RECOGNITION, DEVELOPMENT AND USE OF RESOURCE CO-SPECIALIZATION FOR CONTINUOUS SOCIAL IMPROVEMENT: A CASE OF SOCIAL ENTREPRENEURS IN PAKISTAN

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Abstract

This qualitative research investigates the utilization of co-specialisation by social entrepreneurs to drive sustainable social impact. Data from 35 in-depth interviews with social entrepreneurs in Rawalpindi and Islamabad was analyzed using thematic analysis. The findings underscore the significance of co-specialisation in achieving social goals and enhancing social impact. It was found that social entrepreneurs foster co-specialisation by forging networks, identifying funding sources, and recruiting individuals with a passion for social work. Social media emerged as a crucial tool for fundraising and increasing visibility for social causes. The study contributes valuable insights to social entrepreneurship literature and offers practical guidance for practitioners seeking to leverage co-specialisation for sustainable social improvement. However, the study's limitations, including its geographic focus and sample size, warrant future research employing quantitative methods for broader applicability and examining co-specialisation's role in achieving continuous social impact.

Key words: Entrepreneurship, Social innovation, social entrepreneurship, social entrepreneur, Co-specialisation, Co-specialized resources, Resource-based entrepreneurship.

Contents

1. Introduction:

1.1. Background

The concept of "social entrepreneurship " is controversial (Petrella & Richez-Battesti, *14*(2), 143-156, 2014). It is often understood to be the process of developing and implementing novel answers to societal issues, with the advantages of these innovations being made available to others beyond the innovators (entrepreneurs) themselves (Thorgren & Omorede, 2018). From an organisational perspective, the study of social entrepreneurship is fascinating since it involves not just enterprises but also a wide variety of organisational forms and processes seldom examined in work on "traditional" innovation. These kinds of organisations, which might be categorised generically as those focusing on social good, are fascinating to us for their own sake (Pasricha & Rao, 2018). They work in the public sphere, the business world, and the nonprofit community. A study by Ramus et al. (2018) found that social innovators frequently take a stance against such labels, arguing that " poverty, inequality, and environmental degradation" are seen as showcasing the inability of conventional processes and established paradigms across all three societal sectors. Private industry market inefficiency; public sector, siloed thinking; a lack of scale in, and segmentation all over, civil society."

Both businesses and universities are showing an increased interest in social entrepreneurship. As a result of their ability to channel resources into productive endeavors and generate new value for society, social entrepreneurs and organisations with a social mission that they found have emerged as significant players in our current economic system (Vézina et al., 2018). Our economic and organisational theories assume that the self-interested behaviour of individuals and the desire for profit on the part of organisational actors drives economic activity. However, the existence of social entrepreneurs and their role in the economy contradicts these theories (Nicholls and Murdoch, 2016). As a result, social entrepreneurs are often seen as aberrant economic players, or "do-gooders," who intend to assist poor members of society.

These terms—social entrepreneurship and social enterprise—have been the subject of a growing corpus of research in recent years. Many different types of organisations engage in social innovation, which is defined as "innovative activities and services that are motivated by the goal of meeting a social need," (Cunha et al., 2015, pg. 629) including both for-profit businesses, which create social value through their programs, and nonprofits with a dual mission, which form new

hybrid models (Gupta et al., 2020). Social entrepreneurs, function along this spectrum; they employ a businesslike approach to fostering better social outcomes for a specific community or stakeholders.

As a result, social entrepreneurs aren't motivated by making a profit for themselves or their investors but by positively impacting society. This type of social entrepreneurship involves disrupting established norms and creating novel solutions to problems by combining previously unrelated elements in novel ways (Bedi & Yadav, 2019). Social entrepreneurs are agents of change because they use system-level innovation to shift the status quo. Entrepreneurs withal purpose at their core are driven not just by financial success but also by the desire to postpositively impact While most of the research on social entrepreneurship focuses on social enterprises and, to a lesser degree, community enterprises, the term is equally applicable to the aforementioned wide variety of organisations with a social mission (Barberá-Tomás et al., 2019). Much of the literature has conceptualised social entrepreneurship as the formation and upkeep of "hybrid organisations," which blend features of for-profit and non-profit structures.

As social entrepreneurs and innovative social firms find new ways to gain a place in the business world, they are trying to employ new ways to gain social improvement. The increasing trend of co-specialisation adoption for social improvement is one of the first fascinating research directions (Phillips et al., 2015). Significant variation and exploration go hand in hand with the innovation process. It necessitates the acquisition of new information as well as new knowledge combinations that are tailored to the scenario in question (Anheier et al., 2020). Even though an organisation's well-established processes and practices can guarantee the predictability and consistency of its routine activities, it is less likely that those processes and practices will be relevant for projects that exhibit a high degree of diversity and ambiguity.

Many definitions in the research go in circles since the word "social" appears in both groups of phrases. For instance, social entrepreneurs are seen as value builders, yet, the boundaries of "social value" remain the subject of ongoing discussion and debate (Ladstaetter et al., 2018). There are various perspectives on the link between social value and monetary worth, with some individuals seeing monetary worth as a subset of social value and others holding the opposite viewpoint. Some perceive social value as a subset of monetary worth (Werber et al., 2014). These company owners' primary objective must be to increase their financial position.

Entrepreneurs with a social purpose seek to solve societal issues, inspire customers to engage in ethical behaviour, or create good social change. Because of this, turning a profit could look to them as less essential (Hervieux & Voltan, 2018). But just like the owners of any other business, they need to figure out how to finance and staff their enterprise. To acquire these items, a financial outlay will be necessary. Therefore, even though the achievement of their social mission takes precedence over all else, social entrepreneurs are still required to turn a profit to maintain the viability of their businesses, meet their financial obligations, and safeguard the interests of both them and their investors.

To ensure the continued success of their companies, social entrepreneurs are nevertheless expected to generate a profit. Many social entrepreneurs resort to co-specialisation or resource co-specialisation to achieve this goal. Co-specialisation is a term that refers to a business strategy in which both the customer and the vendor are committed to a partnership of bilateral specialization (Haugh & Talwar, 2016). The connection between two businesses that co-specialize is more than just one of outsourcing. It necessitates a continual level of expertise on both parts of the relationship and an accompanying level of unwavering mutual commitment to the partnership. The idea of creating specialised pairings of assets that are beneficial and difficult to imitate is at the core of the resource-based concept of co-specialisation (Rey-Martí et al., 2016). The cost-benefit economics point of view of creating such pairings through the collaborative efforts of a vendor and a client rather than through in-house advancement or buying is at the heart of the co-specialisation approach.

"Co-specialisation" describes how many entities possessing unique expertise and resources work together to accomplish a specific objective. Co-specialisation is essential for social entrepreneurs to tackle complex social problems and make a lasting difference via social innovation (Hervieux & Voltan, 2018). Social entrepreneurs may create innovative, efficient, and scalable solutions by pooling the knowledge and resources of various interested parties. By working with others who have complementary expertise, social entrepreneurs may access knowledge and tools that would otherwise be out of reach (Gupta et al., 2020). To get resources like money, knowledge, and research/policy assistance, social entrepreneurs often form partnerships with corporations, governments, universities, and NGOs. Social entrepreneurs may better meet the needs of their communities by partnering with these groups.

Furthermore, co-specialisation makes it easier for various parties to share and learn from one another, which may result in better solutions and longer-lasting effects. Social entrepreneurs may create better-informed and evidence-based solutions by pooling the knowledge and experience of several parties (Werber et al., 2014). Furthermore, building trust and legitimacy among many stakeholders is crucial for making an influence that lasts. To sum up, co-specialisation is an essential part of social innovation because it enables social entrepreneurs to pool the knowledge and resources of many parties to tackle intractable social problems and create long-lasting change (Rey-Martí et al., 2016). Hence, fostering social innovation and developing a more equitable and sustainable future requires an in-depth understanding of co-specialisation dynamics and how they may be successfully harnessed.

The capability of a firm's management to create, advance, or combine both specialised and co-specialized resources already present in the organisation is an essential component of emotional competence connected to a company's resource-based vision (Gupta et al., 2020). The term "emotional intelligence" (EI) describes a person's capacity to be aware of, process, control, and make productive use of their own and other people's emotional states. It covers a wide spectrum of emotional abilities, such as introspection, control, sympathy, and communication. People who are emotionally intelligent are better able to handle stressful circumstances, connect with others, and advance in their personal and professional lives. Emotional intelligence is essential for the growth and development of social entrepreneurs and their organizations. Challenges and complexities abound for social entrepreneurs, who must balance the needs of several groups, including those of their clients, funders, partners, and staff. Successful social entrepreneurs have strong emotional intelligence because it helps them successfully negotiate relationships, create trust and rapport, and articulate their social purpose with sincerity and empathy. This may be the norm in specific business environments, but it isn't always the case in other settings (Kim et al., 2019). It is essential to achieve excellent results in articulating these competencies if one wants to serve as a basis for the company's long-term overall innovation and value creation.

The resource-based approach is an essential theoretical framework that explains how social organisations obtain a competitive advantage compared to market enterprises and how this advantage may be maintained over time (Bennett et al., 2019). Businesses in the social sector with

access to such resources might create a durable competitive advantage by deploying innovative value-creating techniques that are difficult for their rivals to replicate.

This study's significance lies in the fact that it elucidates the significance of resource co-specialisation in the success of social entreprises in making lasting improvements to society. This study contributes to the literature and practice of social entrepreneurship by examining the methods through which social entrepreneurs identify, create, and use co-specialized resources. The results of this research have the potential to be used as a basis for the creation of novel, cutting-edge models of social entrepreneurship, which in turn may lead to more efficient and long-lasting solutions to pressing social issues. This study's findings may help pave the way for a more fair and equitable society by drawing attention to the significant impact social entrepreneurs can have on fostering widespread cultural shifts and long-term progress.

1.2.   Research Aim

This research aims to explore how social entrepreneurs harness resource co-specialization to drive continuous social progress. Resource co-specialization is a crucial component of a company's dynamic capabilities, allowing it to identify, develop, and utilize specialized resources for a competitive advantage (Teece, 2007). Co-specialization of resources refers to the process by which two or more organisations pool their resources in order to more efficiently and effectively solve social concerns (Argyres et al., 2019). In order to create long-lasting change in society and enhance their efforts over time, social entrepreneurs must learn to effectively discover, nurture, and use these co-specialized resources. This study aims to provide light on how to best use co-specialization for social improvement by examining the strategies used by social entrepreneurs.

To be more explicit, the reconfiguration capabilities of an organisation considerably demand the combination of co-specialised resources to pursue ongoing innovation (Teece, 2007). Therefore, when it comes to improving the performance of SEs, having knowledge-related skills is necessary for redesigning their routines and resources. Additionally, SEs often combine and rearrange resources depending on the availability of resources, pre-existing knowledge, routines, and patterns. Therefore, the authors (Teece, 2007; Adro & Fernandes, 2021) argue that the appropriate mobilisation of resources and their reconfiguration with the assistance of learning and knowledge makes it easier for social enterprises to develop dynamic capabilities such as co-specilisation,

which further contributes to improving the socio-economic sustainability of these enterprises in environments where resources are limited. It provides more evidence for the facilitating roles of resourcefulness, resource reconfiguration, and knowledge of resource co-specialisation.

1.3.   Research Gap

Gupta et al. (2020) note that social entrepreneurs often operate in low-resource environments, and that in such cases, they make do with what they have. Therefore, social entrepreneurs need to figure out which resource combinations provide the best results to ensure continued social change. The significance of resource-based methods as vital for developing emotional skills, particularly co-specialisation in social enterprises (Lanza et al., 2016, pg. 145) where Resource-based strategies are those that center on making the most of an organization's special strengths in order to maintain a competitive edge. Companies achieve value creation, competitive advantage, and sustained market success by making the most of these assets (Hervieux & Voltan, 2018, Bennett et al., 2019). In addition, various scholars have discovered that organisations, and more especially social enterprises (SEs) in this case, may benefit from adopting resource-centric strategies and practices in order to better understand and use their internal strengths. These methods encourage the development of dynamic capabilities like co-specialization by making better use of existing capabilities to speed up the creation of value and gain a competitive edge which is the main gap that this research is going to study. Social enterprises (SEs) are better able to realise their social goal and generate continuing social change if they learn to properly utilise available resources.

This research's aim consistent withsocial of Teece (2007) findings, would seem to imply that the co-specialisation of resources might assist social entrepreneurs in reconfiguring their resources by informing them of the resource combinations that are the most important. The current body of scholarship on social entrepreneurship has made significant strides in understanding various aspects of this field. However, there remains a noteworthy research gap concerning the comprehensive exploration of how social entrepreneurs effectively recognize, develop, and deploy co-specialization of resources for achieving continuous social improvement and sustainable impact. While some studies briefly touch upon the concept of co-specialization, a rigorous and in-depth investigation of its practical implementation and its role in driving social change is lacking. Addressing this research gap will provide a more nuanced and robust understanding of how co-

specialization contributes to the success and scalability of social entrepreneurial initiatives, offering valuable insights for both scholars and practitioners in the field.

1.4. Research Question
The research question for this research is:

1) How do social entrepreneurs recognize, develop, and use co-specialisation for continuous social improvement?

Where the term "social improvement" is used to describe every time there is an uptick in people's happiness, standard of living, and general quality of life. Problems in society are tackled, social justice is spread, and people's standard of living is improved as a result. Access to education, healthcare, housing, and work possibilities, as well as the elimination of poverty and inequality, the maintenance of a healthy ecosystem, and the general betterment of social and economic circumstances are all components of social progress. The aim of social progress is to establish a society that is more just, fair, and prosperous for all members of society.

1.5. Research Objectives

1.   To explore the process by which social entrepreneurs recognize and identify the need for resource co-specialization in their ventures.

2.   To explore the specific strategies and practices employed by social entrepreneurs in utilizing resource co-specialization to drive social improvement.

1.6. Significance of study
This study contributes to the research on social entrepreneurs and social businesses. In addition, it significantly contributes to the research on dynamic capabilities and the use of co-specialized resources as a kind of dynamic capacity (Thorgren & Omorede, 2018). An essential component of emotional competence connected to a company's resource-based vision is the ability of a firm's management to create, advance, or combine both specialised and co-specialized resources already present in the organisation. The term "specialised resources" is used to describe an organization's exclusive assets, talents, or expertise that are integral to its core competences yet difficult for rivals to duplicate or replicate. These assets are crucial to the growth and differentiation of a business in the market. Co-specialized resources, on the other hand, are the synergistic result of bringing together and combining the expertise of multiple entities. Co-specialization is the practice of

combining the strengths of various organisations to accomplish a goal more efficiently and effectively (Ramus et al., 2018). In essence, while specialised resources are exclusive to and help distinguish particular businesses, co-specialized resources emerge from and foster cooperation across businesses, resulting in enhanced value generation.

Co-specilisation can be the standard operating procedure in specific commercial settings, but in other sorts of situations, it most definitely is not always the case. If the organization wishes to serve as the foundation for long-term overall innovation and value creation, achieving good outcomes in articulating co-specilisation abilities is required (Pasricha & Rao, 2018). The importance of the research rests in the additional evidence it provides for the functions of resourcefulness, resource reconfiguration, and awareness of resource Co-specialization. The success of a business model for a social enterprise relies heavily on the ability to correlate performance with outcomes. This research will provide a foundation for theorising on social businesses using the Co-specialization (Dynamic Capabilities) framework.

2. Literature review:

2.1. Entrepreneurship and its definitions

In the first significant line of inquiry into entrepreneurship, scholars examine the concept within the framework of an organisation. This setting alone makes it possible to classify the activity as entrepreneurial (Cunha et al., 2015). Several schools of thought agree on radically different organisational characteristics that mark genuine entrepreneurial initiative (Mongelli & Rullani, 2017). Organizational factors, such as a company's age, whether it is held by a person (self-employment, fledgling), a family (family ownership), or has the status of a legal entity, have been used to define what precisely defines entrepreneurship (Vézina et al., 2018). It must be stressed that these criteria are inconsistent and may even include apparent conflicts.

At the very least, as far back as Schumpeter (1911), who argued that small enterprises would promote the creative destruction he viewed as comprising the core entrepreneurial function, there is theoretical support for using size as a criterion for entrepreneurship. According to Schumpeter, an entrepreneur is "a person who is willing and able to convert a new idea or invention into a successful innovation" (Nicholls, 2010, pg. 34(4)). Entrepreneurs, in Schumpeter's view, are the economic system's "agents of change." Business owners, in Schumpeter's view, were the engines of innovation, which underpinned the expansion and improvement of economies (Thomas & Mueller, 2000, pg. 34(2)). For the most part, academics have taken Schumpeter's ideas to mean that such entrepreneurial activity occurs not inside vast, entrenched corporations but among smaller, more agile enterprises.

According to Onuoha (2007, pg. 22), entrepreneurs "engage in creating and developing new organisations or reviving existing ones, to take advantage of possibilities that have been recognised." Those who "exploit market opportunity via technological and organisational innovation" are entrepreneurs, according to Schumpeter (1965, pg. 19). Both Peter Drucker (1970) and Frank H. Knight (1921) agree that "entrepreneurship is about accepting risk." Bolton and Thompson (2000) describe a "person who consistently develops and innovates to construct something of recognised worth around seen possibilities". According to Hisrich (1990), an entrepreneur is someone who exhibits initiative and innovative thinking, who can arrange social and economic systems to put resources and circumstances to practical account, and who embraces risk and failure. To better understand what factors and contexts foster entrepreneurial endeavours

in different nations and areas, Thomas and Mueller (2000) believe that research on entrepreneurship should be extended to global marketplaces. Entrepreneurs generally reflect the values most prevalent in their country of origin, and there is a direct link between national culture and business success.

Joseph A. Schumpeter believed that the primary role of an entrepreneur is to act as a catalyst for innovation inside a venture. This theory has several names, including dynamic and innovation theories. According to this hypothesis, persons who have particular psychological qualities, such as will strength, self-intuitions, and tolerance capacity, are more likely to engage in entrepreneurial activity (Onuoha, 2007). In addition, the nature of creativity is essential for an entrepreneur to possess. Entrepreneurship, in his view, is a catalyst that checks the stagnant circumstances of the economy and, as a result, begins and propels the process of economic progress, also known as innovation. Researchers (Thomas & Mueller, 2000) explain that innovation needs to be seen as an essential driver of competitiveness and economic dynamics. In addition to this, he thought that innovation was the driving force behind economic shifts that ushered in waves of creative destruction.

