

CONFERENCE REPORT

INTERNATIONAL CONFERENCE ON UNCERTAINTY, SOCIAL ENTREPRENEURSHIP AND ROLE OF TECHNOLOGY February 22–24, 2023

Centre for Social Entrepreneurship
School of Management and Labour Studies
TISS, Mumbai

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FOREWORD

The International Conference on ‘Uncertainty, Social Entrepreneurship and Role of Technology’ was a distinguished conference, organised by Centre for Social Entrepreneurship (CSE), School of Management and Labour Studies (SMLS), Tata Institute of Social Sciences (TISS), Mumbai, that brought together academicians, scholars, practitioners and policymakers from within and outside the country. It aimed to explore the complex intersections between uncertainty, social entrepreneurship and role of technology in addressing social challenges. The 12th Annual Conference convened at Library Conference Hall, Main Campus, Tata Institute of Social Sciences, Mumbai, India, from February 22 to 24, 2023.

The Conference theme was particularly relevant in today’s world where societies face a range of uncertainties—from economic volatility to environmental risks. Social entrepreneurship, which combines entrepreneurial skills with a social mission, has emerged as a powerful tool for addressing social problems, creating jobs and empowering marginalised communities. Technology, too, has played a crucial role in addressing social issues by facilitating communication, data analysis and access to essential services.

The Conference provided a vital platform for researchers, practitioners and policymakers to share their insights and experiences and explore new approaches to addressing social challenges. The Conference delegates had the opportunity to engage in discussions, poster presentations and networking sessions and learn about cutting-edge research and best practices in the social entrepreneurship and technology domain.

Overall, the International Conference on ‘Uncertainty, Social Entrepreneurship and Role of Technology’ promised to be a thought-provoking and enriching event that contributed to advancing knowledge and action on some of the most pressing social challenges. We acknowledge the financial support from Indian Council of Social Science Research (ICSSR) for successfully organising this conference.

Prof. Satyajit Majumdar

Professor and Dean

School of Management and Labour Studies

Tata Institute of Social Sciences, Mumbai

DAY 1

Welcome Address

On Day 1 of the Conference, Prof Satyajit Majumdar, Dean, SMLS, TISS, Mumbai, welcomed all the delegates.



Prof Satyajit Majumdar, Dean, SMLS, TISS, Mumbai, welcoming delegates to the International Conference on Uncertainty, Social Entrepreneurship and Role of Technology (Feb 22-24,2023).

Day 1 commenced with observing one minute silence in the memory Late Prof S Parasuraman, Former Director, TISS, and Late Prof Sindhu Panakkal, Former Head of Department of Personnel Management & Industrial Relations, TISS, followed by the TISS Anthem.



A glimpse of Day 1 during the TISS Anthem.

Dr Archana Singh, Chairperson, CSE, SMLS, TISS, Mumbai, delivered the welcome address at the Conference. She mentioned about this Conference being the first offline conference held post Covid-19 pandemic. She emphasized on the aim of creating a cadre of changemakers in the social entrepreneurship space. She further mentioned the work of alumni of Master of Arts in Social Entrepreneurship in venture creation, intrapreneurship and research domains.

Thereafter, Prof Shalini Bharat, Director, TISS, Mumbai, delivered her opening remarks. She highlighted the fact that three days of physical conferences are becoming a rarity in the present world. She also mentioned the duality in recent times, referring to Charles Dickens' famous novel, *Tale of Two Cities*, by mentioning that the current time is both challenging and fascinating: *Winter of Despair is followed by Hope Spring*. She further mentioned that businesses and start-up culture has long existed in India, but what has changed is the promotion of business for being self-reliant.



Prof Shalini Bharat, Director, TISS, delivering the opening remarks at the International Conference 2023.

She emphasized that entrepreneurship is no longer a cultural trait restricted to a particular community; any person willing to become and having the required attributes can become an entrepreneur. She mentioned that time is not for 'leapfrogging' but for 'pole vaulting'. She also talked about the social link to entrepreneurship and the role of Centre for Social Entrepreneurship (CSE). CSE progressed in one decade from providing a certificate program in social entrepreneurship to a PhD program. She mentioned about the NEP 2020 and how TISS has always strived to remain relevant in changing times with flexibility, newness and innovation.

A special address was delivered by Ms Anna Lekvall, Consul General, Consulate General of Sweden, Mumbai (India).



Ms Anna Lekvall, Consul General, Consulate General of Sweden, Mumbai (India), delivering the special address at the International Conference 2023.



Conference delegates during Ms Anna Lekvall's special address.

She started her remarks by mentioning the celebration of 75 years of cooperation between India and Sweden, which started in 1948 after India's Independence. Highlighting different Swedish companies operating in India for many years, she talked about the rising share of Indian companies operating and investing in Sweden. She mentioned the visit of the Indian Prime Minister to Sweden and how it has strengthened the ties between the two countries. She also talked about various collaboration initiatives between the two countries with respect to smart cities, health, life sciences, etc., and mentioned Sweden's approach towards innovation and sustainability. She concluded her address by mentioning that Sweden eagerly looks forward to the next 25 years of India and Sweden's cooperation and collaboration. She also mentioned the possible academic collaboration soon with TISS.

Thereafter, Prof Satyajit Majumdar gave a brief history of TISS, Centre for Social Entrepreneurship, Incubation Centre, and the domains in which the Centre works. He underscored that the annual conference is part of the objective of building an ecosystem for social entrepreneurship.

While talking about exciting collaborations undertaken by CSE, he disclosed that a Joint MBA course would be offered in collaboration with ICT and JBIMS in the forthcoming academic year.

He also mentioned how the present year conference theme emerged, triggered by Covid-19, where uncertainty was the context and technology was an enabler. He gave examples of manufacturing a Covid-19 kit by MyLabs and Covid-19 vaccine by Indian Pharma companies. He noted that small and medium-sized companies had responded better and quicker to the crisis than large pharma companies.

He endorsed the initiative of using glass water mugs and glasses instead of plastic bottles during the Conference; he emphasized how sustainability can be realised even in small actions like not using plastic bottles. He ended the address by briefing about the sessions that will take place during the present Conference over three days.

Prof Sharit Bhowmik Memorial Lecture on ‘Exit, Voice and Loyalty in Social Entrepreneurship’



Prof Sankaran Venkatraman

Prof Sharit Bhowmik Memorial Lecture was delivered by Prof Sankaran Venkatraman, MasterCard Professor of Business Administration and Senior Associate Dean for Faculty and Research at Darden School, University of Virginia. The theme of the session was Hirschman’s concept of ‘exit, voice and loyalty’ from the prism of social entrepreneurship. Prof Venkataraman began by discussing the three choices that individuals or groups have when faced with a problem: stay loyal to the problem, use a voice like protest or activism or exit. He suggested that voice and loyalty are not always effective in addressing severe problems such as absolute poverty and injustice. In such cases, exit may be the best solution. However, political literature does not believe in this solution.

He then defined social entrepreneurship as a field that creates social and private wealth, leading to emancipation, social change and social innovation. He stated that social entrepreneurship provides market-based solutions when the market fails, and entrepreneurs create exit options and disrupt current arrangements to offer more choices. He emphasized that entrepreneurship is fundamentally about searching for an exit option to get out of the status quo.



Prof Sankaran Venkatraman delivering the Prof Sharit Bhowmik Memorial Lecture on 'Exit, Voice and Loyalty in Social Entrepreneurship'.

Prof Venkataraman highlighted that individuals only have three ways to react to a problem: exit, voice or loyalty. Voice is often difficult and costly, and firms may not be able to withstand an exit flow. If there are no exit options available, individuals are trapped. Exit is a destructive option but is necessary and valuable. Liberal and political philosophy view exit as a constructive choice, but it contradicts the idea of autonomy and favours the majority group. He emphasized that social entrepreneurship is crucial in changing the status quo by providing new goods and services. He highlighted that entrepreneurs create exit options for themselves and others to get out of something and create a better world for others, and the process of entrepreneurship begins with dissatisfaction and ends with new exits.

He further added that every enterprise is social and private. Social entrepreneurship can be considered a market-based solution, motivation of individuals and social change. Entrepreneurs play a systematic role in change. Entrepreneurship action provides an exit option. Entrepreneurs create exit options for themselves and others to get out of something and create a great world for others. The process begins with dissatisfaction and ends with new exits. Prof Venkataraman stirred curiosity amongst the audience, inviting insightful questions on positioning the voice of the voiceless in society, on gender and its manifestation in entrepreneurship, among others.

Paper Presentations on ‘Resource, Innovation and Impact’

Session Moderator: Prof Samapti Guha, CSE, SMLS, TISS, Mumbai

In this session, discourses were made by interlinking three important aspects of social entrepreneurship—resource, innovation and impact. In all, three papers were presented under the resource, innovation and impact sub-theme.

Paper 1 – Entrepreneurs with Disability: A Comprehensive Study in the Context of Uncertainty

Ms Shivangi Tiwary, Ms Anoushka Augustine and Mr Mallikarjuna Iytha, Inclusive Divyangjan Entrepreneur Association – IDEA, New Delhi, (India)

Presented by Ms Shivangi Tiwary and Ms Anoushka Augustine



Ms Shivangi Tiwary and Ms Anoushka Augustine presenting their paper.

The research explored how disabled social entrepreneurs utilized technology and dealt with uncertainty in their entrepreneurial activities, with a focus on gendered implications. The study categorized disability into visible and invisible types and used existing research and workshops on social role valorisation and disability entrepreneurship. Findings suggested that entrepreneurs with disabilities had higher resilience and innovation skills in the face of uncertainty and that technology served as a catalyst for their success. However, data on disabled women were limited, and future studies could explore disability as a change agent and India as an inclusive capital of the world. The aim remains to empower entrepreneurs with disabilities and advocate for the use of technology for their value creation and retention during Covid-19.

Paper 2 – Exploring Dynamic Capability of Social Enterprises in dealing with Uncertainties

Dr Reeti Kulshrestha and Prof Arunaditya Sahay, Birla Institute of Management Technology, Greater Noida, Uttar Pradesh (India); Dr Tomás B. Ramos, NOVA University, Lisbon

Presented by Dr Reeti Kulshrestha



Dr Reeti Kulshrestha presenting the paper.

This research presentation talked about the case of JanaJal, a social enterprise committed to providing safe drinking water to communities in need, as an example of how social enterprises can leverage dynamic capabilities to remain relevant and achieve their social objectives during challenging times. Using a qualitative approach, the researchers collected data through semi-structured interviews and focus groups with the founder and team members of JanaJal.

JanaJal's approach involved the installation of water ATMs, which are automated water dispensing machines that operate on a pay-per-use basis. These machines are connected to a central water purification system, ensuring that the water dispensed is high quality and free from contaminants. The water ATMs are designed to be user-friendly and accessible, with options for cashless payments and 24/7 availability.

One of the key strengths of JanaJal's approach is its focus on community engagement. JanaJal also provides education and awareness campaigns to help communities understand the importance of clean water and proper hygiene practices.

The findings revealed that the JanaJal utilized 'trust creation' and 'technology adoption' as dynamic capabilities to strengthen existing relationships, forge new ones and increase social impact.

Paper 3 – Mobilizing Social Capital Resources during Covid-19 Pandemic: Exploring the Role of Networks in Facilitating Social Entrepreneurial Efforts

Dr Kumar Mukul, CMS Business School, Jain (deemed-to-be) University, Bangalore (India);
Dr V. Padmaja, Prof B Yashaswini Murthy and Prof Megha B, Ramaiah Institute of Management, Bangalore (India)

Presented by Dr Kumar Mukul, Prof B Yashaswini Murthy and Prof Megha B



Dr Kumar Mukul, Prof B Yashaswini Murthy and Prof Megha B presenting their paper.

The Covid-19 pandemic posed unprecedented challenges for social entrepreneurs, and this research paper explored the impact of the pandemic on social entrepreneurship efforts and the role of social capital in dealing with the crisis. They also discussed technical aspects such as connecting traditionally and through technology.

