

SRI LANKAN SOCIAL ENTERPRISE SUMMIT

2022

“Elevating Social Enterprises as a Socio-
Economic Recovery Strategy in Times of Crisis”

Organized by:

Uva Wellassa University of Sri Lanka

University of Peradeniya

Lanka Social Ventures

2022© Sri Lankan Social Enterprise Summit

All rights reserved. No parts of this publication may be reproduced entirely or partly by any form or means without prior permission from the publisher.

This publication is a copyright of Uva Wellassa University of Sri Lanka and University of Peradeniya.

Authors retain full but no-exclusive rights to use their manuscript in any way they see fit without obtaining permission from the publisher, provided that appropriate credit to the publisher is noted. The content and the opinions expressed in the manuscripts of this abstract book are those of the respective author(s) and not necessarily the opinions of the Editorial Board or Sri Lankan Social Enterprise Summit.

E-ISBN 978-624-5856-45-9

Editorial Board

Editor-in-Chief

Prof. P.I.N. Fernando

Co- Editors

Dr. J. Siyambalapitiya

Dr. K.M.M.C.B. Kulathunga

Dr. H.N.L. Wasantha

Editorial Assistants

Mr. P. Mathushan

Ms. H.H.S.U. Samarakoon

Ms. D.N.H. Dewasiri

Ms. S.R. Samarakoon

Published by: Uva Wellassa University of Sri Lanka and University of Peradeniya.

Email: sesummit2022@uwu.ac.lk

ACKNOWLEDGEMENT

We acknowledge all our partners in this collaborative endeavour - Uva Wellassa University of Sri Lanka, University of Peradeniya and Lanka Social Ventures for their untiring efforts in putting this summit together.

We also acknowledge the financial support extended by Accelerating Higher Education and Development (AHEAD) Operation (DOR-grant number 11) of the Ministry of Higher Education funded by the World Bank. The summit is in line with the core of the project since the research project explores the potentials of elevating social enterprises as a strategic response to sustainable performances.

MESSAGE FROM THE VICE CHANCELLOR
UVA WELLASSA UNIVERSITY



It gives me great a pleasure to send this message to the Sri Lankan Social Enterprise Summit – 2022.

Uva Wellassa University was established with a clear vision, highlighting the theme of value addition to the national resource base. All our academic programmes are multi-disciplinary and focused on entrepreneurial education. Uva Wellassa University has been exploring new veins of mechanisms to sustain our mission, and the

collaborative endeavours are a hallmark of our strategies in making our mark locally and beyond.

I view the Social Enterprise Summit – 2022 as a commendable collaborative effort in founding a conducive floor to craft innovative approaches to resolve unattended social issues around us. It makes a precious platform since it brings together renowned local and global academic leaders, researchers, practitioners, impact leaders and policymakers.

While thanking all the collaborative partners who have untiringly worked on putting this summit together, I wish it to continue in years to come since I believe that this is an exceptional initiative to steer towards instilling a deep sense of social consciousness.

I wish Sri Lankan Social Enterprise Summit – 2022 all the success!

Professor Jayantha Lal Ratnasekera
Vice Chancellor
Uva Wellassa University of Sri Lanka.

MESSAGE FROM THE VICE CHANCELLOR

UNIVERSITY OF PERADENIYA



Congratulations on organizing the second Social Enterprise Summit, which creates a platform to generate innovative ideas to solve social problems by establishing non-traditional business models. Social enterprise borders private and voluntary service in that the private sector could contribute to social (and economic) development. This year's theme of the summit, 'elevating social enterprises as a social-economic recovery strategy in the times of crisis,' fits well with the current challenges imposed by the pandemic.

I am pleased that the University of Peradeniya is organizing this summit in partnership with Uva Wellasa University. The summit of nature that has been organized plays a leading role in initiating social change by training our students - undergraduates and postgraduates to find innovative solutions to societal issues. Further, I believe social entrepreneurship will also get deliberated at the summit.

The summit has the potential to motivate the attendees of the conference to establish sustainable, innovative business models considering social, environmental, and cultural challenges faced by our societies which would uplift the living standards of our peoples. Being the Vice-Chancellor of the University of Peradeniya, I would like to thank the conference committee for organizing this event. Further, I greatly appreciate the efforts made by Business Linkage, Innovation, Incubation and Technology Transfer Office (BLII-TTO) of the University of Peradeniya and the Uva Wellasa University for providing guidance, mentoring, training, and coordination between relevant agencies on Social Entrepreneurship.

I wish the conference great success!

Professor M.D.Lamawansa
Vice-Chancellor
University of Peradeniya

MESSAGE FROM CHIEF EXECUTIVE OFFICER

LANKA SOCIAL VENTURES



We, Lanka Social Ventures (LSV) are pleased to have partnered with Uva Wellassa University of Sri Lanka and the University of Peradeniya on the second Sri Lankan Social Enterprise Summit 2022.

We firmly believe that today, social enterprises have a more significant role to play than ever before. It is widely known that the Covid-19 and the economic crisis have emerged as a matter of concern for everyone, especially concerning as to how we collectively come out of this crisis successfully. At this juncture, social enterprises can play a pivotal role in mitigating the negative effects of the economic crisis if these social enterprises are given the necessary assistance, advice and guidance to create a positive impact, especially on affected communities. We wish to applaud the two universities for taking the initiative to continue the dialogue forward on social enterprises and for taking initiatives in developing young budding graduates who are passionate about creating positive impact and contributing to social change. We are happy to note that we have been able to contribute to these initiatives by offering our professional support and guidance.

We have no doubt that this summit will create a platform for networking and establishing relationships among social entrepreneurs, impact investors, academics, service providers and policymakers for furthering the advancement of the social enterprise sector in Sri Lanka. We wish the Sri Lankan Social Enterprise Summit 2022 every success, and we will continue to nurture the excellent relationship we have with the organizers.

Dr Lalith Welamedage
Co-founder and Chief Executive Officer
Lanka Social Ventures

MESSAGE FROM CO-CHAIRS



On behalf of the organizing committee, we are glad to extend a warm welcome to the second Sri Lankan Social Enterprise Summit 2022, under the theme "*Elevating social enterprises as a socio-economic recovery strategy in times of crisis.*" The summit will be a

hybrid event where a diverse group of academics, research leaders, practitioners, impact leaders, social entrepreneurs, impact investors, policymakers, and aspiring university student impact leaders will come together to develop socially conscious solutions for better societies and a better world. The summit starts on September 29, 2022, with an industry session where several impact leaders share their knowledge and insights to help Sri Lanka develop a thriving social enterprise sector. The summit consists of two technical sessions where a number of research on social entrepreneurship, social innovation, social value creation, and new trends in the industry will be presented. Additionally, the summit intends to give our aspiring university student impact leaders a stage on which to present their social enterprise concepts.

We thank all our collaborative partners, including Uva Wellassa University, University of Peradeniya, Sri Lanka Forum of Entrepreneurship, and Lanka Social Ventures, for their fantastic help and dedication in organizing this summit. We are equally appreciative of the efforts made by our keynote speakers, organizing committee members, reviewers, editors, track chairs, and impact investors for their incredible contribution to steering the summit on the correct path.

We hope that the Sri Lankan Social Enterprise Summit in 2022 will provide an environment that encourages collaboration in developing socially responsible solutions for a better world.

We wish Sri Lankan Social Enterprise Summit-2022 all the success!

Dr Kumudu Jayawardhana
Summit Co-Chair
Uva Wellassa University of Sri Lanka

Dr S Maheswaran
Summit Co-Chair
University of Peradeniya

MESSAGE FROM THE EDITORIAL COMMITTEE

We are delighted to provide this message for the proceedings of the 2nd Sri Lankan Social Enterprise Summit themed, *"Elevating Social Enterprises as a Socio-Economic Recovery Strategy in Times of Crisis"*, organized by the Uva Wellassa University of Sri Lanka in collaboration with the University of Peradeniya and Lanka Social Ventures. The purpose of the summit is to offer a forum for scholars and social entrepreneurs to disseminate their research findings about how social enterprises should flourish and provide social impact in a highly demanding global environment. This summit also allows social entrepreneurs, academics, and politicians to network and build contacts.

The notion of social entrepreneurship is an emerging alternative business model for creating social impact through solving a variety of intractable societal problems, such as poverty, inequality, and the food crisis, as well as climate change, pandemics, and natural catastrophes. Social firms are sometimes called "fair share models" because their value-generating process strives to improve people's living capability and quality of life. The government has always been the primary source for delivering public goods and resolving social concerns. Despite this, social enterprises have shown that they can effectively manage escalating global ecological concerns with their entrepreneurial spirit.

The abstracts focus chiefly on overall social enterprise landscape, various models, strategies, and techniques social entrepreneurs might use to elevate their social impact. In addition, they discuss conceptual boundaries and how those boundaries could be redefined to derive meaningful insights. All submitted abstracts were subjected to a rigorous double-blind peer-review procedure, and only around one-third of the abstracts were chosen for presentation. We are very grateful to all the authors, reviewers, and editorial board members for their contributions to the editorial process. On behalf of the organizing committee, we wish all presenters the best of luck.