2.2. Social Innovation:

Even though examples of social entrepreneurship can be found going back more than a century, the term "social innovation" is relatively new to the vocabulary of the corporate world. "Social innovation" describes the efforts of non-profits, government agencies, and for-profit businesses to address social issues (Gupta et al., 2020). Corporate social innovation (CSI) has replaced corporate social responsibility (CSR) as the primary emphasis of private sector organisations since Rosabeth Kanter coined the term in 1998 (Cabral and Pacheco-de-Almeida, 2018). When these businesses realised, they could benefit both growing sectors and the communities around them by focusing on corporate social innovation rather than corporate social responsibility, they made the transition.

A standard definition of social innovation is "an imaginative response to a social issue that is more economical, effective, or just than present solutions and for which the benefit produced accrues largely to society as a whole instead of private individuals" Phills et al., (2008, pg. 34(2)). In opposition to the market-driven character of most commercial successes, the goals of social innovations are ethnically inspired and try to meet unmet societal and human needs. In other words,

social innovations aim to meet needs not addressed by market-driven innovation (Jacobides et al., 2006).

Researchers use the term "social innovation" (SI) to refer to the development and use of novel approaches, tools, and systems designed to improve the quality of life for people and groups (Smith & Woodworth, 2012). Ingenious solutions to social, economic, and environmental problems have resulted from many projects launched by the social economy and civil society, which have also boosted economic development. However, if society is going to benefit from social innovation, governments, nonprofits, and businesses must be able to collaborate on finding and implementing practical solutions (Cennamo et al., 2018). In doing so, we may better prepare for and react to future calamities and address underlying socioeconomic challenges.

Social innovations are "specifically created instruments that target certain aims" (Argyres et al., 2019) and occur when a social concept or social invention is adopted and employed in a social system. From this description, we may deduce that social innovations are seen as deliberate, purpose-built instruments used to accomplish predetermined ends. They consider that the market, social networking sites, grassroots movements, government instructions, foundation financing, and the personal charm of social entrepreneurs are all important routes via which social innovations spread (Majumdar et al., 2015). The authors suggest that the social sciences have the potential to play a significant role in analysing the necessary conditions for social innovation, the social character of innovation processes, and the social settings in which they occur.

Products and services developed as part of social innovation often have sensing capabilities that extend much beyond their initial design in order to identify and address organization needs. According to the literature on institutional change, there is a chance to create new societal value and results by modifying existing social and economic systems (Vézina, M. et al., 2018). Simply put, "social innovations" are methods of resolving social problems that aren't being sufficiently handled by existing institutional and organizational frameworks. Potentially at risk are a wide range of socioeconomic factors, including but not limited to poverty, social 'exclusion, health, education, employment, and civil liberties.

Different people use different terms, but all agree that social innovation (SI) is a tool for bringing about lasting changes in society. According to Mulgan et al. (2007), organisations whose primary mission is to fulfil the needs of the community are prime generators and disseminators of social

innovation. This has led many to define SI as a methodical strategy for addressing social issues that puts the needs of the consumer first.

From a process-outcome-value perspective, "stakeholder involvement" (SI) has been defined as a method for finding collective solutions to societal challenges (Saeed et al., 2019). Since SI places equal weight on the creative process, the invention, its diffusion, and its usefulness to society as a whole, rather than to any one person or group of people in particular, it is clearly intended to have wide-ranging positive effects (Gupta et al., 2020). Stakeholders define SI as the discovery and implementation of novel approaches to social problems, such as the creation of novel services that improve the quality of life for individuals and communities and the development and implementation of novel labour market integration processes, new competencies, new jobs, and novel forms of participation (Bennett & McWhorter, 2019). A stakeholder group came up with this definition of SI.

Since the late 1980s, scholars all around the globe have attempted to define and conceptualise SI. In contrast, the concept of SI is essentially fragmented and not yet integrated since there is no universally accepted definition of SI in the literature of the social sciences. The idea of SI has many connections to other areas of study and life, and there is a pressing need to understand SI across all academic domains (Gupta et al., 2020). These elements contribute to the varying meanings that exist. For instance, from a managerial perspective, SI may centre on organizational management and conduct, while from a socioeconomic vantage point, it may emphasise innovative use of financial resources to advance social causes. Van der Have and Rubalcaba (2016) claim that in every research setting, there is a connection between disciplines and various research approaches.

Product and service combinations that create new social value are at the heart of social innovation, as stated by Phillips et al. (2015). The delivery method is just as important as the product or service itself in this context.

According to Nicholls and Murdoch (2016), there are three levels of social innovation, each with its own unique vision for societal change. To begin, there are incremental enhancements to goods and services aimed at fulfilling societal demands. This kind of innovation, which may be seen as a potential commercial venture, is often pushed forward by philanthropic and nonprofit groups. However, changing the status quo is an essential part of institutional innovation. Changes in the

way social and economic systems are organised provide new forms of societal value and impact (Mongelli & Rullani, 2017). One kind of fair trade is the modification of existing market systems to provide additional or supplementary value. Movements and political actors, organisations, and networks play a crucial role in bringing about this kind of social innovation, which seeks to alter power relations and transform social institutions in favour of underrepresented communities.

An overarching theme in the sociological analysis of social innovation is the importance placed on the way in which these inventions alter existing social practices and institutions. However, the term "social innovation" may be used to describe a wider range of social changes, such as an erosion of reliance on established social structures (Nicholls and Murdoch, 2016). The entrepreneur's take on social innovation sees it as a driver of progress and development because it draws parallels to Schumpeter's idea of creative destruction (Majumdar et al., 2015), which describes a societal shift on a grand scale.

2.3. Social entrepreneurship & social entrepreneurs:

Over the last two decades, the term "social entrepreneurship" has been defined in a wide variety of ways in the academic literature, from include any initiative to better the society to zeroing in on for-profit ventures with a social mission. Following the suggestion made by Short, Moss, and Lumpkin (2009), researchers use too general words to define social entrepreneurship for the time being (Smith & Woodworth, 2012, pg. 392).

"In the first place, we see social entrepreneurship as a method of creating value by repurposing existing resources. It's also important to note that these resource combinations are designed largely for the purpose of discovering and exploiting possibilities to improve the quality of life for those in need. Third, when seen as a whole, social entrepreneurship encompasses not only the provision of goods and services but also the establishment of new businesses."

It's been argued that the private sector is the engine that propels social innovation. People working in the public sector are just as capable of grabbing the reins and steering the ship, but new social legislation offered by politicians is not often seen as social innovation, even if it may be novel (Sabato et al., 2015). In social innovation, people come up with a new solution to a problem or a new way of doing things to meet a need that is not being served in the present system. "Social entrepreneurship" and "social innovation" are equivalent terms, according to Schumpeter (1934), who argued that new ideas are what make entrepreneurs successful.

As SE is a catalyst for social change, social entrepreneurs are not motivated by financial gain from their initiatives (Barberá-Tomás et al., 2019). SE, in contrast to conventional entrepreneurship, is driven more by a desire to help society as a whole than by a desire to maximise profit for oneself (Bedi and Yadav 2019). When an entrepreneur starts a business, they create inseparable economic and social value. Further, entrepreneurialism, opportunity, and generosity are all interconnected parts of a larger system that fosters economic and social development. Public social goods are pursued by social companies, which use the market-oriented tools and methods of for-profit corporations (Gupta et al., 2020). For this reason, social businesses teeter on the fringes of these institutions' firmly defined guiding principles.

There is a large amount of academic literature dedicated to the investigation of social entrepreneurship, some of which overlap with the literature on social innovation. Despite widely uncontroversial definitions of social innovation, the idea of social entrepreneurship is the topic of much debate (Farinha et al., 2020). Although some authors argue that all forms of entrepreneurship must be conducted with the intention of making a profit, others maintain that social entrepreneurship is not for profit by definition. The question of whether or not the business should turn a profit has been raised as a potential obstacle to the concept, although other observers have argued that it need not be a limiting factor (Portales, 2019). The term "non-profit" also lacks a precise meaning.

In order to benefit society, the economy, and the environment all at once, a business is considered a social enterprise (SE). When we talk about "social innovation," we are referring to new ideas and initiatives that aim to improve upon established norms in terms of their efficiency, cost-effectiveness, sustainability, or fairness. The vast majority of the benefits from these ground-breaking ideas and businesses are given back to the public rather than a single entity (Anheier et al., 2019).

The most crucial need for "qualifying" as a social business is the establishment of an organisation with the goal of creating a certain social effect, with the success of the organisation being measured by the extent to which it achieves this goal (Thorgren and Omorede 2018). As its name implies, social businesses are not primarily concerned with manufacturing products or providing services. Creating sustainable change is a primary goal for social entrepreneurs, and their organisations are measured by their performance in this regard. Instead than basing their performance on the quantity

of services they deliver to their target community (i.e., outputs), social ventures evaluate their operations based on the quality of the social effect they have on the target community over the long term (Adro & Fernandes, 2021). In contrast, company owners often evaluate their firms' performance based on the quality of the services or products they provide and the amount of money they bring in (i.e., change in the society at large).

Businesses often have trouble balancing commercial strategies with social goals, and as a result, their social responsibility agendas often fall short of expectations. Many well-known businesses subscribe to a philosophy called the "Triple Bottom Line," which advocates for maximising an organization's social impact, environmental sustainability, and financial success to generate societal value (Phillips et al., 2015). Companies may attain "sustainable values" via the use of "strategic and operational techniques that contribute to a sustainable world while simultaneously increasing shareholder profit." Some organizations can be the double bottom line as well, the term "double bottom line" is often used to describe the goals of hybrid organisations that seek to improve society while still making a profit. These businesses have the dual goals of doing good and making a profit (Wilburn & Wilburn, 2014). Hybrid organisations combine aspects of for-profit and non-profit businesses in an effort to solve social problems and ensure their own financial viability. This dedication to both social value creation and financial sustainability is reflected in the hybrid structure of these organisations. Such businesses often use cutting-edge business strategies that apply social entrepreneurship ideas to strike a fair balance between financial success and social good (Hossain et al., 2020). Their dual objective is supported by a variety of investments, grants, and contributions made possible by their hybrid business strategy. This strategy encourages businesses to take a more holistic and ethical stance by helping to solve social problems while still maximising profits.

Movements for social change and SE aren't two separate entities, but rather two perspectives on the same subject (Ladstaetter et al. 2018). Based on the results of this study, social capital is one of SE's defining features in religious communities (Werber et al. 2014). It is believed that social value is created via the introduction of new goods and services that solve societal problems. The social problems that social entrepreneurs are trying to identify, name, and solve are not well studied (Hervieux and Voltan 2018). It's also been observed that SEs in developing countries use novel

and inventive approaches to help break down complex social problems into more digestible chunks. Gaining the confidence of the people is, however, a major obstacle (Geser et al., 2019).

Others who start businesses with a social mission do so out of a feeling of responsibility to help those less fortunate. This motivates them to take radical steps toward resolving social problems like unemployment, poverty, and gender inequality. In addition to empowering women, the SE helps alter the social order in which they are situated (Haugh and Talwar, 2016). If political, economic, and social and cultural factors are recognised, SE may be useful for people with disabilities. Social entrepreneurs that generate new employment opportunities are more likely to get financial backing if they have an experienced founder (Rey-Mart et al., 2016).

Social enterprises use a rhetorical strategy that casts them as heroes and their detractors as villains in order to rally public support for their proposed social reforms (Ramus et al. 2018). When examining the role of tourism or social entrepreneurship in fostering long-term sustainability, Pasricha and Rao (2018) found that communities were often in the front of innovative venture creation.

In order to create successful and long-lasting nonprofits, social entrepreneurs must acquire the knowledge and tools that will enable them to make the most efficient use of their limited funds (Gupta P et al, 2020). Earned income, stakeholder engagement, raising community awareness of social issues, and government backing are all necessary for a social company to have a greater social impact (Thorgren and Omorede 2018). One defining characteristic of this group is an eagerness to make a difference in the world. A new social category may be established for social entrepreneurs and innovators to begin to engage with, similar to how a common nationality or passion of a specific sports club can bring together a varied group of individuals.

A wide variety of social enterprises exists today. They might be NGOs, for-profit businesses, or cooperatives. Organizations run by social entrepreneurs may be judged by the beneficial impact they have on society and the practical outcomes they are able to achieve. Consequently, it can be concluded that the outcomes and the societal influence of social initiatives together form the key distinguishing feature between social endeavours and commercial activities. Like their for-profit business rivals, social entrepreneurs aren't satisfied with just starting new social businesses, but are instead committed to their growth and the pursuit of new opportunities (Tracey & Stott, 2017).

For a social enterprise to enter the expansion phase, its founders must demonstrate their ability to quantify and communicate its social effect via tangible outputs and results.

The concepts of social enterprise and social entrepreneurship provide a fresh prism through which to examine conventional notions of business and entrepreneurship. In the private sector, the vast majority of businesses operate solely to increase the wealth of their owners (Geser et al., 2019). Research efforts in the topic remain somewhat fragmented and disparate, resulting in a diversity of definitions and opinions, despite the rising awareness of the benefits that social entrepreneurship brings to the social, economical, cultural, and ecological development of a community. The need to develop a shared definition of "social innovation" and an appreciation for its relationship to the field of social entrepreneurship is urgent in light of the paucity of existing research on these topics (Rey-Mart et al., 2016). Though there has been much talk about the linkages between social innovation and social entrepreneurship, few concrete examples exist.

Finally, social entrepreneurship (SE) might be characterised as the search for novel and long-lasting answers to social issues, with an emphasis on improving people's lives and meeting local needs. To influence social change and promote the well-being of society, social entrepreneurs are motivated by a strong sense of purpose and are dedicated to using entrepreneurial tactics. While there may be some similarities between social entrepreneurship and social innovation (SI), they are really two separate ideas with very different goals in mind. To achieve both financial sustainability and social impact, social entrepreneurs focus on the creation and management of new companies with a social goal. In contrast, social innovation refers to a larger set of efforts to solve social concerns and improve people's and communities' well-being via the introduction of novel ideas, processes, goods, or services.

2.4. Co-specialisation & co-specialized resources:

The term "co-specialisation" is used to describe a kind of business strategy in which both the seller and the client are experts in their respective fields. Co-specialisation partnerships go beyond simple outsourcing arrangements (Kim et al., 2019). This can only function if there is mutual trust and respect, as well as a high degree of expertise on both sides. Co-specialisation is an extension of the resource-based concept of creating valuable and hard-to-imitate mixes of resources (Teece, 2007) in addition, the agency costs economics viewpoint favours developing such a combination

via joint efforts between the vendor and the client as opposed to developing it in-house or buying it.

The capacity of a firm's management to create, advance, or combine both specialised and co-specialized resources that already exist in the organisation is a crucial dynamic capability that is tied to a resource-based vision of the company (Barney, 2018). In a business situation, this may be the case, but it is not always the case. Excellence in articulating these competencies is crucial for the long-term success of the company as a whole in the areas of innovation and value generation.

To maintain a competitive edge in today's fast-paced business environments, companies need to develop dynamic talents that are difficult to imitate, rather than relying only on the ownership of scarce resources (Lanza et al., 2016). Co-specialisation is only one kind of dynamic capacity that exists. Examples beyond these include the deployment of specialised assets, the interdependence of routes, and the workings of organisations generally. An old adage states, "anything that is unique cannot be purchased and sold short of obtaining the business itself or one or more of its subdivisions," where "the business" refers to the firm in its entirety or to one or more of its subareas (Barney et al., 202, pp 3306).

In order to stay ahead of the competition, businesses may benefit from the dynamic-skills approach to strategy by developing and mastering a wide range of distinct dynamic capabilities (Cezanne & Saglietto, 2015). This includes not just the tools they use to do business but also the business concepts they use. Value-creating investments need a match or strategic coherence among the firm's resources, which may make the process of deciding where to put the company's money difficult (Di Clemente et al., 2022). Furthermore, this necessitates specialised managerial qualities that aren't typical or even common in all industries.

When contrasted to rivals who can effectively handle market and production data, those less prepared to respond to market shifts come out on the losing end of the competition. An increasing number of businesses are recognising the value of co-specialisation as a strategic resource, and as a consequence, they are instituting knowledge management systems to improve their capacity to gather and put this asset to use (Bolade, 2022). According to "management's ability to identify, develop, and utilise in combination specialised and cospecialized resources constructed or managed to bring," this "orchestral composition" capability is "an important dynamic capability;

even so, it is not always widespread in corporate environments" (Teece, 2007, p. 1338) that supports a firm's existing capacity to efficiently drive innovation and seize sufficient valuation.

Teece defines "co-specialized resources" as a subset of resources that complement one another when their economic worth is maximised by cooperation with other similar resources (2007). Value may be created for a business by coordinating the use of co-specialized resources. When compared to economies of scope, resource co-specialisation stands out since the resources are not only useful when used together, but may also have economic benefits that are limited when used separately and may only produce competitive advantage when used together (Teece, 2015).

An asset's full economic value is determined by how it is used in tandem with other specialised resources; this group of supplementary assets is known as "co-specialized resources" (Kim et al., 2019). Utilizing co-specialized resources may boost value for a business if the resources are well-aligned. Resource co-specialisation stands out as a subset of economies of scale because not only are supplementary resources more economically advantageous when combined than when used individually, but they could have restricted economic benefit when used individually and start generating comparative edge only when combined (Barney, 2018).

The idea of resource co-specialisation emerged from the need to encourage innovation via a balance of competition and collaboration among firms. Resource co-specialisation calls for continuous adjustment on the side of both trading partners in order to attain idiosyncratic bilateral synergy (Kim et al, 2019). These investments are safeguarded as a consequence of the predetermined sunk costs, and the connection between the business and technological ecosystems is preserved. More economic value may be produced thanks to co-specialisation of resources, which acts as a buffer against economic setbacks (Jacobides et al., 2018).

According to the literature, co-specialized resources may help businesses maintain their edge over the competition. Opportunity costs connected with adopting innovations, imitating the competition, designing supply chains, etc., might be affected by this (Argyres et al., 2019). Therefore, it is important to establish governance structures and management competencies that allow for the joint determination of economic and social benefits (Barney, 2018).

By mutually agreeing to make ongoing adjustments to their respective information technology infrastructures and business processes, the vendor and the client engage in resource co-

specialisation during the deployment of outsourced enterprise systems to meet the needs of their respective trading partners (Saeed et al., 2019). By establishing resource bundles, trading partners may generate value in untapped markets (Cennamo et al., 2018). By allowing for better co-specialisation and resource management, enterprise system adoption may give organisations a leg up in the marketplace and help them expand.

The value of a vendor or client's co-specialized resources is based on how they are used, and such use may produce novel combinations that are exclusive to the partnerships that spawn them (Teece, 2007, 2018). To accomplish resource co-specialisation, however, management must first identify, create, and use a mix of specialist and cospecialized assets. Some businesses are more equipped than others to successfully integrate assets and skills, while others struggle even when given a simple set of instructions. Co-specialisation may be influenced by the same factors that affect other governance models, such as partnerships (Cabral and Pacheco-de-Almeida, 2018) or outsourced enterprise system deployments, both of which need complementary and collaborative work from their participants.