One of the key findings of the research was that social capital played a critical role in the resilience of institutions in dealing with uncertainty. The presenters highlighted the relevance of social capital and social entrepreneurship linkage, social capital during crises like the Covid-19 pandemic, social entrepreneurship and pandemic situation linkage, the role of social capital in the growth of social entrepreneurship and the role of social entrepreneurship in addressing issues. The case studies of various organizations and their roles during the pre to post Covid-19 era were also presented.

The research also acknowledged the successful efforts of organizations in building sustainable businesses by developing resilient strategies post Covid-19. The study's findings contributed to the advancement of knowledge on the role of social capital in social entrepreneurship efforts and highlighted the need to explore the relationship between social entrepreneurship and dynamic capabilities during crises such as the Covid-19 pandemic. Overall, the presentation provided valuable insights into the impact of Covid-19 on social entrepreneurship efforts and the role of social capital in dealing with the crisis. The case studies offered practical examples of organizations' successful efforts in building resilient strategies post Covid-19.



Glimpse of the Q&A session after the paper presentations (Day 1).

Azadi Ka Amrit Mahotsav Session-1: Presentations by Entrepreneurs from Union Territory of Jammu and Kashmir and State of Chhattisgarh (India): Partner Organisations of Incubation Centre - TISS Incube Foundation, Tata Institute of Social Sciences, Mumbai

This session covered presentations by entrepreneurs who have been incubated at TISS Incube Foundation, Think-B and Chinara International. This session was moderated by Mr Sujay Dixit, Vice President (Incubation & Excellence) and Ms Nikita Narvekar, Manager (Incubation Centre).

The first set of presentations were made by entrepreneurs who have been incubated at TISS Incube foundation.

1) Eyecan by Mr Abhigyan Sengupta



Glimpse of Mr Abhigyan during his social venture presentation

Eyecan is a social venture that has garnered attention and admiration for its mission to empower visually impaired individuals to live more independently. Their approach is unique in that they leverage AI technology to develop software and hardware that help the visually impaired navigate their surroundings. This innovative solution is made possible through the dedication and hard work of the core team, including Mr Abhigyan, who initially joined the venture as an investor but now serves as an integral part of the team.

What makes Eyecan stand out is the fact that the majority of their team members are visually impaired individuals themselves. This unique approach ensures that the feedback they receive on their product development is both authentic and valuable. The team's focus on customisation is another novel feature, with an emphasis on cultural and linguistic elements that make the software more accessible and useful for its users. Eyecan's innovative solutions are helping to bridge the gap for visually impaired individuals in accessing the world around them. Their success in this field has garnered attention and interest from both the academic and entrepreneurial communities.

2) Renaissance Superfoods by Mr Swapnil Muley



Glimpse of Mr Swapnil Muley during his presentation

Mr Swapnil Muley, a biotechnologist from Nagpur, started his venture after being selected for the SIIP Fellowship in BIRAC, with TISS Incube Foundation as the official knowledge partner. His venture produces ProMor, a super grain mix containing moringa and millet, using advanced technology. With funding of 35 lakhs, the company has already developed four products and has partnered with over 30 farmers.



Mr Swapnil Muley in conversation with a CSE student.

ProMor is a unique product that combines the nutritional benefits of both moringa and millet. The use of advanced technology in the production process ensures that the nutritional value of the ingredients is not lost. The company is committed to providing healthy and nutritious food options to its customers. The company's association with more than 30 farmers highlights its commitment to sustainability and supporting local agriculture. The partnership allows the company to source its raw materials locally, contributing to the growth of the local economy.

3) New Unnat India Techno Solutions and Innovation Pvt Ltd. by Mr Jitendra Chaudhary



Glimpse of Mr Jitendra Chaudhary during his presentation

Mr Jitendra's entrepreneurial journey is nothing short of an inspiration. Hailing from a farming background and having a degree in mechanical engineering, he recognized the need for affordable technology-based solutions for low-income households. Thus, he started New Unnat India Techno Solution & Innovation Pvt. Ltd., which has won a National Award and is recognized by DIPP as a start-up company.

The company is dedicated to transforming society by providing innovative and affordable water-saving solutions. Currently, they offer two products—a low-cost drinking water purifier and a low-cost wastewater recycling machine. Their products are not only affordable but are also designed to cater to the needs of people living in rural areas and belonging to low-income households.



Mr Jitendra Chaudhary's low-cost drinking water purifier

One of the key features of their products is their simple yet effective design, which makes them easy to use and maintain. The company has received a funding of Rs.10 lakhs from the government and is associated with more than 50 farmers.

The next set of presenters were from THINK-B, a social enterprise based in Jagdalpur, Bastar district, Chhattisgarh. Their presentation was focused on their efforts to empower tribal

communities through sustainable livelihood programs. The organization works towards creating a sustainable ecosystem for the tribal population by promoting eco-tourism, organic farming and handicrafts.

4) Lokabazar by Mr Ayush Shrivastva



Glimpse of Mr Ayush Shrivastva during his presentation.



Glimpse of the stall displaying Lokabazar products.

Lokabazar, a curated e-commerce platform for local artisans, is a true success story that started in 2020 in Bastar. The venture aimed to solve the problem of local artisans who lacked access to the market, and it did just that. By creating an e-commerce platform, Lokabazar provided market access to artisans while retaining their identity and allowing their products to reach customers with their own name and identity. The company has bootstrapped itself, with no external funding, and is currently dealing in six to seven art forms. They have on boarded over 40 artisans and catered to more than 5000 orders, making a significant impact in the local artisan community.

What makes Lokabazar stand out is that artisans in Bastar consider it their own market, which is a testament to the platform's success. In addition, they have the least breakage ratio in case of logistics and transportation of terracotta-based items. Overall, Lokabazar's success in providing market access to local artisans, retaining their identity and maintaining a strong logistical infrastructure make it a worthy report for those interested in entrepreneurship and social impact.

5) Mom's Food and Services by Mr Manoj Kumar Sahu



Glimpse of Mr Manoj Kumar Sahu during his presentation

While studying in college, Mr Manoj Kumar Sahu was missing home-cooked food and, upon interaction with other students, he realized that many were facing the same issue. This led to Mr Manoj Kumar Sahu's venture: Mom's Food and Services.

Mom's Food and Services has revolutionized the way students in Chhattisgarh access affordable and nutritious home-cooked meals. By providing a platform for local homemakers to monetize their culinary skills, Mom's Food and Services has created a win-win situation for both homemakers and students.

Since its inception, the venture has expanded from Bastar to seven cities in Chhattisgarh and has recently launched its website and application, making it even easier for students to order their favourite home-cooked meals. Mom's Food and Services has not only provided an alternative to unhealthy and expensive restaurant meals but has also created a sustainable source of income for local homemakers, thus empowering women in the region.

The final set of presentations was from three entrepreneurs hailing from the UT of Jammu & Kashmir, who are associated with Chinara International: Mr Dilawar Hussain Mir, Mr Mohammad Ramzan Kar and Ms Zahida Akhter.



Glimpse of International Conference Delegates from Chinara International, Ms Zahida, Mr Dilawar and Ms Mansha Mohd (left to right).

The presentations started with Mr Dilawar Hussain Mir, who shared his vision of starting an ATM in his remote village in Jammu & Kashmir, which lacks basic amenities such as roads,

electricity and drinking water. This was followed by Mr Mohammed Ramzan Kar, who highlighted the importance of ‘Kashmiri Merino wool’ and ‘Wazwan meal’ in his region. Finally, Ms Zahida Akhter shared her journey of starting the Palomar boutique to promote handicrafts and provide livelihood opportunities to local artisans. She also mentioned how difficult it was for her to start a business as a woman and what challenges she had to overcome to be a successful entrepreneur. Currently, she is supplying fabric and readymade garments and is also providing stitching service and has a team of four artisans.



Mr Ayush Shrivastva, Mr Manoj Kumar Sahu, Mr Abhigyan Sengupta, Mr Swapnil Muley, Mr Jitendra Chaudhary, Mr Dilawar Hussain Mir, Mr Mohammad Ramzan Kar and Ms Zahida Akhter (left to right) standing for a group photo.

During the Q&A session, the audience asked Eyecan about the technical difficulties they faced in developing their AI-based application, to which Mr Abhigyan explained that the feedback from their visually impaired team members helped them overcome challenges. Mr Ayush was asked about listing artisans’ products on other e-commerce platforms, to which he stated the complications involved and his preference for tapping all available sources for selling the products. The scaling up of Lokabazar was also discussed. Mr Ayush shared their plans of setting up kiosks in different places such as malls and supermarkets. The presentations and Q&A session highlighted the challenges faced by individuals and businesses in remote areas and the importance of providing access to basic amenities and livelihood opportunities. The efforts made by the presenters to address these challenges through innovative solutions were commendable and inspiring.

Panel Discussion on ‘Entrepreneurial Universities: Need or Fad?’



Panellists: Dr Monica Nandan, Director of Strategic Partnerships and Social Impact and Professor of Social Work and Human Services, Wellstar College of Health and Human Services, Kennesaw State University, Kennesaw, GA (US), Ms Pooja Ganguli, Monash Innovation Guarantee Team Member, Lecturer at Monash University (Australia), and Prof Satyajit Majumdar, Dean, SMLS, TISS.

The Panel Discussion on ‘Entrepreneurial Universities: Need or Fad’ was conducted online through Zoom and moderated by Prof Samapti Guha, Faculty, CSE, SMLS, TISS, and featured Dr Monica Nandan, Director of Strategic Partnerships and Social Impact and Professor of Social Work and Human Services, Wellstar College of Health and Human Services, Kennesaw State University, Kennesaw, GA (US), Ms Pooja Ganguli, Monash Innovation Guarantee Team Member, Lecturer at Monash University (Australia), and Prof Satyajit Majumdar, Dean, SMLS, TISS. The panellists discussed the importance of autonomy, innovation and partnerships in fostering entrepreneurship in universities.

In response to Prof Guha’s question on autonomy, Dr Monica Nandan shared that their university had developed the roadmap to instil innovation and entrepreneurship as a cornerstone of the student–faculty experience. She emphasized the importance of academic freedom, evaluation criteria and physical spaces for brainstorming and creativity. Prof Majumdar added that leadership that believes in autonomy is critical, and the design of programmes themselves can be an entrepreneurial undertaking.



Prof Majumdar, Prof Guha (Faculty, CSE, SMLS, TISS), Dr Nandan and Ms Ganguli are seen on the projector screen for the Panel Discussion on 'Entrepreneurial Universities: Need or Fad?'

When asked whether innovation should be at the epicentre of pedagogy or if universities should create space for innovation, Dr Nandan argued that innovation should occur in both spheres. She emphasized that innovation in pedagogy is necessary, especially given that traditional degrees will not be valid in some areas as asynchronous expectations between universities and practitioners evolve. Ms Pooja Ganguli added that it's important to know what students want, and faculties must be inspired to foster a mindset of innovation.



A glimpse from the Panel Discussion on 'Entrepreneurial Universities: Need or Fad?'

The panellists also discussed the importance of partnerships and collaborations. Dr Nandan shared that their university has collaborated with the police and fire departments to develop

mental health emergency response protocols and with technology and computer science departments to develop solutions for societal challenges. Prof Majumdar emphasized that innovation is a cultural phenomenon and that partnerships and collaborations with marginalised communities can be an effective use of autonomy.

Finally, the panellists discussed the role of social capital in entrepreneurial universities. Dr Nandan argued that universities are the ecosystem of collaboration and partnerships should be inclusive and focus on interdisciplinary collaboration. Ms Ganguli added that universities should be service providers that listen to people's wants, including industry needs. Prof Majumdar emphasized on the importance of allowing students to innovate and make their own choices and shared that student-run bodies like the E-Cell and Institute Innovation Council can be effective examples of student autonomy. Overall, the panellists agreed that entrepreneurship is an important aspect of universities that should be fostered through autonomy, innovation and partnerships.

DAY 2

Recap and Networking



Conference Delegate from Chinara International sharing her views about Day 1.

Day 2 started with an opening remark from Prof Satyajit Majumdar, and the floor was then opened for delegates and students to share their insights and learnings from Day 1 of the Conference. Several delegates talked about Prof Sankaran Venkatraman's session on 'Exit, Voice and Loyalty in Social entrepreneurship' and found the session quite insightful, offering a different perspective on the subject. However, Dr Archana Singh shared her concern about the framework suggested by Prof Venkatraman, where activism is not seen as a form of social entrepreneurship. Prof Satyajit Majumdar opined that Prof Venkatraman's framework is market-based, and not change-based.

