations might have (Bryman, 2012). The observations have thereby not been taken into account to a great extent.

Another limitation is the lack of ability to go into depth into the cases, and it is important to

remember that despite potential similarities of experienced barriers, every organisation is unique (Westley et al, 2014). Nevertheless, it was considered to be more important to get an understanding from multiple perspectives rather than going into depth into one single case. The lack of depth analysis in each case has furthermore also led to difficulties in understanding the situational contingencies in the SCALERS model fully. Therefore, some of them have not been taken into account in the analysis. It was considered more reliable to exclude them rather than including them without adequate data. Similarly, the supportive policies considered in this study is limited and the magnitude of supportive policies would have been understood better if more data would have been included and analysed. However, this was not possible due to time and scope limitations of the study. Moreover, the scope limitations did restrict the possibility to include more social ventures, which would have offered more comprehensive and reliable answers to the research questions. Another limitation of the selected method is the uneven distribution of collaboration partners between the case organisations where it was not possible to find equally many collaboration partners for each one of them.

Additionally, the demarcation of conducting the study in Bangalore and emphasizing the regional innovation system will give a limited understanding of the national innovation system which noticeably will affect the social ventures studied as well.

Worth to mention is the linguistic limitations. The interviews were all held in English, and the limitations of the language were consequently unavoidable since neither the researcher nor the interviewee's native language is English. However, the researcher has studied English for several years, has lived in English speaking countries and study a master given in English. The level of English among the interviewees differed, but most of them were fluent and had English as their business language, thus comfortable speaking it.

4.6.1 Trustworthiness

When executing research, it is important that the researcher is aware of its limitations. Replication, reliability, and validity are hence commonly used terms to evaluate this concern. However, Bryman (2012) suggest another approach when conducting qualitative research as no measurements are used, thus introducing the terms trustworthiness and authenticity.

Trustworthiness contains of four criteria; credibility, transferability, dependability, and confirmability. Credibility evaluates how plausible the findings of the research are, taking into account that the findings are based on the perception of the participants, despite the fact that there might be several possible truths of the social reality (Bryman, 2012). This is vital as it ensures that the researcher correctly understands the social world it has studied (Bryman, 2012). In order to account for this, the process of conducting interviews with collaboration partners to the studied social ventures was adopted, which allowed the researcher to view the issue from several angles and not solely from the organisation itself. However, the criticism might be raised to the snowball sampling method as it allowed the interviewees in the first group to decide what collaboration partner they suggested. This might have resulted in the collaboration partners interviewed being biased. Since the interviewees of the second group also knew that the study was conducted with a focus on group one, they might as well have felt restricted to share negative opinions.

The bias derived from personal reasons among the interviewees might also have influenced the credibility. The representatives are employees and might not always have been comfortable or felt enough trust towards the researcher in order to be honest in all questions. Thus, the researcher always tried to make sure the interviews could be executed in a private room, always made sure to say that the research was independent and that their name could be replaced if desired. Most interviewees did nevertheless not mind having their name published. All interviews were conducted in their offices, with the advantage of making the interviewees comfortable, but with the disadvantage that they did not perform the interview secretly from other employees.

Transferability refers to how well one could interpret the findings into other contexts (Bryman, 2012). Since this study was conducted on four case studies and emphasised the context of Bangalore to answer the research questions, the researcher is aware of the unique context of the study and that the possibility to transfer the findings to other locations are limited. Nevertheless, the findings could give a comprehension about the issue in the context of the Global South.

Dependability refers to the reliability of the research, where Lincoln and Guba (1985) suggest that an audit process should be adopted during the whole process. Peers to fully audit the research have not been used for this study due to accessibility limitations of such. However, a simulated interview was held before conducting a real interview in order to get feedback and

ensure that the questionnaire induced the right direction of answers. All interviews have also been audio recorded and transcribed and can hence be audited to confirm the reliability of the findings. Conversations occurring when not conducting the interviews might as well have influenced the interpretations of the interviews later on in the analysis. However, the transparency of the methodology is high and the whole process has been clearly presented in the method section.

Confirmability ensure that the researcher has done as much as possible to stay objective and reduce its biasness, despite that social research can never be completely objective (Bryman, 2012). To ensure this, the SCALERS framework has been used to support the coding of the data. By using previous findings to analyse the data the researcher reduced the subjectivity since it forces the researcher to analyse the data through the provided lens. Member checking has likewise been performed, where all interviewees were given the opportunity to read the final draft to make sure they were satisfied with the interpretation of their answers (Creswell, 2014).

Furthermore, the role of the researcher as a Swedish woman has possibly also influenced both the interpretation of the results and the way the researcher was acting during the interviews. The researcher is raised in a developed country and had never been in India previous to this research and is therefore aware of the limitations of truly understanding the culture and context. However, the researcher has earlier experiences from abroad and have also spent five weeks in India during the data collection. During that time, the researcher lived with locals and spent as much time as possible, both professionally and on the spare time, to understand the culture in Bangalore.

5 Empirical Findings – Setting the Scene

This section will provide relevant background information for the reader to better understand the results and analysis. This will include brief descriptive data about current policies and legislation which has been emphasised as supportive or hampering to scale social impact by the interviewees.

5.1 Policies and Legislation

In the circumstance of India, Prasad (2016) argues that there is a lack of innovation policies aimed for social innovations, due to the policies emphasising technological innovations instead. Among policymakers, there is currently an ongoing discussions in India regarding the importance of entrepreneurial universities to promote growth (Vang et al., 2007.) which according to Aoyama and Parthasarathy (2016) has led to an innovation system in India which focus on national research institutes and thereby fail to include other parts of the innovation system. Despite this, India has succeeded to be a hub for NGOs (Godfrey, 2015)

The spread of social innovations in India is furthermore argued by Aoyama and Parthasarathy (2016) to be a result of governmental failure where the government has succeeded in many terms, such as in the ICT transformation, but concurrently failing to provide the population with basic needs, such as education, water, and healthcare.

5.1.1 National Policy on the Voluntary sector

The government of India has acknowledged the contribution the voluntary sector has for the reduction of “poverty, deprivation, discrimination, and exclusion, through means such as awareness raising, social mobilization, service delivery, training, research, and advocacy (Government of India, 2007, p.1). Thus, they have legislated the National Policy on the

Voluntary sector to highlight the importance that the sector plays in both the private and the public sector (Government of India, 2007).

5.1.2 Income Tax Act, Section 80G and 12A certificate

A social venture is expected to get two major certificates, Section 80G, and section 12A. The section 12A certificate is where the government recognizes the enterprise as a social organisation, which in turn will provide the organisation with tax benefits as some shares of the income will be tax-free (Income tax department, 1961a). The 80G certificate is a legislation which states the right to get an income tax deduction when donating money to organisations who fulfil the requirements to hold a Section 80G certificate (Income tax department, 1961b).