According to the research of Jacobides et al., certain companies have the opportunity to reap the benefits of asset complementarity in several intercompany partnerships. When it comes to creating value, these businesses are ready to share the spotlight with their collaborators and outsource some of the work. Open standards, for instance, may be implemented to control this kind of asset complementarity. This new way of thinking about co-specialisation allows researchers to make connections between the concepts of platforms, ecosystems, and the keystone advantage. When assets are mobile, specialisation may occur not just between two people, but across a whole network or even within a single industry (Kim et al, 2019). With the help of a network of complementary businesses, a corporation may increase the value of its primary asset.

If businesses used comparable resources and worked on the same part of the value chain, there would be less need for them to work together. Because of the nature of co-specialisation processes, a certain degree of diversity and stability is always present (Lanza et al., 2016). Various systems of cooperation between businesses throughout the value chain have arisen in different historical contexts, and co-specialisation techniques may assist to maintain these networks (Schmidt, T., & Braun, T., 2015). These cooperative behaviours may also become less malleable and a strategic reliance.

One theory to explain why certain organisations consistently outperform others is because they have access to varied amounts of the resources needed to create sustainable competitive advantages in the market (Saeed et al., 2019). Firm-specific resources, according to resource-based theory, may create economic rents and have a stronger inclination to sustain competitive imitation due to variables including information asymmetry, time-compression diseconomies, institutional embeddedness, and route dependencies (Di Clemente et al., 2022). As an added bonus, the economic rents that may be generated by these resources may be larger.

According to the resource-based view, companies need to (re-)deploy certain resources in a strategic manner in order to gain and sustain a competitive advantage. These stockpiles of strategic resources are amassed by the consistent application of a set of strategic investments in supplementary assets over a period of time, followed by the selection of the temporal routes of flows that provide the highest potential advantages (Argyres et al., 2019). Therefore, the method for making informed judgements on strategic investments in supplementary resources and the ability to create a range of resources that is important to any company is a crucial part of strategy development and execution.

Although resource co-specialization's importance in gaining a competitive edge has been widely acknowledged, the concept has not yet been translated into concrete mechanisms within the dynamic-capabilities framework, limiting its practical value in guiding top executives' strategic investment choices (Onuoha, 2007). Combining and rearranging resources is a common tactic used by SEs who must make things do with limited resources, prior knowledge, and established habits and patterns. The researchers also discovered that resource techniques, like co-specialisation in SEs, may aid in the development of Dynamic Capabilities (DCs), which are essential to the ongoing change of society (Farinha et al., 2020). Resource-based perspectives, therefore, may be seen as playing a pivotal role in mediating a relationship between SEs' dynamic capabilities and their socio-economic success. Concepts like processes and antecedents associated to DCs of SEs need to be emphasised and further researched, as the existing literature on DCs-SEs study is still in its formative stages (Cezanne & Saglietto, 2015). Not only are resource-based strategies important for SEs, but so are DC-related issues.

In particular, the pursuit of continuous innovation necessitates the merger of co-specialized resources, which in turn necessitates the reconfiguration capabilities of an organisation (Teece

2007). For this reason, SEs must use all the tools at their disposal to do their tasks (Gupta et al., 2020). Over time, successful social entrepreneurs will figure out how best to use their resources to effect lasting change in society. In line with Teece's (2007) suggestions, this research would investigate how co-specialisation of resources might inform the resource reallocation decisions of social entrepreneurs by revealing the most effective combinations of available assets. According to Bhardwaj and Srivastava (2021), co-specialisation in SEs is an underexplored yet promising topic for future study.

2.5. Conceptual Framework:
2.5.1. Resource Based Entrepreneurship Theory

The resource-based approach contends that a firm's distinctive collection of core resources is the primary driver of its ability to maintain a competitive advantage over time. To put it another way, the resource-based approach explains how owners of businesses construct their companies using the resources and capabilities that they now have or that they are capable of acquiring in the future (Barney et al., 2021). The concept of "resources" was originally conceived of in a wide sense, meaning "everything that may be looked on as a strength or a weakness" of the company. The key question that is addressed by the theory is how better performance may be achieved in comparison to that of other businesses operating in the same market (Cabral and Pacheco-de-Almeida, 2018).

The theory postulates that superior performance can be achieved by acquiring and making use of the firm's distinctive resources. To put it another way, RBT and entrepreneurship both use the resource as their unit of analysis, which is exactly the same thing. It's possible that these resources may present themselves in a few distinct ways (Cezanne & Saglietto, 2015). For instance, the cognitive differences between managers in these companies may be reflected in the firm-specific resources. Because resources and chances to exploit those resources may express themselves in a variety of ways, researchers have been forced to use a variety of different units of analysis, which in turn has hampered the development of sound theories in the area of entrepreneurship (Jacobides et al., 2006).

The founders' ability to get necessary funds is a major tenet of the Resource-based theory of entrepreneurship, which asserts that it is a reliable indicator of success for opportunity-based entrepreneurs and the expansion of new businesses (Bolade, 2022). The idea highlights the significance of monetary, social, and human resources. The capacity to recognise and capitalise on

opportunities increases with the availability of resources. Strategic Resource-based perspective of the company, established by Jay Barney, seeks to explain why some businesses do better than others while operating in essentially identical contexts (Barney, 2018).

The goal of the resource-based perspective is to provide an explanation for why certain businesses do better than others by examining the resources available to those businesses. This contrasts with more traditional theories, such as Porter's five forces, which places more emphasis on external factors (Rohit Bhardwaj & Saurabh Srivastava, 2021). The core tenet of the resource-based approach is that an organisation may gain an edge in the marketplace by making better use of its assets, both those that can be seen and those that cannot. Plant, equipment, and even employees are examples of physical assets, whereas trade secrets and the company's reputation are examples of intangible assets (Marakkath, 2015).

A business opportunity arises when an entrepreneur recognises the potential of resources that are underutilised by more established companies. This viewpoint emphasises standing out from the competition in some way rather than seeking to dominate in every way. Alvarez and Barney (2007) argue that entrepreneurs don't need to spend much time planning and organising to take advantage of opportunities as long as they have the tools they need. Their perspective is that this is quite like taking advantage of arbitrage possibilities brought about by changes in the external environment (Lanza et al., 2016). When an entrepreneur is short on one or more essential resources, however, taking advantage of an arbitrage opportunity requires a great deal more planning and organisation on their part.

Under the umbrella of resource-based entrepreneurship theories are the categories of financial, social, and human capital and this research is capitalizing on all the three strands. (i)Financial Money/Liquidity Theory proposes that those having access to capital are better equipped to amass the means necessary to launch a business and make the most of any chances that arise. (ii) Social Capital/Network Theory, which states that even if a person is aware of the existence of a promising business opportunity, they may not have the necessary social connections to turn that awareness into a viable business venture (Kim et al, 2019). An expanded social circle is speculated to be one solution to this issue. Educating oneself and gaining work experience are key to the Human Capital Entrepreneurship Theory (iii) (Cunha et al., 2015). Individuals draw on the resources of their own education and experience to learn about and comprehend the nuances of opportunity recognition.

The word "resources" is used interchangeably in various contexts, which may lead to ambiguity when discussing resource-based philosophy. There should be a clear delineation between strategic and non-strategic resources (Vézina et al., 2018). Most people place a high value on having access to financial resources. Resources may also be in the form of material possessions like a vehicle or a house. Common resources, such as cash and automobiles, are not considered strategic resources when studying companies (Teece, 2007). Of course, cash and automobiles are important to a business, but rivals may easily get both. As a result, it is impossible for a company to build a sustainable competitive advantage by sharing its resources.

Most studies relying on available data overlook the importance of entrepreneurship , which is one reason why contemporary RBT does not successfully combine creativity and the entrepreneurial act (Teece, 2015, p. 1340). Knowledge of how entrepreneurial behaviours, such as the production of new heterogeneous resources via the combination of existing ones, may inform RBT by proposing alternative uses of resources that have not been identified before and leading to heterogeneous firm resources is required (Cennamo et al., 2018). The distinctive collection of assets held by a company that sets it apart from other businesses in its industry is what makes a corporation potentially valuable and what contributes to the competitive advantage it has over its rivals.

2.5.2.   Social Entrepreneurship Theory and Sustainable impact

Investment and research into the concept of "social entrepreneurship" has been on the rise recently. Using business models and methods to solve societal and ecological problems is central to the philosophy of social entrepreneurship theory (Pasricha & Rao, 2018). Entrepreneurs in the social sector use novel and long-term strategies to effect good change in society. Social entrepreneurs, in contrast to more conventional business owners, are driven more by the desire to have a positive influence on society and advance the common good (Cabral and Pacheco-de-Almeida, 2018). Poverty, inequality, education, healthcare, and environmental sustainability are just a few of the challenges that the theory focuses on as examples of areas where social ideals and business practises may work together to create meaningful change.

This study's issue is particularly significant to the notion of social entrepreneurship because it examines how social entrepreneurs make use of co-specialization of resources to achieve ongoing social betterment and long-lasting effect. In order to successfully mobilise and deploy resources,

social entrepreneurs who apply entrepreneurial concepts to social problems understand the need of working with others to find solutions. To effect positive and long-lasting change in society, they use novel methods and build strategic alliances to further their mission. Co-specialization is a valuable instrument for social entrepreneurs to achieve great societal results and encourage sustainable social development, since the notion emphasises the need of merging social missions with commercial practises.

Entrepreneurial activity with an inherent social purpose is what most people mean when they talk about social entrepreneurship, and it's become a major economic phenomenon throughout the world. Some of the most eye-catching examples of social entrepreneurship come from developing nations, where new business models are implemented to meet fundamental human requirements, such as the provision of cheap cataract surgeries to prevent blindness or the installation of sanitation systems in remote rural communities (Phills et al., 2008). It is true, however, that social entrepreneurship is a flourishing trend in both developing and rich nations (Majumdar et al., 2015). According to the top organisations in this sector, a social entrepreneur is someone who "combines the attributes represented by Mother Teresa and Richard Branson." This methodology is used by researchers who define social entrepreneurship in ways that combine the characteristics of entrepreneurship with a social objective (Vézina et al., 2018).

Social entrepreneurs are business owners who also have a social mission, and social entrepreneurship is defined as business activity that also has a social goal. Putting these two ideas together—entrepreneurship and social—allows everyone to develop their own definitions of each (Bennett & McWhorter, 2019). This theory presents social entrepreneurs in a more idealised light, casting them in the role of social sector change agents (Nicholls and Murdoch, 2016). In contrast, a more realistic definition of social entrepreneurship according to this theory is that, it is the creation of profit by businesses that aim to improve society. Since business owners understand they must innovate and generate value, they must also work to establish a competitive edge that will allow them to maintain that value for the foreseeable future (Van der Have & Rubalcaba, 2016). From a traditional entrepreneurial perspective, businesses understand the importance of innovating and generating value to establish a competitive edge. This competitive advantage is crucial for maintaining value and sustainability over time. This pursuit of long-term competitive advantage is integral to the models and standard strategic discourse. Everything from the industry

analysis to the resource-based perspective of the company and the dynamic capabilities methods rests on this principle.

Social entrepreneurs according to the theory, on the other hand, are not concerned with maintaining a competitive edge over the long haul; rather, they are focused on finding long-term remedies to what they see as market failure and government shortcomings (Smith & Woodworth, 2012). Sustainable solutions are those that eliminate the underlying issues indefinitely or that institutionalise a method to solve the issue in perpetuity, preferably with little to no more input from the creators.

These reasons suggest that social entrepreneurship necessitates an agnostic approach to problem-solving that makes use of the many institutional mechanisms available to social entrepreneurs (including markets, social business, community-based activities, and government) (Sabato et al., 2015). Therefore, social entrepreneurship according to the theory is not limited to the development of market processes (Bornstein, 2004) or the acquisition of government subsidies (Dees, 1998); rather, it refers to the development of effective and sustainable solutions via whatever methods necessary. An interesting implication of this is that a social entrepreneur will have achieved success if they are able to internalise a positive externality to the benefit of society and then retire from their profession. By guaranteeing that positive externalities are methodically investigated for the benefit of society, social entrepreneurship is the process that drives societies to more efficient economic results and hence it is relatable to the theme of this research and objective two.
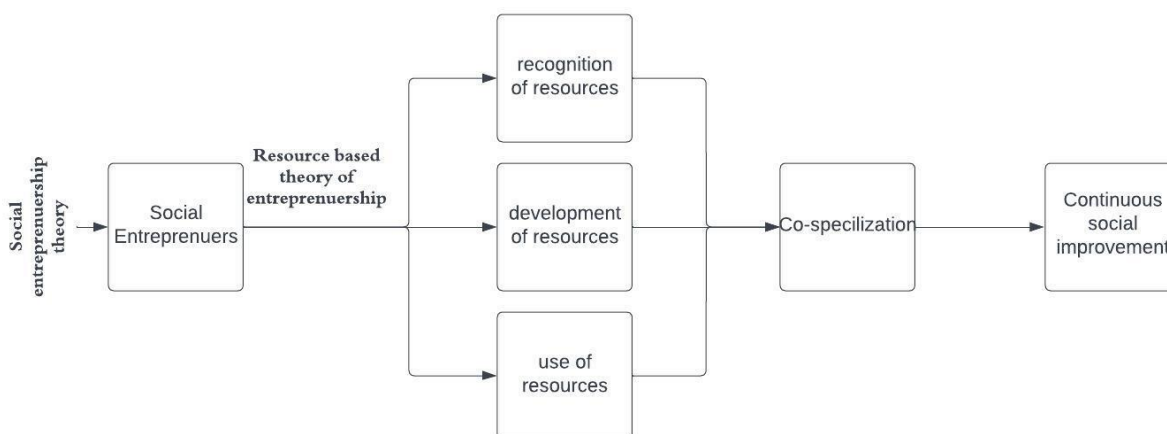

Figure 1 Conceptual framework (By researcher)

3. Methodology

3.1. Research philosophy

The research is going to follow the paragdim of interpretivism which would allow the researcher to gain in-depth understanding into the lives of the respondents which in this case would be the owners of the new early-stage social entrepreneurial ventures (Mayer, 2015). The goal of qualitative research may be better understood with the use of an epistemological framework of interpretivism that allows for the prediction, description, emancipation, and deconstruction of worldviews that are unique to a certain community as described by Denzin & Lincoln, (2018). Epistemology, or the study of knowledge, investigates where and how information is obtained and the epistemological position known as interpretivism places premium on learning how different people process and make sense of the world via their own unique lenses and interpretations. Interpretativism is a method used in qualitative research that enables investigators to delve into and make sense of people's personal and communal meanings, values, and beliefs. (Mills and Birks, 2014). A researcher's philosophical stance should be made apparent from the outset since it has such a profound impact on the researcher's ability to analyse evidence. According to the researcher's interpretivist position, people' perceptions and interpretations are vital for comprehending the events under investigation since social reality is subjective and context dependent. The interpretivist perspective also affects the researcher's focus on learning about the personal meanings, values, and convictions held by social entrepreneurs engaged in co-specialization (Mohajan, 2018). The importance of the participants' own memories and impressions in illuminating the researcher's understanding of how they discover and develop co-specialized resources that ultimately benefit society is not lost on the investigator. Also, the Interpretivist philosophy is chosen because in contrast to positivism, interpretivism argues that reality is multifaceted, relative, and the product of a variety of people's interpretations (Silverman, 2020). The main idea behind interpretivism is that individuals strive to make sense of the world via their own unique perspectives, which change depending on the circumstances they are in.

3.2. Research design

This study is qualitative in nature and it uses an inductive methodology. With the inductive method, assessment goals such as exploration, description, interpretation and theory building are taken into account at every stage of the analytic process to provide meaningful results. In inductive

investigations, the researcher is not restricted by preconceived notions or assumptions, and the study's trajectory may be changed at any point after it has been started (Liu, 2016). With an inductive strategy, researchers first amass evidence that is directly related to their study. After amassing a sizable quantity of information, the researcher will take a break to gain a bird's-eye perspective of the data. The researcher now seeks for patterns in the data and attempts to formulate a hypothesis to account for them. In other words, when researchers use an inductive method, they begin with a collection of observations and then go from those specific experiences to a more general set of propositions about those experiences (i.e., they progress from facts to theory) (Katz, 2015). The research is a cross-sectional study that was conducted utilising a single technique of research. The observational research design known as the cross-sectional study design is one of the many types of study designs (Silverman, 2020). The investigator of a cross-sectional research takes readings from the participants of the study at the same time as they are recording their findings on the participants' experiences.

This study on how social entrepreneurs recognise, develop, and use co-specialization for social good is well-suited to a qualitative and inductive research approach. The co-specialization situation is examined in detail through the eyes of social entrepreneurs' experiences, attitudes, and actions thanks to the use of a qualitative methodology (Kallio et al., 2016). Since it does not impose any preconceived conceptions or assumptions, but rather enables the data to define the study trajectory, this method is well-suited to capturing the complexities and intricacies of social entrepreneurship. This study is explorative in nature following the qualitative research approach. This approach is chosen based on the research questions and the objectives formulated for the research. Qualitative approach would give insight about the participants, their personal experiences and events that happened in their lives, that made it possible for them to start a new venture and then run it (Mayer, 2015). The researcher plays an essential role in the qualitative research process, which places an emphasis on a thorough comprehension of the phenomenon being studied as well as its intricacy and finer points.

The overall applicability of the study is enhanced by the use of a qualitative and inductive research methodology with a cross-sectional approach that permits a thorough investigation of the co-specialization practises and experiences of social entrepreneurs. This design's focus on data collection and analysis guarantees that findings are contextually relevant while also allowing for

rich exploration of how social entrepreneurs make use of co-specialization to create sustainable social progress.

3.3. Sampling Framework

Criterion sampling have been used in this research. This study suited the criterion sampling, or purposive sample, methodology since it aimed at people who were actively engaged in co-specialization activities, it was in line with the study's aims. This method tapped into participants' knowledge and experience, as well as provided for in-depth insights and the expression of varied viewpoints. By carefully choosing participants based on predetermined criteria, we were able to collect data that was both useful and informative in the context of the research, strengthening the reliability and generalizability of the results (Parker et al., 2018). By using criterion sampling, we now have a far richer picture of how social entrepreneurs discover, cultivate, and put co-specialization to use in their pursuit of continuous social progress. The participants of the research were young entrepreneurs and owners of the social firms who are working towards continuous social improvement by utilizing co-specialisation. The participants that were interviewed in order to gain data and relative information were selected and the first participant was contacted. And then later through snowball sampling other participants were contacted, these participants were then interviewed using in depth interviews. The participants were chosen on the following basis.