Dr Archana Singh further highlighted the importance of recognizing the researcher's perspective on who can be recognized as social entrepreneurs, as that will impact their research. Prof Samapti Guha also shared her learnings from Day 1, particularly from the Panel Discussion on 'Entrepreneurial Universities: Need or Fad?' where she learned about autonomy, innovation in pedagogy, assessment criteria, etc.

Students from TISS, Tuljapur, also shared their experiences on how they found the Conference helpful; entrepreneurs who presented their ventures on the first day, too, shared their experiences. Mr Manoj Kumar Sahu, Founder of Mom's Food and Services, shared an interesting experience from his venture where they started supplying a special cake just for fun, which became a massive hit later.

Mr Ajey informed delegates about the award received by THINK-B Incubation at Bastar in Chhattisgarh, and Prof Satyajit Majumdar shared his insights on how they have used different incubation models for Chinara International in comparison to THINK-B. He talked about the extensive and rigorous due diligence process used for finalizing the applicants and how competitive is the selection process.

Prof Satyajit Majumdar also informed delegates that in case of Chinara International, they provide resources based on the requirement of entrepreneurs, and entrepreneurs must pay back in the future for these resources. Additionally, they have a condition of 1+1, whereby every

entrepreneur incubating from Chinar International will have to give employment to one another person and help them in their career.

Overall, most of the delegates shared their valuable insights and experiences from Day 1, and Prof Satyajit Majumdar provided a thorough recap of the previous day's events and an overview of the upcoming sessions. The conference seems to have provided an excellent platform for learning, sharing and networking in the field of social entrepreneurship.

Paper Presentations on 'Enterprise Models'

Session Moderator: Prof Samapti Guha, CSE, SMLS, TISS, Mumbai

In this session, three papers related to enterprise models were presented.

Paper 1 – Coping-up with Tensions Evolved due to Institutional Uncertainty: A Study of Indian Social Enterprises

Mr Manisankar Datta, Ms Seema Sharma and Ms Shevta Singh, Department of Management Studies, IIT Delhi (India).

Presented by Mr Manisankar Datta



Mr Manisankar Datta and Prof Guha (from left to right) during the paper presentations.

The presentation discussed the emerging global phenomenon of social entrepreneurship and how it can help cope up with the tension that arises due to institutional uncertainty. The literature review explored the paradoxical nature of tension in social enterprises, which involves two contradictory ideas and the institutional nature of theory. The methodology adopted for the study was a multiple case approach, with a purposive qualitative sampling of 50 individuals and 21 interviews focused on dual goal strategies. The conclusion reached was that social enterprises need to focus on increasing innovation to overcome the limitations and demands of future research.

The first question raised during the Q&A session inquired about the rationale used to operationalize mission drift and the criteria used for its selection. The researchers talked about a study they used which stated the tensions and its impact on the social enterprise, as a response. They also said that they are facing a dilemma in selecting skilled and unskilled labour. Another question about the most prevalent type of tension was raised to which the response was that,

all the seven identified tensions are observed at different stages among social enterprises. Beyond this mismatch between the title and results was highlighted, and further scope of the study was explored.

Paper 2 – Social Entrepreneurship for Empowerment and Inclusive Business Model among Meghalaya Rubber Farmers

Mr Robin Thomas, North East Institute of Social Sciences & Research, Dimapur, Nagaland (India) and Dr P J Lukose, Assam Don Bosco, University, Guwahati, Assam (India)

Presented by Mr Robin Thomas



Mr Robin Thomas (sitting on the extreme left) during the paper presentations.

This research examined the concept of social enterprise for empowerment and inclusive business models in Meghalaya, a state in Northeast India. The presentation demonstrated the inter-relation between the study of problems, factors motivating Meghalaya rubber farmers and measures for empowerment. The methodology used was exploratory, using both survey and interview methods to collect primary data from 200 samples and secondary sampling was conducted to study the multidimensional level of empowerment (social, economic and psychological).

The research identified five key problems, with lack of education being the most significant, leading to poor production and marketing capability, exploitation by middlemen, lack of support systems and poor financial management. Factors motivating the rubber farmers included self-esteem, opportunity gaps and dedication. Empowerment by social entrepreneurs was evaluated using a mean value system, with social empowerment mean value being 63.50 and economic empowerment mean value being 62.

The research suggests several solutions for problem-solving, including changing the mindset of government personnel, motivating locals to be involved in rubber farming, improving infrastructure for marketing and production and introducing innovative solutions in rural villages. It concluded by emphasizing the critical role played by rubber farmers in the social and economic development of northeast India, highlighting the need for financial stability and the promotion of permanent cultivation over shifting cultivation to foster social enterprise.

During the Q&A session, a question pertaining to the cultural influence of social enterprise and its importance of rubber plantation among the Karo community of Meghalaya was raised. The researchers highlighted the patriarchal nature of the community and specified the need for community skill development.

Paper 3 – Social Enterprise Business Model for Community Development: Conceptualizing through Social Bricolage Lens

Dr Nisha Pandey and Ms Deepali Kamle, VESIM Business School, Mumbai (India)

Presented by Ms Deepali Kamle



Ms Deepali Kamle and Prof Guha (from left to right) during the paper presentations.

The research presented a comprehensive analysis of the issues faced by handloom weavers and the absence of a proper business model in the Indian context. The research drew from a range of literary works, including research gaps on social enterprise in India, the article by Mair and Yunus on extra building blocks, and the three aspects of social bricolage lens.

The research methodology used in this study is exploratory, quantitative and deductive, which helped in analysing data on customer interface, supply chain, revenue stream and value proposition. The study findings highlighted the lack of entrepreneurial trail and motivation, lack of government support and community participation. The presentation emphasized the need for a good designer to promote the Paithani saree and infrastructure building, significant investment and robust government support. The research suggested solutions such as value proposition, supply chain model, revenue model, customer interface, enactment by enterprise notion and technology improvement. These measures can play a crucial role in addressing the challenges faced by handloom weavers and improving the business model for community development.

The first question raised during the Q&A session inquired about how one could encourage the younger generation towards undertaking the handloom businesses if the revenue value is not so high and the cultural heritage is slowly vanishing. The response was to focus on reducing operational and logistic costs leading to increase in profits, thereby stimulating an interest among the younger generation to undertake and promote handloom businesses. Two observations were made about the lack of conceptualisation of the business model, and a

suggestion was offered to conduct more literature review to explore social innovation and social value models.

Paper Presentations on ‘Education & Technology’

Session Moderator: Dr Archana Singh, Chairperson, CSE, SMLS, TISS, Mumbai

This session comprised three paper presentations related to the sub-theme, education and technology.

Paper 1 – Exploring the Motivations of Independent workers on Digitally Enabled Sharing Economy Platforms

Mr Avi Karan, Dr G. K. Murthy K. and Mr Rajesh Kumar, Chandragupt Institute of Management, Patna (India)

Presented by Mr Avi Karan



Mr Avi Karan presenting the paper.

The research presentation offered a comprehensive exploration of the motivations of independent workers who engage with digitally enabled sharing economy platforms. It shed light on the importance of intrinsic motivation in keeping independent workers engaged with the platform and identified the factors that influence their motivation.

The study provided valuable insights into the design of the platform and its impact on the motivation of independent workers. The researchers found that the location of the study had a disparity in urban and rural people, which influenced the motivations of the workers. The study also highlighted the importance of timely payments, clear communication and efficacy in motivating workers. The researchers identified some challenges faced by independent workers, such as delayed payments and account blocks, which negatively affected their motivation. These challenges highlight the need for platforms to provide a supportive environment for their workers and offer flexibility to ensure workers' autonomy.

In conclusion, the research paper provided valuable insights into the motivations of independent workers on digitally enabled sharing economy platforms.

Paper 2 – Entrepreneurship Education in India: A Critical Analysis

Divya Sharma and Chandan Kumar Sahoo, School of Management, National Institute of Technology Rourkela, Odisha (India)

Presented by Ms Divya Sharma



Ms Divya Sharma during her paper presentation.

The research presentation provided a comprehensive analysis of the measures taken by the Indian government to promote entrepreneurship education in India. The study is based on the seminal work of McMullan and Long (1987) and focuses on ten essential questions for the government to promote entrepreneurship education.

The study uses a descriptive methodology and identifies several challenges faced by entrepreneurship education in India, such as a lack of qualified teachers, insufficient industry linkages and limited exposure to practical training. The presentation suggested that entrepreneurship education programs should be designed to provide practical training and experiential learning opportunities to students.

The study found that the Indian government has taken several measures to promote entrepreneurship education, such as launching the Start-up India initiative, setting up entrepreneurship cells in educational institutions and creating entrepreneurship development programmes. However, the lack of coherence and coordination between these measures has led to gaps in the implementation of entrepreneurship education programs.

The research concluded that there is a need for a more coordinated and coherent approach to ensure the success of entrepreneurship education programmes in India. It also provided valuable insights into the current state of entrepreneurship education in India and offers recommendations for policymakers, educational institutions and entrepreneurs seeking to promote entrepreneurship education and the development of a thriving entrepreneurship ecosystem in India.

Paper 3 – Educational Technology to Promote Social Entrepreneurship in the Covid-19 Pandemic Era

Dr Nibedita Hazarika and Ms Kriti Dagar from Manav Rachna University, Faridabad, India

Presented by Dr Nibedita Hazarika and Ms Kriti Dagar



Dr Nibedita Hazarika and Ms Kriti Dagar during their paper presentation.

The research discussed the role of technology in promoting social entrepreneurship in the Covid-19 pandemic era. The presentation highlighted social entrepreneurship as a concept of entrepreneurship that focuses on social and economic value and entrepreneurs as change makers. The authors emphasize that infinite steps have been taken on multiple dimensions in the education sector, considering both teachers and students.

They highlighted the impact of the pandemic on education delivery systems, creating a need for technology-based teaching and learning. They also discussed how social entrepreneurs are using technology to impart education and the challenges that come with transitioning from traditional to virtual teachings, such as the digital divide, distance education and reluctance among teachers to adopt technology.

To address these challenges, they recommended the use of various educational technology tools, including platforms, dynamic tools for questions and answers sessions like Mentimeter and video creation tools.

The presentation also discussed the challenges faced by social entrepreneurs in ‘pre’ and ‘post-pandemic’ times, such as a lack of finance, policy support, volunteers and community participation, and a lack of technical knowledge and access to digital tools among disadvantaged students in post-pandemic times.



Glimpse of the Q&A session after the paper presentations (Day 2).

During the Q&A session, the paper presenters underlined the need to focus on practical outcomes, such as the origination of start-ups, and the importance of finance and marketing aspects in entrepreneurial education in India. The feedback that the paper presenters received emphasized the need to link social elements to social education and entrepreneurship and a suggestion regarding changing the title of a research paper was put across. Additionally, the paper presenters highlighted the role of institutes in providing training to students in entrepreneurship and skill-building.

Expert Session on ‘Akshaya Patra Model of Managing Uncertainty’



Mr Shridhar Venkat, CEO, Akshaya Patra Foundation

Mr Shridhar Venkat is the CEO of the Akshaya Patra Foundation, a non-profit organization that provides mid-day meals to school children nationwide in India. The foundation has grown to become the world’s largest NGO-run-school-meal program, serving over 1.8 million children in 19,039 schools across 14 Indian states. Their mission is to address classroom hunger and malnutrition issues, improve attendance and academic performance and ultimately help break the cycle of poverty.

Mr Venkat has over 30 years of experience with leading multinationals such as Philips, ABB and Webex Communications India (CISCO). He has worked with Akshaya Patra for over 16 years and is an Eisenhower Fellow 2014 for innovation. He holds a Bachelor’s Degree in Electrical Engineering and a Master’s in Marketing Management from NMIMS Mumbai. He is also a graduate of the Advanced Management Programme from The Wharton School, University of Pennsylvania and a recipient of the Mother Teresa Social Leadership Scholarship.



Mr Shridhar Venkat delivering the Expert Session on 'Akshaya Patra Model of Managing Uncertainty'.