5.1.3 Regulatory Division

When registering an enterprise in India, it is possible to register as a for-profit or non-for-profit enterprise, if registered as a non-for profit, one can register as a trust, society or Section 8 company (Bhatia, 2018; Vakilssearch, 2019; Interviewee 1). Consequently, the choice will affect which act the enterprise will follow. As a trust, one goes under the Indian Trust Act from 1882, as a society under the Society Registration Act and as a Section 8 company under The Companies Act from 2013 (Bhatia, 2018; Vakilssearch, 2019; Interviewee 1). A Section 8 company is a hybrid between a for-profit and a not-for-profit enterprise and can benefit from both sides; both take grants and donations but still engage in earning generation activities (The companies act, 2013)

5.1.4 The Foreign Contribution (Regulation) Act (FCRA)

FCRA regulates the acceptance and exploration of foreign contributions and control, with the objective to constrain activities harmful to the national interest (The Foreign Contribution Act, 2010). The FCRA does so by legislating that permission is needed to receive funding from international actors (The Foreign Contribution Act, 2010).

5.1.5 CSR rules in The Company Act of 2013

The Corporate Social Responsibility (CSR) rules in the Company Act of 2013 ensures that every company which have a (a) net worth more than five thousand million rupees (b) or a turnover of more than one thousand million rupees or (c) a net profit of fifty million rupees has to spend "at least two percent of the average net profits of the company made during the three immediately preceding financial years" (The company act, 2013, p.87) on CSR. (The company act, 2013).

5.1.6 Ayushman Bharat

In India, 62,5 percent of the population is not covered by health insurance but needs to pay high out of pocket expenditure for their healthcare (Government of India, 2019a). Hence, the Government of India introduced an insurance scheme called Ayushman Bharat, which aims to give the population of India "universal access to good quality health care services without anyone having to face financial hardship as a consequence" (Government of India, 2019a). When fully implemented, this will be the world's largest funded health protection mission covered by a government (Government of India, 2019a).

5.1.7 National Program for Control of Blindness

The national program of control for blindness is a centrally sponsored scheme introduced in 1976 with the purpose to reduce blindness (NPCBVI, 2019a). This is accomplished by initiatives such as treatment of blindness, e.g. surgeries for cataract, provision of comprehensive eye care service and expansion of research. Several of the target goals were in 2018 successfully achieved (NPCBVI, 2019b).

5.1.8 Status of Rural Electrification (RE) under DDUGJY

The government of India launched in 2015 a project under the name Deendayal Upadhyaya Gram Jyoti Yojana (DDUGJY) to empower rural areas in India with electrification (Government of India, 2014). DDUGJY has electrified 121 225 villages and intensified the

electricity in 592 979 villages, thus empowered 397 745 000 households (Government of India, 2019b).

6 Results and Analysis

In this section, the results and analysis will be presented. The SCALERS framework (Bloom & Chatterji, 2009) will be used as a reference point and each driver will be analysed to find both experienced barriers, but also to find other seemingly important factors to succeed with scaling up the social impact. The drivers in the SCALERS model will be presented without a hierarchical order.

6.1 Lobbying and Public Support

A repetitive theme among the interviewees was that they stressed the importance of *lobbying*, and to approach the government in order to make a true social impact, in line with Bloom and Chatterji (2009). For instance, Remidio collaborator 2 described it as a matter of making the policymakers understand that it is a matter of policy to prevent people from becoming blind: “See the government has to take it to a policy. If they know that, this can make a significant impact in the life of patients”. Related to this, Pollinate energy 1 describe that governmental support can influence other actors on the market to shift focus:

” For example, let’s say, sanitation was never a key focus area before the year of 2014 (...) but that moment the leader of the country announces that sanitation is important, the moment we see that their focus of corporates and even government shifted toward sanitation.”

Nevertheless, Vision Empower 1 stress that there is no use to wait for the government to start the process, even if she still acknowledges them as important stakeholders:

“We understand that education is a state and central subject, it’s something that the government needs to be worried about (...) but then if we wait for the government to do something and then we will support them, we forget that its’s not going to be of any use”.

This confirms Bornstein (2007) statement that educational problems necessarily are a governmental concern, nevertheless also confirming the increasing need and action for social innovations due to a perceived lack of action from the government, hence possibly supporting a governmental failure (Aoyama & Parthasarathy, 2016). Contradictory, Soffia, policy connoisseur with many years of experience of collaboration with the government, stress that the current government tries to make health care accessible to everybody by trying to make more health care services state-owned instead of private and that they are "trying to reach the population as best as they can".

Furthermore, when analysing the interviews, it was noticed that lobbying seemed to be a long-term goal rather than prioritised in the start-up phase. As an answer to the question of how important the government is, Vision Empower 1 replied that they will approach the government when they can offer them a scalable solution:

“The government is not going to look at the trees, it is going to look at the forest. It needs you to be able to say that this is something you can do at a scale up level.”

The importance of having a full program before approaching the government was repeated in multiple interviews. For instance, Remidio 1 stresses that there is no need to approach the government until you are ready with a full solution: “when you work with the government (...) you are not just selling technology, you are selling a program”.

6.1.1 Barriers to Approaching the Government

When it comes to approaching the government and how likely the social ventures are to actually achieve a change in its favour, the view differed between the interviewees. To demonstrate, Pollinate energy 1 believes that the government has always been approachable, a perception which is supported by Paul, a social entrepreneur, who describes the government as an important supporter for the development of all his innovations. Soffia, policy connoisseur, claim similarly that it is nothing new that the government of India is trying the best they can to reach out to every single person in this country with health care. Agroblock 1 likewise believes

that the government is helpful, but unfortunately with too much paperwork. Thus, Agroblock 1 tries to stay away from businesses where the government is strongly connected.

As Agroblock 1 indicated, despite the overall belief that the government was supportive and approachable, one barrier perceived to get support from the government was bureaucracy. Remidio collaborator 2: “but when it comes to activities like this it is very difficult because a lot of bureaucracy involved”. Furthermore, Paul, social entrepreneur, describes the bureaucracy as a constraint for innovators at the moment: “The bureaucracy is killing innovations. If you got rid of the bureaucracy, you would bring in a whole lot of people who wouldn’t otherwise come in.”

Seemingly, some of the interviewees tries to avoid the government as a result of the difficult process. To demonstrate, VE collaborator 2 answers that they have no governmental support at all due to the difficult process. Even Paul, who believes that the government has been an important support for him, also describes that all the bureaucracy makes the process to get support difficult. Remidio collaborator 2 stresses likewise that the government is difficult to negotiate with and that this discourages many organisations.

Except for the difficulties with bureaucracy, the awareness and knowledge in the government was described as a barrier to approach them. Nevertheless, the awareness referred to was not about the value of making a social impact, but rather the knowledge of how to improve the conditions for the actors trying to aim for it:

“The problem with the whole social start-up eco-system is that while government knows a lot about the ease of doing business, they have really less, or haven’t heard so much, about how to ease the social innovations” (Interviewee 1, policy connoisseur)

Furthermore, the awareness is not only a problem in the government but also among the population. This is confirmed by Remidio 1, who describes that it is not the accessibility to the government that is the problem, but rather the awareness of the benefits of preventive healthcare among the population that needs to be changed to make them understand the value of the innovation. Remidio 1 continues and claims that working with the government is an important factor to overcome this and thereby create a demand from the population. In terms of convincing the government, Remidio 1 stresses instead that the vital part is to show the cost benefits: “The

government doesn't care what your cost off technology is: what does it mean per person? Per patient?"