1. They must be owner of a social enterprise (Selecting participants who were owners of social enterprises was essential to target individuals directly engaged in social entrepreneurship. As the research aimed to explore how social entrepreneurs use co-specialization for social improvement, it was crucial to include those with firsthand experience and decision-making authority in running a social enterprise (Liu, 2016). Their insights and perspectives would be central to understanding the application of co-specialization in the context of social entrepreneurship.)

2. Above 18 years of age (The minimum age limit of 18 was selected because it is consistent with other ethical standards in human subjects research. It verified that the people taking part in the research were of legal age and could provide their permission voluntarily. Participants' knowledge of the study's goals, their willingness to take part, and the safety of their personal information are all vital in qualitative research (Katz, 2015). By recruiting adults, researchers can be confident that they will be able to protect the participants' rights and assure their safety during the study.)

3. The venture age must be 2 years or above. (To guarantee that the social enterprises under investigation have been operating successfully for a enough length of time to allow for the development of co-specialization plans, we required that all participating organisations have been in operation for at least two years. Social businesses that have been running for at least two years are more likely to have encountered difficulties, achievements, and chances for learning in the field of co-specialization. Including such established ventures allows the research to capture a more comprehensive understanding of how co-specialization contributes to continuous social improvement over time (Mayer, 2015).)

The sampling techniques used for this study were criterion sampling and snowball sampling in order to identify the population. Researchers in the qualitative field employ snowball sampling and participants in a study are enlisted to help find more people to study. The term "snowball sampling" refers to a nonprobability sampling method used in sociological and statistical studies, in which participants in the original study recruit new participants from within their social networks (Khaldi, 2017). The respondents were chosen based on the fact that the participant must have started a venture which is developed for the purpose of social innovation and change so that it could be seen how social entrepreneurs, recognize, develop, and use co-specialisation for continuous social Improvement, which according to the respondents would mean if they had achieved their goals and desired progress. The interviews were conducted to the point where the interviewer saw that a saturation point had been reached and no further new information was being received anymore. A total of 35 interviews were conducted altogether. The purpose was to get rich data for better understanding of the subject matter at hand.

3.4. Participant respondent details

No.	Pseudonyms	Age of SE	Age of Venture (years)	Education
1.	SE1	21	2	BS. Bio sciences
2.	SE2	23	3	BBA
3.	SE3	25	4	Bacheolrs
4.	SE4	25	2	Bachelors

5.	SE5	22	4	Masters
6.	SE6	26	2.5	Masters
7.	SE7	24	3	Bachelors
8.	SE8	22	2.3	Bachelors
9.	SE9	27	3	Bachelors
10.	SE10	34	6	Masters
11.	SE11	24	8	Bacheolrs
12.	SE12	25	5	Bachelors
13.	SE13	26	6	Masters
14.	SE14	28	3	Masters
15.	SE15	24	8	Bachelors
16.	SE16	29	9	Bachelors
17.	SE17	18	3	Intermediate
18.	SE18	19	4	A Levels
19.	SE19	26	28	Bachelors
20.	SE20	24	5	Bacheolrs
21.	SE21	34	14	Bachelors
22.	SE22	28	13	Masters
23.	SE23	24	15	Masters
24.	SE24	29	11	Bachelors
25.	SE25	20	12	MBBS
26.	SE26	22	9	Bachelors
27.	SE27	27	7	Bachelors

28.	SE28	23	8	Masters
29.	SE29	28	6	Masters
30.	SE30	22	8	Bachelors
31.	SE31	29	4	Bachelors
32.	SE32	22	3	Bachelors
33.	SE33	30	8	Bachelors
34.	SE34	29	9	Bachelors
35.	SE35	28	10	Masters

3.5. Ethical Considerations:

Research ethics are essential because they guarantee the safety, confidentiality, and respect of study participants. As researchers interact directly with human participants, gathering personal information and sensitive data, ethics play a vital role in qualitative research (Artal & Rubenfeld, 2017). The credibility and reliability of the research project depend on the researchers' adherence to established ethical rules and principles.

Research ethics committees and/or institutional review boards must provide their blessing before any data collecting may begin. The study's ethical compliance and the participants' well-being are guaranteed at this stage. Potential participants must be given detailed information about the study's goals, methods, risks, and benefits to provide their informed consent (Astaneh & Masoumi, 2018). Each participant is assured of complete confidentiality, and they are free to withdraw from the study at any time without repercussions. When conducting interviews or gathering information from participants, researchers need to make sure they are in a secure and comfortable atmosphere. Participants' right to privacy necessitates that their identities be kept secret and anonymous. Informing participants that their names and data would be protected and used solely for research reasons is essential (Pietilä et al., 2020). Researchers should be aware of the possible psychological and emotional effects of data collecting on participants and provide assistance or referrals as necessary. Once researchers have acquired their data, they need to safely keep and safeguard it from being accessed by anybody else. To protect the privacy of the

participants, it is recommended that their identities be concealed throughout data processing and reporting (Surmiak, 2020). Researchers should be careful not to reveal any details about the study's participants or their employers in the published report.

Regarding this research, at the outset of each interview, participants were given information about the study's goals and advised of their freedom to decline participation in accordance with research ethical guidelines. All interviewees, were asked for their informed permission in writing before any recording of the interview was made. Participants' names and addresses were withheld from public view at the time of result release as part of the commitment to protecting the privacy of all participants. Ethical issues described here are consistent with principles of participant rights protection and ethical research conduct in the context of the study on social entrepreneurs and co-specialization for social benefit. The research respects the ethical principle of respect for the autonomy and privacy of participants by getting informed permission and maintaining confidentiality. Research that follows ethical guidelines increases its veracity and reliability, allowing scientists to investigate in a responsible manner the strategies employed by social entrepreneurs in co-specialization for ongoing social improvement without jeopardising the participants' safety or privacy.

3.6. Data Collection:

In this research, data was collected through in-depth interviews with the participants, which served as the primary instrument for gathering information. To provide the groundwork for the in-depth conversations that followed, the researcher began the interviews with basic demographic questions (Kallio et al., 2018). Individuals were interviewed at their earliest convenience, Microsoft Teams and WhatsApp calls were used for the interviews, and the interviews itself were completely audio-only. Thirty-five entrepreneurs in Rawalpindi and Islamabad were interviewed in detail for this study. Forty to fifty minutes were allotted for each interview, giving participants plenty of opportunity to open up and provide useful information. The theoretical saturation point was reached after 35 interviews, after which interviews were stopped. According to Katz (2015), when a researcher reaches theoretical saturation, further interviews are not likely to provide any new information. After completing 35 in-depth interviews, it became clear that no fresh or noteworthy

material had emerged; this confirmed theoretical saturation had reached, and more interviews were not expected to provide fresh insights.

After the interviews were finished and data was collected, thematic analysis was used to go through the results. The data was manually coded to extract the relevant themes and patterns. This process of categorising the codes gave a systematic framework for the investigation of the data. This helped to acquire a more thorough comprehension of the replies from the participants and extract useful insights linked to the study goals via the use of thematic analysis. The combination of in-depth interviews and thematic analysis enabled us to delve into the nuances of social entrepreneurs' approaches to co-specialization for continuous social improvement. By conducting personalized interviews and analyzing the data thematically, the study generated rich and comprehensive data, shedding light on the methods employed by social entrepreneurs in leveraging co-specialized resources for driving social impact and sustainable change.

3.7.   Data Analysis

The data acquired through interviews was analyzed using thematic analysis, the research used the analysis to generate the themes within the content. Instead of the time-honored practice of using a variety of colored pencils to highlight pieces of text, a modern technology variant of this practice was devised. Transcripts were annotated with codes in the margins utilising Microsoft Word's tracked changes and new comment features to identify relevant passages (Belotto, 2018). Results were obtained by analyzing patterns either within the material being examined or across a set of documents manually. When doing thematic analysis, one looks for patterns in how often certain topics are discussed (Liu, 2016). Searching through a data collection to uncover, evaluate, and report repeating patterns is the essence of the thematic analysis approach for processing qualitative data (Khaldi, 2017). It's a way to describe facts, but it also includes some interpretation in the choices of codes and the development of themes. Before moving on to data analysis, all of the transcripts were double-checked for accuracy against the original audio recordings of the interviews. The research used a methodical way to learn more about the experiences, proposals, and viewpoints on co-specialization for ongoing social development held by social entrepreneurs. Participants were able to provide insightful and detailed data for analysis because to the open-ended format of the interviews. This made it easy for the researcher to analyze and get clear ideas of the themes and topics. Also, the method of interrater reliability was used to evaluate the efficacy of the data analysis. Peer debriefing on the interpretations was sought as part of the triangulation

strategy since it helps develop trust and confidence in the research results by confirming the consistency of the study methodology.

For the thematic analysis in this research, a deductive approach was used. The analysis was guided by the research objectives and the predefined themes derived from the literature and research questions. Additionally, an inductive approach was also incorporated to allow for the emergence of any new themes that might not have been anticipated. Table 1 displays the three overarching themes that emerged from the thematic analysis process; further breakdown into categories revealed an additional four to five subcategories inside each of these. The study's use of thematic analysis allowed researchers to highlight the nuanced and complicated ways in which co-specialization has impacted the work of social entrepreneurs.

4. Findings

The purpose of this research was to learn how social entrepreneurs identify gaps in society's resources, cultivate new ones, and ultimately employ resource co-specialization to bring about continuous and lasting social improvement. As the data had been analysed, the transcripts of the interviews were then subjected to thematic analysis, whereby the data were dissected into categories, with codes being generated and themes identified. After the thematic analysis, the data was analysed to interpret the themes and codes that had emerged from the process. Thirteen overarching themes emerged from the data analysis; they were further classified into three groups, as shown in the table below.

Category	Themes and sub themes		Merged initial codes
Social entrepreneurs identifying and developing resources for their ventures.	Need assessment.	Market research and resource sorting.	Meeting members to discuss ideas
			Market research
		Understanding your social need before social work	Recognizing local social work needs.
	Finding co-partners	Experience-based social work hiring	Hiring new team members
			Employing competent individuals
		Employing social change-makers	Volunteering newcomers
			Socially conscious recruits
	Exploring networking avenues	Connecting with people known	Connecting to aid situations and persons
		Connecting for resources	Connecting the startup to new members and social cases.
	Identifying crowdfunding possibilities	Grants and gifts via successful persons	Family and friends financing
			Connections helping find funds for startup
		Event and crowdfunding planning	Fundraising online and elsewhere.
			Fundraising events.
	Researching resources and brainstorming	Pre-startup meetings	Discussions about trying to start
			Preparing and researching.

Social entrepreneurs using the identified resources for their ventures, the implementation and execution.	Maneuvering initiatives, talents and knowledge.	Making different organizational departments	Better team organization/task division.
			Organizing and connecting with teammates.
		Self-managing small events	Different offices improve functionality.
			Promoting the company
	Reliance on volunteers.	Teams collaborating on many projects.	Tasking teams by expertise.
			Own members investigating and gathering materials.
		Employing volunteers to solve problems.	New, part-time volunteers
			Teammate-referred volunteers.
	Risk avoidance.	Event planning and risk mitigation	Event risks fluctuate and vary
		Natural disasters, human behaviour, and business interruptions.	Natives disliking outside assistance issues including income loss, operation loss
			Natural disasters demand cooperation.
		Impediments and barriers	Gender related barriers
			Societal barriers
Social entrepreneurs using resources co-specialisation for continuous	Establishing partnerships	Collaborative revenue-generating networks	Collaboration during natural emergencies
			Collaborations for distant cities
		cooperation with volunteer groups	Working with rural social volunteer groups
	Co-creating knowledge and resources.	Organizations sharing resources.	Sharing teammates is useful.
			Sharing money, people, transportation, etc.
		Accessing land and locations to help	Different offices improve functionality
			Expanding operational areas to lessen losses
	Generating societal impact	Donation social media events	Social media hiring
			Sharing on social media attracting more donations
			Fundraising social gatherings.

social improvement.		Social media awareness and fundraising	Promoting instances on social media for aid.
	Fruitful liaisons	Wholesaler-retailer relations	Members linking wholesalers and retailers.
			These connections decrease prices.
			Connections for product discounts.
		connecting with charities and social enterprises	Fundraising businessmen.
			Discounted and charitable businesses.
	Societal impact: visibility	Helping various individuals	Working with others to help.
			Connecting remote locations with connectivity and volunteers
		Businesses and successful individuals improve civilizations.	Businessmen helping people, society, and financing.

Table 1 Findings from the Thematic Analysis (themes and sub-themes obtained after analysing the data)

4.1. Category Analysis

4.1.1. Social entrepreneurs identifying and developing resources for their ventures (identifying and mobilizing).

Category	Themes and sub themes		Merged initial codes
	Need assessment.	Market research and resource sorting.	Meeting members to discuss ideas
			Market research
		Understanding your social need before social work	Recognizing local social work needs.
	Finding co-partners	Experience-based social work hiring	Hiring new team members
			Employing competent individuals
		Employing social change-makers	Volunteering newcomers
			Socially conscious recruits
Social entrepreneurs identifying and developing resources for their ventures.	Exploring networking avenues	Connecting with people known	Connecting to aid situations and persons
		Connecting for resources	Connecting the startup to new members and social cases.

	Identifying crowdfunding possibilities	Grants and gifts via successful persons	Family and friends financing
			Connections helping find funds for startup
		Event and crowdfunding planning	Fundraising online and elsewhere.
			Fundraising events.
	Researching resources and brainstorming	Pre-startup meetings	Discussions about trying to start
			Preparing and researching.

Table 2 Category 1 themes and sub-themes

a. Developing a Comprehensive Strategy

In order to solve social or environmental issues, social entrepreneurs (SE) use business strategies and methods to their endeavours. To fulfil their goals, social entrepreneurs need to discover and generate resources for their initiatives, which involves mobilising resources and cash. This category highlights the process of social entrepreneurs creating a plan for their venture, identifying the necessary resources, and building relationships with potential partners and collaborators.

Those who want to succeed as social entrepreneurs first develop a comprehensive strategy for their enterprise. This plan includes the desired outcomes and the steps that will be taken to get them there. The ability to assess one's resources and formulate realistic objectives is crucial to the success of any social entrepreneur. Potential partners, collaborators, and investors may better understand the venture's goal with the support of a well-developed strategy.

According to SE1, *"Before establishing our company's aims and objectives, my co-founder and I got together to discuss the market and the requirements of the people and to build a strategy for how we would set up the company and what it would be used for."*

Entrepreneurs with a social purpose put a premium on developing a coherent plan. They see where society's resources are lacking and work to fill such voids. At this point, it is essential to mobilise resources in order to provide the groundwork for successfully attaining their goals (Chaux and Matlay, 2012). The first step for every social entrepreneur is to establish their venture's goals. The identification and mobilisation of resources is guided by these goals. For instance, SE1 said that they discussed market demands and built a strategy based on that information before deciding on

the company's goals and objectives. Social entrepreneurs are more likely to find partners and collaborators if they have a clear plan for accomplishing their goals.

According to Mair and Marti (2006), it's crucial to have a firm grasp of both the societal problem and the venture's potential role in resolving it. Preliminary social work sessions also include organising resources, doing market research, and learning about societal needs. As a result, social entrepreneurs have a better grasp of the industry, be able to zero in on their ideal clientele, and develop a long-term, profitable strategy. Bonini and Di Pietro (2011) claim that, for social entrepreneurs to be successful, they must have a well-thought-out strategy and know where to get the required resources. According to SE3,

"Even before our strategy was completely operational, we got down and had meetings where we came up with several scenarios and then thought about the resources we would need in those circumstances, and this allowed us to access and recognise which resources would be required for the startup as a whole."

Conducting market research and analysing societal requirements are essential steps in this procedure. SE3 emphasised the need to do market research to meet the needs of the intended audience. With this data in hand, they could see where there were gaps in resources and how much effort would be required to fill them. Social entrepreneurs may better serve society by co-specializing in areas where resources are scarce. Also, by effectively controlling and organising the resources they currently possess, they can "mobilise" them to further their objective. Meetings to address resource needs and investigate other wholesale rates and solutions were emphasised as crucial by SE3. This preventative method guarantees that all resources are utilised effectively to accomplish the set objectives.

Therefore, it was concluded that successful social entrepreneurs use resource mobilisation strategies to create all-encompassing business plans. Together with their collaborators, partners, and stakeholders, they choose which resources will be most effective in fostering social progress, and then they specialise in those resources together. Successful resource mobilisation is a key factor in social entrepreneurs' ability to create long-lasting positive change in their communities via their initiatives.

   b. Recruiting Specialized Team Members

In addition, social entrepreneurs recruit team members with specialised knowledge and experience to speed up the process of getting their venture off the ground. Locating like-minded collaborators, guides, and teammates is essential. It's crucial to staff organisations with individuals who are committed to making positive changes in society. These people care deeply about the mission, and they also have the knowledge and experience to move the enterprise ahead. Social entrepreneurs, according to Mair and Marti (2006) need to draw on the knowledge and skills of others to succeed, especially in the early stages when it's difficult to predict what kind of funding or other resources they'll need. According to SE11

"…We would start a recruitment drive shortlist people, take interviews, look at their talents and then we would then give the recruits an internship so that they could showcase their capabilities…. We would help people in acquiring the skills they lacked such as social interaction, the power to convince people, etc."

The success of an endeavour may be improved by staffing it with individuals who care about and are eager to accomplish its goals. The need of establishing strong networks in order to mobilise resources and progress the objective is emphasised by Chaux and Matlay (2012), and if not then it could create problems in the long run. SE23 said that,

"*…While at the same time we were recruiting new members who would follow our aim which is aid and employment, but the new recruits were not passionate enough, so we had faced problems…. the main problem with that was the goals and the passion of the founding body or initial members was not transferred properly only their authority did."*

c. Building Networks and Partnerships

And then there's connecting with people who could become useful business or project allies. For the purpose of mobilising resources, social entrepreneurs establish connections with possible partners and collaborators. To do so, they cultivate a group of advocates, stakeholders, and other interested parties who can assist them in reaching their objectives. According to SE17

"…The other thing was to just get the word out that team Pasban is in the organization and they're trying to help the underprivileged by doing various projects and once again. And large social circles proved really effective for that, our team members were very effective in promoting the

organization among their friends and families, hence recognizing donors and funders became really easy for us."