Editorial Committee
Sri Lankan Social Enterprise Summit 2022

SUMMARY OF THE KEYNOTE SPEECH

Professor Jay Weerawardena
UQ Business School
The University of Queensland
Australia

Social Enterprises in a Challenging Operating Environment: A Case Study from Indian Taxi Industry



Their purpose

Over the last decade, social enterprises have received widespread attention as more effective alternatives to traditional public and non-profit organizations in addressing social problems. Today their contribution is sought to address global wicked problems such as poverty, malnutrition, and the effects of global warming. Very broadly, social enterprises are organizations that are driven by a social mission and apply market-based strategies to achieve a social (or environmental) purpose. A wide variety of social enterprises can be seen today: non-profit organizations reliant on earned income and fees; for-profit organizations with a social mission; hybrid organizational models that include for-profit and non-profit components, including non-profits with for-profit subsidiaries; and new legal entities such as the community interest company (CIC) and the low profit limited liability company (L3C) which is a social mission organization that can obtain funds from investors (Young, 2012; Weerawardena, McDonald, & Sullivan Mort, 2010).

'Bowling before two gods' – Balancing money and mission

In their pursuit of delivering sustained social value to targeted communities, social enterprises encounter a unique and challenging situation in that they must 'bow before dual gods' – deal with two sets of stakeholders and their competing demands, i.e., donors and government agencies that support the delivery of social value to the beneficiaries and commercial agencies that support their commercial value creating efforts (Smith & Besharov, 2019). This creates tension, which needs to effectively be managed if the social enterprise to deliver its social mission.

Whilst it is evident that commercial income generating activities have enabled them to generate a substantial portion of their revenue from the sales of goods and services (Ebrahim et al., 2014), it is argued that these initiatives result in them losing sight of their social mission or result in 'mission drift,' which may not be desirable to achieve its social mission (Ramus & Vaccaro, 2017). This situation demands social enterprises to workout appropriate business models and governance structures to handle the trade-offs between social versus commercial activities. In this context, the success of the social enterprise is determined by the way the social enterprise balances their primary purpose of delivering greater social value to targeted communities, with commercial activities (Ebrahim et al., 2014).

Fighting challenges for survival and growth

In my presentation, I will discuss a social enterprise case study that was aimed at empowering women from minority and low socio-economic backgrounds. This enterprise is a women's taxi service launched in Mumbai, India in 2008. From the very beginning, the SE had an uphill task of fighting against many types of societal exclusions, occupational (stereotyping against women), financial (renting or buying vehicles), infrastructure (limited access to literacy) and social exclusion (societal and caste-based). However, on a positive note, the shared taxi services such as Uber and Ola were having an increased presence of women drivers and the background experience of the founder and her determination to make event successful enabled the venture to move forward. Another positive development was many State governments had a policy of supporting projects aimed at empowering women.

COVID-19 Challenges and Opportunities

The COVID-19 pandemic period and the period that followed posed substantial challenges to the operations of social enterprises. As we know, in economic down-turns such as the Global Financial Crisis in 2008 social purpose organizations (SPOs) are the worst to be affected, particularly those relying in donor support. With 'lockdowns' becoming a regular feature, in many governments attempts to arrest the pandemic the economic activities were severely disrupted. The resulting financial challenges were increasingly evident. However, as in any societal crisis,

the pandemic situation created increased demand for social support was evident. However, as many writers argue, the pandemic also provided opportunities to social enterprises to be more innovative in their operations, requiring increased collaboration with other competitive firms in their industries.

In the taxi industry, the disruptive measures that were introduced by the government initially caused a shrink in travel. As Meena (2020) found, the use of shared mobility dropped (35% compared to the normal situation) significantly because of the high risk of virus transformation from close contact with unknown people. However, taxi industry was permitted to freely operate as it was considered an essential service. With this came the responsibility of adhering to social distancing and hygiene practices and exercise due care to look after both passengers and them. With government gaining control on the virus, operational restrictions were eased. Beyond COVID-19 disruptions, still several challenges that are common to many social enterprises remain to be addressed by the case study. They are, (a) Can the mission of 'women empowerment' be achieved? (b) Should PTS invest more in expanding the service (c) Can the social enterprise be sustainable?

References

- Ebrahim, A., Battilana, J. and Mair, J. (2014). "The governance of social enterprises: Mission drift and accountability challenges in hybrid organizations". *Research in Organizational Behavior*, 34, 81–100.
- Ramus, T., A. Vaccaro, and S. Brusoni (2016) "Institutional complexity in turbulent times: Formalization, collaboration, and the emergence of blended logics." *Academy of Management Journal* (forthcoming), published online ahead of print. DOI: 10.5465/amj.2015.0394.
- Weerawardena, J., McDonald, R. E., & Sullivan Mort, G. (2010). "Sustainability of non-profit organizations: An empirical investigation". *Journal of World Business*, 45: 346–356.
- Young, D. R. (2012). The state of theory and research on social enterprises. In *Social enterprises* (pp. 19-46). Palgrave Macmillan, London.

Program Committee SLSES 2022

Co-Chairs

Dr. Kumudu Jayawardhana

Dr. S. Maheswaran

Secretary

T.G.A.H.C. Amarawansa

Organizing Committee

Prof. P.I.N. Fernando

Prof. R.D.Yapa

Dr. J. Siyambalapitiya

Dr. A.A.K.K. Jayawardhana

Dr. S. Maheswaran

Dr. K.M.M.C.B. Kulathunga

Dr. N.P.R. Deyshappriya

Mr. C.J.P. Kulathilake

Dr. H.N.L. Wasantha

Ms. T.G.A.H.C. Amarawansa

Ms.J.N. Kanagaratnam

Ms. P.G.M.S.K. Gamage

Ms.K.J.T.Perera

Ms.A.G.N.K. Fernando

Ms. I.V.M.N. Premadasa

Ms. W.K.S. Wadduwage

Mr. P. Mathushan

Ms. L.E.AN. Perera

Ms. L.M.I.M. Lewliyadda

Ms. K.M.N. Jeewanthi

Ms. H.M.T. Priyadarshani

Review Panel: Abstracts

Prof. P.I.N. Fernando

Prof. J.P.R.C. Ranasinghe

Prof. P.M.B. Jayathilake

Prof. A. Pushpanathan

Dr. J. Siyambalapitiya

Dr. K.M.M.C.B. Kulathunga

Dr. A.A.K.K. Jayawardhana

Dr. N.C. Jayasinghe

Dr. H.A.K.N.S. Surangi

Dr. S. Maheswaran

Dr. L. Welamedage

Dr. C. Weerakoon

Dr. L.N.A.C. Jayawardena

Dr. T.R. Perera

Review Panel: Pitches

Dr. N.C. Jayasinghe

Ms. A. C.I.D. Karunarathna

Mr. A.M.D. B. Nawarathna

Ms. C.P. Danthanarayana

Ms. K.J. T. Perera

Ms. A.G.N.K. Fernando

List of Abstracts

Abstract ID 01

A Conceptual Review: The Potential Growth Obstacles for Social Enterprises in Sri Lanka

W.N.Sellahewa, T.D.Samarasinghe

Abstract ID 02

What defines the uniqueness of Social Entrepreneurs? A qualitative study on Uva-Central region-Sri Lanka

L.K.T.L.Perera

Abstract ID 03

Potentials and Challenges for Community Based Tourism Development in Nilgala and in the Periphery of Gal Oya National Park

P.L.P.D.Kawshalya, J.P.R.C.Ranasinghe, U.G.O.Sammani

Abstract ID 04

Exploration of Social Innovation Domain: A Bibliometric Journey

Packiyathan Mathushan, Jasintha Nirojan

Abstract ID 05

Consequences of Economic Crisis on Sri Lankan Social Enterprises

T.G.A.H.C.Amarawansa, P.G.M.S.K.Gamage, J. Siyambalapitiya

Abstract ID 06

Dynamic Capabilities in Social Enterprises

Sandamali Wadduwage, Madhuwanthi Premadasa, Packiyathan Mathushan

Abstract ID 07

Assessing the Triple Bottom Line Sustainability of the Social Enterprises: Empirical Evidences from Social Entrepreneurs in Sri Lanka

L.M.I.M.Lewliyadda, A.G.N.K.Fernando

Abstract ID 08

Potentials to Eliminate Marginalization of Indigenous Community through Entrepreneurial Development: Evidence from Rathugala Indigenous Community

A.C.I.D. Karunaratne, A.M.N.M. Gangananda, G.H.V. Harshani, R.A.D.D.N. Ranatunga

Abstract ID 09

Conceptualizing the role of Social Entrepreneurial Intention on Dual Performance

W.M.H.K. Bandara, K. Jayawardhana, C. Jayawardena

Abstract ID 10

The Role of Social Entrepreneurs in Sustainable Development in Tourism Destinations

C.P. Danthanarayana, H.N. Jayawardena

Abstract ID 11

Strategic responses of Social Enterprises to Covid-19 Pandemic Situation

D.A.O.N. Dolewaththa, K.J.T.Perera

Abstract ID 12

Value Co-creation Orientation and Social innovation within Social Enterprise:
Moderating effect of Environmental Dynamism

P.R.T.P Paranagama

Abstract ID 13

The Commercialization Process of Co-operatives in Sri Lanka: A Systematic
Literature Review

Y.Y. Senavirathne, S. Maheswaran, K.A.D.T.D.Kuruppu

Abstract ID 14

Experimenting Motivation of Nascent Social Entrepreneurs in Sri Lanka: Do
Financial Constraints Matter?