6.1.2 Supportive and Hampering Policies

Furthermore, Bloom and Chatterji (2009) stress that the importance of lobbying will be affected by the current supportive policies. This was confirmed in the results since most interviewees highlighted policies which are either supportive or hampering for their business. For example, Interviewee 1, policy connoisseur, stress that the 80G certificate is important not only from an individual point of view as they can get tax benefits but also for the NGO concerned due to the fact that some companies who want to support them financially require the certificate. Related to this, Interviewee 1 claims that the 80G certificate often is hampering for organisations as it takes too long to get it, which according to Interviewee 1 is because the government doesn't want it to be misused:

“Yes, it is very tough to get. They made it more tough because the government putting a lot of processes in place so that it doesn't get misused. And NGOs have been a source of misused money, where a lot of money laundry used to happen.”

Contradictory, Paul, social entrepreneur, claims that the reason for the government to constrain the access of an 80G certificate is not legitimate as it, in his opinion, solely is a way to constrain the NGOs which are challenging their power:

"In fact, some compliance for the NGO in the social field is much more restricted than anything else (...) because they curve people trying to come in undermining their power (...) It is definitely a way to constrain NGOs”

Similar to the Section 80G, Interviewee 1 describes that despite being of a good purpose, the process to become a Section 8 company is difficult and hence not as supportive as could be. Interviewee 1 continues and explains that getting an FCRA is "extremely tough" and might take as long as three years to get. Hence, Interviewee 1 describes it as a legislation which constrains start-ups to access funding.

Hence, both the FCRA, 80G and the Section 8 legislation, despite having the purpose of being supportive for social ventures, can be argued to constrain them due to bureaucracy and difficulties to access the capital they possibly could receive. This could be connected to the rigidity trap, that occurs if scaling the social impact of the social innovation is suppressed by rules, authority or similar (Scheffer & Westley, 2007)

Differently, The CSR rules in The Company Act of 2013 is positively perceived by numerous of interviewees. Vision Empower 1 describes it as a way for them to convince the corporations to fund them and their idea. Similarly, VE collaborator 5 from WiPro, despite that WiPro had this kind of programs before the legislation came to place, describes it as an important policy: “There are a lot of companies now, (...) I shouldn’t say forced, but nudged in the direction of looking at how they are contributing to the social sector”. Furthermore, Pollinate Energy 1 believes that this act makes a great difference and underline that the act is a way for the government to take their responsibility and stimulate private companies to focus on specific areas of development.

Not to mention, Remidio collaborator 2, a doctor from Aravind hospital who executes cataract surgeries for free for people who can’t afford to pay, highlighted the importance of the National program of control of blindness as another supportive policy which funds the cataract surgeries performed for people who can't afford it. Likewise, Soffia, policy connoisseur, describes that the insurance scheme named Ayushman Bharat is one of many important initiatives from the government aiming to make health care accessible for everybody. Pollinate energy 1 does as well claim that the Status of Rural Electrification is one important legislation, however not influencing their business as they focus on the unregistered disadvantages communities where this program has not been executed.

6.1.3 Concluding Remarks

The interviewees were also asked what kind of changes they would like to see in the future, and it could be understood that it is believed that the government should use their power to make the private sector contribute to a greater extent. Where VE collaborator 5 believes that the government should make sure that companies invest more in organisations operating in underdeveloped and unprivileged areas and not only in their local neighbourhoods.

Consequently, there are currently multiple supportive policies even if the outcome of them differs. The results do further indicate that a quadruple helix approach (Carayannis & Campbell, 2012) has started to influence policy-makers, with examples such as the National policy on the voluntary sector, and the CSR regulation as they highlight the importance of the civil society. However, the results also indicate that some legislation still needs to be better adapted to the social ventures to reach its full potential, such as Section 8, FCRA and the 80G certificate. Policies such as CSR regulation, Section 8 and the National Policy on the Voluntary sector does furthermore also indicate that the government see the importance of the hybrid domain and to use the civil-society as a middle-man between the private and public sector (Aoyama & Parthasarathy, 2018).

6.2 Staffing

All the participating case organisations had paid employees and the interviewees did not seem to perceive it as a problem to find employees willing to work for them. Nevertheless, when it came down to finding the right employees, an important factor was to find people with the right passion. Pollinate energy 1 demonstrates by describing the passion for the social sector as an important factor, but also the importance to erase the stigma around slum development among new employees. The importance of passion among the employees was also confirmed by some of the collaboration partners: Remidio collaborator 1 describes that he joined Aravind hospital because he wanted to come back to India (from England) to serve the people and the country. Similarly, VE collaborator 3 and 4, who works as volunteers in Canara Bank Relief & Welfare Society, explain that they do it because they want to use their knowledge in a “good way”.

Except for the importance of finding people with a passion for the social issue concerned, another important factor was the ability to gain trust. Remidio collaborator 1, for example, describes that the trust between the employees and the patient is especially important in their vision centres and camps where they use Remidio’s screening device, where they meet patients in rural areas: “They [employees] also plays a crucial role, they are from the same locality, so the people trust them”

6.2.1 Barriers to Staffing

What seemed to be a bigger concern in terms of staffing was the ability to maintain the employees because of difficulties to pay them and because of the risk of other bigger companies recruiting the employees they have trained. To demonstrate, Vision Empower 1 explains: “Convincing is not difficult, paying is difficult.” Furthermore, Agroblock 1 contributes with an example: “retaining is a typical problem for start-ups to manage (...) because big companies easily pick up out trained people.”

Another barrier perceived was described by Pollinate energy 1, who stressed that the network is important to find new, well-suited employees. Thus, it used to be difficult for them to find employees, but now most of the recruitment is a result of referencing between Pollinators.

Despite the general ease of finding employees, the results indicate that it was difficult to find top-engineers to the social sector. This was confirmed by Agroblock 1, as Agroblock mostly employ freshmen and teach them on their own. Remidio 1 further clarifies that for the social sector in India, it is easier to “teach labour” for service-related jobs rather than attracting the top engineers to develop the products. Hence, the difficulty to attract skilled people is a barrier, and to teach them independently requires many resources.

Hence, the findings suggest that *staffing* is an important element, similar to previous research by Bloom and Chatterji (2009). Nevertheless, it was not perceived as a significant barrier for scaling up since it seems to only be easier to find employees as the company gets established.

6.3 Communication and Stimulating Market Forces

Consistent with the literature of Bloom and Chatterji (2009), this research found that the participants acknowledge the importance of *communicating* the value of their innovation to different stakeholders. Furthermore, the most important stakeholders mentioned were potential users and investors. This section will focus on the former, whilst the latter will be handled in section 6.6.