In his expert session, Mr Venkat emphasized the importance of food for education and the impact of hunger on learning outcomes. He shared the story of Akshaya Patra's beginnings in 2000, when Madhu Pandit Dasa and his team started a pilot program to provide mid-day meals to a few schools in the area. They began with just 1,500 meals a day but soon realized the need was much greater than anticipated. They expanded their operations, and with the support of the government and corporate donors, they were able to scale up rapidly. He also highlighted the innovative technologies and processes that Akshaya Patra uses to ensure the meals are hygienic, safe and timely delivered. In addition to providing meals, Akshaya Patra also runs several other programs to support the holistic development of children, such as health and hygiene initiatives, scholarships and vocational training programs.

He shared the challenges that Akshaya Patra faced and how they overcame them through innovative solutions, such as introducing 21 varieties of sambhar to suit children's tastes and customizing the menu daily to keep children motivated to attend school. The foundation also adopted frugal innovation and jugaad innovation to solve problems such as making 4k rotis in a few hours. His talk not only highlighted the incredible work of Akshaya Patra in addressing classroom hunger and malnutrition issues but also demonstrated how innovation and determination can solve problems and make a difference in the world.

The expert session was followed by an engaging round of discussion with the audience. Some of the critical questions raised are given below:

Q. In the context of an uncertain situation like the Covid-19 pandemic, how important is it for a social entrepreneur to react quickly? How much time did it take for you to reposition yourself?

A. *Reacting quickly is crucial for social entrepreneurs in uncertain situations such as the Covid-19 pandemic. It took us only a few hours to reposition ourselves because we had to treat the situation like a health emergency. However, in larger organizations, there may be a chance of delayed reflexes.*

Q. a. India ranks 97 in the hunger index, and micronutrient deficiencies are predominant. What can emerging entrepreneurs do to tackle this problem? b. How do you manage food wastage in your kitchens?

A. Hunger is a prevalent problem in India, and emerging entrepreneurs can help tackle it by focusing on solutions and execution. For instance, 10,000 youth, each of them taking care of 1000 kids, can solve the hunger problem for one crore kids in a few years. Anna daan (food donation) is the foremost solution that helps bridge the gap between the haves and the have-nots. To manage food wastage in our kitchens, we trigger gratitude in the kids to prevent wastage.



A glimpse of the Q&A session.

Q. a. As social entrepreneurship students, we are taught to think of different solutions for the same problem. What was your alternate model if not for government collaboration? b. Would you have gained such a level of scale without government support?

A. As a social entrepreneur coming from a corporate ecosystem, marketing was the key to scaling up for us. We marketed on various forums and social media platforms, building a vast pool of supporters. This helped us innovate a meal at Rs. 9. Although government collaboration played a significant role, we believe that focusing on solutions and execution can help scale up without government support.

Q. a. How is your organization different from the government's mid-day meal programme? b. Even after all the government subsidies, you still have to pay ₹6.5 per meal. How do you arrange it?

A. Akshaya Patra is the implementing partner of government programs, but our organization is different from the government's mid-day meal programme. We have a mind of the corporate heart of compassion, like any other social entrepreneur, and follow corporate elements such as PR machinery, ERP and IT team. This allows us to be proficient in the way we manage our operations.

Besides these a series of questions followed covering ideas on funding models in the absence of a government partnership, cost-effective customisation of solutions in the Indian context,

ideas on solving the problem of education along with food as a long-term vision of the organisation. Mr Shridhar, gracefully answered to all these questions, spoke about:

- 1) Importance of marketing for a social enterprise for building trust and scaling up.
- 2) Building a denominator mindset, understanding the ‘universe of the problem.’
- 3) Process centralization and decentralization of decision-making to allow greater autonomy for implementation within different contexts among others.

Azadi Ka Amrit Mahotsav Session 2: Social Enterprises in Making – Pilot Presentations by the Students of the Master of Arts in Social Entrepreneurship, Tata Institute of Social Sciences, Mumbai

This session included 21 pilot presentations by second year students of Master of Arts (Social Entrepreneurship). These students identified a social problem from different sectors, curated their venture models and presented their learnings, present status of the venture model and the next steps in running their ventures successfully.

A summary of the students' pilot presentations is given below:

Sr No	Theme	Name (Individual/Group)	Title of Pilot Presentation	Description of Pilot Project
1	Education	Tejas Jadhav	Eduright	Eduright is a career counselling platform which helps students in making right career choices through experiential learning. It has two initiatives: 1) Career Guidance Seminar wherein professionals from different sectors took seminars in school and shared their journey as well as their experiences in the profession. 2) Student Connect Program in which I connected aspiring high school students with the senior college students of the field of their respective interests.
2	Waste to Value	Nikki Maddheshiya	Oorza	A social venture based on improving livelihood of small holder dairy farmers by utilising cow dung and setting up a vermicomposting unit in collaboration with dairy farmers.
3	Agriculture	Prathyup A	Farm Factory	A digital marketplace for selling indigenous farm produce.

4	Waste Value to	Maharshi N Desai & Furqaan Jafri	Waste Blossom - Value your Waste	Waste Blossom provides composting solutions for households. We supply home compost kit through e-commerce platforms. We also sold lab tested organic compost mixture, compost mixture made to get desired NPK values by mixing different compost and ingredients in specific proportion.
5	Waste Value to	Apoorva Sharma & Arup Mishra	Sankul	Using agri-waste to make biodegradable cutlery
6	Waste Value to	Nitesh Damor & Mipurna Singh	Bio Inspire	Bio Inspire worked on creating livelihood opportunities for women in slums of Navi Mumbai by manufacturing bio enzyme. Bio Enzyme is multi-purpose cleaner produced from citrus peels
7	Agriculture	Shubham Mahadik	Avani: Rejuvenating nature's gifts	The pilot project is based in Dapoli block of Ratnagiri district. The minor fruits which are available during summer season have remained underutilized due to limited value addition activities despite their potential. During the pilot, several products were explored in collaboration with domain experts and some of the experiments showed positive outcomes to work on them in future.

8	Livelihood	Vuppula Mohitha Sree	Aranya: Bringing flavours of forest onto your plate	To disentangle the tribal out of deprivation trap, we have collectively chosen Mahua as the channel. Our venture aims at making Mahua produce as the major livelihood resource for the forest dependent communities like Gond and Kollam tribes (by creating economic value).
9	Agriculture	Sudesh Kumar C A	KRISHI	This pilot focuses on reducing post-harvest losses through collaborative approach/
10	Waste to Value	Anushree	PunarArt - A Thrift Store	PunarART is a one-stop digital platform for the buying and selling of preloved clothes; an online thrift place to prolong the lifespan of clothes. We aim to reduce the environmental impact of the fashion industry by building a bridge between people who wish to give away clothes and others who would buy second-hand. Our effort is towards destigmatising second-hand clothes consumption and encouraging a lifestyle shift in the Indian context.
11	Agriculture	Suraj Kaushal & Pritam Kumar	KrishiSaathi: Farmer Consultancy	In this pilot, cooperative and linking strategies were employed to cut down farming losses and bridge the gap between the resources.
12	Waste to Value	Anurag Shukla & Tanu Shukla	Glassic - Crafting happiness into bottles	Glassic aims to take empty glass bottles and turn them into decorative vases for home décor, to promote sustainable living. By repurposing empty glass bottles, we hope to reduce the number of bottles in landfills and roadways. Additionally, we create economic opportunities for Kabaddiwalas and artisans by

				upcycling glass bottles as a source of income.
13	Finance	Adhila PM & Faes Ali	Finlet	This pilot provides financial management consultancy for micro entrepreneurs in Kerala, India
14	Livelihood	Roshni Singh & Himanshu Singh	Aakaar Crafts - Crafting Your Curiosity	The venture is based on the Indian handicraft industry. AAKAAR crafts deals in wooden, marble and stone handicrafts made by skilled rural artisans in the district village of Nakchdpur, Belqaeia and Ekle. The business of the venture was to take items from artisans at a reasonable price and sell them through online and physical gift stores. We also focused on the training and development of handicraft artisans in terms of market understanding, consumer demand and technology training.
15	Health	Koora Swathi	Sweccha	This pilot is focused on menstrual hygiene management in tribal adolescent girls

16	Finance	Jaaziel Raising	SOW credit	<p>The lack of access to formal credit resulted in the marginalisation of communities.</p> <p>My pilot project provided micro-loans to 4 micro-entrepreneurs who have existing businesses. I monitored their business activities and also provided input into their marketing strategy that helped generate more income.</p>
17	Waste to Value	Priyanshi Sharma	LeafSense: Climate-conscious platter	<p>LeafSense deals in building alternatives to single-use plastic packaging in the food packaging industry, and to cater this problem LeafSense has come up with a product modernising the traditional Indian pattal and our first two products are leaf-made plates and bowls which are designed to give a hands-on experience to the end users and make the product available, accessible and affordable to all.</p>
18	Health	Manish Ranjan	ManoVeda - a mental health initiative that aims to provide everyone access to personalized care experience through digital technology.	<p>Manoveda is a mental health initiative which aims to provide everyone access to personalized care experience through digital technology. We use evidence-based cognitive behavioural techniques (CBT), DBT, meditation, breathing, yoga, motivational interviewing and micro-actions to help you build mental resilience skills and feel better. We help you anonymously connect with a right expert from our panel consisting of psychologists, psychotherapists, counsellors, life coaches and career coaches, who understand you and guide you through completely confidential individual sessions.</p>

19	Agriculture	Monika	Innato agri products	This pilot focuses on increasing the efficiency of the operations of the farmers so that they can get better return. Making the farmers aware about the idea of an FPC, showing them the result of value-added product leading to better income prospect; thus, in the process, streamlining the operations and supply chain for them. The product we started with was wood-pressed mustard oil and wheat floor.
20	Waste to Value	Shivam Punjabi	GauKhush Products	GauKhush Products is a social venture based in Indore, which aims at manufacturing cow dung-based products to provide sustainable income source to cow welfare centres (Gaushalas) by capitalising on its resources.
21	Livelihood	Chris Dresback	Oats'n More	Oat milk can be used as a plant-based alternative to dairy milk to combat animal cruelty, decrease pollution and provide a health conscience, vegan aware option for typical dairy based beverages and products.



MASE, 21-23 Batch, TISS, Mumbai, with Prof Majumdar (Dean, SMLS, TISS), Prof Guha, Dr Singh (Chairperson, CSE, SMLS), Dr Reji, Dr Kansara and Mr Sujay Dixit (VP, Incubation and Excellence).



Poster Exhibition of the pilot presentations of MASE 21-23 Batch, TISS, Mumbai, at Library Conference Hall, Old Campus, TISS, Mumbai,

Expert Session on ‘Social Entrepreneurship, Community and Civil Society’

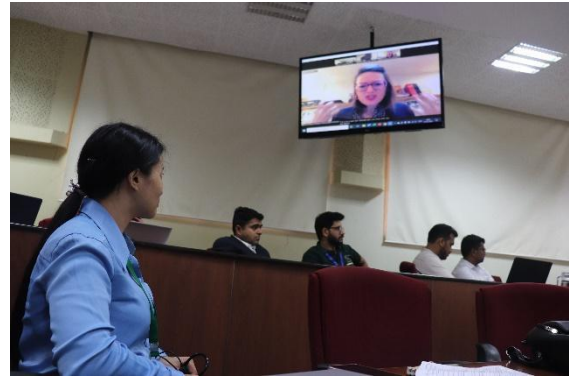


Dr Sophie Bacq, Larry and Barbara Sharpf Professor, Kelley School of Business, Indiana University, USA, and Field Editor: Journal of Business Venturing.

This expert session was conducted online through Zoom and moderated by Prof Satyajit Majumdar, Dean, SMLS, TISS, and featured Dr Sophie Bacq, Larry and Barbara Sharpf Professor, Kelley School of Business, Indiana University, USA, and Field Editor: Journal of Business Venturing.

The importance of community involvement in addressing societal and environmental challenges was the focus of this expert session. Climate change and the Covid-19 pandemic have highlighted the need for collective action, and social entrepreneurship can play a critical role in addressing these issues. Civic wealth creation, which goes beyond just wages and benefits local communities, was introduced as a key concept in social entrepreneurship.

