

DRS - Report

Understanding social enterprise in India through Jagriti Yatra

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Interaction Design, M.Des (2015-2017)

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Guide

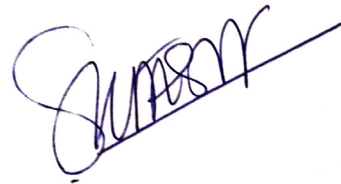
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Approval sheet

The DRS project entitled “Understanding social enterprise in India through Jagriti Yatra” by Herold Pazhunnana Charles, Roll Number - 156330008 is approved, in partial fulfillment of the Master in Design Degree in Interaction Design at IDC School of Design, Indian Institute of Technology, Bombay.



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Declaration

I declare that this written document represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and referenced the original sources. I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea data/fact/source in my submission. I understand that any violation of the above will be cause for disciplinary action by the Institute and can also evoke penal action from the sources which have thus not been properly cited or from whom proper permission has not been taken when needed.

A handwritten signature in black ink, appearing to read 'Herold P', with a large, sweeping loop at the end.

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Jan 2017

Acknowledgments

I would like to thank Prof. Sudesh Balan for guiding my project with clear directions on the ways to approach a design research project.

I would also like to thank my batchmate Aswin R Yogesh for inspiring me to try out this great train travel across India.

A handwritten signature in black ink, appearing to read 'Herold P', with a stylized flourish at the end.

Herold Pazhunnana Charles
Jan 2017

Abstract

In Indian society, when we look around us, we see a multitude of enterprise around us shaping up our society's needs, ranging from a tea shop, electronics gadgets store, house builder, petrol pumps etc. All of them serve the society, but of lately there has been an increase in a specific kind of enterprise which combines the qualities of non-profit organization and the traditional business models, namely the social enterprise.

In India where societies are so diverse and rich, a social enterprise can bring in different unique perspectives about the term 'social' in each of them.

The research aims to find answers to the following questions –

1. How can a comparison be made across the different social enterprise in India?
2. What has been the impact of a social enterprise in India?
3. What makes a social enterprise in India unique, which could possibly be implemented only in India?

Hence to find answers to these questions, I travelled in a special train organized by an NGO called "Jagriti Yatra", where 500 like-minded people visited 12 different locations all around India starting from 24-Dec 2016 to 8-Jan 2015 (15 days). This trip was also coupled with entrepreneurial startup team building activities to solve a current social problems within the train journey.

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1. Introduction

Social responsibility is the one thing that every individual needs to have for the well being of people in a society. But when it comes to business, many tend to forget those values in the name of profit. There has been many non-profit organizations like NGOs which tried to focus on this purpose for many years now. But recently there has been a growing trend of developing a sustainable non-profit organization which do not depend on charity to run the organization, and rather reinvest their own profit for the social cause and are termed as social enterprise. According to the Social enterprise Alliance USA, social enterprise is defined as follows -

“A social enterprise is an organization or initiative that marries the social mission of a non-profit or government program with the market-driven approach of a business.”

The term can be challenging to define as the concept has been rapidly evolving over the years. According to the Social enterprise UK they have stated it as follows -

“Social enterprises trade to tackle social problems, improve communities, people’s life chances, or the environment. They make their money from selling goods and services in the open market, but they reinvest their profits back into the business or the local community. And so when they profit, society profits.”

Some of the existing examples of social enterprise around the world are as follows -

- **Grameen Bank**, which makes small loans to the poor for small business development and other uses.
- **D.Light** designs affordable solar-powered devices that provide an option to people that lack access to reliable energy sources.
- **Thistle Farms**, a social enterprise that treats, supports and employs women who have survived prostitution, trafficking and addiction.

To explore the social enterprises in India, I took the Jagriti yatra train journey to various parts of the country with a goal to understand their values and the business model using which they operate in India.