Entrepreneurs in the social sector need to network extensively in order to amass the resources they need by talking to a wide variety of people in the industry. According to Dees and Anderson (2003), in order to develop long-term solutions to social issues, social entrepreneurs must first form strong alliances. Social entrepreneurs must also be adept at networking in order to amass necessary financial and human resources. These Nonprofit organizations may double their impact by pooling the knowledge and resources of a community of people who share their values. Social entrepreneurs, according to Decker and Emerson's (2011) need to interact with many constituencies in order to create productive networks.

d. Identifying Funding Sources and Opportunities

The next step is to look into potential financing sources, such as grants, gifts, and crowdfunding. To back their enterprise, social entrepreneurs do things like investigate and apply for grants, solicit contributions, and launch crowdfunding campaigns, just to name a few. To get the necessary funds, social entrepreneurs must network with influential individuals in order to acquire grants, contributions, and crowdfunding campaigns. SE7 shared that,

"While we were looking at the market and setting up, the first thing we did was look at different organizations and businesses that help contribute to help the society and approach them with our initiative, I guess that by doing that in the start we were easily able to approach and identify them easily, as now these organizations and businesses are one of our most major donors and investors."

According to Nicholls (2010), social entrepreneurs have to think outside the box to attract investors and funders because of the special difficulties they confront in getting capital. Making connections with influential individuals is essential for acquiring funds through grants, contributions, and crowdfunding. Those who have the financial means and who share the social entrepreneur's beliefs.

e. Planning and Coordination
In this regard, Short et al. (2009) argue that social entrepreneurs need to be resourceful in order to find viable financing options. Like with any business, social entrepreneurs also consider and gather information about the available tools and funds. This involves figuring out what supplies, gadgets,

and machinery will be required to complete the task at hand. It's also crucial to get everyone together for meetings before moving ahead with the company. SE4 shared that,

"... while preparing we gathered information about different donors and then approached them for help....also while shopping and buying things we would first make lists as to what resources are needed... Then we would hold a meeting to discuss the different wholesale rates and bring samples to test."

In-person gatherings like this may help teams determine what resources they need, establish objectives, and discuss obstacles. Zahra et al. (2009) point out in their study that social entrepreneurs need to be creative in finding and gathering funding. Prior to moving ahead with the company, it is crucial to have meetings to exchange ideas and collect data from key players. According to Lounsbury et al. (2004), social entrepreneurs should think outside the box when it comes to finding and securing funding.

To sum up, social entrepreneurship is an important sector that aims to find novel approaches to resolving social issues while also providing stable financial returns. In order to succeed, social entrepreneurs need to find and cultivate the resources their businesses will need, and then use those assets to fuel the growth of their enterprises. The goal of social entrepreneurs is to generate both financial and social gains from their businesses. To do this, they need have a detailed strategy, find people who have the necessary abilities and experience, establish strong connections with other professionals, locate potential investors, perform preliminary research, and have meetings before moving ahead with the business.

4.1.2. Social entrepreneurs using these resources for their ventures (the implementation and execution)

Category 2	Themes and sub themes		Merged initial codes
Social entrepreneurs	Maneuvering initiatives, talents and knowledge.	Making different organizational departments	Better team organization/task division.
			Organizing and connecting with teammates.
		Self-managing small events	Different offices improve functionality.
			Promoting the company
	Reliance on volunteers.		Tasking teams by expertise.

using identified resources for their ventures, the implementation and execution		Teams collaborating on many projects.	Own members investigating and gathering materials.
		Employing volunteers to solve problems.	New, part-time volunteers
			Teammate-referred volunteers.
	Risk avoidance.	Event planning and risk mitigation	Event risks fluctuate and vary
		Natural disasters, human behaviour, and business interruptions.	Natives disliking outside assistance issues including income loss, operation loss
			Natural disasters demand cooperation.
		Impediments and barriers	Gender related barriers
			Societal barriers

Table 3 Category 2 themes and sub-themes

a. Maneuvering initiatives, talents and knowledge.

One's own knowledge and experience, the knowledge and experience of other departments or teams within the organisation, the time and energy of volunteers and paid staff, and the efforts of many teams working on separate projects all constitute resources. To broaden their impact and tackle a variety of problems, social entrepreneurs often enlist the help of volunteers. SE30 shared

"....We would help people in acquiring the skills they lacked such as social interaction, the power to convince people, etc. At the time we did not pay the students who worked for us because all of them were volunteers and they refused to take any salary. Some even put in their own pocket money to help others. Eventually our social circle grew, and more people started recognizing us. We even gained some permanent donors, and we created a pool for them."

Social entrepreneurs, in order to see their ideas and efforts through to fruition, need to carefully manage events and take precautions to reduce risks. Yet natural disasters, people's attitudes, and the loss of operations are only a few of the unforeseeable hazards that social entrepreneurs must account for.

Social entrepreneurs often rely heavily on their own knowledge and experience to create and carry out their initiatives. The most successful social entrepreneurs know they lack the tools to solve society's most intractable problems on their own. For instance, they may be great at coming up

with solutions to problems and being creative, but they could be short of funds, knowledge, or connections. Co-specialization lets them draw on the knowledge and resources of others who share their goals and interests, or who have talents that complement their own. Social entrepreneurs are able to more effectively implement their activities and close resource shortages via the formation of these collaborative relationships.

Social entrepreneurs, as told by Defourny and Nyssens (2010), are demarcated by their capacity to integrate entrepreneurial abilities with social aims to create lasting social impact. Creative thinking, originality, a willingness to take risks, and strategic forethought are defined as entrepreneurial abilities. By drawing on their own expertise, social entrepreneurs must steer their efforts to successful completion. The ability to think creatively, come up with novel ideas, take calculated risks, and plan ahead are all hallmarks of successful entrepreneurs and then these entrepreneurs use these abilities to successfully deal with risks and accomplish their goals.

As said by SE23

"...I was working in a reputable govt institution but I had to leave it due to some reasons and because I wanted to work somewhere that would help in the betterment of others I started working in Educational sector and figured out the needs of students and children at that age. And this played a key factor in shaping the organization into what it is today....What we can do in our capacity is work towards helping others and for the betterment of society."

Also, another respondent shared (SE17)

".....The second thing I believe is having the right principles, so there's a lot of people who start these organizations just so that they can do a few and by few I mean just one or two social welfare projects just so that they can make their university applications look good..... We wanted an organization that was solely dedicated to the purpose of improving the lives of the enter privilege and that's why we started our organization because unfortunately we just could not rely on anybody else to do that."

Entrepreneurs sometimes must juggle a number of responsibilities and work closely with staff members from various divisions. Mair and Marti (2006) suggest that successful social entrepreneurs need to be adept at working in dynamic settings and juggling the interests of several

parties. In order to do this, they must have an in-depth familiarity with the many functions of a business and their potential for synergy. As shared by SE4

".... We had to keep in mind our investors and donors while following up with a case. We tried to keep them in the loop while we checked and sought out different ways to help solve the case. For that different departments of our organization worked on the case…. the operations department went to scout for stuff at a wholesale rate and met up with wholesalers and retailers."

Social entrepreneurs often focus on managing events on a local level. As a means of testing their ideas and gaining traction, many social entrepreneurs start with a series of intimate gatherings. Battilana and Lee (2014) found that in order to get support from their target audience, social entrepreneurs needed to demonstrate expertise in event management. Ensuring everything goes off without a hitch requires a lot of preparation, coordination, and follow-through. SE09 shared some insights regarding this

"….even before preparation of the event, our management team met up and they sat and discussed many different ways the event could be managed….for our most recent event which was a clothing drive, the planning for this event started about four weeks prior…. After that we divided our team and we divided the tasks between our team, so we told this group of people that they needed to do this, and the other group of people needed to do their own respective tasks."

b. Reliance on Volunteers and Human Resources

Entrepreneurs in the social sector also depend on their human resources, such as staff and volunteers, to carry out their ideas and programs. Austin et al. (2006) found that to realise their social missions, successful social entrepreneurs needed to be good at managing their people resources. Mair and Marti (2006) suggest that to fulfil their social aims, social entrepreneurs need to be skilled volunteer managers. Volunteers who share their enthusiasm and dedication to the cause need to be found, trained, and kept on board. Those who work for and with them must share their enthusiasm for the cause and be actively sought out, trained, and kept on board. As shared by SE33

".... what gave us the most recognition and confidence boost was the large number of volunteers that wanted to join us and that worked with us…..these volunteers not only helped us grow our

social circles and outreach but also helped our departments be able to manage a lot of different cases at the same time"

Another fundamental idea for social entrepreneurs is the use of parallelism in their activity. In order to realise their social missions, social entrepreneurs must juggle several competing priorities. Social entrepreneurs, according Dees's (1998), need to know how to coordinate the efforts of many groups in order to accomplish their goals. To do so successfully, they must have an in-depth familiarity with the capabilities and limitations of both teams, as well as an appreciation for the value of combining them. Hence it can be seen that, the effectiveness of social projects depends heavily on the contributions of volunteers and human resources. Effective management of employees and volunteers is essential for the success of any social entrepreneur's endeavours. It is crucial for entrepreneurs to find, develop, and keep committed employees who share their enthusiasm for making a difference in the world. The contributions of volunteers have been crucial to the success and expansion of the enterprise.

c. Risk Avoidance and Planning Ahead

Social entrepreneurs also place a premium on planning ahead to ensure the safety of their ventures and its participants. Battilana and Lee (2014) found that in order to get the support of their target audience, social entrepreneurs needed to demonstrate competence in risk management. This entails doing things like preparing events thoroughly, figuring out what may go wrong, and taking measures to make sure that nothing bad happens. SE25 shared their way of managing and dealing with planned and unplanned risks as such,

"I think that there should always be some contingency plan for any type of risks. There are multiple risk factors, they can include loss of revenue, loss of operations. Natural disasters also affect companies having on-ground operations. So we always keep contingency plans to deal with such risks."

There is a concern that social entrepreneurs won't take chances on new companies or expand existing ones because of the sector's volatility. In spite of this, it was discovered that co-specialisation aids social entrepreneurs in lowering their risk profiles by dividing up the cost of investments and making better use of the knowledge and connections of their networks. To secure

their projects' long-term financial viability, social entrepreneurs often form partnerships with other groups or work with investors.

Also, as per SE11,

"...Usually such is the case, that whenever something unforeseen comes up we deal with it at that time by either improvising or using an already developed strategy."

Gender discrimination is another prevalent challenge for social entrepreneurs. Female entrepreneurs may have a harder time than males do getting their businesses off the ground, finding investors, and expanding their support systems. Co-specialisation, on the other hand, was thought to help level the playing field by allowing female entrepreneurs to network with others who shared their passion for social change. Female business owners may more easily break through glass ceilings when they band together to pool their knowledge and resources. As shared by SE17

".... Being an organization run solely by females and for females, we faced a lot of backlash because we spoke on women's rights and it became difficult for us to get funds and resources because people were not serious when it came to women's health and hygiene related stuff..."

Also, social barriers are a major obstacle for social entrepreneurs. It may be challenging for social entrepreneurs to effectively design and execute their initiatives when the social and cultural norms of a certain community are resistant to change. Co-specialisation, on the other hand, was said to be an efficient method of overcoming these obstacles, as it allowed social entrepreneurs to connect with stakeholders who shared their passion for positive social change and develop support networks. Social entrepreneurs may have a long-lasting influence on society by tapping into the knowledge and resources of others to fuel their initiatives.

Lastly, social entrepreneurs need to meticulously manage resources and processes to eliminate any potential dangers. Austin et al. (2006) suggests that in order to be successful in their social missions, social entrepreneurs need to be good risk managers. This calls for an in-depth familiarity with the threats facing their projects and the adoption of preventative measures to deal with them. Nonetheless, social entrepreneurs face several uncontrollable threats, including natural disasters, negative public opinion, and the shutdown of their activities.

Hence it was seen that, effective management of social entrepreneurs' time, energy, and resources is crucial to the success of their enterprises. They solve societal problems using a combination of creative thinking, strategic vision, and a willingness to take risks and fresh ideas. Moreover, the seamless implementation of the projects is ensured by the proper management of volunteers and staff resources, resulting to good social impact. Risk management and forward planning help the execution phase even more. Stakeholders are more likely to support social entrepreneurs' projects if they see that they can effectively handle risks. Social entrepreneurs maintain the long-term viability of their enterprises by foreseeing and mitigating possible threats, which in turn helps them carry out their social missions.

Co-specialization is a key strategy for overcoming these obstacles. In order to better execute and carry out their efforts, social entrepreneurs benefit from forming partnerships with other people and groups. societal entrepreneurs may more easily overcome challenges, such as gender bias and societal opposition, when they build partnerships based on co-specialization. In conclusion, social entrepreneurs must master the art of problem solving, resource mobilisation, human capital management, and risk reduction in order to see their projects through to fruition. To overcome these obstacles and bring about long-lasting social change, social entrepreneurs might make use of co-specialization.

4.1.3. Social entrepreneurs using resources co-specialisation for continuous social improvement.

Category 3	Themes and sub themes		Merged initial codes
	Establishing partnerships	Collaborative revenue-generating networks	Collaboration during natural emergencies
			Collaborations for distant cities
		cooperation with volunteer groups	Working with rural social volunteer groups
	Co-creating knowledge and resources.	Organizations sharing resources.	Sharing teammates is useful.
			Sharing money, people, transportation, etc.
		Accessing land and locations to help	Different offices improve functionality
Social entrepreneurs using			Expanding operational areas to lessen losses
	Generating societal impact		Social media hiring

resources co-specialisation for continuous social improvement.		Donation social media events	Sharing on social media attracting more donations
			Fundraising social gatherings.
		Social media awareness and fundraising	Promoting instances on social media for aid.
	Fruitful liaisons	Wholesaler-retailer relations	Members linking wholesalers and retailers.
			These connections decrease prices.
			Connections for product discounts.
		connecting with charities and social enterprises	Fundraising businessmen.
			Discounted and charitable businesses.
	Societal impact: visibility	Helping various individuals	Working with others to help.
			Connecting remote locations with connectivity and volunteers
		Businesses and successful individuals improve civilizations.	Businessmen helping people, society, and financing.

Table 4 Category 3 themes and sub-themes

a. Co-creating knowledge and resources

Unlike regular company owners, social entrepreneurs are motivated by a desire to improve society via their job. For social entrepreneurs, co-specializing resources is a crucial tactic for bringing about sustainable social progress. Co-specialisation is the process of working together and pooling resources to accomplish a shared objective as separate entities.

The concept of co-specialisation of resources is central to the practise of social entrepreneurship, which often involves partnerships with other social groups and non-governmental organisations. Dees and Anderson (2003) argue that in order to effect positive social change, social entrepreneurs must collaborate with a wide range of interested parties. Social entrepreneurs may better harness the resources available to them, better distribute workloads, and increase their overall effect by working together. A business with a social mission to better education in a low-income area, for instance, may work with nonprofits and schools in the area to provide workshops, materials, and guidance to educators and students. When groups collaborate, they are able to use one another's

strengths in terms of resources, knowledge, and access to relevant audiences to improve results. SE20 shared,

"I think that these collaborations between different social workers and organizations are very important because they allow both to come together and work for a greater goal. It also helps us gain more connections and gives us a wider range of people to help…. Also, through these collaborations we were able to reach places like Cholistan which would not be possible for us to do this early. So, I think these collaborations shaped us into what we are today."

Passionate in making a good social effect, social entrepreneurs know the value of pooling resources to make a lasting difference. Co-specialization is the practise of combining the expertise and resources of several organisations to achieve a common goal. Partnerships with other social groups and non-governmental organisations (NGOs) are crucial for efficient co-specialization in the field of social entrepreneurship. Co-specialization enables social entrepreneurs to pool resources and split the spoils when working with others. Utilising material, human, and monetary resources effectively is made possible by this method. Working with others makes it easier for social entrepreneurs to acquire land and other resources that might otherwise be out of reach.

b. Establishing partnerships and fruitful Liaisons

The second idea connected to co-specialisation is the role that collaborations may play in the development of revenue and professional networks. Social entrepreneurs may overcome financial barriers and broaden their impact by working together to pool resources and increase their visibility. By way of illustration, a social company that manufactures environmentally friendly items may partner with a retailer that places a premium on sustainability and is interested in selling products with a positive social impact. The business has the potential to greatly expand the social enterprise's consumer base, increase income, and boost its reputation. In a similar vein, social entrepreneurs may benefit from working with other volunteer groups to increase their volunteer base, reach more people, and have a stronger social effect. SE8 shared that.

"In today's time the best strategy for anything should be collaborations one should collaborate with other as much as one can. These collaborations help in various ways, for us it is helping in generating revenue as it becomes another revenue stream, It increases our networking as we meet

with others who may help us later on, we get ideas and we get the opportunity to pitch our ideas to possible investors."

Collaborations that include the exchange of information and resources are another important feature of co-specialisation in social entrepreneurship. Mair and Marti (2006) argue that in order to be successful, social entrepreneurs must understand the social and cultural settings in which they operate and work together with a wide range of stakeholders to develop novel ideas and perspectives. Social enterprises that seek to address health issues in underserved areas, for instance, may work in tandem with local healthcare practitioners, community leaders, and residents to identify the root causes of health problems and develop long-term, effective responses. One-way social entrepreneurs may save money, increase their efficiency, and produce better results is by pooling their resources with one another. SE22 shared,

"....during one of our food drives we were short on different food supplies, so we were in a really tough spot, but one more organization in our area got wind of our plan and they offered us to join together and plan the food drive in collaboration with each other, as they had the same purpose, this really helped us follow our path and feed people...."

Knowledge and resource sharing are related concepts that may be used while working together across different companies. As a rule, social entrepreneurs have to deal with difficulties stemming from a lack of material, human, and financial resources. With cooperation, efforts may be combined, and both benefits and drawbacks can be shared among those involved. For instance, a water treatment facility and a nonprofit with the goal of providing clean water to a rural community may work together to pool resources. The groups may save money, increase their influence, and increase efficiency by collaborating with one another. Regarding this SE30 shared,

"….And like it was a really good experience for us because through them we were able to do things that we as a very small team would never have been able to turn because none of us and none of the team members possibly could have gone to Cholistan and installed that water pump ourselves or got someone to do or go there and do it ourselves. So, it was very convenient and very helpful for us."

Co-specialisation is a powerful tool for social entrepreneurs to get access to new communities and land in need of assistance. Land access is a common problem for social entrepreneurs since they

often operate in locations with little resources. Lashley (2015), for example, discovered that social entrepreneurs often form alliances with other groups in order to get access to land and resources. Entrepreneurs with a social mission might further their efforts by teaming up with other professionals in related fields. SE18 shared,

"....It was also observed that areas near the towns or wherever cars could go had access to such stuff but the rural or far off areas which you could reach only by helicopters and the like would not have access to such stuff easily..... The people in our organization got into contact with such authorities and in collaboration with doctors in the rural areas of Balochistan and we provided them with the products."