D.I.J. Samaranayake, S. Maheswaran

Abstract ID 15

Unpacking the Construct of Social Innovation

Madhuwanthi Premadasa, Janaka Siyambalapitiya, Imali Fernando

Abstract ID 16

A Study on Potentials of Developing Sustainable Coastal Tourism in Sri Lanka
from Government Perspective Study of Hikkaduwa Area

W.M.D.D.R. Wickaramanayaka, R.S.S.W.Arachchi, W.M.A.H.Bandara

Abstract ID 17

Social Entrepreneurship and Sustainable Economic Growth: A Theoretical
Approach and Policy Recommendation for Sri Lanka

L. E. A. N. Perera, H. M. T. Priyadarshani, K. J. T. Perera

Abstract ID 18

Narrating Experiences of Sri Lankan Social Entrepreneurs Motives and Barriers

H.A.K.N.S.Surangi

Abstract ID 19

How the Current Economic Crisis is Impacting on Social Enterprises and SMEs
in Sri Lanka

Lalith Welamedage, Nuwan Darshana Godagamage, Sevinda Dilnuwan

Abstract ID 01

The Potential Growth Obstacles for Social Enterprises in Sri Lanka: A Conceptual Review

W.N.Sellahewa; researchassistwns@gmail.com
T.D.Samarasinghe
Sabaragamuwa University of Sri Lanka

Social Enterprise's main objective is the accomplishment of specific social goals while carrying out business operations. In Sri Lanka, the concept of a "Social Enterprise" is relatively new. The problems and limitations that social companies face, meanwhile, have not received enough attention in Sri Lankan setting in recent years. Determining potential growth barriers for social enterprises in Sri Lanka is the aim of this research. The study uses an inductive research methodology. This study outlines certain potential growth barriers for social companies in Sri Lanka, as shown by the data. Accordingly, this study identifies obstacles that social entrepreneurs must overcome, including lack of public awareness and comprehension of social enterprises, lack of a sound business plan, lack of support from institutions and the government, and challenges in obtaining financing. The government should be favorable to social entrepreneurs by providing infrastructure facilities, encouraging public-private partnerships to draw donors, providing volunteer information, and enhancing social entrepreneurship education at universities, institutions, and other educational establishments to promote social enterprises. The knowledge gained from the current study will help with future empirical research and its consequences for policymakers. Policymakers, social investors, and other key players will have the information they need to support the social enterprise sector more effectively. The recommendations made by this study will also help social entrepreneurship get more public recognition. The study fills a vacuum in the literature on Sri Lankan social enterprises by simulating the difficulties experienced by them.

Keywords; Growth obstacles, social enterprises, social entrepreneurs

Abstract ID 02

What defines the uniqueness of Social Entrepreneurs? A qualitative study on Uva-Central region of Sri Lanka

L.K.T.L.Perera; thusitha.perera@dfccb.com, thusithalakmal78@gmail.com
Business Development Manager- Micro-Small and Medium Enterprises
Department DFCC Bank-Uva and Central region

The concept of “Social Entrepreneurship - SE” centers on social value creation instead of merely focusing on financial value creation, while reflecting a hybrid model that combines for-profit and non-profit actions that blurred the traditional boundaries among the public, private, and nonprofit categories, where provides a framework for business success while supporting the community by developing sustainable solutions. Within this journey, employment creation, eliminating poverty, and sustaining community services while addressing ecological sustainability were among the major contributions. SE aims to facilitate prolific social change and viable solutions to youth unemployment in less-privileged regions within the countries and developing countries. Within this light, the paper identifies the unique characteristics of SEs qualitatively while focusing on Uva-Central Regions of Sri Lanka adopting a comprehensive survey through in-depth interviews. Due to the hybridity nature, as the first step, key SEs were identified through both financial focus and social mission, thus agriculture-based ventures: poultry, dairy, floriculture, and value addition-related contexts were mostly highlighted. SEs were highlighted via consistent risk-taking through diverse value-addition contexts. Pro-activeness is an opportunity-seeking, forward-looking perspective ahead of the competition and acting in anticipation of future demand to create change and shape the environment, thus, SEs exhibit a proactive nature rather than reacting to the challenges. Moreover, SEs exhibit “local resource usage” while almost all respondents highlight how vital is to sustain local/indigenous resources within the hybridity, thus tending to “localness” while some were purely based on “value addition to local resources”. SEs consider the beneficiaries as their core for success and provides innovative solutions to socially vulnerable groups, mostly the “lowest layers” within the society, and women-based SEs were prioritized. Led by this direction, the “credit trap” due to the micro-based financing sector could be diminished through this model by addressing the needs of vulnerable social groups and empowerment. Findings led to

more intensive work and comparative studies among different developing economies. As conclusion, key characteristics identified; (a) risk-taking and managing, (b) pro-activeness, (c) innovativeness and constant value-addition, (d) indigenous resources to address the local social issues, and (e) social mission to more beneficiaries and empowerment. Study findings will provide future research directions.

Keywords; Hybridity, innovativeness, managing risk, pro-activeness, social entrepreneurship

Abstract ID 03

**Potentials and Challenges for Community Based Tourism Development
in Nilgala and in the Periphery of Gal Oya National Park**

P.L.P.D.Kawshalya; kawshalyaplp1996@gmail.com

J.P.R.C.Ranasinghe

U.G.O.Sammani

*Department of Tourism Studies, Faculty of Management, Uva Wellassa
University*

Community Based Tourism carries many advantages to the wider community by improving the rural living standard. Nilgala and in the periphery of Gal Oya National Park is an area that can be developed Community Based Tourism nourished by natural, cultural resources where poor people live. This study mainly focuses on finding the potential and challenges for Community Based Tourism Development in Nilgala and in the periphery of Gal Oya National Park and exploring benefits of promoting Community Based tourism in this area. This research adopted the qualitative approach and primary data were collected from 11 several key stakeholders in Nilgala and in the periphery of Gal Oya national park. Semi structured interviews were used with a purposeful sampling technique. A qualitative data analytical method was employed and the collected data were analyzed by using qualitative content analysis. The findings of the study revealed about the socio-cultural, economic, and environmental benefits of Developing Community Base tourism related to the Nilgala and periphery of Gal Oya National Park. Absence of Infrastructure Facilities, Poor Government Cooperation. Lack of Human resources and E-Commerce Awareness, less awareness, Economic Problems, Poor Knowledge about Concept were the challenges for developing Community Base tourism. Moreover, tourism assets and tourism attributes which can be converted in to effective tourism products were identified as the potentials for Community Base Tourism Development in Nilgala and periphery of Gal Oya National Park. The recommendations of this study included directions to avoid Challenges and ways to develop the tourism in Nilgala and periphery of Gal Oya National Park.

Keywords; Community-based tourism, potential, develop, qualitative study

Abstract ID 04

Exploration of Social Innovation domain: A Bibliometric Journey

Packiyathan Mathushan; mathush92@gmail.com

Uva Wellassa University of Sri Lanka

Jasinth Nirojan; jasinthbn@univ.jfn.ac.lk

University of Jaffna

Social innovation is increasingly recognized as a catalyst for sustainable development and inclusive growth. Because of policy debates and collaborative responses to societal difficulties, social innovation has become critical for assisting communities in areas where markets and established institutions fail. Although academics and practitioners utilize social innovation frequently, the conceptualization and research framework has remained dispersed and fragmented because no systematic effort has been made to grasp the fundamental idea behind social innovation. Owing to the concept's complexity and cross-disciplinary nature, which ranges from public policy to environmental sustainability, business-to-business practitioners and academics must thoroughly understand the concept. Ironically, the past findings show that the research on the evolution of the social innovation domain is still in its infancy and requires further exploration. Notably, the traditional literature reviews significantly contribute to the advancement and evoke a deeper understanding of a specific research phenomenon; however, they lack a comprehensive evolution of the research domain. According to data from the Scopus, with the utilization of VOS viewer the major goal of this study is to pinpoint some of the most pertinent studies in this area as well as some of the most recent trends of social innovation. Seven themes are established including social value creation, social capital, sustainable development, neoliberalism, social responsibility, social change, adaptive management in the social innovation literature. This study is an examination of the most significant journals, the countless publications that have been cited most frequently throughout history, and the most productive and significant writers. Despite some differences, the outcomes are consistent with conventional wisdom. The paper contributes new theoretical perspectives, in addition to contributing to practice.

Keywords; Social innovation, sustainable development, environmental sustainability, bibliometric analysis

Abstract ID 05

Consequences of Economic Crisis on Sri Lankan Social Enterprises

T.G.A.H.C.Amarawansa; hirusha@uwu.ac.lk

P.G.M.S.K.Gamage; sewwandi@uwu.ac.lk

J. Siyambalapitiya; janaka@uwu.ac.lk

*Department of Management Sciences, Faculty of Management,
Uva Wellassa University*

Recently, Sri Lanka's economic crisis has gotten worse, and its negative repercussions have spread to every industry there. As a result, researches have recently begun to pay more attention to study on the effects of economic crisis on different types of businesses/ enterprises while no attention has been paid on how social enterprises have been affected. Based on this lacunar, the overarching objective of this study was to evaluate the consequences of economic crisis on social enterprises in Sri Lankan context. Taking a qualitative research approach, applying the maximum variation sampling strategy, 20 social enterprises were interviewed to achieve the overarching research problem. Structured interviews were used to collect data and data were thematically analyzed to derive meaningful insights. The crisis scenario has had a general impact on the following five categories - resource management, consumer and market-based operations identification, income and revenue generation, economic factors operational feasibility, and sustainability and future orientation. Interestingly, the behaviors of these five themes were largely different among social enterprises based on their scale and the customer base. By doing so, overall issues were investigated that social enterprises are facing as a unique cohort of enterprises as well as the differences of challenges they face based on diversities among them.