One apparent finding in this study was the satisfaction among the users of the case organisations. This was noticed for instance in the interview with Remidio collaborator 2, as he clarified that it is now easier for them to prevent eye diseases as Remidio's screening device improve their capacity to discover eye diseases fourth fold. Remidio collaborator 3, is another good illustration, who describes that the device has improved the quality of the diagnoses as the pictures are clearer. Another satisfied user is VE collaborator 1: "Yes, it is very much valuable (...) They have helped us by bringing out the braille textbooks in which our students are able to read the textbooks and do their homework on their own"

Nevertheless, to truly make a social impact, it is necessary to not only convince the users but also create a market and demand for the innovation, defined as *stimulating market forces* (Bloom & Chatterji, 2009). Remidio 1 confirms this previous finding by describing that one cannot create a new market until the old one accepts it: "I believe, you can't create a new market until the existing market accepts the product."

6.3.1 Dynamics for Successful Communication

This study found that it is important to base the business idea on research in order to communicate the value of the innovation in a credible manner. These results further support the idea of Bloom and Chatterji (2009). To demonstrate, Vision Empower 1 explains that they spend nine months to only investigate, through interviews and observations, what the visually impaired students needed the most, before creating their content. Similarly, Agroblock 1 says that their business idea is to a great extent based on research and that they regularly publish papers. Soffia, policy connoisseurs, does additionally stress that it is vital to research what drives consumption in your segment. Similarly, Remidio 1 stresses that research is important to be able to prove the cost benefits:

“Everybody would understand that you are preventing something, (...) but what is the money that you are spending to do that? (...) What has been very interesting is the analysis has helped us understand that there is an economic viability to the model. Because in the end of the day that is extremely critical.”

Both Vision Empower 1, Remidio 1 and Soffia (policy connoisseur), share the perception that there is a great value of using research when trying to convince the government about the

societal- and cost benefits of their innovations. However, the findings regarding successful communication with the government were covered in section 6.1.

Another common view among the interviewees was that the ability to achieve “local trust” between the venture and the target group was a vital factor to succeed in communicating the benefits of the innovation. This is exemplified in the words of Remidio collaborator 2, who mentions that they employ people from the region where they operate because of this particular reason. In the same way, Vision Empower 1 describes that it was not difficult for her to convince the school about the benefits, as she had already been a volunteer at the school and therefore knew them. VE collaborator 1 confirms this statement. Likewise, Agroblock collaborator 1 claims that he needs to “engage with the locals” to understand the particular set-up.

To achieve local trust, the results indicate that it is important to understand the culture and speak the local language. This is certainly true in the case of Pollinate energy, where Pollinate energy 1 stresses that it is owing to the language skills of the Pollinators that they can successfully communicate the value of the product in the communities. Agroblock collaborator 1 exemplifies this finding further by describing the users he approaches as a family: “You have to understand the village, how villages think, and how they interact and how they do their business. They work as a family.”

These results indicate that understanding the context is crucial to understand how the social venture can communicate the social value and the cost benefits of the innovation in order to create a market for the business and hence be able to scale up. This goes in line with previous research indicating that complex situations are path-dependent, and the starting point does thereby influence future development (Westley et al, 2014). It does as well underline the importance of a vibrating regional innovation system where an interactive learning process is vital (Asheim & Gertler, 2005). Furthermore, it does also highlight previous findings by Vang et al. (2007) who stress that the history must be understood in order to not design misplaced policies ascribed from the Global North.

6.3.2 Barriers to Communication and Stimulating Market Forces

7.3.2.1 Communicating Affordability

A few themes of barriers experienced when communicating and stimulating market forces were discovered. One theme was the essentiality to be able to communicate the affordability. This could be seen in a variety of cases studied. Agroblock 1 exemplifies by describing it as the two questions that always comes up: "How am I making money or how can I make money?". Similarly, Remidio 1 describes that you sell value in terms of affordability. This is confirmed by Remidio collaborator 1 who believes that Remidio needs to come up with a simplified and more affordable version to reach out to more people in the communities. Likewise, Pollinate energy 1 explains that the first reaction in the communities when they try to sell their products is that it is way too expensive. It is therefore vital for them to communicate the cost benefits of the products in the long-run.

According to Bloom and Chatterji (2009), the availability of economic incentives in the particular sector will affect the ability to motivate the desirable behaviour of people and hence the stimulation of market forces. This belief was true in the case of Remidio. To demonstrate, Remidio 1 states that Remidio has worked very well when there has been alignment with economic incentives, thus, it has been easier for them to sell the products to the ophthalmologists since they only need to grasp the cost benefits as they already are aware of the social benefits. Agroblock collaborator 1 exemplifies the same by describing that the farmers will buy the product of Agroblock only if they see the economic incentives with it:

" I don't think the farmers will understand these things. If I say traceability, and other stuff, the farmer will not even understand (...) If he gets, by using Agroblock, even 1 or 2 rupees (...) then he will try to understand that these people are doing good".

Soffia, policy connoisseur, also emphasises that the bottom line is to know if the people you are trying to reach really need the product and if they are willing to pay for it.

7.3.2.2 Awareness of the Social Benefits

“The technology is the easy part; the awareness is a challenge” (Remidio 1)

The next barrier discovered was the importance of communicating awareness about the issue itself, rather than starting with communicating the product or service. This could be illustrated by Pollinate energy 1:

“Our main intention is not to bring in the product, but people should know why it is important. Because if I walk into a community with a product, it kind of gives an impression that you are trying to push something.”

Remidio collaborator 1 confirms this perception by claiming that people are not aware about health issues at all and that this is hence the biggest barrier in the coming future:

” The awareness among the population, they are not aware at all (...) India is going to be the world diabetes population, like the bomb is going to be explode. The next ten years India the highest number of diabetes is going to be”

The lack of awareness is also what creates a problem to stimulate market forces. According to Remidio collaborator 2, this is expressed when some people don't come to an appointed cataract surgery even if it is free of charge. This is confirmed by Soffia, policy connoisseur, who stresses that many people are not sufficiently educated:

“Let's take the water purifier as an example. It is so important for us to educate them on the importance of drinking and consuming clean water so that we stay healthy and our children don't fall sick.”

Hence, it is difficult to create demand if awareness isn't improved. Pollinate energy 1 confirms this and stresses that the lack of knowledge of slum development itself is a problem for them. The reason for this lack of knowledge might also be in the culture according to Remidio 1, as there is a problem with a non-health seeking population in India: “I don't go to the doctor unless I have a problem. I don't go to my yearly check-ups. That comes from our culture.” Remidio collaborator 1 also confirms this belief by describing that the reason why the government funds

the surgeries of the people which has been screened in rural areas, and not the ones who come to the hospital voluntarily, is because they want to change the health-seeking behaviour among the population.

7.3.2.3 Public Support

According to Bloom and Chatterji (2009), the degree that organisational communication skills will affect the ability to scale up depends on the public support. The findings in this study indicate that the public support for social ventures in Bangalore was experienced as a barrier and needs to be improved. To demonstrate, Soffia, policy connoisseur, claims that the general public does "not so much" see the social value of social innovations due to lack of knowledge:

“(...) whenever you don't know about something you don't understand the value of this. Simply because you're not aware of what these people do or what the government is trying to do.”