Co-specialisation of resources also includes making use of technology and social media to communicate with backers and raise awareness and further their social improvement agenda. Connecting with supporters and gathering the required cash to put their initiatives into action is facilitated by social entrepreneurs hosting donation-driven events on social media and utilising social media to build awareness and get funding. Peredo and McLean (2006) found that technology and social media may be useful tools for social entrepreneurs in terms of increasing visibility, energizing support, and releasing resources.

"....one of the best ways in which we are able to generate awareness and funds is through social media, especially Instagram.... we use these platforms to share meaningful stories about our cases and report on their activity....we also attempt to raise funds through our social media campaign by asking different people to donate for a good cause."

Hence, by exchanging information and resources, social entrepreneurs work together with a wide range of stakeholders to develop innovative ideas and perspectives, leading to better solutions for societal challenges.

c. Generating societal impact and visibility

Social entrepreneurs benefit from forming relationships with wholesalers and retailers with the support of team members, as well as forming relationships with other firms that undertake social work and charity hence contributing to the social improvement agenda. Social entrepreneurs may benefit from these relationships by gaining access to supplies, financing, and knowledge that can

be utilised to carry out their initiatives. Connecting with corporations, according to research by Teasdale (2011), may assist social entrepreneurs form new alliances and get access to resources that are not accessible via more conventional channels. SE27 shared that they had really close relationships with some sellers who sold things to them without making any profit.

"We also went into the markets to interact with the business owners to form a bond and to network so that they provide us with some discounts the next time as they would know our purpose. And most of the time, the sellers would do so and they would sell us the products at the same price as the one they got from their suppliers and not make any profit on the sale made to us."

SE33 also shared,

"Our relationships with sellers and retailers helped us immensely in providing for people, this collaboration also made us take a step forward to achieving our own idea of social impact which was to enlighten more people to help and support the poor and needy…. As more suppliers and people helped in the good cause the more social improvement we achieved."

It's impossible to advance society without forming partnerships and networks. Social entrepreneurs may have a greater influence on society if they engage with a wide variety of institutions, networks, and corporations to realise their visions. Dacin, Dacin, and Matear (2010) found that when social entrepreneurs collaborate with other organisations, both groups benefit from the arrangement. This in turn makes way for a sustainable impact which is the goal of these social entrepreneurs.

Important components of co-specialisation of resources include connecting with individuals from diverse regions to assist them better and improving society with the support of companies and successful people. In order to put into action ideas that benefit society, social entrepreneurs may make use of their extensive networks to make contact with people and groups from a wide variety of geographical locations and professional fields. Entrepreneurs with a social mission may increase their impact by forming partnerships with like-minded people and groups, as shown in research by Austin, Stevenson, and Wei-Skillern (2006).

In conclusion, the findings above looked at how social entrepreneurs recognise, develop, and use resource co-specialization in their quest for sustainable community development. At the outset, social entrepreneurs map out detailed plans for their businesses, track down the resources they'll need, and network with other like-minded individuals. To further expedite the venture's

development, they also seek for team members with relevant expertise. In order to fund their projects, social entrepreneurs use a wide range of strategies, including making connections with other people in similar fields, applying for grants, and performing extensive research. The second category highlighted how social entrepreneurs make use of their own expertise in the planning and implementation of their initiatives. It was clear that social entrepreneurs have special difficulties and had to balance several roles to fulfil their social goals. They depend on their strategic skills to cope with uncertain situations, and they work together with a variety of stakeholders to provide novel answers. To get around financial hurdles, increase their reach, and get access to knowledge and resources that they may not have otherwise, social entrepreneurs sometimes co-specialize with other organisations.

The value of knowledge and resource co-specialization was explored in the third category. It is common knowledge among social entrepreneurs that they can do more as a group than they could alone. Partnerships and coalitions are crucial to increasing the effectiveness of social campaigns. Co-specialization gives social entrepreneurs the tools they need to make the most of their limited resources. It also opens the door to other places that may need their help. Co-specialization also boosts economic development and creates social impact through collaboration and new connections. Collectively, the findings show that social entrepreneurship is a complex and dynamic field in which the deliberate deployment of co-specialized resources is crucial to the achievement of long-term social change. Social entrepreneurs make considerable progress towards bringing about long-lasting constructive change in society by discovering and mobilising resources, navigating projects, skills, and expertise, and co-creating resources via partnerships.

5. Discussions

To identify and solve social challenges by using business strategies is the emphasis of social entrepreneurship, a relatively young field. A social entrepreneur is someone who applies their economic acumen to addressing societal and environmental issues with the aim of making long-term, systemic improvements (Lashley, 2015). This is accomplished in part by social entrepreneurs' awareness of, cultivation of, and use of resource co-specialisation, the practise of pooling and maximising resources for the benefit of a common cause.

To bring about positive societal transformation, social entrepreneurs must first discover, develop, and mobilise resources for the common good. By using an entrepreneurial approach to solving societal challenges, social entrepreneurs help ensure a bright future for everyone. Entrepreneurs with a social mission bring fresh ideas and a will to succeed to the table as they seek out and build their businesses' foundations (Teasdale, 2011). Social entrepreneurs often use a technique called "co-specialisation of resources," which entails bringing together different types of people, businesses, and communities to solve social problems. This study set out to inquire into the ways in which social entrepreneurs identify, cultivate, and put co-specialisation to work for the sake of advancing society perpetually.

It was found that when it comes to starting and growing a business, having access to the right tools is crucial, according to the resource-based theory of entrepreneurship. The firm's resources, including its physical assets, intangible assets, and human capital, may give it a leg up on the competition (Dees and Anderson, 2003). As this research shows, social entrepreneurs can't bring about sustainable social progress without engaging in resource co-specialisation. The term "resource co-specialisation" is used to describe the practise of combining resources from several sources in order to accomplish a single objective. It is common for social entrepreneurs to work with other groups and people to pool resources and bring their social goal to fruition.

Since it allows them to tap into the knowledge, skills, and connections of others to further their objectives, co-specialisation is a potent tool for social entrepreneurs. It was discovered that social entrepreneurs may get access to resources, skills, and networks they would not have otherwise had if they did not develop collaborations with other groups (Kim et al, 2019). It is fairly uncommon for social entrepreneurs to form partnerships with experts in adjacent industries in order to create innovative goods and services aimed at solving societal issues. They may also work together with

distributors and retailers to share resources and pool resources like money and expertise. Social entrepreneurs may further their goals by establishing connections with other people and groups that can provide assistance and resources (Jacobides et al., 2006). It was found that by connecting with other like-minded individuals, social entrepreneurs may raise their profile, enhance their reputation, and get the support of those who can further their mission.

One of the key advantages of co-specialisation, according to the study, is that it enables social entrepreneurs overcome resource restrictions that could otherwise limit their potential to make an effect. Most social entrepreneurs work in low-resource areas where gaining access to land is a significant challenge (Argyres et al., 2019). Researchers discovered that social entrepreneurs often forge partnerships with other organisations in order to gain close to land and natural resources. Social entrepreneurs may do more when they work together and share their knowledge and resources. Co-specialisation was also shown to aid social entrepreneurs in establishing and maintaining fruitful connections with prospective partners and collaborators, which was a key finding. Collaboration between social entrepreneurs and other organisations is mutually beneficial, according to research by Dacin, Dacin, and Matear (2010). To obtain access to new resources and ideas, social entrepreneurs may leverage their networks by establishing contact with individuals and organisations in a broad range of places and sectors.

Building capacity for resource sharing and specialisation is an important part of social entrepreneurship. To be successful, social entrepreneurs must first determine what tools would help them reach their objectives. It was found that there is a need to build partnerships with wholesalers and retailers that can provide the goods sold, as well as network with other entrepreneurs and organisations to uncover prospective financing sources (Di Clemente et al., 2022).. Researchers argue that collaboration between social entrepreneurs and other organisations is mutually beneficial. The resources of a bigger organisation may be put to good use by a social entrepreneur, for instance, and the larger organisation can learn from the social entrepreneur's fresh perspective and ideas. Hence it can be said that entrepreneurs in the social sector may have a greater effect by working together than any one of them could do on their own.

Social entrepreneurship relies heavily on the practise of resource co-specialisation. Entrepreneurs in the social sector need to know how to make the most of the tools at their disposal. This usually entails making connections with other people and organisations in order to obtain access to

previously unavailable resources and knowledge. To reach their goals, social entrepreneurs often form partnerships with other businesses or charitable groups. Connecting with companies may help social entrepreneurs get access to resources that might not be accessible via other means, as pointed out by Teasdale (2011).

Successful social entrepreneurs know that they need to pool their resources to get the job done. They realise they need help from others if they want to realise their dreams. To do this effectively, social entrepreneurs often team up with other groups to pool their resources and knowledge. As previously said, technology and social media may be very useful to social entrepreneurs, allowing them to broaden their reach, galvanise their supporters, and free up previously unavailable resources (Smith & Woodworth, 2012). They were considered to be valuable tools for social entrepreneurs in terms of raising awareness, mobilising support, and making resources available. It was also discovered that technology and social media may be useful in mobilising resources and increasing awareness of social concerns (Peredo and McLean, 2006). It is possible for social entrepreneurs to utilise social media to organise events centred on donations, build relationships with supporters, and ultimately increase funding for their projects. Entrepreneurs in the social sector may broaden their reach and make a greater impact by using the potential of the Internet and social media.

According to the study's findings, social entrepreneurs who want to make good use of co-specialisation need to have a well-developed strategy and a firm grasp on their social purpose. They need to find and recruit individuals based on experience and social work who can assist them achieve their purpose. Furthermore, before launching a business, these pioneers seek for potential grants, contributions, and crowdfunding campaigns. The success of the enterprise depends on the amount of time and effort put into planning and research to determine what is needed.

Also, Risk management, diversification, and collaboration were all shown to be useful tools for social entrepreneurs. Financial risks may be mitigated in a number of ways, including by creating a reliable source of income, applying for grants, and cutting costs wherever possible. Partnerships may help businesses successfully exploit their resources and competencies, while diversification can assist them avoid the hazards associated with reliance on a single resource (Hervieux & Voltan, 2018). Yet, it was observed that despite these tactics, social entrepreneurs may encounter obstacles and constraints while attempting to use co-specialisation tools. For instance, women are often

disadvantaged because of prejudices and assumptions based on their gender, which might prevent them from receiving the support they need. Despite having equal or superior success rates, women entrepreneurs are less likely to acquire financing, according to the available data (Marakkath, 2015). The use of co-specialisation tools may be hampered by societal roadblocks such as ignorance, cultural norms, and institutional restrictions. The advantages of social entrepreneurship may not be well known in certain areas, and in others, women may be discouraged from pursuing business opportunities due to societal conventions. In addition, rules and regulations enacted by governments may act as roadblocks to the creation and execution of social entrepreneurship initiatives (Barberá-Tomás et al., 2019). As a result the research found that, social entrepreneurs should work to eliminate these obstacles by fostering an inclusive work environment and equitable representation of women and men. Also, social entrepreneurs should keep in mind these challenges and collaborate with relevant parties to find solutions.

Also, the philosophy of social entrepreneurship states that social entrepreneurs employ novel approaches to address societal problems. As social entrepreneurs often work with limited means, resource co-specialisation is crucial to their success (Haugh and Talwar, 2016). The primary goal of a social entrepreneur is not financial gain but rather the improvement of society. This means that in order to accomplish their social objective, social entrepreneurs need to prioritise producing lasting change. Having an enduring and self-sustaining positive effect is what we mean by "sustainable impact" in social entrepreneurship.

The study also found out that not content with these methods alone, social entrepreneurs additionally use monitoring and evaluation systems to gauge the efficacy of their initiatives and make necessary adjustments to promote ongoing social progress. A social entrepreneur's projects might benefit greatly from the use of monitoring and evaluation tools that allow them to track success and pinpoint areas for development (Mongelli & Rullani, 2017). Doing so allows social entrepreneurs to fine-tune their approaches and ramp up their influence until they achieve their goals.

Social entrepreneurs were shown to benefit greatly from co-specialisation, which proved to be an effective method for generating value via the acquisition of new assets. These entrepreneurs further their causes by tapping into the knowledge, connections, and resources of others via strategic alliances and partnerships. Social entrepreneurs benefit from co-specialisation since it allows them

to pool their resources, strengthen their partnerships with other people and organisations, and get access to new opportunities and information (Vézina et al., 2018). SE's that want to make good use of co-specialisation must have a well-thought-out strategy, find individuals with the skills and competence to promote their cause, and find ways to finance their endeavours. Mobilizing resources and increasing public awareness of social concerns may also be accomplished via the use of technology and social media.

Also, it was found that to make meaningful contributions to society, social entrepreneurs must be well-organized from the outset, with a thorough understanding of their target demographic, their ideal funding sources, and their own personal requirements. With a well-thought-out strategy in place, social entrepreneurs may better pinpoint which resources can be combined to create synergy, as well as set quantifiable, measurable, and attainable targets for their efforts (Phillips et al., 2015). Market research and resource categorization may help social entrepreneurs find collaborators and partners who can contribute to their venture in useful ways. It is essential for social workers to have a thorough understanding of the community's needs before beginning their job. Social entrepreneurs need to know exactly what they're up against and what it will take to overcome those challenges (Barney, 2018). As a result, social entrepreneurs may find like-minded people with whom they can work and pool their resources to accomplish their social missions.

It was also found that organizing donation social media events is one method social entrepreneurs achieve social impact via co-specialisation. These gatherings allow people and groups to pool their resources in order to help those in need. Employers in the social enterprise sector are increasingly turning to social media to find talented new team members. They raise more money and awareness for their cause by publicising their efforts on social media (Cabral and Pacheco-de-Almeida, 2018). One further method social entrepreneur raise awareness of their positive effects on society is by joining forces with those already striving to improve it. In order to solve social problems, they work in tandem with other groups, people, and communities. By taking this strategy, they may make better use of their available resources and expertise (Sabato et al., 2015). Volunteers and high-speed Internet connection may also be used to increase the availability of resources and services in underserved areas, an area that social entrepreneurs often target.

Finally, social entrepreneurs raise awareness of their positive social effect by teaming up with corporations and influential people. They are aware of the positive impact that corporations and

wealthy people can have on society and actively seek their endorsement. This help could come in the kind of money, guidance, or a formal alliance. Businesses with a social mission may make a lasting difference by pooling their resources and expertise (Adro & Fernandes, 2021). To sum up, social entrepreneurs use co-specialisation to create social effect and raise awareness of that impact. To solve social problems, they pool their expertise and resources and work together with others. They may make a lasting difference and bring about good change by forming partnerships with corporations and influential people.

At the end it can be said that according with the aims of both resource-based and social entrepreneurship theories, resource co-specialisation may aid social entrepreneurs in their pursuit of continual social progress. By pooling their resources, social entrepreneurs may come up with novel and long-lasting solutions to societal problems (Cennamo et al., 2018). Social entrepreneurs may more efficiently and effectively carry out their social purpose if they first determine what resources they need, form the appropriate relationships, and then mobilise those resources. Yet, to be really successful over the long haul, social entrepreneurs need to center their efforts on making a positive and lasting difference. An effective way to make a long-lasting difference is to launch social enterprises that are profitable, ethical, and ecologically friendly (Majumdar et al., 2015). Access to the tools necessary to effect long-lasting change is a key factor in the success of social entrepreneurs, and resource co-specialisation may assist them achieve this goal.

As a result of this research, it may be said that social entrepreneurs understand the value of co-specialisation in bringing about sustainable social progress, and that they actively seek out and use such resources. Social entrepreneurs may make lasting improvements to society by identifying and collaborating with like-minded individuals, developing strong networks, and efficiently mobilising resources. In order to succeed, social entrepreneurs need to know what they want out of society, have a concrete strategy in place, organise their resources, analyse the market, and identify the resources they will need. As a means of achieving continual social development and driving good change in society, co-specialisation of resources is a crucial tool for social entrepreneurs.

6. Conclusion:

This research adds to our understanding of how social entrepreneurs may best find, develop, and use co-specialized resources to create long-lasting social impact. Through in-depth theme analysis, we were able to identify many core approaches used by social entrepreneurs, illuminating the strategic nature of their work in resolving societal problems. The research highlights the significance of starting with a well-developed strategy, finding and using knowledgeable people, and establishing connections with prospective partners. Furthermore, the study emphasises the relevance of innovative thinking and research in determining necessary resources and comprehending societal demands prior to commencing social work. These results provide light on the methods used by social entrepreneurs to mobilise resources and the results achieved in terms of long-term social change. The research adds to the body of literature on social entrepreneurship by elucidating these strategies, and it may serve as a guide for future practitioners who want to make a difference in the world.

The literature reviewed demonstrated that social entrepreneurs are essential to solving societal problems and attaining lasting social progress. Social entrepreneurs may be more efficient in carrying out their goals when they pool the knowledge, experience, and resources of others to do so. By taking this route, they may make a bigger difference in people's lives while also reaping the benefits of the ties they've established. Finding grants, contributions, and crowdfunding possibilities are only few of the financial avenues that are stressed in the analysed literature. Successful social entrepreneurs may be tapped for grants and contributions, events and financing sources can be planned, and knowledge can be gained via brainstorming. Using this strategy, social entrepreneurs may raise the funds they need to carry out their work and bring about meaningful change in the world.

Also, the results show that a well-defined strategy is critical to the achievement of social entrepreneurship. An organization's actions may be directed by a well-articulated mission, vision, and values statement, all of which should be included in this strategy. Social entrepreneurs may make the greatest contributions to society if they prioritise their efforts according to a well-developed strategy. To further their cause, social entrepreneurs must also find those who possess the requisite knowledge and abilities. To accomplish this, it may be necessary to recruit people who have prior expertise in social work or who have the same commitment to bringing about

positive social change. Social entrepreneurs may boost their chances of success by building a team comprised of individuals with a wide range of experiences and viewpoints.

The success of socially conscious businesses depends in large part on the founder's ability to cultivate a supportive network of collaborators and investors. Those involved in this process seek out and form partnerships with other people and groups committed to making their ideals a reality. Social entrepreneurs may have a stronger impact on society and bring about lasting change when they work in tandem with a variety of organisations. Last but not least, would-be social entrepreneurs would do well to consider the need for their services in the community before setting out to fill it. Social entrepreneurs can better satisfy society's demands if they have a firm grasp of the nature of the problems that require fixing. Social entrepreneurs may have a greater impact and advance society in a sustained manner by adopting this strategy.