Different types of communities, including place, identity, fate, interest and practice, were discussed, with a particular focus on the community of practice. The community of practice was defined as an aggregation of individuals bound together by a shared interest or profession. Six community roles were identified, including the community as co-creators of entrepreneurial opportunities. Technology, such as apps and online communities, was identified as a catalyst for entrepreneurial action and social change. The need for a shift in perspective to embrace the many roles of communities in creating societal impact through entrepreneurial action was emphasized. By thinking globally and acting locally, communities can be co-creators of entrepreneurial opportunities and play a crucial role in addressing global challenges.



Photographs from Dr Bacq's expert session.

In conclusion, the Dr Bacq highlighted the importance of community engagement in social entrepreneurship and addressing global issues. The concept of civic wealth creation, different types of communities and their roles in entrepreneurial efforts were discussed, with technology identified as a catalyst for social change. The session emphasized the need to think globally and act locally, with communities as co-creators of entrepreneurial opportunities.

The Q&A touched upon the definition of civic wealth, which was defined under the umbrella of Law. Dr Bacq mentioned it could be material or intellectual property. There was a question raised on the overlap of fate and interest, which Dr Bacq agreed to state that there is a potential of overlap, and it could change also.

DAY 3

Recap and Networking

This session commenced with the opening remarks from Prof Satyajit Majumdar. The delegates and students shared their insights and experiences from Day 2 of the Conference.

Many delegates shared their viewpoints regarding the Expert Session on ‘Akshaya Patra Model of Managing Uncertainty’ by Mr Shridhar Venkat, CEO, Akshaya Patra Foundation, Bangalore, India. There were many insights which the delegates found beneficial; however, at same time, some delegates highlighted the areas where they felt some contradictions which were discussed.

A delegate noted that contradiction existed in the mission of closing Akshaya Patra by 2040, as no one should remain hungry till then, and at same time, solving a problem at scale requires the problem to exist.



Glimpse 1 of Day 2 Recap and Networking Session.

Dr Archana Singh added her insights to the discussion by sharing experience of one of the social sector students who had to face many challenges in corporate sector as the managers were not interested in producing a social impact. She raised the question that if non-profit is changing and adopting corporate practices, why shouldn't corporate sector not apply compassion towards society in their attitude?

One of the delegates suggested that we should come together and write an article on how social scientist will approach social problem compared to corporate approach.

Prof Samapti Guha added that contradictions and confusions will exist but what is good about social entrepreneurship as a discipline is that earlier people were asking whether Akshaya Patra is social enterprise or not, but today, we are discussing how social enterprise approaches social problem. This, in itself, is very good progress for discipline. Contradictions and confusions will bring more maturity to the discipline. She added that we should partially use theories from different disciplines to conceptualize social entrepreneurship.



Glimpse 2 of Day 2 Recap and Networking Session.

Many delegates and students appreciated the Pilot Presentations by the Students of the Master of Arts in Social Entrepreneurship. They said that students pursuing entrepreneurship instead of thinking about job was notable. Delegates also appreciated the collaborative approach adopted by students in their pilot projects. One of the delegates thanked Prof Satyajit Majumdar for ensuring that second generation of social entrepreneurs have started talking about co-creation instead of competition, which is very good sign.

Critical suggestions and viewpoints about the Expert Session on ‘Social Entrepreneurship, Community and Civil Society’ by Dr Sophie Bacq were also put forth.

Dr Archana Singh noted that while she liked the session what amused her was that we, in India, are doing all this work but not writing it; however, in their case, they are not actually practicing but writing this based on review studies. So, it is essential that we should start writing more.



Glimpse 3 of Day 2 Recap and Networking Session.

Prof Samapti Guha noted that it is a harsh reality, but we need strong lobby for Indian voices to be written in renowned journals. Several times, work from India is not chosen under the excuse that it does not fall in the journal’s purview. Prof Satyajit Majumdar highlighted that

we are working on that aspect and situations are improving but still a lot needs to be done in this context.

One of the delegates also raised the point about importance of not losing focus and giving special attention to the Economics subject for social entrepreneurs, as discussed by Mr Shridhar Venkat. After this discussion, Prof Satyajit Majumdar concluded the Recap and Networking Session and briefed about Day 3 sessions.



Glimpse 4 of Day 2 Recap and Networking Session.

Azadi Ka Amrit Mahotsav Session 3: Expert Session on ‘Reimagining Air India in Covid-19 Time – Entrepreneurial Way’



Mr Pradeep Singh Kharola, (Retd IAS), Chairman of National Recruitment Agency, Ex Secretary, Ministry of Civil Aviation, Government of India and Ex-CMD, Air India.

The session was navigated by Mr Pradeep Singh Kharola (Retd IAS), Chairman of National Recruitment Agency, Ex Secretary, Ministry of Civil Aviation, Government of India and Ex-CMD, Air India through major discourses such as looking at the government as an ecosystem that creates change. Another important discourse of the session was social capital. Social capital is vital in the public sector, particularly for public sector enterprises (PSEs), which are owned or controlled by the government.

Here are some keyways in which social capital can benefit PSEs:

Improved Efficiency: Social capital can help PSEs to improve their operational efficiency by promoting cooperation and collaboration among employees and departments.

Enhanced Accountability: Social capital fosters a culture of accountability by encouraging employees to take ownership of their work and responsibilities and by building trust between PSEs and their stakeholders.

Better Service Delivery: Social capital can help PSEs to deliver better services to their customers by building strong relationships with them and understanding their needs and preferences.

Increased Innovation: Social capital can foster innovation in PSEs by promoting collaboration and knowledge sharing among employees and with external partners.

Stronger Public Support: Social capital can help PSEs to build public support for their activities and initiatives by demonstrating their commitment to social responsibility, ethical behaviour and community engagement.

Overall, social capital is essential for PSEs to deliver effective and efficient public services and achieve their goals in a rapidly changing and complex environment. By building strong relationships and fostering collaboration, PSEs can create value for all their stakeholders and contribute to the development and well-being of the society.



Mr Pradeep Singh Kharola delivering the Expert Session on 'Reimagining Air India in Covid-19 Time – Entrepreneurial Way'.

Going further the difference between corporate and social workspaces was explained, taking the cue from Air India's journey. While the corporate and social worlds have many differences, there are some similarities between them. A few are given below:

People: Both corporate and social worlds are made up of people who have skills, talents and expertise that they bring to their work.

Collaboration: Collaboration is important in both worlds. In the corporate world, teams work together to achieve common goals, and in the social world, people come together to address social issues.

Innovation: Both worlds value innovation and creativity. In the corporate world, innovation can lead to increased profits, while in the social world, it can lead to new solutions to social problems.

Networking: Networking is important in both worlds. In the corporate world, networking can lead to business opportunities and partnerships, while in the social world, it can lead to new connections and collaborations.

Communication: Effective communication is crucial in both worlds. In the corporate world, clear communication can lead to increased productivity and better results, while in the social world, it can help build trust and relationships.

While there are differences between the corporate and social worlds, there are also similarities, and recognizing these similarities can help foster collaboration and understanding between the two. Getting into nitty-gritty of Air India, it is known that it is a national carrier and an important part of the aviation system in India. It has a large workforce of around half a lakh employees and a fleet of 858 aircrafts.

Despite facing losses of 20 crores per day, Air India has been able to survive due to its important role as a national carrier. It is also involved in crisis management and has played a key role in airlifting people during emergencies, such as the Kuwait Crisis and Covid-19 pandemic.

Air India is also responsible for providing remote connectivity, particularly for flights between South India and the Gulf region. It is also a preferred airline for government servants and high-ranking officials, including the President and Prime Minister of India.

The aviation industry in India is complex, and airlines like Air India bear the burden of facing customers and dealing with price competition. The recent trend towards privatisation has also had an impact on the airline. Over the past 80 years, there has been a significant expansion in the number of airports in India. However, the traffic control system remains a key area of concern, as even a single mistake by an air controller can have serious consequences.

The future of Air India remains uncertain, with discussions of possible mergers with other airlines and continued efforts towards privatisation; and also, it appears that the CAG (Comptroller and Auditor General) report highlights several issues related to the purchase of 400 aircrafts, which resulted in negative cash flows. The purchase seems to have been supply-driven, and the reasonableness of the price is being questioned. The purchase was funded through raising loans, which suggests that those in a position of power wanted to achieve something through this purchase.

One of the issues seems to be the inefficiency of two organizations involved in the purchase, which has led to duplication of power and a lack of negotiation power. The synergy of inefficiency and the mismatch of organizational culture seem to have led to missed opportunities, which has resulted in the increased salaries of both organizations. The salaries doubled, and there seems to be a lack of clarity on whether the purchase should have focused on narrow- or wide-body aircraft.



Mr Pradeep Singh Kharola with CSE students and while interacting with Conference delegates.

The issue of monopoly and work indiscipline has also been highlighted, which suggests that there is a lack of competition in the aviation sector. The report also discusses the bilateral

agreements and the lack of reciprocity, which has led to political implications. The suggestion is to make Indian airlines more competitive to counter the unequal access of foreign airlines, such as Emirates, which has access to 25 destinations compared to Indian airlines.

To make profits in five years, the government invested 30,000 crores, but losses continued, with a loss of 70,000 crores in 2020. This resulted in a vicious cycle of losses, and the loan on government guarantee increased to 58,000 crores. This is happening when private airlines are also making losses, which suggests a deeper issue with the aviation sector in India.

Accordingly, some of the strengths mentioned include the presence of trained staff and unions, which suggests that there is a skilled workforce that is organized and has collective bargaining power. The aviation sector in India also has goodwill built over the years through successful rescue operations and patronage amongst the travelling class. The sector also has a strong brand image and a historical past that adds to its reputation.

However, there are also weaknesses that need to be addressed. The high cost of operations is one of them, which could be attributed to factors such as the high cost of fuel and maintenance. The quality of assets was also reported to be poor, which could lead to frequent breakdowns and increased maintenance costs. Another weakness highlighted is the indiscipline within the sector, which could lead to inefficiencies and lack of productivity. Additionally, the sector seems to lack managerial talent, which could be attributed to the difficulty in attracting and retaining skilled professionals. Lastly, the quality of services has been declining, which could lead to reduced customer satisfaction and loss of market share.

Paper Presentations on ‘Social Enterprise Case Studies’

Session Moderator: Dr Reji E M, CSE, SMLS, TISS, Mumbai

In this session, three papers were presented under the social enterprise case studies sub-theme.

Paper 1 – Social Platform: Key to Market Innovation for Indian Artisans: A Case Study of Chanderi Cluster

Ms Anu Sharma, Ms Ashima Tiwari and Ms Neha Singh, National Institute of Fashion Technology, New Delhi (India)

Presented by Ms Ashima Tiwari and Ms Neha Singh



Ms Ashima Tiwari and Ms Neha Singh during their paper presentation.

India is a vast country with diverse culture and craft. The artisan community in the country forms the base of the Indian industry. From clothes we wear to lifestyle products we use, the artisans play a vital role in our lives. Thus, the paper presenters researched about the impact of Covid-19 on Chanderi artisan community and how the community survived through the pandemic using various digital platforms. The artisan's behaviour of adapting the new technology for not only selling their products but also to gain knowledge was the core concept of the paper presentation. They highlighted that women were the major employees in the textile sector, especially handloom. They emphasized the impact of technology on the handloom industry, as Covid-19 gave them better opportunities such as adopting digital platforms. The period of uncertainty helped in acquiring the necessary skill set in the handloom industry, which can act as a revival of handloom industry in an entirely new form. During the pandemic, the artisans swiftly moved from traditional markets to online platforms, and it is observed that 80% of the artisans use digital platforms. Some artisans were hesitant to use digital platforms for selling their products. However, they realized ultimately that it is a better platform to sell

their products. If they wanted to improvise their products, they could review their products based on customer feedback. As per the market requirements, they changed their products from time to time. The artisan community sat together for meetings to discuss the changes they wanted to implement. When they opened up to learn many other software and the benefits of each of the software, they shifted to an online platform. In all, 85% say they want to do digital marketing. However, 15% still prefer traditional marketing, as they are better at it. They have developed skills of content writing and photography during the two-year span. Covid-19 has thereby given them an opportunity to sell their products on digital platforms, and their social media usage has increased for product promotion. These artisans are now connected all around the world from the comforts of their homes.