Vision Empower 1 describes similarly that the attitudinal problems towards visually impaired persons as a limiting perception of sighted people, where people often believe that "this child cannot see, therefore this child cannot think". Vision Empower 1 also describes that most people know that there is a lack of education for visually impaired students, but they choose to "sweep it under the carpet". Instead, they believe that it's probably better not to bother the visually impaired students with changes. This lack of public support complicates her business, hence confirming the theory of Bloom and Chatterji (2009). Pollinate energy 1 also claim that there is a cultural aspect limiting the public support where the population prefers to not talk about subjects which are embarrassing:

“Simple example: if you go into a medical store and buy a condom or let's say a sanitary pad. Why do they wrap it up in newspaper and give it to you? Because I would be so ashamed to carry those things around. Rural or urban, I still see this. I would say, it's difficult (...) Education is a key way to reach out (...) It will take generation to change this.”

Nevertheless, Pollinate 1 also claims that a lot has changed during the past 10 years. The culture of embarrassment for sensitive subjects might hence also be what has created the problems with a non-health seeking population described in section 7.3.2.2. Not to forget is that to create a

market, support from policymakers is also important. However, that is touched upon in section 6.1.

Concludingly, according to Moore and Westley (2011) one might get trapped in the poverty trap not only because the communication of need, legitimacy or desirability of the innovation is lacking, but also because the timing might be wrong, or the resources needed to pursue people are not available. Hence, the cultural barrier might be argued to impair the timing, and therefore affect the success of communication.

6.4 Alliance Building

Alliance building and great collaboration partners were, in line with Bloom and Chatterji (2009), in many different concerns emphasised as the main factor in order to scale up the social impact. Many interviewees underlined that collaborations are vital to access knowledge, competence, capital, to be able to replicate the business in a new location and to find the right target group where the greatest social impact could be achieved. In line with this, Vision Empower 1 stresses that she couldn't have done anything without her collaboration partners, "We didn't see that we could even do anything without partners, neither are we teachers or braille experts (...) So obviously, we need them". The importance of collaborations is also confirmed by Agroblock collaborator 1 who says that: "For us, the entire system work as a collaboration itself".

The results also confirm the importance of the hybrid domain, where the civil sector plays an important role to bridge the gap between the private and public sector (Aoyama & Parthasarathy, 2016). To demonstrate the importance of the hybrid domain, Soffia, policy connoisseur, highlights that a good strategy to approach the government is to use other organisations which already are collaborating with the government, since they know how the process works.

6.4.1 Collaboration to Access Knowledge and Competence

The need for collaboration to access new knowledge can be demonstrated by Pollinate energy who use NGOs to spread knowledge about menstrual hygiene in the communities. They believe

that spreading awareness in the communities is their main mission whilst selling the products is secondary. Yet, menstrual hygiene is not their area of expertise and hence they use collaboration partners for this.

Soffia, policy connoisseur, also indicates that the government welcome collaborations with social ventures because they see the value of their expertise:

"I can say is that the government really wants to work with these people. That's not an issue. They want to take the expertise from because there is a lot expertise in small organisations, NGOs and big organisations. There's a lot of very capable people. The government sees a chance to team up with them."

6.4.2 Quadruple Helix

The type of collaboration does matter as well, and this study found that multiple different types of collaborations are widely used. All parts of the quadruple helix: government, industry, university and civil society (Carayannis & Campbell, 2012) are represented. For instance, Paul, social entrepreneur, claims that the government is one of his biggest supporters and Vision Empower 1 and Remidio 1 that the government is one main player they need to collaborate with to be able to scale up their business. This confirms Westley and Antandze (2012) who stress that the interaction with the government is an important factor of the regional innovation system to achieve institutional change. Nevertheless, despite the importance of governmental support, Vision Empower 1 also continues by describing that there is no use to sit and wait for the government to do anything. Consequently, she has used both private companies and civil society collaboration partners whilst starting up Vision Empower. The role of collaborations with both the government and the private sector is also defined by Pollinate energy 1:

“Government would take longer time, but it would be a good solution. There is no doubt on that particular part. But there is always a ‘low hanging fruit should be addressed first’. I think the private one is the low hanging fruit.”

Pollinate energy 1 also believes that the private sector plays an important role to influence the government to focus on particular areas:

“And ones private sector starts investing in this concern (...) even the government could see what is happening to these communities which have never been notified or not even registered by the government.”

According to Soffia, policy connoisseur, collaborations between the government and the private sector have always been around and are only increasing. Agroblock 1 does, in addition, agree that the private sector is a collaboration partner important to utilize and stresses that Agroblock has multiple collaborations with private companies in both India and abroad.

The third element of the quadruple helix is the universities. In this study, both Vision Empower and Agroblock are incubated at the International Institute of Information Technology in Bangalore (IIITB) and have a close collaboration with the university. Hence, they both confirm that this has been of great value for them. Vision Empower 1 explains that: "The support we get out of IIITB is huge." Vision Empower 1 continues by describing that it has also helped her to get funding from external partners as the brand of IIITB radiates legitimacy. Furthermore, she believes that the benefits work in both ways as the visibility for IIITB also increases when the companies incubated there expands. Agroblock 1 confirm the importance of the university and describes that the fact that Agroblock has been incubated at IIITB has been very important both because of the eco-system, but also because of the collaboration with professors for research projects they couldn't afford themselves.

The civil sector, the fourth element in the quadruple helix model, introduced by Carayannis and Campbell (2012) is furthermore also confirmed to be widely used, and Pollinate energy 1 believes that this is not anything new or unique: “I think social organisations have this kind of, you know partnerships was always there.” To demonstrate, Vision Empower 1 collaborates with an NGO to create braille books, an NGO which is fully funded by CSR money from the private sector. Furthermore, this collaboration is considered successful from both sides in terms of helping each other to scale up, and VE collaborator 2 describes it as a "joined hand". Additionally, Agroblock 1 used an NGO in the first phase of their business in order to collect data regarding the farmers they wanted to approach.

6.4.3 Barriers to Collaboration

However, despite the seemingly strong culture for collaboration, it is not without difficulties. “Collaborations are difficult for sure” (VE collaborator 5). Regarding collaboration with the government, Interviewee 1 highlights the lack of knowledge about how to ease the process for social innovations as a barrier for the collaboration to work properly.

Furthermore, network and contacts play a significant role to find collaboration partners. Hence, the ecosystem in Bangalore was considered as an asset for social ventures. This goes in line with Asheim and Gertler (2005) and the literature regarding regional innovation system, as localized learning and tacit knowledge are considered as important factors in the studied region. For instance, Pollinate energy 1 considers this to be an essential factor since you can find: “anything or everything under the roof of Bangalore itself” and Soffia, policy connoisseur:” Basically networking. Network network network.” Not surprisingly, personal contacts are also valuable, Soffia continues: “Absolutely. It's only about contacts. It's always about people. I can't emphasize it enough”. Similarly, Vision Empower 1 describes that she was able to convince the first school to collaborate with her because she used to be a volunteer there and thereby knew them. This study's findings about the importance of network and an interactive process within the regional innovation system to empower social ventures hence confirms outcomes from studies performed by scholars such as Bodin and Crona, (2009) and Cooke (1996).