In conclusion, for social entrepreneurs to bring about lasting societal change, it is essential for them to understand the value of resource co-specialisation and to actively pursue its cultivation and application. Both resource-based entrepreneurship theory and the social entrepreneurship theory stress the significance of available resources to the development of a business. As a result of resource co-specialisation, social entrepreneurs are able to develop novel and long-lasting approaches to addressing social problems. To accomplish their social objective in a manner that is both long-lasting and financially viable, social entrepreneurs must focus on creating sustainable impact. Hence, in order to accomplish their social missions and have a lasting effect, social entrepreneurs must maintain their emphasis on discovering, cultivating, and deploying resource co-specialisation.

As a result of this study, it is discovered how important social entrepreneurs are in fostering lasting change in the world. Entrepreneurs with a social mission may make a bigger difference and bring about good change in the world if they adopt the techniques and practises highlighted in this study and engage in resource co-specialisation. Thus, governments and other stakeholders should support social entrepreneurship and help establish conditions favourable to the sector. With this strategy, social entrepreneurs may keep working for a better future for everybody.

6.1. Limitations of the study:

Many limitations of the research must be noted, despite the fact that the study's findings on how social entrepreneurs in the Rawalpindi and Islamabad districts perceive, develop, and apply co-

specialisation for ongoing social betterment are insightful. The research was limited to a particular cultural and economic setting, thus its results may not be generalizable to other areas or nations with distinct social, economic, or political systems. Thus, care has to be used when extrapolating the study's results. Moreover, another limitation is that the research only considered the thoughts of social entrepreneurs and not those of other parties involved, such as recipients, financiers, or policymakers. As a result, it's possible that the research missed some of the nuanced effects of co-specialisation on societal progress.

Lastly, the research did not investigate the difficulties that social entrepreneurs confront in understanding the value of co-specialisation and putting it to work for ongoing social progress. Moreover, this research relied on information gathered in 2022–2023, therefore the environment of social entrepreneurship may have changed since then and may change again in the future. Overall, while this study does provide valuable insights into how social entrepreneurs recognise, develop, and use co-specialisation for continuous social improvement, it is important to recognise its limitations and the need for further research to provide a more extensive knowledge about the difficulties and opportunities facing social entrepreneurs.

6.2.   Suggestions for future research:

The current research aimed to better understand how social entrepreneurs identify, create, and deploy co-specialized resources to drive sustainable change in their communities. Although this study sheds light on the tactics used by social entrepreneurs, more research may be conducted in a number of different directions to expand upon the existing results. Prioritizing social entrepreneurs in Rawalpindi and Islamabad was an early priority for this research. Some promising avenues for future study include an examination of how social entrepreneurs in different parts of Pakistan and other developing nations identify, create, and deploy co-specialized resources for social betterment. Such research has the potential to provide light on the tactics used by social entrepreneurs in a variety of settings.

On a second point, this research looked at how co-specialisation helps social entrepreneurs. Other elements that may influence the identification, development, and use of resources for social change might be investigated in future studies. These could include social networks, institutional support, and access to financing. Finally, the views of social entrepreneurs themselves were the primary focus of this research. To get a fuller picture of the significance of co-specialisation in social

entrepreneurship, future studies may include the viewpoints of other stakeholders including government officials, funders, and beneficiaries.

As a fourth point, the effect of co-specialisation on the long-term viability and scalability of social enterprises was not investigated in this research. There is need for further study into how co-specialisation affects the sustainability of social businesses. Finally, semi-structured interviews were the major mode of data gathering in this research. In order to verify the results and give a more in-depth knowledge of the identification, development, and usage of co-specialized resources for ongoing societal betterment, future studies might include various approaches such as surveys, case studies, and observation. Although the results of this study are an important addition to the literature on social entrepreneurship, there are still many questions that need to be answered to offer a fuller picture of how to identify, cultivate, and use co-specialized resources for the ongoing betterment of society.

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8. Appendix:

Participant consent form

Researcher: Nimra Muneeb

• I confirm that I have thoroughly read and understood the information sheet for this research. I was given the opportunity to ask further questions and have had them answered by the researcher.

• My participation is voluntary, and I am free to withdraw at any time without giving an explanation.

• I agree to take part in this research study.

…………………………   …………………   ……………………

Participant name   Date   Signatures

…....................................   ....   …........................

Researcher   Date   Signatures

• All the information that I have provided in my interview might be published as a research paper.

• I understand that confidentiality and anonymity will be strictly maintained, and it will not be possible for anyone to identify me in any publications.

• I agree that my interview will be audio taped and I give permission to use these recordings for fulfilling the research purposes.

• I understand that researchers may use my words in publications only if the researcher agrees to preserve the confidentiality of the information as requested for this research.

Interview Guide

Date: **Interviewer:** Nimra Muneeb   **Interview #:**

In-person: **Teleconference:**   **Start Time:**   **End Time:**

Background?

- ▫ Gender:
- ▫ Age:
- ▫ Education:
- ▫ Business:
- ▫ Social Enterprise name:
- ▫ Experience in the field (how many years):
1. How did you come upon the decision to be a social entrepreneur?

2. Tell me how you started in this field.

Social ventures and resources recognition?

3. When did you launch your social venture?

Probe: Please share what made you launch this venture and why?

4. Describe what primary resources you recognised for the said venture.

Probe: What factors attracted you the most towards this venture?

     How did you realise the right resources to launch your venture?

     Do you think one needs to recognise their resources first before launching a social venture?

Resources developed by the enterprise.

5. What, according to you, are some of the key resources that your firm needs to develop to function well?

Probe: Out of these resources what would you say are the pros or the advantages of developing resources for the business?

     How do you develop these resources?

Co-specialisation of Resources:

6. Have you ever utilised and used combined resources for your ventures?

Probe: How did you combine your resources for developing the venture?

Prompt: employees, working space, equipment, capital, labour, finances, energy, land, time, intellectual property.

1. How did you recognise the need for resource co-specialisation?

Probe: What event or happening prompted you to look into resource co-specialisation?

Has resource co-specialisation been successful for your enterprise?

Suggestion/mention of co-specialisation strategies for the success of the venture

2. What, in your opinion, would be the best strategies to co-specialise your resources

3. Is there any strategy that has helped you achieve continuous social improvement?

4. What would you recommend for new social entrepreneurs relating to resource co-specialisation?

General follow-up question

Would you like to share additional thoughts regarding social entrepreneurs/ enterprises and resource co-specialisation or the dynamic between them?

Sample Interview:

Interview no 3.

Age of the participant: 21

Education: BS. Bio Sciences

Q. As a background about what made you like work for social initiatives and all that.

SE03
Uh, so basically Team Venture03 is a nongovernmental organization slash humanitarian group and. It's a project started by my best friend, and he invited me to work along with him and. There wasn't really a big initiative. We didn't have any intentions or starting something like this. It just, the two of us had some free time and we weren't really doing anything productive now, so we did. We decided, why not go ahead with this given the current social and economic situation in the country. That's the main motivation.

Q. OK, so like when you start like even a startup or business, you need certain resources. So, like when you started this, how did you know which resources you needed?

SE03
So obviously when we started, we knew that to start any program you need to have a plan, you need to know what Is required for the startup to be successful and like start. For that me and my friend sat around and talked about how we were going to go forward with this project. So, we came to know that the main resource that we needed the most was money. And, in that regard, we were off to a good start because. In the beginning, Team Venture03 had a team of 20 members and all twenty members were selected.
All twenty members that were selected had big social circles, which meant that we could easily get word around on our social media and through that we were able to attract a lot of donations, which was the primary thing that we needed to get things going. The other thing was to just get the word out that team Venture03 is in the organization and they're trying to help the underprivileged by doing various projects and once again. And large social circles proved really effective for that, our team members were very effective In promoting the organization among their friends and families. They used different social media channels and even word of mouth to let everyone know about the initiative.

Q. OK, so how did you like, hire the people?

SE03
So basically we started back in November of 2021 and back then we started with twenty members and basically all we did was create an Instagram account and we put up a Google forms application and we told people to apply.
We put in like just a few simple questions like your name, contact your socials and past experience and why you wanna be a part of team Venture03 and whatever seemed the most

suitable to us.

And the way we judge their suitability is by their past experience, like from the form when they knew about social work and helping people. One thing was most important to us, like What was your past experience. And the other thing was because we were starting like in the beginning, we spread the word on our socials. So, anyone that applied there had a fairly high chance that we knew them personally. So that was another way of us to gauge as to what kind of person they are and how helpful they might be.

Q. OK. So, like could you tell me about some of your like works that you have done or what you target?

SE03

Uh, so basically team Venture03s main goal is to help the needy and underprivileged in a way that is helpful for them and also, we are able to engage our youth at the same time.
So the way we do that is we organize different sorts of events. We have a very creative team and we're always able to come up with some very fascinating ideas. And the whole premise is to basically we engage our youth by inviting them to our events and using the funds or the revenue generated from that event.

We Hold a different project for welfare, like Rashon drives or food drives and stuff like that. We've done 2 kavali nights, which are like most successful events yet and.
The premise was the same. We invited our youth to come and attend the event and they all they had to do was pay a ticket price and through those tickets we were able to generate a really generous amount of revenue that was used later on in welfare projects.

Q. OK. So like could you give me an example of the event and how you had to do all the operations of it regarding it, like from the start to the finish?

SE03

OK so, our most recent event was the Kvaali night and gig. And the planning for this event started about four weeks prior.
Uh, and that was just like the first meeting we had as a team that that was four weeks prior to the event. And in that meeting, we decided what the event was gonna be. And so, we decided it was gonna be a Cavalli a night, and we were also gonna invite, like, 3-4 or maybe even 5 performers to come In Sync on our event. And that was the first meeting was more or less just that. Afterr that we divided our team.
We divided the tasks between our team, so we told this group of people. Then you need to do this. This group of people, they you need to do this. The most important thing to do was to find a suitable venue for our event.
So we looked all over Pindi and Islamabad and eventually we landed a very nice spot in I8. It's an it's a cafe called AM PM and they were generous enough to lend their Cafe, which was an open ground to us for the event and up until the event there was just a few arrangements that we had to make. Mostly the decor like how we wanted a simple like we wanted a simple

stage, we wanted lights around the around the venue, how we were gonna manage the entrances, where we were gonna do for the security, for the security. We hired 8 security guards that were basically there to enforce all our rules and make sure everything was in order.

And for all the arrangements prior to the event. That was as far as event. All the main work came on the event day.

Which was basically just a up until like an hour before the event started. It was just making sure that all the arrangements, all the the decoder, the seating, the stage and all the team members and the bouncers. It was just making sure that all all the people were there and all of the decorations and everything was set and making sure that everything was in order. So that as soon as 5:00 PM, which was ours.

Which was the time we gave to our audience to start coming as soon as it was 5:00 PM, we were ready to receive our customers or.

Q. Umm so like there are they? There are firms that have strategies, certain strategies to help achieve the social agenda that they want to achieve. Like for example, I interviewed a person. She said that her strategy was to never say no to anyone, even if she couldn't help them fully. She wanted to help them half the way, like a help in school fee payment, admission payment. So she tried to pay at least half of it. So, like, what is your strategy that keeps you running?

SE03

So the first thing we do whenever we receive a case, whenever we're told that this person needs help, or this group of people needs help, the first thing we do is verify it, and we use whatever means is necessary to verify the case and ensure that those people or that person does actually need our help. And then we as a team decide to give what is the best course of action. We look at the amount of funds we have available.

We look at our current reach on our social media and we look at what other projects we have lined up and then we decide, OK, how are we gonna fit this one task in between all of those projects using the money we have and using the reach we have at the moment. So, then we decide the best course of action. If a person needs money, will either.

Usually we, most of the time we try to meet their full requirement and if we can't. Uh media requirements, then, are you can see our Plan B is to advertise, not advertise, is to basically raise awareness on their problem on the problem they're facing. Like recently we had received a case that this orphan girl was having her wedding, but She basically did not have any money at all to cover the expenses for a wedding, so we helped her by posting stories on our Instagram page.

And telling people to telling people about the situation and a reassuring them that it's a verified case and also telling also giving them our bank details so that if they do want to donate to us, we can donate with, they can send it into our accounts and then we can give the collected sum of money to the orphan girl once the time comes. So that's our main course of action for whenever we hear or find out about a problem that anybody may be facing.

Q. So how do you verify cases?

SE03

The first thing we do is talk to the person who gave us information about the case, it could be our team member or someone the team member knows or even people who approach us on social media. After talking to them we ask to meet the person in need or the family that needs help and after they agree we send a representative to go and meet the person and check their financial status and why they need help. Hence in short, we go, check and verify each case personally.

Q. OK, so like what are the major projects that you take like specifically what field or category do you target together education here?

SE03

Hmm, so we don't try to do anything specific. We try to do as much as we can. Currently we have. We also have another project which is a part of team passband, it's called the banner project and it's basically a, it's this project is led by the, females in our team entirely and all the work is done by them. All the arrangements and everything they do it themselves and it's for the females of our society. It's to help their help raise awareness for them. And on different subjects like their rights, their personal hygiene and the Current social the current social climate, which they're part of Just been a project basically helps raise awareness on that and try to help those women in any way possible. And so, we try to do whatever we can. We don't have any specific criteria.
Uh, as I said, engage our youth in any way possible so that we can generate revenue and we can use that revenue revenue in any way possible to help you interpret healthy underprivileged.

Q. So there are like many people have contacts or are they collaborate with people? So are there any major collaborations ongoing right now for you?

SE03

Currently we don't have any major collaborations. However, we did collaborate with Alkhidmat Foundation back in June or July and that was basically we funded the construction and installation of a handheld water pump in Cholistan desert in a village in Cholistan Desert, which is now providing water to a village of about 12 to 15 families. So that was one instance where we parted with Alkhidmat and then later on as this. Uh flood, as is flooding, grew more and more severe and there was a growing need of supplies and donations in the affected areas. We once again approached Alkhidmat and donated large sums of money for them and asked them to use this amount of money for this specific purpose. Besides that, we've also we've also been invited by Radio Pakistan.
FM 101 twice on their radio show, where they've also interviewed us, interviewed a few of

our team members about us about our organization and the work we've done and we have been doing.

Q. How much do you think these collaborations are important for you?

SE03

I think that these collaborations between different social workers and organizations are very important because they allow both of them to come together and work for a greater goal. It also helps us gain more connections and gives us a wider range of people to help. Also through these collaborations we were able to reach places like cholistan which would not be possible for us to do this early. So I think these collaborations shaped us into what we are today.

Q. OK, so now coming to the social improvement agenda, So what do you think that these collaborations help you achieve what you wanted for social impact?
Like, what do you think these collaborations did they help you in achieve your uh idea of the social change or impact you wanted to achieve?

SE03

I'll say definitely because we're still a very small organization and, being able to work with a large organization like ALKHIDMAT which is also really trusted was really. And like it was a really good experience for us because through them we were able to do things that we as a very small team would never have been able to turn because none of us and none of the team members possibly could have gone to Cholistan and installed that water pump ourselves or got someone to do or go there and do it ourselves. So it was very convenient and very helpful for us that Alkhidmat was doing it anyway and we were able to fund the installation of.

SE03

Yeah, we handheld the water pump ourselves. So that is one way in which it was very, very helpful for us and. The invitation by Radio Pakistan was also super beneficial for us because. Through there we were able to reach a much larger audience, larger than ever than we ever had, because Radio Pakistan is the most popular station in Pakistan and the station that we were on FM 101 was able to was covering a very large area that spread as far as Lahore, get the word out about this to a very in a very large area. So that was that really helped spread the word about us and.
And we were able to notice the benefit of it on our social instantly.

Q. OK, so now like after going through all after preparing for and after all going through all these events like, what do you think that recognizing and establishing your resources before your startup is important?

SE03

I think that it depends. As as I told you, we already have the team members of Venture03

already had a very large reach and very large social circles. So from the start we were able to establish a good enough reach, so we never really faced the problem of advertising or events or our calls for donation so.

And if someone is where to start, an organization like this, they should definitely include people in the team that have large social circles, because then once they become active and start working, those people can help spread the word around and just by sharing a story on Instagram, you can. If there's like 20 people sharing a story on Instagram, then at least.

100 people are looking at each person's story, so that's at least 2000 people who are gonna at least hear about your post so I do believe K when you're starting off, you need to have a strong reach already established so that you can receive the donations necessary to carry out the work.

Q. OK, so according to you, what is your idea of a good social impact?

SE03

Uh, I believe a good social impact would be to Educate the youth And to motivate them Into helping the underprivileged because at the end of the day The youth are the people that are gonna be around for the longest time.

So it's important to educate them on their current on the ongoing social and economic crisis in our country so that they're able to sympathize with the people that are suffering from this. And once they're able to sympathize, they will feel the desire to help those people and support them in any way shape or any way shape possible.

Q. OK, do you have a representation like an office or something for this organization?

SE03

As of now we don't have an office.

Q. OK, so no physical representation like only online representation, right?

SE03

Uh, for the moment, yes.

Q. What's the last thing I wanted to ask was what would you recommend? New social entrepreneurs and workers for, like establishing their own startup, all the steps that you would like for them to do before they like come into this field?

SE03

So I think the most important thing would be to, as I said, have a good reach established and. Umm that could be your own reach, your own personal social circle. Or it could be the social reach of your friends or the people you invite to join your team. I think it's very necessary

that you're from the start. You're able to reach out to at least 1000 or 2000 people, which is a very, very low number. But it's also very, very possible, because if even 100 people from those thousand. Are able to interact with what you're doing. Then those hundred people will further help you get maybe 100 more.

So that I believe is the most important thing, and that's obviously what's gonna get you the donations and the support that you need to carry out your work. The second thing I believe is having the right principles, so There's a a lot of people who start these organizations just so that they can do a few and by few I mean just one or two social welfare projects just so that they can make their university applications look good. There's countless of these organizations started by students, who are usually finishing their A levels and they just start. These organizations do one or two projects and then they just put that work in there university applications to make them look good because that is something that very desirable for universities abroad and once they made their applications look good.

That's all they do. Then they just they usually just forget about the organization that they created and it just becomes inactive and no one ever hears about it again.

I believe that that's very wrong. That's one of the reasons why we started Team Venture03 because unfortunately, the number of organizations like this has just been growing, so we wanted to create an organization that would stay. They weren't just, uh, do like a few projects and then just be inactive for the be inactive forever. We wanted an organization that was solely dedicated to the purpose of improving the lives of the enter privilege and that's why we started Team Pass Band because unfortunately we just could not rely on anybody else to do that.

Q. Uh, throughout all this, have you ever faced a roadblock? Like, I mean, some risks, risks or threats that you had to face in conducting like an event or even a program, or even helping someone. And if yes, then how did you manage that?