Keywords; Social enterprises, economic crisis, challenges

Abstract ID 06

Dynamic Capabilities in Social Enterprises

Sandamali Wadduwage; Kanchanasandamali199601@gmail.com

Madhuwanthi Premadasa

Packiyathan Mathushan

Uva Wellasa university of Sri Lanka

The studies on the field of social entrepreneurship have gained more and more attention during the past two decades. Instead, focusing on accumulating wealth, social entrepreneurship intends to deliver positive social while staying financially sustainable. The dynamic capabilities play a predominant role in enhancing the dual performances of social enterprises. Past studies show that the research on dynamic capabilities in social entrepreneurship is still in its infancy and require further exploration from a developing country's perspective. The main purpose of this study is to examine the dynamic capabilities (sensing, seizing, and reconfiguring) in achieving dual performances – mission-based and financial-based in social enterprises in the Sri Lankan context. By taking qualitative research stand point, this study adopted maximum variation sampling techniques in selecting the sample of social enterprises. Data were collected through focus group interviews with 24 Sri Lankan social enterprises, and the collected data were thematically analyzed. The analysis theoretically stood the link between dynamic capabilities and dual performance achievements in the social entrepreneurship context. The findings of the study identified dynamic capabilities in social enterprises in a developing country perspective, and the role of dynamic capabilities (capability to sense opportunities, capability to seize opportunities, and capability to manage threats through reconfiguring internal assets) to achieve the dual mission performances in the social enterprise context. By doing so, this study provides noteworthy implications theoretically and practically by shedding light on the role of dynamic capabilities in dual mission achievements in social enterprises. This study contributes to social entrepreneurship literature by recognizing the role of dynamic capabilities in achieving dual performance which leads to creating a better understanding of the social enterprise context. This study provides valuable implications for practitioners as our findings promote the activities that they have to nurture when they build opportunities, integrate opportunities, and reconfigure resources for sustainable social outcomes.

Keywords; Dynamic capabilities, social enterprise, dual performances

Abstract ID 07

**Assessing the Triple Bottom Line Sustainability of the Social Enterprises:
Empirical Evidences from Social Entrepreneurs in
Sri Lanka**

L.M.I.M.Lewliyadda; imalkalewliyadda96@gmail.com

A.G.N.K.Fernando; nipuni.f@uwu.ac.lk

*Department of Management Sciences, Faculty of Management,
Uva Wellassa University*

Social entrepreneurship is leveraging new economies and constructing a sustainable economic and ecological system. Social entrepreneurship has been identified as a fast-emerging discipline in a developing economy like Sri Lanka as a way of boosting the economy and social fabric. Accordingly, the purpose of this study is to empirically investigate the way of ensuring Triple-Bottom line sustainability by the social enterprises to commit toward sustainable development goals as a way to balance current consumption and future needs in Sri Lanka. Thus, using a sample of 33 social entrepreneurs in Sri Lanka, the hypothesized relationships were tested through the partial least squares structural equation modeling technique. The respondents of the study were selected using a convenient sampling technique and data was collected using a self-administered questionnaire. The results reveal that social enterprises possess high levels of impact on economic, social, and environmental scales. Moreover, the results also revealed that there is a significant and positive relationship between social entrepreneurship and economic, social, and environmental sustainability perspectives. The findings of this study identified social entrepreneurship as a key determinant in achieving sustainable growth and long-term development. Thus, encouraging and growing a large base of social entrepreneurs is a beneficial long way toward addressing sustainable development gaps in Sri Lanka. Even more importantly, the findings revealed that social entrepreneurship is a viable option and a possible antidote to the long-term development of Sri Lankan Triple bottom line aspects including, Poverty Unemployment, a high crime rate, and infectious and noninfectious diseases. This study makes recommendations to the government to create a tailored support program for social entrepreneurs, as they are underserved by programs designed for mainstream for-profit entrepreneurs. Further, governments need to initiate policies favoring the development of social

entrepreneurship to achieve long term economic, social and environmental sustainability.

Keywords; Triple bottom line, sustainability, social enterprises, social entrepreneurship

Abstract ID 08

Potentials to Eliminate Marginalization of Indigenous Community through Entrepreneurialism Development: Evidence from *Rathugala* Indigenous Community

A.C.I.D. Karunaratne; chandi@uwu.ac.lk

A.M.N.M. Gangananda

G.H.V. Harshani

R.A.D.D.N. Ranatunga

Department of Tourism Studies, Uva Wellassa University, Badulla, Sri Lanka

There are over 5000 different indigenous community groups scattered over 70 countries around the globe, commonly at the risk of poverty, hunger, conflict, discrimination and marginalization. Hence, the importance of prioritizing indigenous people in economic activities was deeply discussed in order to confirm human rights of ensuring no one is left behind, allowing participatory approach for everyone to take part in the development process, and offering a space for indigenous peoples' desires and anticipations for a secured future. The term "marginalization" refers to the status of people, groups, or populations who do not relate to the majority in society and who live on the periphery of those who wield control over the economy, culture, and welfare systems. The tangible and intangible heritage of *Rathugala Vedda* which is strongly vulnerable and marginalized has become to saturate gradually and at a risk of degeneration. The literature reveals that the most promising strategy for economic development in low-end marginalized communities is to promote entrepreneurship and the growth of small businesses as they are neglected in mainstream economic activities, and lack with sufficient competencies, skills, nor recognition. Principally, this study aims to identify the potentials as well as the challenges to eliminate marginalization of indigenous community in Sri Lanka through entrepreneurialism development in selected site of *Rathugala* indigenous community village. A qualitative research approach was applied since complicated socio-economic factors can be delved through in-depth interviews. Thus, the study consisted of 15 in-depth interviews to answer the formulated research questions and thematic analysis was used to analyze qualitative data. Results of the study revealed that there is an increasing trend of tourist arrivals to the area particularly after setting up the *Rathugala* Heritage Centre and it can be positively adopted to hone their entrepreneurial skills. This will create intellectual cosmos to eradicate

marginalization by practicing entrepreneurialism within the indigenous community, incorporating the possible activities in and around the traditional lands and topographies, without discontinuing their traditional lives, values and cultures which is highly vulnerable at present. The abundant of herbs, raw material for handicrafts, bee honey, and grist can be converted into value added products by giving an indigenous touch. Furthermore, the intense commitment and enthusiasm possessed by the females of the community to become entrepreneurs is significant although they lack in technical knowledge and skills which could be improved through proper training and guidance. This could result in the creation of a more interactive platform for the indigenous people, and if done consistently, it could eventually lead them becoming less marginalized with the mainstream society.

Keywords; Entrepreneurialism, indigenous, marginalization, socio-economic, Rathugala

Abstract ID 09

Conceptualizing the Role of Social Entrepreneurial Intention on Dual Performance

W.M.H.K. Bandara; heshanikaushalya07@gmail.com

*Board of Study in Agricultural Extension, Postgraduate Institute of Agriculture,
University of Peradeniya, Sri Lanka*

K. Jayawardhana

*Department of Management Sciences, Faculty of Management, Uva Wellasa
University of Sri Lanka*

C. Jayawardena

*Board of Study in Agricultural Extension, Postgraduate Institute of Agriculture,
University of Peradeniya, Sri Lanka*

As a burgeoning area of research, social entrepreneurship has recently drawn a lot of interest. Although entrepreneurial intentions and performances have received enough academic scrutiny in the for-profit research context, there is a dearth of research in the area of social entrepreneurship. Addressing this knowledge vacuum, this paper developed a conceptual framework that illustrates the relationship between social entrepreneurial intention and dual performance—mission-based performances and financial-based performances. The proposed conceptual framework has been mainly grounded on the theoretical foundations of prospect theory, social cognition theory, and theory of planned behavior. The paper conceptualizes that there is a direct positive relationship between social entrepreneurial intention and dual performance. Further, the model theorizes that social entrepreneurial self-efficacy mediates the potential relationship between social entrepreneurial intention and dual performance. Providing further insights into the research objective, the model conceptualizes social entrepreneurs' optimism moderates the potential relationship between social entrepreneurial intention and social entrepreneurial self-efficacy. Additionally, the proposing model suggests that the degree of strategic agility among social entrepreneurs moderates the relationship between social entrepreneurial self-efficacy and dual performance of the social enterprise. The paper also discusses the theoretical implications of the conceptualization.

Keywords; Social entrepreneurial intention, social entrepreneurial self-efficacy, dual performance, optimism, strategic agility

Abstract ID 10

The Role of Social Entrepreneurs in Sustainable Development in Tourism Destinations

C.P. Danthanarayana; chathuri.d@uwu.ac.lk

H.N. Jayawardena;

Department of Tourism Studies, Uva Wellassa University of Sri Lanka

Regardless of the growing recognition on the involvement towards development across the globe, academic studies on social entrepreneurship are still in its early stages. This study is mainly evaluating social entrepreneurs not only relevant for those who are engaged in businesses, but also potential implications it has for the areas such as tourism destination development, managing relationships between tourism stakeholders, tourism policy development and sustainability. The study presents how social entrepreneurs lead to sustainable development in tourism destinations. Primarily, it is focusing on identifying the role of social entrepreneurs in terms of developing tourism destinations, and how those identified roles are interconnected to develop sustainable development in tourism destinations. Given the qualitative nature of the study, twelve semi-structured interviews were conducted among social entrepreneurs related to the tourism industry in Central Province, Sri Lanka. Accordingly, to probe the main focus of the study, content analysis was adapted to analyze the collected data through interviews. The findings emphasize that, there is a huge possibility to have sustainable development in developing tourism destinations with innovative and creative approaches rather than being stuck with distinct challenges. Social entrepreneurs are involving positively in poverty reduction, environmental sustainability and sustainable development in tourism destinations while acting as motivators for sustainable development. The study has practical implications for policy makers, practitioners and academics underlining the importance of encouraging social entrepreneurs to emerge with innovative practices for sustainable development in tourism destinations. Whilst, to better understand social entrepreneurs and their success, particularly in developing countries like Sri Lanka, it is necessary to examine the tactics and inspiration they use to deal with the inescapable contextual restrictions.