6.5 Replication

“But there will be a little bit of tweak and turn which we have to match.” (Agroblock 1)

According to Bloom and Chatterji (2009), one driver to scale up is to be aware of how to succeed with the *replication* of the business in new locations without lacking in quality. The process of replicating the business was considered by all case organisations. However, what was most emphasised among the interviewees was the importance of using collaboration partners to succeed. This is illustrated by Remidio 1: “I believe that's the way to do business if you really want to scale”. Collaborations were considered as important because it will help them to understand and adapt to the context of the new location. Agroblock 1 illustrates this statement:

"Our collaboration partners will be someone who are expert in agriculture, food and beverage or supply-chain sector. So, we work with them because they have that additional layer and they know the local market."

The adaption to the particular context is furthermore seen as a complex issue according to Agroblock collaborator 1 who explains that he needs local, culturally involved people to understand the particular set-up. Concludingly, these findings confirm that the dispersion of beneficiaries between the core and the branch will determine how difficult the adaption to the context will be (Bloom & Chatterji, 2009). Where the results suggest that collaboration is the most important element to achieve an understanding for the differences among the population in different regions and replication itself is hence not considered as any major barrier, but rather the ability to find the right collaboration partners.

6.6 Earnings Generation

Earnings generation refers to the organisation's ability to generate revenue that exceeds its expenses, something which is not solely important to sustain as a company, but also to express legitimacy to investors (Bloom & Chatterji, 2009). Despite some of the social ventures being for-profit, all of them were still to some extent relying on external fund. For instance, Remidio break-even but use grants to fund Research & Development, Vision Empower fully relies on external investors, Agroblock relies on both external investors and revenue and Pollinate energy operates as a social business and relies on both revenue and external investors. However, Pollinate energy 1 emphasise that they aim to break even, but that the social impact must be prioritised: "You have to first start with the impact part of it, only when you maximized your impact, then you can start focus on the break even."

Bloom and Chatterji (2009) also highlight that research is an important factor to show the legitimacy of the organisation to investors. Remidio 1 confirm this as he describes that the research, they have conducted has been of high importance to convince the investors about the value of their product and service.

6.6.1 Barriers to Earnings Generation

One of the barriers to earning generation was the difficulty to access capital in the start-up phase, due to many investors not having the courage to invest in young companies. This issue was demonstrated by Interviewee 1, policy connoisseur, who describes that the support and capital needed during the first phase is vital to be able to continue:

“My point is, that sometimes you need someone initial hold handing in learning those skills also. In a normal start-up ecosystem, you may have angels to fund your idea (...) but if you are trying to do something as an NGO setup it is very, very tough.”

Vision Empower 1 likewise highlights that one of their current investors couldn't fund them in the start-up phase because they needed to first find out if their business would fit their profile. VE collaborator 5, who represents WiPro and the CSR program which have funded Vision Empower during their start-up phase, agrees and describes that many companies focus too much on visible results among the organisations they support. VE collaborator 5 continues by explaining that he agrees that this seeding programs for start-ups are not too common among other companies. Furthermore, VE collaborator 5 additionally believes that it is important to support organisations on a long term since a change of investors might shift requirements and focus areas, thus making it difficult for the social venture to have a long-term plan.

Another alternative to access capital is through impact investors and business angels. In line with Aoyama and Parthasarathy (2016) impact investors is one of the stakeholders standing in “the middle” between the private and public domain. Nevertheless, the findings of this study indicate that angels and impact investors are not widely used. To demonstrate, Remidio was the only one who used an impact investor as one of their first investors, before using their first commercial investor (angel). Considering business angels, Interviewee 1, policy connoisseur, highlights that the difficulties to access capital in the start-up phase for social ventures is connected to the lack of angels within the social sector, thus making it more difficult to find funding compared to organisations which focus on technological development.

As mentioned in section 6.4, collaborations were also considered important to access capital, which goes in line with Mulgan et.al (2007) who state that collaboration between grassroots organisations, social entrepreneurs and sponsoring organisations are necessary to scale up the

social impact. According to VE collaborator 5, the impact investors can play a greater role than only being donors as they have a great network of different social ventures. Hence, if they could connect these actors, the social impact could be improved. VE collaborator 5 describes this as helpful since as all social problems are related:

“Because finally it’s all linked (...) if the children are not coming to school because they are not healthy (...) obviously it is going to have an impact on the education and mental health and development, and vice versa”

Additionally, it seems to be easier to find investors when the company is more established as the network and hence potential collaboration partners become stronger. Vision Empower 1 stresses that she is quite confident about getting funding from now on, both from CSR programs and from the state government. The state government funding is something Vision Empower is able to get through the incubation and collaboration with IIITB.

7 Conclusion

7.1 Research Aims and Research Questions

This thesis aimed to investigate what barriers social ventures experience when trying to scale the social impact of social innovations and to investigate how the process of scaling social impact could be improved. All with the aim of doing so in the context of the Global South.

In order to answer *What barriers to scaling the social impact have been experienced by the studied social ventures?* and *What drivers seem to be more significant in stimulating successful scaling of social impact?* SCALERS framework has been used to analyse the data and will therefore also be used as a reference point in the conclusion.

This study indicates that *communication*, *alliance building*, *stimulating market forces* and *lobbying* are the most significant drivers in stimulating successful scaling whilst *staffing*, *earnings generation*, and *replication* was considered less important drivers. Replication and earning generation are considered as less significant drivers as they are closely relying on the ability of building alliances. Thus, alliance building should rather be emphasised. Staffing is less significant as it did not appear as a main barrier by the participants. It was also discovered that communication and stimulating market forces are closely related as stimulating market forces rely on communication skills to a great extent. Nevertheless, the results indicated that they are both vital to succeed to scale up the social impact. Lobbying was considered important both directly, with the government as a collaboration partner to scale the social impact, but also indirectly through their capability to raise awareness among the population through education and through their ability to set the direction of development by pressuring other agents of the market through authority and legislation.

The main barriers experienced in terms of communication and stimulating market forces was the ability to raise awareness concerning the social value- and cost benefits of the innovation.

In addition to this, there was a cultural barrier to generate public support because of a general embarrassment to speak about sensitive subjects. Hence, without successful communication to improve these conditions, it is difficult to create a market and demand. Another barrier was the necessity with contacts and a great network.

Furthermore, lobbying was seemingly important to scale up the social impact. The government was overall considered to be approachable and supportive, but the main barriers experienced was due to bureaucracy. Despite supportive policies with the purpose to ease the process of business for social ventures, some of them were hindering due to bureaucracy and additional barriers for young start-ups and NGOs. In line with this, another experienced barrier when collaborating with the government was the lack of awareness of how to ease business for social innovations where the ecosystem is more adapted for business innovations. Alliance building was nevertheless considered as one of the main drivers as it affects both access to capital, competence, the ability to successfully replicate the business and to communicate social benefits. The driver is hence closely related to barriers experienced within other drivers in the SCALERS, whilst the barrier experienced in terms of succeeding with alliance building itself is network and contacts. Nevertheless, the findings did not suggest that alliances between actors were not anything new, and that the ecosystem in Bangalore was considered as an asset, and consequently the barriers were not that major or significant.