Paper 2 – Business Model of Health Care Sector Social Enterprise: A case study on Kudumbashree Initiatives

Dr Sasmita Swain and Dr Sri Krishna Sudheer Patoju, Tata Institute of Social Sciences, Tuljapur (India)

Presented by Dr Sri Krishna Sudheer Patoju



Dr Sri Krishna Sudheer Patoju during the paper presentation.

The presented study discussed the need for social enterprises in India's healthcare system. It discussed how a health model initiated by Kudumbashree, State Livelihood Mission of Kerala, with the support of the State Bank of India and Health Action by the People, is addressing the unmet health needs of the rural people. At present, 'Santhwanam' has trained 356 women in paramedical services and reached nearly 3.41 lakh people's lives. So far, it has covered 14 districts of Kerala. This study also throws light on the business model of 'Santhwanam'. The study wanted to better understand how the health care service model works. They highlighted that noncommunicable diseases (NCDs) are responsible for nearly 74% of all deaths globally. Kudumbashree Initiatives focused on preventive healthcare systems, as lifestyle disease is a serious concern in India. The remedial action to take is early diagnosis and care to prevent fatalities.

Santhwanam Project works at the primary and sub-primary level health care. They develop capacity building of paramedical forces and service delivery through paramedical staff. They guide old age people on food habits and other aspects of lifestyle. Social enterprise can intervene in the NCD sector and can provide services in early diagnosis. Business model canvas is used to analyse operations of Santhwanam Project. They addressed social problems with

available resources. They employed women who did not have livelihood opportunities for establishing paramedical forces. They provided healthcare needs to the remote areas where paramedical services are inaccessible. They catered services to the rural needs at an affordable price and gave training to underprivileged women.

Paper 3 – Dealing with uncertainties during Covid-19 pandemic: Learning from the case of study of Bombay Mothers and Children welfare Society (BMCWS), Mumbai

Dr Archana Singh, Tata Institute of Social Sciences, Mumbai (India) and Dr Madhav Sathe, Bombay Mother and Child Care Welfare Society, Mumbai (India)

Presented by Dr Archana Singh and Dr Madhav Sathe



Dr Madhav Sathe and Dr Archana Singh (left to right) during their paper presentation.

NGOs are the first contact who handle crises in times of uncertainty. This qualitative study examines how the Bombay Mothers and Children Welfare Society coped and survived during the Covid-19 pandemic. The study focuses on this particular organisation due to its uniqueness and suitability for the study. Data were collected through interviews with trustees, employees and beneficiaries, as well as secondary data were collected through organisation records. The data were analysed using coding methods, and the findings are presented in themes and sub-themes that emerged from the analysis. The study highlighted lessons learned during the pandemic, showing that problems can be turned into opportunities. These findings are significant, especially for social entrepreneurial ventures that rely on external funding. When it comes to the sustainability of the organization, funding is required.

The research question for this paper: How did BMCWS dealt with uncertainties and challenges caused by Covid-19? They highlighted the role of NGOs in creating social change. NGOs know the local community context, and hence, they are more successful in delivering the project they work on. They play crucial roles during disasters or any crises. During Covid-19, NGOs became more active, as they have the zeal to contribute to a social cause. They too faced uncertainty due to changing global, political and economic contexts as well as sustainability issues. There is a research gap of how NGOs are responding to sustainability issues and how to bridge the gap of NGOs' response. There is a changing global context of the aid landscape. As part of the changing aid architecture globally, donors are changing their funding modalities preferences. Therefore, there is a decrease in aid availability.

Multi-fold challenges of NGOs during emergency/crisis: It is important to understand uncertainty in social, institutional and political contexts. Uncertainty defines our time. Uncertainty could be related to any disasters. When Covid-19 hit the country, it had bad consequences. However, being committed to the social mission, BMCWS helped people during the Covid-19 crisis and survived through the crisis situation. Dr Madhav Sathe narrated how he joined during turbulent times and started working in this organization. Hence, he wanted to revive the organisation. A patient's relatives were provided accommodation only at the cost of 40 rupees. They also provided an unsubsidized centre for day care for working parents at an affordable rate to generate revenue for the organisation.

The challenges faced during the Covid-19 pandemic induced the fear of collapse of the organisation among the staff and doctors. The doctors feared getting infected with the virus and they started quitting their jobs due to family pressure. Parents availing the day care facility, too, could not give 25% charges. In that situation, taking care of patients was a challenge as there was a lack of resources. This organisation thereby came up with a better strategy to cope with the challenges to ensure their sustainability.

Long-term measures and structural changes included shifting focus from 'not for profit' to 'not for loss' in a charitable organisation. Focusing not on donation, but on impact investment, alongside focusing on team member's growth and community participation. This organisation adopted a 4 Ps model: Public, Philanthropy, Person and Participatory. The short-term measures included collaboration with the government and extending support to the government by allowing the use of ambulances and providing a center for Covid-19 vaccination. Fortunately, they received unconditional support from highly motivated stakeholders during the pandemic and paved their survival path. Long-term measures are required for building sustainable organisation to create a social impact. The sustainability of NGO is not dependent on funds but involving several other organizations to work together. Their short-term measures helped them in coping with the challenges, and they sustained during the pandemic. A combination of long-and-short-term measures, with focus on innovative business strategy and participatory philanthropic activities helped them achieve their sustainability.



Dr Madhav Sathe, Dr Archana Singh, Dr Sri Krishna Sudheer Patoju, Ms Ashima Tiwari and Ms Neha Singh (left to right) during the Q&A session.

Q&A session between the session moderator and paper presenters:

Question for Paper 2. What was the age group of providing training to take care of the patients? How was it impacted?

A. Age group is between 18–30 years. However, they did not notice how the age group would affect them in treating the patients.

Question for Paper 3. How do you deal with stigma and distrust in the organization and why did you shift from Not for profit to Not for loss?

A. People liked the changes and appreciated it, and no one resisted the idea of making the organisation sustainable through impact investing.

Question for Paper 2. Regarding the business model, is there any information checked or verified by others, should we look at aspects of false information?

A. Inadequate information will include false information.

Question for Paper 1. In regards to providing training to women, what are the quality checks?

A. There are various standards set for it and training programs are provided every 6 months.

Question for Paper 1. Can you mention what is the profit-sharing model accepted by community artisans?

A. We are not looking for a profit-sharing model as the business is run by the whole family itself. Generally, it is a family driven cluster, hence we are not focused on the profit-sharing model. We are training them to be entrepreneurs and not take profit from them. So, students learned and interacted with each other to develop their products and design.

Question for Paper 1. In terms of digital marketing, how did you see the environmental aspect?

A. Before Covid-19 pandemic, the artisans had a meeting in person and discussed the idea of changing the product design based on customer feedback to bring better improvement. However, due to Covid-19 shutdown, they started using digital platforms. Majority of them preferred to operate in traditional markets as artisans believed that customers wanted to buy only what they can see and how they feel about it; however, Covid-19 pandemic compelled them to turn into digital platforms and also opened better opportunities.

Question for Paper 2. What is the use of technology in your sample?

A. They use BP machine, blood sample test, but no advanced technology is being used.

Question for Paper 3. In NGOs, we have a legal system that cannot make profit, how do we navigate that?

A. It is a wrong perception that NGOs cannot make profit. NGO can make profit, but if more than 15%, it is taxable and can be used over the next 3 years, and if it is not used, then only it is taxable.

Q&A session between the conference delegates and paper presenters:

Question for Paper 1. Did artisans face any challenges in keeping craft intact after receiving feedback from customers?

A. Artisans community are smart enough to understand what can be changed and what cannot be changed. Majority of them work on colour based on customer's skin pattern preferences. They do not change design philosophy and intricacies.

Question for Paper 1. Did you see any change in the younger generation's point of view?

A. Yes, we have seen noticeable change in perception due to the presence of the digital market. It enabled the younger generation to do digital marketing and they learn craft for marketing. Younger generations are also getting more exposure. NIFT has reservations for artisans' children.

Question for Paper 1. What if we implement technology on the artisans work as the work is majorly done by hands?

A. It is not a good idea to implement technology on artisan's products. They prefer to make it by hand rather than technology to maintain its uniqueness. Although technology can make the production more efficient, it is best to craft by hand.

Question for Paper 3. What was the unusual case for NGOs and did any NGOs face challenges?

A. NGOs do not have to depend solely on external funding. They also do projects for CSR. The transformation of Not for Profit to Not for loss is unique. The paper presenters cited the example of the transformation of tribal school in Rajgurunagar which is an exemplary work.

Azadi Ka Amrit Mahotsav Session 4: Session on ‘Technology for Society’

This session comprised panellists, Dr Vipin Kumar, Director, National Innovation Foundation (NIF), India, and Dr Shalini Arya, Associate Professor, Food Engineering and Technology Department, Institute of Chemical Technology, India, and was moderated by Prof Satyajit Majumdar, Dean, SMLS, TISS.



Dr Vipin Kumar and Dr Shalini Arya (left to right) at the Session on Technology for Society.

At the outset, the session started with the question: Are Technology and Society in conflict? And the follow-up questions were: What is technology? How does technology help us overcome uncertainty? How have organizations used technology to overcome uncertainty during Covid-19?

Dr Vipin Kumar discussed the above question first by defining technology—according to him, technology is something that should bring positive change, enhance the efficiency of society, provide better security, work, etc. He said this is not a new debate, and things in every sector are changing very fast; today’s things are irrelevant tomorrow, and people are not accepting the change rapidly.

Dr Shalini Arya discussed that technology is just simply any knowledge that could be used to utilise for the betterment of human beings and the application of scientific knowledge to make lives simple and better. She said the technology could be as simple as processing dry fruits, increasing the shelf life of fruits and making manure from worms. She also mentioned the use of mobile phones in remote parts of India and the appliances used in kitchens daily are simple examples of how technology improves human lives.

Prof Satyajit Majumdar posed another question: Do social entrepreneurs see technology differently?



Prof Majumdar posing questions during the session.

The audience responded to his question:

Himanshi (student, TISS, Mumbai): Social entrepreneurs see the process as technology.

Mr Manoj Kumar Sahu (Founder of Mom's Food and Services): Technology helps in operations and sales, and once, he started using technology in his startup, its sales and revenue started to increase.

Mahima (student, TISS, Mumbai): We should not limit ourselves to machines, automation; rather, it should be used to empower people.



CSE student responding to Prof Majumdar's question.

Pritam, (student, TISS, Mumbai): Technology helps social entrepreneurs to ease the accessibility of resources.

Furqaan, (student, TISS, Mumbai): Technology made access to the digital platform easy through Amazon and social media for marketing.

Dr Shalini Arya: Our day cannot start without technology. It increases food safety and empowers women's lives, and technology is an ease of life.

Next, Prof Satyajit Majumdar asked: What did gross technologies do during Covid-19?

Dr Vipin Kumar answered by saying that technologies did help during Covid-19 and pointed out the fact that what can I do for society instead of what society can do for me and mentioned that this is time for society instead of money. We have to use the technology for empowering society.

He also emphasized that over-mechanization and using plastic more than necessary is not good; technology is for our good, and we should adopt technology only which is good for today and the future. Technology should not harm anybody in any sense. The maximum harvesting should not affect the species. He stated that NIF works on value addition, product development, open-source development and also on items such as the sanitary napkins (he mentioned a movie showcasing manufacturing sanitary napkins).

Dr Shalini Arya discussed that technology should be used for paddy transplantation; like how grassroots innovation gets into big corporations, in the same manner, it should be used in agriculture, wherever heavy work is present; because when men run away, laborious tasks go to children and women, and in such cases, technology is the need of the hour.

Delegates from Chinara International discussed how and what were the challenges they faced during Covid-19, such as no internet accessibility in Jammu, leading to more miserable conditions. At present, the internet is available, and they are using technology for designing their products; smartphones are being used for learning through online courses; simple stitching machines were hard to operate, but now because of technology, advanced stitching machines are easy to operate, and social media is utilised for sales and marketing.