Keywords; Poverty reduction, role, social entrepreneurs, sustainable development, tourism destination

Abstract ID 11

Strategic Responses of Social Enterprises to Covid 19 Pandemic Situation

D.A.O.N. Dolewaththa; oshannawanjaya@gmail.com
K.J.T.Perera

Department of Management Sciences, Uva Wellassa University, Sri Lanka

Social entrepreneurship involves delivering sustainable solutions for the social issues neither the government nor the private sector organizations make their active involvement. Being “mission-driven” organizations, social enterprises are highly vulnerable to external shocks such as pandemics and economic recessions compared to for-profit organizations. The situation forces them to search for different strategic approaches to survive in the markets as financially viable organizations specifically in times of crisis. Thus, this study explored diverse strategic responses of social enterprises adapt to survive and thrive in the Covid 19 pandemic. Taking a qualitative approach, this study interviewed 12 social entrepreneurs to collect data and data were analyzed by using thematic sampling techniques. Our qualitative findings suggest cutting down unnecessary expenses within organizations, renegotiating with financial institutions and getting benefits from modern technology such as digital media platforms to survive this kind of crisis. The overall research findings provide theoretical and practical significance to strategic responses of social enterprises to the Covid 19 pandemic situation in Sri Lanka.

Keywords; Social entrepreneurship, social enterprise, Covid 19 pandemic, strategic responses

Abstract ID 12

Value Co-Creation Orientation and Social Innovation within Social Enterprises: Moderating Effect of Environmental Dynamism

P.R.T.P Paranagama; enm17040@std.uwu.ac.lk

Department of Management Sciences, Faculty of Management, Uva Wellassa University of Sri Lanka

The academic scrutiny on value co-creation has increased since the approach persuades active collaboration with stakeholders in creating the desired value. This study investigated the impact, association, and existing usage of value co-creation orientation on social innovations within Sri Lankan social enterprises with the moderating effect of environmental dynamism. Being "mission-driven" organizations, the primary purpose of social enterprises is to deliver a positive social impact in lieu of wealth accumulation. The scope of social enterprises urges them to stay closer to the beneficiaries since understanding their true needs matters in delivering the social mission and sustaining as financially viable organizations. The data was gathered by issuing a self-developed questionnaire to 284 social enterprises in Sri Lanka. Data analysis was performed through descriptive analysis and Structural Equation Modeling. The findings of the study concluded that there is a positive relationship between value co-creation and social innovation, while environmental dynamism is negatively moderated. The current level of value co-creation usage within social enterprises is also satisfactory. As per the descriptive statistics, the majority of the service-oriented social enterprises are using the value co-creation concept rather than product-oriented social enterprises within the Sri Lanka context. The research findings will influence policymakers to expand actions connected to value co-creation and social innovation, which are crucial in developing nations like Sri Lanka. The overall research findings provide managerial and theoretical implications for further improving value co-creation and social innovation within social enterprises in Sri Lanka. The outcome of this study recommends social entrepreneurs and policymakers have a mechanism to improve value-creation to enhance social innovations.

Keywords; Value co-creation orientation, social innovation, social enterprises, environmental dynamism

Abstract ID 13

**The Commercialization Trends of Co-operatives in Sri Lanka:
A Systematic Literature Review**

Y.Y. Senavirathne; yashu3887@gmail.com

*Department of Management Studies, Faculty of Management, University of
Peradeniya, Sri Lanka*

S. Maheswaran

*Department of Operations Management, Faculty of Management, University of
Peradeniya, Sri Lanka*

K.A.D.T.D.Kuruppu

*Department of Management Studies, Faculty of Management, University of
Peradeniya, Sri Lanka*

A co-operative can be defined as an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a joint-owned and democratically controlled enterprise (Gertler, 2001). The beginning of the Sri Lankan co-operative movement is way back to British colonial and it has been developing a distinctive value system in Sri Lankan economy and society. As these co-operatives become more commercialized, they are becoming more dependent on self-generated earned income instead of government funding. Therefore, the main objective of this paper is to conduct a systematic review on empirical studies related to the commercialization of co-operatives to identify the major transitional trends in Sri Lanka. This review followed an inductive approach to search the topics of “commercialization of social enterprises in Sri Lanka” and “commercialization trends of co-operatives” or “business trends of co-operatives” in titles, abstracts and keywords of the Scopus database which is the largest citation databases to collect and review references. Due to lack of literature available in this aspect specially referring to Sri Lankan context, authors have been filtered ten (10) research articles and analyzed them. As a major trend identified through this analysis, Sri Lankan cooperatives are losing market momentum and strong holds as they struggle to meet the challenges of free market circumstances. Co-operatives' 'dual character,' primarily multipurpose, has now become a 'double edge and double bind conundrum' (Samarasinghe and Jayawardena, 2021). These insights provide background knowledge about the commercialization trends in Sri Lankan co-operatives based on the existing literature.

Keywords; Co-operatives, commercialization, Sri Lanka, dual character

Abstract ID 14

**Experimenting Motivation of Nascent Social Entrepreneurs in Sri Lanka:
Do Financial Constraints Matter?**

D.I.J. Samaranayake; djijs@mgt.pdn.ac.lk

*Department of Management Studies, Faculty of Management, University of
Peradeniya, Sri Lanka*

S. Maheswaran

*Department of Operations Management, Faculty of Management, University of
Peradeniya, Sri Lanka*

Between profit-oriented goals and social oriented goals, there is a dire need to explore social entrepreneurial intention among undergraduates. Thus, we considered undergraduates who are yet to engage with entrepreneurship, as whole university system recently promotes undergraduates to be 'Social Entrepreneurs [SEs]'. It is important to explore the motivation of such SEs as they have potential to improve economic outcomes while promoting societal wellbeing. Though, this is merely a challenge amid the ongoing multifaced crisis as it builds pressure on such communities due to financial constraints. Thus, we aimed to observe whether undergraduates' response constraints in a pro-social manner, given opportunities to prefer anti-social occupations. We conducted choice experiments for studying two anti-social behaviors; 'tax evasion' and 'earning from shadow economy' with a recurrence choice to optimize either the individual or societal wellbeing. The experiment used 240 undergraduates from University of Peradeniya and consisted hypothetical scenarios considering dynamics of financial constraints. Findings revealed that the pressure of constraints reduces the respondent's satisfaction on the occupation assigned and stimulates their engagement in anti-social occupations. Further, the respondents who disclosed lower ambitions enrolled significantly in anti-social occupations. In conclusion, the majority from the sample are motivated for anti-social occupations in response to the financial constraints and promotes private gains. Thus, pro-social motivation among undergraduates needs to be reinforced in order to increase potential SEs in Sri Lanka.

Keywords; Social entrepreneurs, societal-wellbeing, financial constraints

Abstract ID 15

Unpacking the Construct of Social Innovation

Madhuwanthi Premadasa; rafom@uwu.ac.lk

Janaka Siyambalapitiya; janaka@uwu.ac.lk

Imali Fernando; imalif@uwu.ac.lk

Uva Wellassa University of Sri Lanka

The essence of social entrepreneurship, which has grown in popularity over the past two decades, is offering innovative solutions to wicked societal issues. In light of this, social innovation is crucial to social entrepreneurship. However, social innovation conceptualizations have roots in for-profit research contexts. Thereby, this traditional categorization has led to the notion of social innovation as a replica of commercial innovation, and the concept has neglected the contextual aspect. Therefore, the overarching aim of this study is to develop a conceptual framework to understand social innovation. Based on the nature of the investigated phenomenon, a qualitative research paradigm was chosen. The maximum variation sampling approach was employed to generate the research sample, and interviews were performed with 24 social enterprises in the Sri Lankan context. The data was thematically analyzed. The topology was conceptually grounded on two building blocks: a) efficiency and b) effectiveness of social ventures. Subsequently, the paper explored three types of efficiency-based SIs and effectiveness-based SIs - a) market-based SIs, b) organizational-based SIs, and, c) mission-based SIs. Overall, by emphasizing the importance of rethinking the conceptualization of social innovation, this study largely contributes to the social entrepreneurship innovation literature.