SE03
We've definitely faced risks like UH-2 events. I can quote two events that just are affair risky nature. First one would be the two sports tournaments that we've held. And as you know, sports is a highly competitive thing. So it is very easy for a lot of fighting to break out and. Since we've only done sports for males so far, at least in football, we've only done sports for males and in football guys get really heated. So it's a very big security risk because in volleyball and basketball, which we've also done, we've also had female categories and usually they don't get that heated and there's not that many fighting. But when it comes to the boys, they're really rowdy.

When they, there's often a lot of fighting, so that's obviously a risk. With that, we have to consider going into the event and how we deal with it is we hired security people to be at our events and basically the bouncers that we usually hire are very reliable people and we know that if there's any fighting or any discourse, those bouncers will immediately jump into action and solve the situation there and then. And the same goes for the kavali night and gigs that we've done.

There's gonna be a lot of people coming and there's just a fair chance that some fighting

might break out or there might be some sort of discourse because when you have that big of a crowd of people, some people just misunderstand others and before you can clear up that confusion, next thing you know, they start fighting with each other. But once again, we went into the event fully aware of that risk. And we hired as many bouncers as we needed to immediately diffuse the situation if it ever got that bad and that's that's basically how we've been able to deal with the risk and another risks.

One more risk we faced is basically we recently went to Nowshera and the reason we went to Nowshera is because the villages on in Nowshera have been severely affected by dengue, dengue fever which was caused by the flooding which did unfortunately reach as far as Nowshera. So we went there to distribute some uh, dengue supplies, mosquito Nets and Mossel and other stuff. So going to that location, it was a complete village and everything so. So it was obviously a uh, a risk because it was a village and people can be unpredictable. So there's no way to be sure of what would happen but.

Since we were aware of this risk, we were able to get in contact into contact with a friend who just so happened to be from Nowshera, so he was able to take us to the town and he was also able to get into contact with some government officials in Nowshera who were kind enough to accompany us on our project and basically by having these responsible people and by having People from that area with us, we were able to add some security to our project and some insured some security for our Members. So to make sure that nothing would go wrong.

Sample transcribed Interview:

Q- First of all I would like to know your age and education and all that background information?

My age is 26 and I have done my BBA from Comsats University, Wah campus

Q- What's the name of enterprise or the firm where you work at or do you own it yourself?

It's youth initiative for aid and employment and I'm a co-founder of it

Q- How many years you have worked at this field?

I have worked I can say more than 6 years

Now starting with the basic questions like how did you come up with the idea that you want to be a social entrepreneur what's your background story?

From the very beginning, when I was a student of 9th class, I usually tried to look over these things like in my surroundings people doing charity, what's the purpose of charity and how they do these things? And first of all my main focus was on my Father's activities, when I was in 9th class he died then I found his dairy and through that I came to know that he was anonymously helping many people on monthly basis. Then I asked my mother and found that she was also doing the same kind of thing as him, in her 27 years teaching career she never used her salary because she was donating every month to the education of kids who couldn't afford it. That's how I got the idea and started with the motivation that I'll do the same but at that time I was student and not that much capable also I didn't have that kind of resources so that I can network with people and make social interactions so for developing that I connected with separate people first it was Decent Society - Decent Welfare Society (DWF), It's a hospital in Gujrat they treat children with Cleft, palate (a genetical disorder) students of IIUI were introduced about this project and my sister was a student there at that time that's how I came to know about it and I started collecting information from the internet and started to maintain interaction with them but being a student and live far from Islamic university it was not possible for me to be a permanent part of the society. So, I decided to take cases related to education as I was interested in working on the causes specifically as it was generic and I decided to take education that's when I got to know that I have received this case related to it. I tried to connect with several educational institutes and NGOs working over this cause but nobody was actually helping me in that case, I tried to originate the reason why aren't they helping even though they were already working on the education sector then I got to know that registered NGOs were not doing that kind of work because most of them have grouping within their own platform and I was really disappointed to know this. They are just collecting funds but I don't know where they are spending it. If we look at this expect economically, they don't have stable presence or media campaigns etc. NGOs like Al-Khidmat Foundation and others like them they are very few in number who are actually working, we have only heard names. That thing use to

pinch me that I had many cases related to education but I couldn't do anything for them, there were lots of NGOs but no one is working for the cause.

After completing my F.Sc I started working for this kind of thing but at that time too I didn't have any networking or capabilities to handle this situation.

When I started my BS, I started connecting with my school alumnus and my principle. She was really supportive and motivating in every field when I took this initiative, we were having a meeting she wanted me to have a seminar at school and it was our first seminar, it was just for social interaction and awareness for students so they got to know that we have started this initiative. It was really helpful for all of us as we did all the arrangements and didn't want students to get the idea that we are one of those regular NGOs we wanted them to know that we are different from others.

At that time we didn't want it to be registered and wanted it to be a student capacity, as you know students can't have their proper offices and when you go for registrations legally it's mandatory to have these kind of things like a proper office space, a property, have to hire specific number of people, proper office timings etc but it's not easy for students to follow those procedures, as it wasn't our profession but passion. We didn't want to make it our profession. Many alumnus were leaving and joining us, what was operational was everything I was learning in my degree of business administration as I was good at practical side so I use to implement things that I studied in books and class practically. In first year, I studied about departments of organization, how these departments process so I implemented that thing and told my fellows we'll have to take it as an organization and then we had departments of HR, operations, social media, marketing and finance so we use to manage all those departments as I was in founding body as well as I had another co-founder with me. As you know our society doesn't like people from opposite interacting with each other so, he used to manage the male wing and I use to handle and interact with females working with us. To make it easier to manage and bring people onto our platform. Still, we encountered such problems where we could not have meetings and the likes. We tried our best to resolve such issues.

Whenever we got a case we would start with documentations and then forward the case to our operations departments for verification as there are a lot of scams nowadays. And we did become victims to such scams also. As a result of these scam cases the morale of our entire team got affected and they got disheartened. This is why we set up our operations department for verification of the cases. After the case is verified we run several marketing campaign to collect funds. This fell under the jurisdiction of the Finance department as they would manage the funds collected by everyone in the organization through their individual networks as well as the organizational network to boost the social interaction of the members. Students when given such authority have their confidence boosted and they get motivated because they are

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Comments:

Early stage, did not have capabilities

Reply

Hp User
Connecting with people known

Reply

Hp User
Supportive and motivating people

Reply

Hp User
Seminars for social interaction and awareness

Reply

Hp User
Portraying a different image, setting up ourselves

Reply

Hp User
Did not want to register

Reply

Hp User
Lack of resources to even register as an NGO

Reply

Hp User
Implementing what was learned during studies

Reply

Hp User
Making different organisational departments

Reply

doing something meaningful. The parents of the students also got involved when they learnt that their children were doing something meaningful. This made things so much easier that we ended up taking multiple cases in a week. When we started we made an HR department to recruit people into the organization. We would start a recruitment drive shortlist people, take interviews, look at their talents and then we would then give the recruits an internship so that they could showcase their capabilities. All this helped us in deciding which department they would suit the most. We would help people in acquiring the skills they lacked such as social interaction, the power to convince people, etc. At the time we did not pay the students who worked for us because all of them were volunteers and they refused to take any salary. Some even put in their own pocket money to help others. Eventually our social circle grew, and more people started recognizing us. We even gained some permanent donors, and we created a pool for them.

A lot of stuff happened in the four years of managing this organization. Students in our organizations became businessmen and two or three other organizations budded from our organization.

In our society majority of the males disagree with having females on the top positions in an organization and such was the case when I was in the founding body. A group of boys continued to criticize us and that was a good thing because criticism can give you good results if you take it as a challenge and not as a pain. The group ended up creating another NGO and this helped us as The work got split up and we ended up helping more people.

I did not want to be a cofounder who just sits at the top and orders people to work. So, I also used to be a part of the teams and Graphics in particular. This helped boost the morale of the workers and they interacted with me and I learnt of their problems which helped in smoothening out the operation of the organization. But problems did arise as the students ventured into the professional world, due to their careers they started giving less time to the NGO. To counter this, we started to work on weekends as we did not want to shut down. At the same time we were recruiting new members but the problem with that was the goals and the passion of the founding body or initial members was not transferred properly even their authority did.

As I have told you this before, our main goal is aid and employment. Aid is a general term including medical, financial, educational, and other different types of aids. We helped people in need of help regarding school fees, medical fees and the likes.

Employment is an even more of a generic or general term, we helped the people who were working on a daily wage basis with no permanent or stable income get in contact with employers providing a stable income. We also helped people buy carts to sell fruits and other

Hp User
Funds from parents
Reply

Hp User
Recruitment drives and internships
Reply

Hp User
Helping people in acquiring skills
Reply

Hp User
Initial salary situation.
Reply

Hp User
Recognition, permanent donors
Reply

Hp User
Expansion.
Reply

Hp User
Mysoginist society
Reply

Hp User
Criticism from people
Reply

Hp User
Creation of another ngo

goods, we helped people buy rickshaws and taxis. We also helped widows who had no breadwinners in their family by getting them to do courses or learn skills or start a small business with our help. We basically helped people with anything that would help in generating income to feed their family.

We faced a lot of difficulties with the different law enforcement agencies because we were taking a lot of money from everyone and we had assets while being students and we were not registered. We did keep records of our expenses and where the money was being used and we took it up to the ACs and DCs of our town. Even after showing records, different agencies like the FIU also intervened and told us to register the NGO. But, I did not want to register because at the time most of us were students and even now we have or professional careers to work on. We do not operate this NGO full-time and because we do not give salaries. Registered NGOs are obligated to give out salaries and their workers are to be considered as employees.

During the recent floods in Pakistan, a lot of different NGOs started Flood Relief Campaigns and during these times, A few women approached us and asked us to distribute products related to women hygiene as it would be something neglected by most NGOs. It was also observed that areas near the towns or wherever cars could go had access to such stuff but the rural or far off areas which you could reach only by helicopters and the like would not have access to such stuff easily. And to get these products to those areas meant getting into contact with people or authorities, like the Pak-Army, having access to helicopters. The people in our organization got into contact with such authorities and with some doctors in the rural areas of Balochistan and we provided them with the products. But, the people of these areas were so conservative that they did not allow anyone to meet with their women much less allow them to use the products. So, we also had to start an awareness campaign in those areas too. Thanks to the help of the doctors we were able to make them understand the necessity and use of these products for hygiene related stuff. For other areas, we collaborated with Al-Ummat as we had a few of their volunteers in contact with us when they were going into these villages to help. This helped us as we were used to such an operation because we usually just operate in a town or a city. And in my opinion change is brought from where you live and such was the case for us. We started in the Twin Cities (Rawalpindi and Islamabad) and in some time we got cases from many other cities like Lahore. We tried our best to resolve cases in these cities as well by calling our volunteers who would be able to work in those areas and verify those cases. We still take cases from these cities, but we have cut down on the number of cases we take. We also used to do weekly Food Drives but we have reduced their number as well. Because we didn't want to come into The FIA's and other Law Enforcement Agencies' radar as we were all students. It's sad to say this but in our society whenever there is something for the betterment of common people a full stop is always put in place. To avoid all this media coverage can be reduced which we did, and we also reduced our work but not finish it because passion never dies and ours

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Comments:

Hp User — Helping widows
Reply

Hp User — Difficulties with law enforcements
Reply

Hp User — Being told to register the ngo
Reply

Hp User — Not registering the ngo
Reply

Hp User — Floods and relief campaigns
Reply

Hp User — Women approached the ngo during floods
Reply

Hp User — No access to flood affected areas by land
Reply

Hp User — Needed help from gov and authorities
Reply

Hp User — Got help from authorities in rural areas through connections
Reply

certainly did not. Our team continued to work whenever they could, and we continued to gather more students towards our cause but there exists a gap in the mindset of the older students and workers and the newer generation of students. While I was taking interviews of MBBS students during our hiring process, I was shell shocked when I learnt that their hobbies were online games like PUBG and not physical or productive activities. This was the moment when I put a stop to our recruitment drive because I could not afford to recruit such students who would not act upon the founding goals of our organization.

Question:

Ans:

The job of our operations Team was that they went into the markets to quote different prices of different items. For Example, for our Ration Drives, We always tried to give the same kinds of things to the people that we would use for ourselves . Our donors also have some kind of trust in us that we will not waste money and provide quality products. This is why our operations team went into the markets to check out the different rates. Then we would hold a meeting to discuss the different wholesale rates and bring samples to test. After Checking out the qualities of the different products we would find some sort of a middle ground and buy the products in bulk at wholesale price.

We also went into the markets to interact with the business owners to form a bond and to network so that they provide us with some discounts the next time as they would know our purpose. And most of the time, the sellers would do so and they would sell us the products at the same price as the one they got from their suppliers and not make any profit on the sale made to us. And if our project was on a smaller scale like a small-scale food drive we would make the food at home and just spend on the ingredients needed. And even then, the small shop owners or vegetable vendors who knew about the cause would give us some discounts and take a part in helping people.

To make anything feel alive there should be an element of fun in it. So, to incorporate this element of fun we arranged bake sales whenever there was a carnival or fun fair in local school. We tried to bake the goods ourselves as there were a number of good bakers in our team. We would sell the baked items at a fair rate and whatever profit we made got distributed among the needy.

We did not have an exact strategy but my main reason was as I told you that NGOs dedicated to education were not doing their work properly. My strategy was that we shouldn't neglect or reject any case. If there was a case which we could not handle, we would transfer it to some other NGO that we knew would resolve it and help that person while keeping up his self-respect and keeping his privacy. The organization should be run in a way that it is different from

the other registered NGOs who reject cases just because they are not capable of solving them. I wanted my NGO to be different from them.

When I was working in a reputable govt institution but I had to leave it due to some reasons and because I wanted to work somewhere that would help in the betterment of others I started working in Educational sector and figured out the needs of students and children at that age. And this played a key factor in shaping the organization into what it is today.

What we can do in our capacity is work towards helping others and for the betterment of society.

Hp User
Gap in mindsets of newer and older generation
Reply

Hp User
No physical or productive activities of interviewees, hiring people who had goals to help
Reply

Hp User
Job of operation team
Reply

Hp User
Ration drives, operations team scouting for good rates
Reply

Hp User
Sampling and checking products
Reply

Hp User
Interacting with business owners for discounts
Reply

Hp User
Sellers not making profits
Reply

Hp User
Making food at home for small drives, discounts from shops
Reply

Hp User
A key factor in shaping the organization, working in educational sector
Reply

Hp User
Betterment of society
Reply

Table of themes and sub-themes:

Category	Themes and sub themes		Merged initial codes
Social entrepreneurs identifying and developing resources for their ventures.	Need assessment.	Market research and resource sorting.	Meeting members to discuss ideas
			Market research
		Understanding your social need before social work	Recognizing local social work needs.
	Finding co-partners	Experience-based social work hiring	Hiring new team members
			Employing competent individuals
		Employing social change-makers	Volunteering newcomers
			Socially conscious recruits
	Exploring networking avenues	Connecting with people known	Connecting to aid situations and persons
		Connecting for resources	Connecting the startup to new members and social cases.
	Identifying crowdfunding possibilities	Grants and gifts via successful persons	Family and friends financing
			Connections helping find funds for startup
		Event and crowdfunding planning	Fundraising online and elsewhere.
			Fundraising events.
	Researching resources and brainstorming	Pre-startup meetings	Discussions about trying to start
			Preparing and researching.
Social entrepreneurs using identified resources for their ventures,	Maneuvering initiatives, talents and knowledge.	Making different organizational departments	Better team organization/task division.
			Organizing and connecting with teammates.
		Self-managing small events	Different offices improve functionality.
			Promoting the company
	Reliance on volunteers.	Teams collaborating on many projects.	Tasking teams by expertise.
			Own members investigating and gathering materials.
			New, part-time volunteers

		Employing volunteers to solve problems.	Teammate-referred volunteers.
the implementation and execution.	Risk avoidance.	Event planning and risk mitigation	Event risks fluctuate and vary
		Natural disasters, human behaviour, and business interruptions.	Natives disliking outside assistance issues including income loss, operation loss
			Natural disasters demand cooperation.
		Impediments and barriers	Gender related barriers
			Societal barriers
Social entrepreneurs using resources co-specialisation for continuous social improvement.	Establishing partnerships	Collaborative revenue-generating networks	Collaboration during natural emergencies
			Collaborations for distant cities
		cooperation with volunteer groups	Working with rural social volunteer groups
	Co-creating knowledge and resources.	Organizations sharing resources.	Sharing teammates is useful.
			Sharing money, people, transportation, etc.
		Accessing land and locations to help	Different offices improve functionality
			Expanding operational areas to lessen losses
	Generating societal impact	Donation social media events	Social media hiring
			Sharing on social media attracting more donations
			Fundraising social gatherings.
		Social media awareness and fundraising	Promoting instances on social media for aid.
	Fruitful liaisons	Wholesaler-retailer relations	Members linking wholesalers and retailers.
			These connections decrease prices.
			Connections for product discounts.
			Fundraising businessmen.

		connecting with charities and social enterprises	Discounted and charitable businesses.
	Societal impact: visibility	Helping various individuals	Working with others to help.
			Connecting remote locations with connectivity and volunteers
		Businesses and successful individuals improve civilizations.	Businessmen helping people, society, and financing.

Participant respondent table:

No.	Pseudonyms	Age of SE	Age of Venture (years)	Education
1.	SE1	21	2	BS. Bio sciences
2.	SE2	23	3	BBA
3.	SE3	25	4	Bacheolrs
4.	SE4	25	2	Bachelors
5.	SE5	22	4	Masters
6.	SE6	26	2.5	Masters
7.	SE7	24	3	Bachelors
8.	SE8	22	2.3	Bachelors
9.	SE9	27	3	Bachelors
10.	SE10	34	6	Masters
11.	SE11	24	8	Bacheolrs
12.	SE12	25	5	Bachelors
13.	SE13	26	6	Masters
14.	SE14	28	3	Masters

15.	SE15	24	8	Bachelors
16.	SE16	29	9	Bachelors
17.	SE17	18	3	Intermediate
18.	SE18	19	4	A Levels
19.	SE19	26	28	Bachelors
20.	SE20	24	5	Bacheolrs
21.	SE21	34	14	Bachelors
22.	SE22	28	13	Masters
23.	SE23	24	15	Masters
24.	SE24	29	11	Bachelors
25.	SE25	20	12	MBBS
26.	SE26	22	9	Bachelors
27.	SE27	27	7	Bachelors
28.	SE28	23	8	Masters
29.	SE29	28	6	Masters
30.	SE30	22	8	Bachelors
31.	SE31	29	4	Bachelors
32.	SE32	22	3	Bachelors
33.	SE33	30	8	Bachelors
34.	SE34	29	9	Bachelors
35.	SE35	28	10	Masters