A question was raised from the audience to the panel members: How do you see marginalised sections while designing technology?

Dr Vipin Kumar answered that there is nothing called marginalisation. It's an obsolete term. We should do a SWOT analysis; skill is also a problem other than technology. In all, 60% of people will lose jobs if they don't upgrade themselves. People living in rural areas have to adapt to technology to be more empowered. He gave instances where technology has not reached; for example, custard apple has not had a good supply chain like an apple.

Prof Satyajit Majumdar mentioned the farm-based best machines invented by our alums and stated that we also make mistakes by giving direct solutions to farmers, instead of identifying the real problems. He further added that TISS Incubation in Jammu supports around 40 start-ups.



Glimpse from Session on Technology for Society.

Dr Shalini Arya pointed out that the Government of Maharashtra can help Jammu develop skills through technology.

Dr Vipin Kumar emphasized that there is no need to come to Mumbai for skill development and support for start-up incubation. Even Jammu Government is working on the encouragement of start-ups. The government would provide all the support in Jammu itself. He also discussed commercialising the technology.

He explained about the adequate number of facilities provided by the Government of India for pilot production and, at present, approximately 83,000 start-ups registered on Ministry of Commerce website for skill development programs launched to support entrepreneurs.



Mr Sujay Dixit (VP, Incubation and Excellence) (left) and Mr Aamod Chandratre (AVP, Incubation and Excellence) (right) providing their inputs during the session.

Mr Sujay Dixit, Vice President, Incubation and Excellence, TISS, discussed the role of incubators for start-ups, and he mentioned the fact that Covid-19 was a learning experience for everyone.

Mr Aamod Chandratre, Associate Vice President, Incubation and Excellence, TISS, emphasized the role of technology in networking.

Ms Nikita Narvekar, Manager, Incubation Centre, TISS, talked about how technology has been an enabler for startups.

Mr Manoj Kumar Sahu, Founder of Mom's Food and Services, discussed how incubation helped to scale up his business.

Dr Shalini Arya mentioned that incubation plays a very important role for startups. It acts like a helping hand. One of her students solved the problem of milk storage in rural area using technology, and incubation centres are places where ideas are brought together and shaped for better execution.

Dr Vipin Kumar stated that incubators are necessary. He stated that incubators should give technical inputs for the growth of startups. Dr Reji raised the question: What is appropriate technology?

Dr Shalini Arya thereby explained appropriate technology as whatever makes our task easy and gave the example of mechanization of chapati-making.

Dr Vipin Kumar replied that even as simple as a hand pump is an example of appropriate technology. He pointed out that if technology is not upgraded, we will fail.



MASE students sharing their experiences related to technology utilisation for their pilot ventures.

At the end of the discussion, the second-year students of Social Entrepreneurship, TISS, Mumbai, shared their experiences of utilising technology during their pilot ventures and their views on the topic of discussion.

This session included meeting people aspiring to make a difference and featured Mr Suraj Patel, IAS officer, Fatehpur (via through Zoom), Mr. Rugwed Ainapure, Mahatma Gandhi National Fellow (Akola) and Mr Rohit Nandane, Mahatma Gandhi National Fellow (Mumbai) and was moderated by Prof Satyajit Majumdar.



Interactions with Mr Suraj Patel (left), IAS officer, Fatehpur, and Mr. Rugwed Ainapure, Mahatma Gandhi National Fellow (Akola) and Mr Rohit Nandane, Mahatma Gandhi National Fellow (Mumbai).

During the session, Mr Suraj Patel spoke about the various initiatives undertaken by the district administration to promote development in the area. The district is part of the aspirational district scheme and has a population of 35 lakh people. The administration has achieved several milestones such as the seed store, which has helped thousands of farmers with a mere investment of 40 lakhs. The Kayakalp Scheme is focused on transforming the urban schooling system, and a new digital library has been launched for young students. The administration is also working towards improving maternal and child healthcare and promoting regular schooling through the child helpline number.



Mr Suraj Patel explaining the initiatives undertaken in his district.

He emphasised the huge potential of manpower and the need for skill and employment generation. He specified that the focus should not just be on providing certificates but on creating young entrepreneurs and establishing a culture of entrepreneurship. The

administration is working towards creating a district skill development mission and promoting the establishment of 100 new start-ups.

Mr Patel also addressed concerns about the skill gap between the industries and training institutes. He stated that training institutes should take responsibility for placing their trained candidates in companies to ensure accountability. The ITI is trying to create a hub and scope model and linkages with students from various schools to optimise their resources for public benefit.



MASE students with Mr. Rugwed Ainapure and Mr Rohit Nandane, along with Prof Majumdar.

Mr. Rugwed Ainapure, Mahatma Gandhi National Fellow (Akola) and Mr Rohit Nandane, Mahatma Gandhi National Fellow (Mumbai), too, highlighted the importance of collaborative efforts for promoting development and the need for targeted initiatives in sectors such as education, healthcare and skill development. They specified working towards establishing a culture of entrepreneurship and addressing challenges such as the blue-collar syndrome to promote effective implementation of initiatives at the grassroot levels.

During the Q&A session, Change Makers highlighted the importance of co-creation with citizens for the betterment of society. They also stressed the need for a sector-wise analysis of the skill gap and supply-demand mismatch for effective skilling and employment generation.

CONFERENCE CLOSING

After the meeting people aspiring to make a difference, Prof Satyajit delivered the conference closing remarks and acknowledged the efforts of CSE faculty and staff and Incubation Team at TISS and thanked all the delegates for their participation. He further declared that the next annual conference will be held on 17th, 18th and 19th January 2024, and the theme would be 'Ecosystem for Social Entrepreneurship'. Everyone present at the Library Conference Hall stood for the National Anthem and thereafter left holding on to all the learnings and lessons and making some great acquaintances.



A scene from the Conference Closing Session.

CONFERENCE CONTRIBUTION

The International Conference on ‘Uncertainty, Social Entrepreneurship and Role of Technology’ has been a resounding success, bringing together a good mix of audience containing experts, scholars, practitioners and policymakers to explore some of the most pressing social challenges of our time. Over the course of three days, delegates engaged in lively and thought-provoking discussions and insightful presentations, thereby sharing their experiences, insights and best practices in the domain of social entrepreneurship and technology.

This Conference provided a platform for delegates to explore the complex intersections between uncertainty, social entrepreneurship and technology and reflect on new approaches to addressing social challenges. The range of topics covered was impressive, from innovative models of financing social ventures to the role of technology in promoting social justice and sustainability.

Importantly, the Conference fostered new connections and collaborations among delegates, helping to build a vibrant and supportive community of social entrepreneurs, researchers and policymakers. These connections will undoubtedly continue to bear fruit in the coming months and years, as delegates work together to advance knowledge and act on social challenges.

Overall, the International Conference on ‘Uncertainty, Social Entrepreneurship and Role of Technology’ was a fitting tribute to the power of collaboration, innovation and social entrepreneurship in addressing the world’s most pressing challenges. We look forward to seeing the fruits of this Conference and the impact it will have on the field of social entrepreneurship and beyond.

ANNEXURE

Annexure 1: International Conference on ‘Uncertainty, Social Entrepreneurship and Role of Technology’ Schedule

February 22, 2023 (Wednesday)	
08.00 AM – 09.00 AM	Registration
08.45 AM – 09.45 AM	<p>Welcome Address <i>Dr Archana Singh</i>, Chairperson, Centre for Social Entrepreneurship, School of Management and Labour Studies, Tata Institute of Social Sciences, Mumbai (India)</p> <p>Opening Remark <i>Prof Shalini Bharat</i>, Director, Tata Institute of Social Sciences, Mumbai (India)</p> <p>Special Address <i>Ms Anna Lekvall</i>, Consul General, Consulate General of Sweden, Mumbai (India)</p> <p>Conference Context and Overview <i>Prof Satyajit Majumdar</i>, Professor and Dean, School of Management and Labour Studies, Tata Institute of Social Sciences, Mumbai (India)</p>
09.45 AM – 11.00 AM	<p>Prof Sharit Bhowmik Memorial Lecture on ‘Exit, Voice and Loyalty in Social entrepreneurship’ <i>Professor Sankaran Venkataraman</i>, MasterCard Professor of Business Administration, Senior Associate Dean for Faculty & Research, Darden Graduate School of Business, University of Virginia (USA)</p>
11.00 AM – 11.30 AM	Tea/Coffee Break
11.30 AM – 01.00 PM	<p>Paper Presentations on ‘Resource, Innovation & Impact’ Moderator: <i>Prof Samapti Guha</i>, Tata Institute of Social Sciences, Mumbai</p> <ul style="list-style-type: none"> ● Entrepreneurs with Disability: A Comprehensive Study in the Context of Uncertainty <i>Shivangi Tiwary, Anoushka Augustine and Mallikarjuna Iytha, Inclusive Divyangjan Entrepreneur Association – IDEA, New Delhi, (India)</i> ● Exploring Dynamic Capability of Social Enterprises in dealing with Uncertainties <i>Reeti Kulshrestha and Arunaditya Sahay, Birla Institute of Management Technology, Greater Noida, Uttar Pradesh (India)</i> ● Mobilizing social capital resources during Covid-19 Pandemic: Exploring the Role of Networks in Facilitating Social Entrepreneurial Efforts <i>Kumar Mukul, CMS Business School, Jain (deemed-to-be) University, Bangalore (India); V. Padmaja, B Yashaswini Murthy and Megha B, Ramaiah Institute of Management, Bangalore (India)</i>
01.00 PM – 02.00 PM	Lunch Break
02.00 PM – 03.30 PM	AZADI KA AMRIT MAHOTSAV SESSION 1

	Presentation by Entrepreneurs from Union Territory of Jammu and Kashmir and State of Chhattisgarh (India): Partner Organisations of Incubation Centre - TISS Incube Foundation, Tata Institute of Social Sciences, Mumbai
03.30 PM – 04.00 PM	Tea/Coffee Break
04.00 PM – 05.30 PM	Panel Discussion on ‘Entrepreneurial Universities: Need or Fad?’ Moderator: <i>Prof Samapti Guha</i> , Tata Institute of Social Sciences, Mumbai Panellists: <i>Prof Monica Nandan</i> , Director of Strategic Partnerships and Social Impact and Professor of Social Work and Human Services, Wellstar College of Health and Human Services, Kennesaw State University, Kennesaw, GA (US) (Online); <i>Prof Satyajit Majumdar</i> , Dean, School of Management & Labour Studies, TISS, Mumbai (India); <i>Ms. Puja Ganguli</i> , Monash Innovation Guarantee Team Member, Lecturer at Monash University (Australia) (Online)
February 23, 2023 (Thursday)	
09.00 AM – 09.30 AM	Recap and Networking
09.30 AM – 11.00 AM	Paper Presentations on ‘Enterprise Models’ Moderator: <i>Prof Samapti Guha</i> , Tata Institute of Social Sciences, Mumbai <ul style="list-style-type: none"> ● Coping-up with Tensions Evolved due to Institutional Uncertainty: A Study of Indian Social Enterprises <i>Manisankar Datta, Seema Sharma and Shevta Singh, Department of Management Studies, IIT Delhi (India)</i> ● Social Entrepreneurship for Empowerment and Inclusive Business Model among Meghalaya Rubber Farmers <i>Robin Thomas, North East Institute of Social Sciences & Research, Dimapur, Nagaland (India) and P J Lukose, Assam Don Bosco University, Guwahati, Assam (India)</i> ● Social Enterprise Business Model for Community Development: Conceptualizing through Social Bricolage Lens <i>Nisha Pandey and Deepali Kamle, VESIM Business School, Mumbai (India)</i>
11.00 AM – 11.30 AM	Tea/Coffee Break
11.30 AM – 01.00 PM	Paper Presentations on ‘Education & Technology’ Moderator: <i>Dr Archana Singh</i> , Tata Institute of Social Sciences, Mumbai <ul style="list-style-type: none"> ● Exploring the Motivations of Independent Workers on Digitally Enabled Sharing Economy Platforms <i>Avi Karan, G. K. Murthy K. and Rajesh Kumar, Chandragupt Institute of Management, Patna (India)</i> ● Entrepreneurship Education in India: A Critical Analysis <i>Divya Sharma and Chandan Kumar Sahoo, School of Management, National Institute of Technology Rourkela, Odisha (India)</i> ● Educational Technology to Promote Social Entrepreneurship in the Covid Pandemic Era <i>Nibedita Hazarika and Kriti Dagar, School of Education and Humanities, Manav Rachna University, Faridabad (India)</i>