Keywords; Social innovation, social entrepreneurship, social enterprises

Abstract ID 16

A Study on Potentials of Developing Sustainable Coastal Tourism in Sri Lanka from Government Perspective: Study of Hikkaduwa Area

W.M.D.D.R. Wickaramanayaka

R.S.S.W.Arachchi

W.M.A.H.Bandara; asankahemantha825@gmail.com

Department of Tourism Studies, Uva Wellassa University of Sri Lanka

Tourism is a multidimensional phenomenon and it has many activities in a community or region with ecological, economic, social and cultural effects which require planning and coordination. In this light, for effective sustainable tourism, careful planning, adaptation of the principles of sustainability and the implications of plans are required to gain maximum economic benefits and tourist satisfaction, while managing the natural resources of the destination. Accordingly, sustainable coastal tourism plays an important role in the tourism industry for innovative approaches. Hence, this study aimed at identifying the potential for developing sustainable coastal tourism in the Hikkaduwa area of Sri Lanka from the government perspectives. Accordingly, 14 government officers who are working in southern province tourism related organizations were selected using purposive sampling technique. Primary data were collected through semi structured interviews. Collected data were analyzed using content analysis. The findings suggest that government institutional involvement is critical to the development of sustainable coastal tourism. In addition, respondents were supportive for adopting sustainable coastal tourism in Hikkaduwa area. Further findings emphasized that Hikkaduwa contains hidden tourist attractions that might help in boosting sustainable coastal tourism. Moreover, Poor Resource utilization, high tourist capacity, land degradation, large number of unplanned constructions, environmental pollution has been identified as the drawbacks for developing sustainable coastal tourism in Hikkaduwa area. Therefore, this study suggests promoting hidden destinations, promoting activity-based tourism, technology adaptation and enhance solid waste management practices to develop sustainable coastal tourism in Hikkaduwa area which will be benefited for hoteliers, local people and other stakeholders.

Keywords; Sustainable tourism, coastal tourism, potentials, challenges, government perspectives

Abstract ID 17

Social Entrepreneurship and Sustainable Economic Growth: A Theoretical Approach and Policy Recommendation for Sri Lanka

L. E. A. N. Perera; anavodhya95@gmail.com

H. M. T. Priyadarshani

K. J. T. Perera

Uva Wellassa University of Sri Lanka

The importance of social welfare led to the emerging trend of Social Entrepreneurship (SE) as a discipline that facilitates the generation of optimistic social impact via an entrepreneurial approach. SE plays a vital role in sustainable economic growth, especially in less developed countries. However, as the discipline of SE is gradually growing, there is no universally accepted definition and the fundamentals of SE have not been fully captured by the business environment. The apparent diffusion of the knowledge distribution through a proper theoretical approach, lack of holistic policy ecosystems, and inappropriate regulatory framework hindered the fruitfulness of the discipline of SE for sustainable economic growth. Hence, this study was focused to fill the knowledge gap that exists in the business environment via a detailed review of theories and empirical research findings on SE and the relationship between SE and sustainable economic growth. The sudden economic crisis in Sri Lanka enlightens the value of researching SE as a tool for achieving sustainable economic growth. As the methodology, research articles were selected from well-reputed research databases, including Web of Science, Scopus, JSTOR, and Google Scholar. After filtering out all the inappropriate research papers, a total of 30 research papers were used for the analysis, as a limited number of studies were available for this research area. The literature analysis indicates that SE has a significant impact to uplift the country's economic growth sustainably. However, as Sri Lanka is not fully facilitated the development of SE, it is recommended to strengthen the basic economic and financial policies, and legislative system in Sri Lanka to grab the utmost positive impact of SE for sustainable economic growth.

Keywords; Social entrepreneurship, social enterprise, sustainable economic growth, policy recommendations, Sri Lanka

Abstract ID 18

Narrating Experiences of Sri Lankan Social Entrepreneurs: Motives and Barriers

H.A.K.N.S.Surangi; surangins@kln.ac.lk

Department of Commerce and Management Studies, Faculty of Commerce and Management Studies, University of Kelaniya

Social entrepreneurship is emerging as an area that gives creative answers to suffering social problems and grows as a career and discipline of study. However, little is known about how social entrepreneurs contextualize their experiences. The research explores the experience of Sri Lankan social entrepreneurs as well as their motives and barriers. This research adopts a narrative approach of qualitative methodology suitable for exploring experiences and identities. Six social entrepreneurs were purposively approached and interviewed, and the data were triangulated with observations. Narrative analysis was used to analyze data systematized with the support of QSR NVivo 10. Institutional theory is a lens used to critically explore the experiences of social entrepreneurs. Research findings suggest that social entrepreneurs direct their embedded cultural, social, and economic norms when launching a social venture. The most significant barriers to developing social entrepreneurship include funding support, proper business strategy, scale-up, communication, management, psychological, and supportive barriers. These barriers have contributed to the failure to solve social problems, eventually leading to its status's underdevelopment. Therefore, these barriers should be monitored and eliminated. This research adds to the growing body of knowledge in the area of social entrepreneurship in the specific context of Sri Lanka. In addition, the research has extended the application of institutional theory to understand the various motives and challenges that affect the involvement of social entrepreneurs in business activities.

Keywords; Social entrepreneurship, motives, barriers, narratives

Abstract ID 19

How the Current Economic Crisis is Impacting on Social Enterprises and SMEs in Sri Lanka

Lalith Welamedage; lalith@lsv.lk
Nuwan Darshana Godagamage
Sevinda Dilnuwan
Lanka Social Ventures Ltd.

Sri Lanka's Micro, small and medium-sized enterprises (MSMEs) make up about 80% of all businesses and play a pivotal role in Sri Lanka's economic development. Social enterprises are an important part of the SME sector, facing the same challenges as other traditional businesses, as well as their own specific challenges. Over the past 2 years, the country has been going through a difficult period, first affected by Covid 19 pandemic and secondly by the economic crisis. The study commissioned by Lanka Social Ventures through structured online questionnaire aimed to identify and analyze how the current economic crisis is affecting the eco-system. From the data gathered from 118 respondents where 25% filled by direct online and 75% filled by telephone interviews, it clearly shows that the prevailing economic downturn has serious consequences especially on the production of goods and services, employees, cashflow, sales and marketing, raw material supply etc. The evidence from the study also shows the negative impact is widespread in all business sectors regardless of the stage and scale of the businesses and their spatial dimensions. The spiraling energy cost is one of the main challenges for over 90% of the respondents to keep their business alive. According to the findings, 95% of businesses are struggling with high cost of production due to high cost as well as shortage of raw materials. Further, study expressed that 10% of respondents have managed to adapt to the changing economic environment, however, 75% of them are said to still struggling to keep their businesses going even after scaling down their operations. Sadly, around 5-10% them are either have permanently shut down or about to shut down their business operations.

Keywords; Social enterprise, Covid 19 pandemic, economic crisis

Summaries of Social Enterprise Ideas

Pitch 01	AGROWTH Agricultural Service <i>P.V.C.U. Pinnagoda, J.M.M. Sadeeshana, G.D. Weerakoon, G.C.S. Pathirana, B.R.G. Mendis, R.P. Poornika</i>
Pitch 02	Bamboo Lanka <i>A.G.M Kashmika, D.R.M. De Silva, S.D.K.G Wijayarathna, M.G.C. Charuni</i>
Pitch 03	කොළපත් <i>B.G.S.Kaniska, G.A. Kahatapitiya, J. A.D.E. Chathurangi, K.M.Ranawaka</i>
Pitch 04	HOPE <i>W.T.Jayanaka, G.S.M. Gamage, A.D.B. Lakmini, S.H..C.U. De Silva, S.S.M. Senanayake</i>
Pitch 05	දැන් <i>M.L. Shenali Niwarthana, J.E. Shiwangi Tharushika, G. Shehani Malsha, T. K. Dilki sangeeth, K.Y.Pubudini Sandunika, M.G. Deepthi Gangani</i>
Pitch 06	Book Depot <i>Sakuni Wijerathne, Kavindya Dinani, Wathsala Samarakoon, P.Thamilpiriyan</i>
Pitch 07	Lovely Lady Craft <i>M.M. Dadallege, K.R.U. Perera, B.G.P. Dilhani, Y.M.A.D. Chandrasena</i>
Pitch 08	AtuKos <i>Vihanga pooliyadda, K.H.M.S.C. Herath, Inazir Nawshad, Thilini Hansika Tennakoon</i>
Pitch 09	Moringa Talk <i>D.M.S.Savindya, H.S.H.piris, P.D.G.Prabodima, W.M.S.Priyangika, S.M.Suduarachchi, N.K.Gusthigngna Waduge</i>
Pitch 10	Kithule <i>P.Kishani, W.M.U.N.Weerakoon, R.P.Poornika, W.D.P.Jayamal, D.G.A.L.Bandara</i>
Pitch 11	Tuskers <i>H.A.J. Udayangani, K.A.S.C. Kodikara, L.K.D.M.D. Bandhuratne, D.G.P.M. Dandeniya, K.A.D.D. Kannangara</i>
Pitch 12	Trash for Trade <i>Jayanthan Amalanathan, Abitharani Jeyachandran, Aravinth Panch, Ielamathy Manivannan, Vicknesh Yogeswaraiyer, Jerushan Sritharan, Kaushalya Shanthikumar Ashani Fonseka</i>

Pitch 01: AGROWTH Agricultural Service

Problem and opportunity: Due to the nation's economic crisis, it is difficult for fruit and vegetable growers to deliver their products to customers, making it particularly tough for small retailers and farmers to generate a respectable profit from their businesses. They now face a variety of issues including significant resource loss and low levels of revenue creation as a result of this.

Social mission: Our social mission is to provide all farmers, sellers, and customers with top-notch services in order to establish an online market where fruits and vegetables can be quickly bought and sold.

Ventures Overview: We offer AGROWTH Agricultural Service by integrating two essential services: E market platform and Agrowth consultation service. The program, which would allow farmers and buyers to communicate and build a cutting-edge online market, is initially planned to be developed in Badulla.