Staffing, replication and earnings generation was as mentioned not considered as equally important drivers to scale the social impact. However, the main barriers will likewise be mentioned to answer the research questions. In terms of staffing, one of the barriers experienced was to maintain the staff due to difficulties to compete with bigger companies in terms of salary, why employees sometimes got recruited by them. Furthermore, attracting high skilled engineers was also considered as a barrier. To succeed with replication, the barrier experienced was the ability to find appropriate collaboration partners with the right knowledge to adapt to the context of the new location. In terms of earnings generation, what was most difficult was to access capital in the start-up phase.

This study also provides practical implications for the future, answering the research question of *How can the process of scaling social impact of social innovations be improved?*

As the results indicates that communication, alliance building, lobbying, and stimulating market forces are the main drivers in terms of scaling social impact, these drivers should also be emphasised and improved the most.

The results indicate that all four components in the quadruple helix were considered as important collaboration partners and they should hence all be emphasised. For the government, this could imply greater adoption of the quadruple helix approach when constructing policies. The results also indicate that the government should use their power to create incentives for private companies to emphasise particular areas of development, such as accomplished with the CSR rule in The Company Act of 2013. Furthermore, the results also imply that some policies, such as Section 8, 80 G and FCRA are hampering and should be constructed in a better manner for social ventures.

In terms of communication and stimulating market forces, the results of this study suggest that the social ventures need to base its business on research to be able to present the social- and cost benefits of the innovation in a legitimate manner, both to the users but also to the government. It was also found that it is essential to find a way to win a high level of trust to the target group by adapting to the context, understanding the culture and speak the local language. To achieve this, the findings once again suggests that collaboration partners are an asset where both the civil society and the government should be utilized.

Another main finding of this study is the importance of improving the public support through raising awareness and knowledge among the population, both in terms of social- and cost benefits. This is also vital in order to reduce the cultural barrier of embarrassment for some sensitive social issues. Altogether, this is important to create a demand for the innovation. The responsibility of raising awareness and educate the population needs to be emphasised from different actors of the market. This is connected to the importance of alliances building as the results indicate that the private and public sector can influence each other: the government by policies and the private sector by investing in the social sector. The experienced barrier of accessing capital in the start-up phase is furthermore also an important area of improvement, where both the public and private sector could use their power to influence each other. To ease the process of gaining access to capital, the results also suggest that investors need to take a greater responsibility to make long-term investments in start-ups.

With this conclusion in mind, finding suitable collaboration partners are crucial to succeed in many aspects. However, despite that alliance building does not seem to be anything new in the social sector, and no significant experienced barriers were found, improvements could still be accomplished. One way is to create incentives for impact investors to connect social ventures with each other. This is supported by the finding that both network and access to capital is important to scale the social impact. Networks were also discovered to affect the ability to find employees, why this also could ease the process of doing so. Furthermore, the eco-system and regional innovation system in Bangalore was considered as an asset, indicating that this should be accentuated and strengthened in order to improve the process of scaling the social impact of social ventures.

7.2 Contribution

Social innovations, and in particular the process of scaling the social impact of these, are largely neglected in the existing literature. This study has contributed to that literature by investigating common barriers experienced by social ventures in the context of Bangalore and has therefore contributed with a greater understanding of how the process of scaling social impact for social ventures could be improved.

Similarly, the understanding of how institutions and collaborations affect this process are unresearched. The results of this study have confirmed the importance of both the hybrid domain and the quadruple helix as it was found that collaborations with both the government, universities, private sector and the civil society is essential to scale up. Therefore, the results have contributed with new knowledge regarding how to utilize these collaborations in order to scale up the social impact.

These results empower social ventures and might improve their ability to scale the social impact of social innovations. It has also contributed with knowledge for policymakers about what policies that are encouraging or restricting the social ventures.

7.3 Practical Implications

The results indicate as mentioned that some drivers in the SCALERS model are more significant than others. However, all results are conducted in the context of Bangalore and other findings might be found in other regions. Nevertheless, the findings are analysed in the context of the Global South and could thereby to some extent be generalised to other regions within that geographical area. The confirmed importance of the quadrable helix, regional innovation system and the hybrid domain are expected to be similar also in other countries and regions in the Global South as a result of governmental failures, why the findings in this study could be used as an indication of what components to search for in other regions. However, the results also indicate that the context itself is important, and hence all regions and social ventures also needs to be understood uniquely.

Moreover, this study proposed initially that actions needs to be taken to address the great challenge of rising inequality particularly in the Global South. The results in this study could therefore be seen as an indication of potential actions which could be utilized to improve the conditions for the social ventures to scale their social impact in the Global South. This includes policy implications aiming to intensify collaborations between all actors in the quadrable helix, similar to the CSR rule in The Company Act 2013. Policies should also emphasise a vibrant regional innovations system as the innovative environment of Bangalore was considered as an asset for the social ventures. Other actions should aim to persuade investors to make long-term investments in social venture start-ups and in underdeveloped regions and fields.

For social ventures, the result of this study should be used as an indication of what factors they should emphasise in order to scale their social impact. This includes actions such as improving their communicational skills, where rigorous research is important. Furthermore, they need to thoroughly understand the social need they are addressing and the context where they are operating. This is essential to overcome shortage of awareness, lack of education and cultural barriers. This should be accomplished through collaboration partners, but also by continuously aim to gain more trust between the venture and the target group. Concludingly, all actors should aim to improve the public support and raise awareness through education. If not, a demand for the social innovations are difficult to create.

7.4 Limitations of the Study and Further Research

The results provide a limited ability to generalise the findings to other regions as it is unique for its context. Nevertheless, it provides an indication of the potential factors which might be important even for other regions. The delimitations of conducting the study in Bangalore does however indicate that further research is suggested to emphasise similar issues in the context of other regions. This concerns especially the Global South to avoid the probability to directly implicate policies influenced from the Global North.

Furthermore, a more detailed study in Bangalore is also suggested to more thoroughly and particularly chart how the conditions for the social ventures operating there could be improved. This could for instance be a more detailed study of how current policies affect social ventures. It is also suggested to conduct a in depth analysis of specific sectors, such as health or education, to enable an even greater understanding of how the process of scaling social impact for social ventures operating within those sectors could be improved.

The limitations of the method, mentioned in section 4.6, could also have influenced the result of this study. Hence, the reliability of the findings can be questioned to be biased in the view of the participant interviewees. The limitations of the study also include the drawback of not analysing all situational contingencies. This concerns the drivers staffing (labour-needs), earning generation (start-up capital) and alliance building (potential allies). It might be, that the result would have indicated that staffing and earning generation would have been of greater importance for scaling up social impact if the particular start-up capital and labour-needs of each organisations would have been taken into consideration.