01.00 PM – 02.00 PM	Lunch Break
02.00 PM – 03.30 PM	Expert Session on ‘Akshaya Patra Model of Managing Uncertainty’ <i>Mr Shridhar Venkat, Chief Executive Officer, Akshaya Patra Foundation, Bangalore (India)</i>
03.30 PM – 04.00 PM	Tea/Coffee Break
04.00 PM – 05.15 PM	AZADI KA AMRIT MAHOTSAV SESSION 2 Social Enterprises in Making – Pilot Presentations by the Students of the Master of Arts in Social Entrepreneurship, Tata Institute of Social Sciences, Mumbai Moderators - <i>Sujay Dixit, Vice President (Incubation & Excellence) and Nikita Narvekar, Manager (Incubation), TISS Incube Foundation (Incubation Centre), Tata Institute of Social Sciences, Mumbai</i>
05.30 PM – 07.00 PM (Online)	Expert Session on ‘Social Entrepreneurship, Community, and Civil Society’ <i>Dr Sophie Bacq, Larry and Barbara Sharpf Professor, Kelley School of Business, Indiana University, USA, and Field Editor: Journal of Business Venturing</i>
07.30 PM – 10.00 PM	Networking Dinner
February 24, 2023 (Friday)	
09.00 AM – 09.30 AM	Recap and Networking
09.30 AM – 11.00 AM	AZADI KA AMRIT MAHOTSAV SESSION 3 Expert Session on ‘Reimagining Air India in Covid Time – Entrepreneurial Way’ <i>Mr Pradeep Singh Kharola (Retd IAS), Chairman of National Recruitment Agency, Ex-Secretary, Ministry of Civil Aviation, Government of India and Ex-CMD, Air India</i>
11.00 AM – 11.30 AM	Tea/Coffee Break
11.30 AM – 01.00 PM	Paper Presentations on ‘Social Enterprise Case Studies’ Moderator: <i>Dr Reji E M, Tata Institute of Social Sciences, Mumbai</i> <ul style="list-style-type: none"> • Social Platform: Key to Market Innovation for Indian Artisans: A Case Study of Chanderi Cluster <i>Anu Sharma, Ashima Tiwari and Neha Singh, National Institute of Fashion Technology, New Delhi (India)</i> • Business Model of Health Care Sector Social Enterprises: A Study on Kudumbashree Initiatives <i>Sasmita Swain and Sri Krishna Sudheer Patoju, Tata Institute of Social Sciences, Tuljapur (India)</i> • Dealing with Uncertainties During Covid-19 Pandemic: Learning from the Case Study of Bombay Mothers and Children Welfare Society (BMCWS), Mumbai, India <i>Archana Singh, Tata Institute of Social Sciences, Mumbai (India) and Madhav Sathe, Bombay Mother and Child Care Welfare Society, Mumbai (India)</i>
01.00 PM – 02.00 PM	Lunch Break

02.00 PM – 03.30 PM	AZADI KA AMRIT MAHOTSAV SESSION 4 Session on ‘Technology for Society’ Discussion with technologists contributing to solve societal problems
03.30 PM – 04.00 PM	Tea/Coffee Break
04.00 PM – 05.00 PM	AZADI KA AMRIT MAHOTSAV SESSION 5 Meet people aspiring to make difference
05.00 PM – 05.30 PM	Conference Closing

Annexure II: Paper Titles and Author Details

Sr No	Title	Author	Institutional Affiliation and Address	Email Address
1	Entrepreneurs with Disability: A Comprehensive Study in the Context of Uncertainty	1) Shivangi Tiwary 2) Anoushka Augustine 3) Mallikarjuna Iytha	(1) Research & Development Consultant in the research team of Inclusive Divyangjan Entrepreneur Association (IDEA) organization (2) Research Associate in the research team of IDEA organization. (3) Founder and CEO of IDEA organization	(1) shivangi.tiwary5@gmail.com (2) anoushkaidea2021@gmail.com (3) inclusivedivyangjan@gmail.com
2	Exploring Dynamic Capability of Social Enterprises in dealing with Uncertainties	(1) Dr. Reeti Kulshrestha (2) Prof D. Arunaditya Sahay (3) Dr Tomás B. Ramos	(1) Assistant Professor (Strategy, Innovation, Entrepreneurship, Sustainability and CSR), Birla Institute of Management Technology (BIMTECH) (2) Professor (Strategy, Innovation, Entrepreneurship, Sustainability and CSR), Birla Institute of Management Technology (BIMTECH) (3) NOVA University, Lisbon	(1) reeti.kulshrestha@bimtech.ac.in (2) arun.sahay@bimtech.ac.in

3	Mobilizing Social Capital Resources during Covid-19 Pandemic: Exploring the Role of Networks in Facilitating Social Entrepreneurial Efforts	(1) Dr. Kumar Mukul, (2) Dr V. Padmaja, (3) Prof. B Yashaswini Murthy and (4) Prof. Megha B	(1) Professor, Entrepreneurship (ENVC), Area Chair, General Management, CMS Business School, JAIN (Deemed-to-be University), No. 17, Sheshadri Road, Gandhi Nagar, Bangalore-560009, Karnataka. (2) Associate Professor, Ramaiah Institute of Management, Bangalore (3) (4) Assistant Professor, Ramaiah Institute of Management, Bangalore	(1) mukul.work@gmail.com (2) padmaja@msrim.org (3) yashaswini@msrim.org (4) meghab@msrim.org,
4	Coping-up with tensions evolved due to Institutional uncertainty: A study of Indian Social Enterprises	(1) Manisankar Datta, (2) Seema Sharma, (3) Shevta Singh	(1) Research Scholar, Dept. of Management Studies, IIT Delhi (2) Dept. of Management Studies, IIT Delhi (3) Dept. of Management Studies, IIT Delhi	(1) manisankar.datta@dms.iitd.ac.in , mdatta.nit@gmail.com , researchiitd@gmail.com (3) shvetasingh6@gmail.com
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6	Social Enterprise Business Model for Community Development: Conceptualizing through Social Bricolage Lens	(1) Dr. Nisha Pandey (2) Ms. Deepali Kamle	(1) Professor, Dean-Research and Publication, VESIM Business School, Mumbai (2) Research Scholar, VESIM Business School, SNTD University, Mumbai	(1) Nisha.Pandey@ves.ac.in (2) deepalikamle77@gmail.com, deepali.kamlesndtphd@ves.ac.in
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10	Social Platform: Key to Market Innovation for Indian Artisans: A Case Study of Chanderi Cluster	(1) Anu Sharma, (2) Ashima Tiwari and (3) Neha Singh*	(1) (2) (3) National Institute of Fashion Technology, New Delhi	(3) neha.singh@nift.ac.in
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Assorted photos from the International Conference on Uncertainty, Social Entrepreneurship and Role of Technology (22-24 Feb 2023)

Photographs of Centre for Social Entrepreneurship faculty, staff, Incubation Centre Team and CSE students, TISS, Mumbai.



Students and faculty from TISS, Tuljapur



Scenes of the registration desk, tea breaks and delegate interactions.



Glimpse of stalls outside the Library Conference Hall. Stall were put up by Chinar International, SRREOSHI, Lokabazar and Renaissance Superfoods



Glimpse of the Newsletters created by CSE students for Conference Day 1, 2 and 3, summarising highlights of each day.

**International Conference:
'Uncertainty, Social Entrepreneurship
and Role of Technology'**

NEWSLETTER

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**Centre for Social Entrepreneurship
School of Management and Labour Studies
TISS Mumbai**

About the conference: Knowledge and practice co-exist, hence, to learn from each other, co-create, network and collaborate! This is an annual conference conducted by the Centre for Social Entrepreneurship, Tata Institute of Social Sciences, Mumbai. Over the last eleven years, the conference has provided a platform and created a network of entrepreneurs, academicians, researchers and students in the field of social entrepreneurship. It is held at national and international levels. This conference is known for its contributions to the knowledge and academic domain in the field of Social Entrepreneurship, with many books being published by the faculty of CSE based on the conference theme every year.

The 12th conference commenced at the TISS library conference hall. All the guests and delegates were in attendance, with the welcome address delivered by Dr. Aradhana Singh, Chairperson, CSE, Prof. Shantir Shantir, Director, TISS, then conveyed the opening remarks where she underscored the importance of the quality that Social Entrepreneurship possesses - the aim to generate social and economic value.

A special address by Ms. Anna Leiva, Consul General, Consulate General of Sweden, Mumbai was delivered. In the end, Prof. Rajanand, Dean, SMLS, took to the stage and talked about the conference content and overview. A minute of silence was observed as a mark of respect to Prof. Parasuraman and Prof. Ranaboldi, two colossal figures in the TISS history, who contributed to the lives of many through their work.

Prof. Sanjivan Venkataraman delivered the 'Professor Shantir Bhoomik Memorial Lecture' in the second session. He talked about Hirschman's concept of 'Exit, Voice and Loyalty' from the prism of Social Entrepreneurship. He elucidated how Social Entrepreneurship is a means of

List of Speakers and Delegates:

Sl. No.	Name
1.	Prof. Shantir Shantir
2.	Dr. Aradhana Singh
3.	Dr. Shantir Shantir
4.	Dr. Shantir Shantir
5.	Dr. Shantir Shantir
6.	Dr. Shantir Shantir
7.	Dr. Shantir Shantir
8.	Dr. Shantir Shantir
9.	Dr. Shantir Shantir
10.	Dr. Shantir Shantir

Next on the list were some paper presentations encompassing Social Enterprise Case Studies, Dr. Rajanand being the moderator.

These were:

- Social Platform Key to Market Innovation for Indian Artisans: A Case Study of Chander Cluster by Shantir, Shantir and Singh.
- Business Model of Health Care Sector Social Enterprises: A Study of Kusumabhai Initiative by Shantir and Singh.
- Dealing with Uncertainty: Building Covid-19 Resilience: Learning from the Case Study of Bhandari, Mahesh and Chander, Welfare Society (Mumbai), Mumbai, India by Singh and Singh.

The Q&A constituted the demography of the participants giving them insights, leading to the discourse of organizational stigma and distrust with a didactic discussion on the significance of "uncertainty".

We addressed a crucial question in the third session: "What role does technology play in society?" delivered by Dr. Vikas Kumar and Dr. Shantir Singh, moderated by Prof. Rajanand.

At the outset, Dr. Singh and Dr. Kumar elucidated what technology meant. The discussion highlighted how technology is a means to improve human life. The use of mobile phones in remote parts of India and the appliances used in kitchens, daily life, simple examples of how technology improves human life.

This kicked off an interactive discussion on Technology being different for Social Entrepreneurship. It was discussed how 'Voice of the Mechanism' was to core aspects. Technology being an institutional support for startups was also viewed from the accessibility lens.

Mr. Manoj shared his experience of using technology to make his venture. He submitted that his venture operational efficiency rose substantially after mechanizing his processes, but it led to decreased profitability. Mr. Zohid raised concerns about the skill demand that comes with technology and the cost of upskilling.

The second-year students of Social Entrepreneurship shared their experience of utilizing technology during their pilot venture and their views on the topic of discussion.

As a part of our last session for this conference we interacted with three change makers: Sanjay (14th), Chief Development Officer from Fatahoun, and two Mahatma Gandhi National Fellow, 19th Nagar, Nagpur, Nagpur and Nagpur. They motivated us to make a difference by sharing his instances from their work. Further, importance of skill development programs and the role of digitalization were also discussed.

This marked the conclusion of the 12th conference. Over the course of the past three days, there were passionate and thought-provoking discussions about technological changes, uncertainties, and Social Entrepreneurship as a tool to leverage uncertainties and create value from situations perceived as problematic. Inspiring presentations were made by practicing Social Entrepreneurs, offering the conference to create synergy between theory and practice and facilitate a discourse that engaged researchers, scholars, and practitioners alike.