Solution: In order to facilitate the meeting of farmers and purchasers, we propose to establish an online market. The management of the process will occur via an app. Additionally, we'll also have a hotline where we'll get all the information about the farmers and buyers. We will keep and maintain all the data on the farmers and customers and both the website and the app will be updated often with gathered data. Farmers will have access to additional services through the platform, with "Agrowth Consultancy," which will help them with important decision-making. In order to do this, we will establish a network of subject-matter specialists who can provide answers while they go about their daily business.

Revenue model and financial process: We plan to generate revenue based on fee for service

Financial Challengers and risk mitigation: Major challenges are resource persons for the consultancy service, Finding technical assistance, and Finding financial resources. However, these challenges can be mitigated with a number of university-based resources including research and academic-based community

Pitch 02: Bamboo Lanka

Problem and opportunity: Humans use about 1.2 million plastic bottles per minute in total, and those plastic bottles contain toxins from the plastic which are not healthier. Approximately 91% of plastic is not recycled. Roughly half of our global annual plastic production is destined for single-use products and drinking water in plastic bottles is not healthier for the human body. Therefore, there is an opportunity for us to come up with a solution that is eco-friendly and healthier for the human body.

Social mission: Reduce the use of plastic bottles and encourage the use of eco-friendly and healthy products, provide employment opportunities for widows, differently-abled people, and low-income earners

Ventures Overview: Bamboo Bottles are a venture which addressed environmental pollution and the diseases such as cancer, and liver and kidney damage caused due to the use of plastic bottles. In our venture, we have been socially responsible for the problem of environmental pollution whilst the corporate bodies ignore the problem. Mainly our target market includes people with high income, high social standing, and sound educational background.

Solution: Out of the rising plastic waste, the largest amount of waste is disposed of in the form of plastic bottles. The bamboo bottle can be introduced as a solution to this. This results in the production of an environmentally friendly bottle. Even if it is released into the environment, it decomposes. We mainly try to get bamboo which is used for scaffolding purposes so that the damage can be minimized to the environment. Below are the steps to create this bottle.

01. Cut the bamboo to the required size (250ml)
02. Clean and dry the bamboo.
03. Burn the bamboo in medium heat
04. Cover the cavity inside the bamboo with clay to prevent water leakage.
05. Design the hood
06. Water base painting the outside of the bottle.

Revenue model and financial process: Sell a bamboo bottle at a price of Rs.5000.00

Use the sales revenue and the profit for further expansion

Income	Sales
Cost	Salary, hood, transport, labour charges, painting of the bamboo, etc
Profit	Use for the expansion At some point, we may need to cut the bamboo trees, as a solution for that we are going to give the free plant to our customers from the profit we are earning.

Financial Challengers and risk mitigation:

The inside clay cover and heat and tuning during the production process will be used as a solution to reduce the fungus, avoid leakages, and increase durability. It is difficult to get bamboo of the same size – use the bamboo which is used for scaffolding purposes which we can buy from the Moratuwa area.

Pitch 03 : කොළපත්

Problem and opportunity: Sri Lanka generates more than 5 million kilograms of plastic waste per day where the per capita daily contribution is nearly 0.5 kg (Samaraweera,2021). Due to the huge consumption of consumer plastic goods, people have faced many health issues. However, according to recent research findings, there is a trend in consumer purchasing for environmentally friendly products. Especially women, people with higher education, and people in better financial situations accept higher prices for products that do not cause environmental damage (Kreczmańska-Gigol and Gigol, 2022).

Social mission: To reduce the usage of plastic and encourage using eco-friendly “කොළපත්” products. By targeting a special group, give a solution to unemployment.

Ventures Overview: “කොළපත්” will introduce a series of products such as plates, cups, and lunch boxes and give job opportunities to the people who are unstable in their economic level, inconstant people, and the women who are unable to work due to their children but like to support their family.

Solution: Even though corporations do not act responsibly toward the environment, we do believe we should act as responsible citizens for our country. We give solutions to social problems within households. First, we find “කොළපත්” from rural areas. Then find people who are having social issues and train them by contacting technical institutes. Finally, make products from tanning “කොළපත්”

Revenue model and financial process:

We basically generate revenue by selling our products.

The revenue which we earn, reinvest for future business activities.

Financial Challengers and risk mitigation: The difficulty of finding suitable materials

- Through the people who are in the rural areas, we hope to find those “කොළපත්”

Difficult to find persons who have knowledge about making eco-friendly consumer products

- Give training to relevant people

Lack of durability

- Use tanning methods for the production process

Wastage during the production process

Making by-products from the wastage

Pitch 04: HOPE

Problem and opportunity: Society in general largely contributes to the discomfort that cancer patients feel mentally. Physical changes such as hair loss further contribute to these mental agonies they go through.

Social mission: The goal of the company is to create a platform that enables cancer patients to be themselves and let go of the stress they are experiencing. Through this platform, they can also be more passionate about their lives.

Ventures Overview: Fee for service – beneficiaries will directly pay for the goods and services provided by the social enterprise. The fee is charged as a mechanism of covering the expenses of the business and reinvesting the generated profits to continue the business process to solve the social issue.

Solution: The solution is to create a store that allows cancer patients to be themselves. Here, we offer different services. For losing their hair, most cancer patients are going for artificial wigs. We would make their wigs with their own hair before they start their treatments. Additionally, if they are interested in tattoos, they can easily go for a matching one with their hair color. Further, we will run more mindfulness programmes targeting the audience.

Revenue model and financial process: The store's revenue will come from the sale of the products and services that it will be offering. Cancer patients will be part of all our operations. They can work with us if they prefer. It will also provide job opportunities for this vulnerable group. The profits generated from the operations of the store will be largely reinvested in the welfare of cancer patients in Sri Lanka.

Financial Challenges and risk mitigation: The main challenges are to find the capital and build the community since this serves a specific vulnerable group. However, we can mitigate these challenges via effective strategies.

Pitch 05: දැන්

Problem and opportunity: The lack of opportunities for undergraduate students in Sri Lanka to make money on their own is a major problem. Many students are unable to rely on their parents amidst of economic crisis. Additionally, it might be challenging for university students living outside of urban regions like Colombo to find part-time employment. The chance is to provide employment so that the person can work in the cafeteria and earn the required income.

Social mission: Creating job opportunities within the universities for students who are in need financial need of financial assistance but cannot be employed due to the university studies.

Ventures Overview: The "Dhaath" Cafeteria offers cuisine. It has a marketplace that connects university students (who are workers) and consumers on both sides. University students can work here while earning money, and customers can purchase good, sanitary cuisine for less money. 10 students are allowed to work in this cafeteria from 5 AM to 10 PM for a maximum of 3 hours each day. One pupil receives a percentage of the profit of Rs 300 for each service hour.

Solution: Our suggestion is to open a cafeteria on the campus and hire 10 students from low-income households to work there for three hours every day so they can pay for their education. The cafeteria employs just 10 workers a day. University students without a "Mahapola" or "Bursary" or whose parents are not government employees but have financial requirements are offered the chance to work in the cafeteria.

Revenue model and financial process: We generate revenue based on products and services we offer to end customers.

Financial Changers and risk mitigation: Challenges

- Obtaining government approval for the project.
- Allocating land to build the cafeteria.

Risk

Accidents to workers during construction.

Pitch 06: Book Depot

Problem and opportunity: Books are soon going out of reach for students in Sri Lanka due to the country's present economic difficulties. How can this be turned into an opportunity? We can translate this problem into an opportunity through reselling textbooks. Here, we buy used books at a fair price for students and resell them as textbooks that pass exams. We will buy all reference books, higher education textbooks, publications for passing exams at the ordinary and advanced levels, novels, and children's story books.

Social mission: By lending a helping hand to those who are eager to read, our mission is to provide books and reading materials for students and readers with lower incomes at affordable prices for them.

Ventures Overview: To collect books through them, we will recruit a few agents in several cities. Then, we will publish the essential information about the books on our website (book image, price, number of books), allowing online payment for the books. Students who don't have internet access can still purchase books from our local agent.

Solution: We purchase surplus used books from individuals with the intention of reselling and sustainably distributing them at reduced costs to kids from low- and middle-income families. This is a chance to provide a valuable solution to the issue of expensive textbooks for low-income students. because people can donate their used books to secondhand bookstores. We obtain their used books through our agents at reasonable discounts so that they can be listed on an online marketplace and then redistribute them to our target market by shipping them at reduced costs. Thus, the approach will solve the problem of accessibility for quality books.

Revenue model and financial process: According to this proposal, everyone has to spend a lot of money, while they buy new books. But we have planned to sell books at an affordable price. It will trigger everyone to buy books from us. Therefore, when we publish book prices, we will add some profit amount with that buying price. It will be the main revenue way for this business

Financial Challengers and risk mitigation:

Challengers and risk

- Don't have the initial capital to start.
- Our manpower availability is not enough

- Don't have more contact to collect used books.
- Having a lack of technical support

Mitigations

- We have to find a financial investor for initial capital.
- We have a lot of Friends at our university. We will try to include them in this business.
- Our batch friends are from different areas in Sri Lanka. Therefore, we can get contact details from them.
- Initially, we need basic technical support. So, we can get those things from our university technology-related course friends.