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Appendix A – Case organisations

Vision Empower

More than one out of five of all visually impaired in the world, lives in India (WHO 2012). Additionally, as much as 30 percent of the blind population in India becomes blind before the age of 20 (Ministry of Home affairs, 2011). Despite that visually impaired students in India have the same right to education as sighted students, the education system is currently designed in such a manner that many visually impaired students lose their chance to learn Math and Science on a higher level (Visionempower, 2019). In Karnataka, the state where Bangalore is the capital, only one out of 45 schools for visually impaired offers Math and Science after class 7 (Visionempower, 2019). Thus, Vision empower was founded in 2017 with the aim to make STEM (science, technology, engineering and mathematics) accessible to students with visual impairment (Visionempower, 2019)

Table 5. Vision Empower's different programs (Visionempower, 2019)

Learning resources	Creation of STEM content for students in form of Braille books, audio books, tactile diagrams and similar.
Anubhav	Is an experimental STEM learning programme aiming to “develop a scientific temperament among children”
Pragya	Teacher training workshops to both visual impaired and sighted teachers, aiming to make the STEM lessons effective and interesting
Ananda	Volunteers working with students to encourage STEM learning through after-school arrangements
Assistive technologies	Research projects aiming to develop and design assistive technologies enabling STEM learning

Pollinate energy

Only in Bangalore, a fifth of the population lives in disadvantage areas, often referred to as the slum (Roy et.al, 2018). According to Pollinate energy (2019), they are mostly rural migrants, without identity documentation, access to social entitlements nor financial or housing services. Most of the people living in these disadvantages areas also live on less than \$2, thus, they are in the middle of a vicious cycle of poverty (Pollinateenergy, 2019). Therefore, Pollinate Energy

was founded with the aim to bring life-changing products to these communities. They do so by selling durable, quality products such as solar lanterns and fans, cookstoves and water filters.

Table 6. Pollinate energy’s objectives (Pollinateenergy, 2019)

Product access	Durable, quality products such as solar lanterns, improved cookstoves, solar fans and water filters. These product are sold through pollinators.
Product knowledge	Education regarding the products directly in the family’s homes. Empowering families to create safer, healthier and cleaner homes.
Finance & Service	Offer of short-term payments plans with less than 1 percent rate. This product also has minimum one year of warranty.

Remidio

285 million people around the world are visually impaired, out of which 39 million are blind (WHO, 2013). The two main causes for visual impairment worldwide is uncorrected refractive errors and cataract, where the former stands for 42 percent and the latter for 33 percent of all visual impairment (WHO, 2013). WHO (2013) claim furthermore that poorer populations are affected to a greater extent. However, according to WHO (2013), 80 percent of all visual impairment could be prevented. Thus, Remidio was founded to make technology for eyecare smart, portable and simple to use (Remidio, 2019). Remidio do this through creation of “compact, affordable devices with integrated intelligence”, which is a screening device which simplifies the process and makes screening of people’s eyes more efficient (Remidio, 2019) The product has therefore improved the process of finding and preventing eye diseases. Remidio is a for-profit organisation, however their innovative product has through affordability, portability and increased technology reached out to disadvantage individuals to a great extent. Remidio are operating in 15 countries with the core in Bangalore, and they have sold more than 1000 devices and screened 7,5 million people (Remidio, 2019).

Agroblock

Agroblock is a for-profit organisation which have develop a traceability solution for food from the agricultural sector using blockchain, artificial intelligence and internet of things with the purpose to empower all stakeholders, emphasising the most fragile groups; farmers and customers (Agroblock, 2019). They simplify for the farmers to know the true market value of their products, thereby empowering them to get the right payment from the middle men. The

customers get empowered by information and trust regarding the food they eat, in terms of fair-trade, nutrition, sustainability and similar.

Appendix B – Interview Consent Form

Research project title: Social innovations and its barriers to scaling social impact
– A case study in Bangalore in 2019

Research investigator: Frida Zahlander

Thank you for agreeing to be interviewed as part of the above research project. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation.

Would you therefore read the accompanying information sheet and then sign this form to certify that you approve the following:

- The interview will be recorded, and a transcript will be produced
- Access to the interview transcript will be limited to Frida Zahlander and academic colleagues and researchers with whom she might collaborate as part of the research process

Upon request, you will be sent the transcript and given the opportunity to correct any factual errors:

E-mail address



Quotation Agreement

I also understand that my words may be quoted directly. With regards to being quoted, please initial next to any of the statements that you agree with:

	I agree to be quoted directly with my name published
	I agree to be quoted directly if my name is not published and a made-up name (pseudonym) is used.



Printed Name

Participants Signature & Date

Researchers Signature & Date



Contact Information

If you have any further questions or concerns about this study, please contact:

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You can also contact Frida Zahlander supervisor:

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Appendix C – Questionnaire

Questionnaire Group 1

This interview will contribute with knowledge for my MSc thesis, with the purpose to describe whether different actors of the market face different barriers when scaling the social impact of their social innovations, and what is that could be done to improve this process and the collaboration between different stakeholders. However, when I talk about scaling the social impact, it doesn't necessarily mean becoming bigger as an enterprise, but to reach out and make a positive impact on more people.

1. Shortly introduce yourself and for long you worked with *Company X*?
2. Why did you start *Company X*?
 - In what way do you believe that your company can make a difference for our society?
3. So *Company X* has developed an innovative product/service/organisational structure called XX, can you tell me a bit more about the technology and why it is innovative?
4. How do you work to promote your product and idea to the target group?
Who are your costumers?
5. Do you find it difficult to persuade your target group about the value of your product?
 - Is it a matter of cost? Or a lack of understanding about the value your product can bring?
 - Do you reckon that the public understand the importance and usefulness of your product?
 - What have you based your business idea upon? Any market studies? Based on studies?

→ *Speaking about making an impact on stakeholders:*

6. Do you believe that you can change the institutional environment in your favour?
 - What specific policies and legislations affects your business?
 - What changes would you like to see?
 - How would you do it?
7. In your opinion, what have been the greatest barriers to scaling the social impact of your enterprise? (**Note:** when I talk about scaling the social impact, it doesn't necessarily mean becoming bigger as an enterprise, but to reach out and make a positive impact on more people.)
8. Do you find it difficult to find and attract suitable and talented employees?
 - How many employees do you have at the moment? Volunteers?
 - Do your employees get a salary?

- 9.** What is the source of income today for *Company X*?
- Do you rely on funding's from for instance donations and scholarships?
 - Did the business require a great start-up capital? Is this a barrier for replicating the business somewhere else?
- 10.** Have you tried to replicate your business somewhere else?
- If so, what has been the greatest barriers during that process?
 - Do you find that the variation is great among the people you try to serve?
Demographic and geographically?
 - Do you know how many persons you reach with your product? Is it possible to get access to this kind of data?
- 11.** Currently, what different kinds of collaborations do you have with other actors? NGOs? Governmental agencies? Other companies? Social enterprises?
- What different purposes do these collaborations have?
 - What have these collaborations helped *Company X* with?
 - What have been the barriers, in your opinion, concerning these collaborations?
 - Has any collaboration helped you increase the scale of your business?
 - What future collaborations would be desirable? And how come?
- 12.** With this in mind, what kind of support do you believe could be most helpful to Scale the social impact of *Company X* in the coming future? (Note: when I talk about increasing the scale, it doesn't necessarily mean becoming bigger as an enterprise, but to reach out and make a positive impact on more people.)
- 13.** Thank you! Is there anything you would like to add?