Pitch 07: Lovely Lady Craft

Problem and opportunity: Environmental pollution is a major issue right now. Disposal of waste has become a significant issue, particularly in urban areas. Waste disposal has grown to be a major problem, especially in urban areas. Additionally, the use of plastic and polythene has grown. This has a negative impact on the environment because none of the materials used are recyclable or perishable. This venture intends to convert this issue into an opportunity to empower rural women.

Social mission: Our mission is to be a socially responsible business which minimize environmental pollution and creates job opportunities and promotes the upcycle of handicraft products in the Sri Lankan market.

Ventures Overview: When it comes to the company's offerings, it has a distinctive product line made by women in the Badulla area. We create upcycled goods including wall hangings, table runners, bags, etc. All the products are manufactured from used clothing that has been obtained from families, organizations, and tailor shops in rural areas.

Solution: Here, we introduce a number of products by using old clothes. The business name is “lovely lady craft”. The aim of this business is to support women in rural areas with less access to generate an independent living in Badulla. And reduce environmental pollution and also promote Sri Lankan made products among the Sri Lankan people. Here, our intention is to build a network of underprivileged rural women who will actively engage in each element of our overall value chain. Used clothing will be used as a sewing material, and then it will be decorated with various textures and colors. After those worn clothing has been cleaned and pressed, each piece will be meticulously created to produce a real one-of-a-kind product line.

Revenue model and financial process: We will generate income by selling our own products.

Financial Challengers and risk mitigation: Major challenges are with finding the capital and building the value chain network. However, we will follow a number of strategies to mitigate these challenges.

Pitch 08: Atukos

Problem and opportunity: Wastage of jack fruit throughout the growing season is a concern, especially given that the nation is currently experiencing a severe economic and food crisis. It is almost a freely available resource in Sri Lanka during the season. But jackfruit might be the basis for a number of valuable products. The objective of this venture is to use this challenge as an opportunity to bring wealth to the rural community.

Social mission: Jack fruit is readily available in Sri Lanka, and Atukos seeks to reduce waste while generating income for rural communities. Our social mission, therefore, focuses on finding a way to turn this food waste into a chance to create wealth in rural areas.

Ventures Overview: “Atukos” is a privately owned community-oriented micro-scale food manufacturing business which produces value-added products using “Jack Fruits”.

Solution: We will produce a number of snacks, starting to offer them first to the local market. The disadvantaged rural women will involve in the production process of our snacks. They will be a strong part of each and every element of our value chain. Further, we will occupy rural communities to distribute and market our products. Overall, the venture will create a positive impact on their livelihood.

Revenue model and financial process: Atukos products, the packaged Atukos products, and Atukos Bytes are intended to be distributed to retail shops and supermarkets in local areas. We generate income by selling our healthy snacks.

Financial Challenges and risk mitigation: Key challenges are with finding capital for necessary machinery and getting training on the production process. However, this can be largely mitigated with the resources that the university owns in-house.

Pitch 09: Moringa Talk

Problem and opportunity: The moringa plant is indigenous to India and other nations. It is helpful in the fight against malnutrition because it is rich in proteins, vitamins, and minerals. In Sri Lanka, the moringa plant provides a significant food source. It is simple and inexpensive to grow, and drying it keeps a large portion of its nutritious content. It appears to work as an antioxidant to help shield cells from harm. Moringa may also aid in reducing pain and inflammation. However, although Sri Lanka has such easy access to these resources, it is questionable if the nation makes the best use of its nutritional potential.

Social mission: To introduce value-added products using moringa and contribute to upscale the livelihood of rural communities.

Ventures Overview: This is a herbal product produced with moringa.

Solution: Our venture is a community-based organization.

Through our product, we offer an affordable solution to health-conscious customers in Sri Lanka. Given the fact that the nutritional value of moringa is scientifically proven, the venture can take fairly a minor effort in convincing the health benefits of our product/s. Rural communities will be a strong part of our supply chain and overall value-delivering strategy. Thus, their involvement will be prominent in all supply of raw materials, collection and transporting, production, packaging, marketing, and, distribution island-wide. Further, we hope to go for building farmer communities around Sri Lanka for this.

Revenue model and financial process: We will generate revenue by selling our product/s. Initially, we will target the local market, and then we will launch it globally.

Financial Challenges and risk mitigation: The major challenges are with finding money for start-ups, building a rural community network, and knowledge of the production process. However, we will follow a number of strategies to mitigate these challenges.

Pitch 10: Kithule

Problem and opportunity: The government is not doing enough to combat the poverty that Kithul merchants in the Uva Region are currently experiencing. Supply and demand are both insufficient, which causes them problems. Supply and demand are both insufficient, which causes them problems. They do, however, confront a variety of market-based issues because of a lack of technology infrastructure and commercial experience. We are here to convert this issue into an opportunity.

Social mission: Help local Kithul-based manufacturers to find a better market for their products.

Ventures Overview: In the Uva region's Badulla area, our project focuses on Kithul-based producers. With the least amount of assistance from intermediaries, it connects manufacturers and purchasers. The maker might be anticipated to receive the whole profit as a result.

Solution: As a solution, we come up with “Kithule” products uplifting the living standards of all Badulla Kithul trappers. First of all, we connect with the entire trickle producers and communicate with them and sell their products under the name of “Kithule” near Badulla. So, we purchase Kithul products at a reasonably higher price. And also, for the stole, we would like to teach managerial skills and the skills which need to do this shop. Here, we give major priority to the Kithul trapper's children. By doing this idea, we think the Kithul trickle producers in Badulla people can get a good market for their products as well as they can get good profits.

Revenue model and financial process: Fee for service

Financial Challenges and risk mitigation: The main obstacle is securing funding to start out by buying Kithul products from the producers. Another difficulty is educating the manufacturers on technology because they are embracing traditional technology. Because of their limited expertise, they occasionally choose not to adopt new technologies.

Pitch 11: Tuskers

Problem and opportunity: Villages in Mahiyanganaya have been battered by human-elephant conflict for many years. The locals of these villages live in fear daily, unsure when a wild human-elephant conflict pachyderm storm is on their premises. These elephants were one that was left behind from the herd that destroyed a number of houses in the respective villages.

Social mission: Our mission is to safeguard the elephants while offering a helping hand to the needy to make a positive impact on society.

Ventures Overview: After that, the villagers get pure bee honey from hives and then bottled them under our supervision. They also produce candles from beeswax which is a by-product. We will buy those from them and sell them in supermarkets.

Solution: A solution to the issues of human-elephant conflict (deaths, agriculture), the solution to unemployment, save the lives of endangered animals. Based on the fact that elephants are afraid of the sound of bees, we are working to popularize bee colonies in the agricultural lands of Mahiyanganaya to control the population of wild elephants that damage crops. Another reason for choosing the Mahiyanganaya area for this is that we were able to identify this area as a naturally high bee harvest area. The villagers can get pure and quality bee honey from those bee hives. We will bottle them under our supervision to ensure their quality further. Moreover, we will produce candles using beeswax in beehives. Finally, we will buy those from them and sell both honey and candles to the local supermarkets and international markets.

Revenue model and financial process: There are two products.

1) Pure bee honey bottles

2) Candles from beeswax.

We expect to earn profits by selling these two products to the local and international markets. The supermarkets are used to distribute to local markets. Since we maintain high quality and provide pure honey our target audience lies among high-income earners.

Financial Challenges and risk mitigation:

Major challenges are with finding the technical knowledge, accessing the capital, and building the rural network. However, we will strategize to minimize them.

Pitch 12: Trash for Trade

Problem and opportunity: According to earthday.org, Sri Lanka is the fifth-largest plastic polluter in the world, after China, Indonesia, the Philippines, and Vietnam. We produce more than 5 million kg of plastic waste per day even though we are not among the top users of plastic in the world. Plastic packaging intended for one use only is commonly regarded as disposable waste. Although plastic is intended to last for more than 500 years, people routinely throw it away after only using it once or twice and without giving it much attention.

Social mission: This venture enables Sri Lanka to become a plastic-free nation in the long run. We empower local communities that end up with plastic waste to set up this small-scale industry to improve their standard of living.

Ventures Overview: The Trash for Trade community offers Sri Lanka cutting-edge, affordable, effective, dependable, eco-friendly upcycling technology and raises awareness of its advantages in terms of the environment and the economy.

Solution: Trash for trade is a plastic upcycling company. Recyclable thermoplastics are the raw material for production. The plastic is shredded into small pieces using a shredder machine for the post process. Different melting machines such as Sheet Press, Injection, etc. are used to melt the plastic and upcycle them into different shapes according to the mold. The Multidisciplinary Machines built by Trash for Trade can be used by small and medium enterprises that can produce consumer products independently. It reduces the monopoly of sending plastics to large-scale industries for upcycling processes. Our solution empowers the local market to double the benefits. We promote plastic alternatives as a part of spreading awareness around the community. We also expanded ourselves recently in Non-Fungible Token platforms, which is a billion-dollar expanding market

Revenue model and financial process:

Our financial model focuses on B2B and B2C on different scales. B2B focus on the production of machines and plastic pellets, and B2C focus on upcycled and alternative products. We process around 2.5 tons of plastic waste per month with a revenue of around LKR.150,000.00 with the available capacity. We have planned to expand our production and revenue by 20% at the end of the upcoming year.

Financial Challenges and risk mitigation: The COVID pandemic and the Economic crisis have disrupted the supply chain for building the machines. Plastic collection is a massive challenge without the support of the local community, which we are mitigating through different phases of awareness programs. We have self-generated funding so far, but it is burning a lot of energy and money to develop our infrastructure completely.