2. Jagriti Yatra travel

Day 1 - Mumbai - Intro with fellow yatris and induction

The day one of an anticipated train journey which my close friend had suggested was coming to realization. With the exiting stories that he had shared with me, the enthu had built up more n more to experience my India with a perspective of building India through social enterprise and meet 500 of the like minded participants (Yatris we say) who would travel along with me, around India.

Luckily the starting point of the journey being Mumbai, just had to reach the common meeting place at TISS(Tata institute of social science) college auditorium near Chembur, Mumbai. The first sight as I entered was the view of a river of travel bags neatly arranged, into which my bags had to find its place after tagging from the registration desk.

During the initial hustle of getting ID xerox n stuff for registration, met two of the first co-yatris both CA from Mumbai itself and through them got in touch with lot more of yatris and the networking had already started in full pace. Each telling about what they do and where they are from and how they came to know about the



Fig 1 - Travel bags arranged in groups for loading into train.

yatra etc. were the repeated questions thrown by all. And from the intros one thing was clear that a lot of yatris are from Kerala and Tamilnadu :) my home states.

In the mean while few yatris had started shouting their cohort names, to find the participants in their train compartment. All the yatris were grouped into 6 boys/girls called a cohort and each cohort had a facilitator to lead them.

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Fig 2 - TISS auditorium registration area

A foreigner came near me shouting U2 U2(my cohort number) along with two other guys and made my job easy. Got in touch with all my co-yatris who would travel with me in my compartment. In my cohort one was from France(but a Spaniard), doing his dual degree in engineering and management. Two from Tamil nadu - running a hand-loom textile manufacturing business and a textile designer from NID. One from Kerala, studying mechanical engineering and lastly one from Rajasthan, doing his BBM management studies.

After lunch, all yatris gathered for the orientation and inauguration function in the auditorium. The CEO of the Jagriti yatra NGO Mr.

Ashuthosh welcomed us all and gave a brief on the history of this unique yatra which started 9 years back, first funded by TATA. This was followed with a talk by Mr. Shashank, the founder of this Jagriti Yatra, headed in the village called Deoria in the state of Uttar Pradesh. The main focus of the yatra as per him was that the middle tier enterprise in villages have different skills to start a business, but they don't reach the market appropriately. Hence the gap between middle enterprise and the market has to be understood and worked on through this yatra. And only through socially driven enterprise, predominant population of India which live in rural zones can grow along with rest. He concluded with the goal that we should help the rural India which is unemployment ridden, to help them find a purpose in their life and make them work towards that on their own. Then different ex-ya-



Fig 3 - Myself with cohort members of my compartment.

The middle tier enterprise in villages have different skills to start a business, but they don't reach the market appropriately.

Only through socially driven enterprise, predominant population of India which live in rural zones can grow along with rest.



Fig 4 - The induction program with welcome address given by Founder Mr.Shanshank Mani.

tris who had started their own social ventures gave brief talk on how this yatra inspired them and what they do now. The talks came to an end with Mr.Kishore Mandhyaan, social worker, giving the regular clichéd motivational speech.

But in the middle of this extended talk session, I had good conversations with the Spaniard. The topics ranged from his excitement to know about India, its religions, about terrorists, and even mosquitoes. He had big syringes in his bag for mosquito prevention prescribed by his doctor. When asked why he came to India specifically, he said that he was the Coordinator of the social entrepreneurship cell in his college and

he found that here there was a need and people also had the skills. He also said India because people here know English, rather than China were learning new things in a short time might be difficult.

After this session the flag ceremony for the yatra commenced with the Jagriti geeth, an action song which we all had to do reciting some inspiring words starting with “Yaron Chalo”. Have to admit, me being a reluctant dancer totally hated to do that action song. After dinner we all headed to CST station in around 12 buses and boarded the train around 10pm and had a good sleep.

India because people here know English, rather than China were learning new things in a short time might be difficult.

He found that here there was a need and people also had the skills.

Day 2 - Maharashtra - Life line exercise and activities scheduling

The first day in train was like seeing the trailer of the film that's to follow for the next 15 days. Getting up in the morning by 7am to the loud sound of speaker system installed in the compartment and standing in queue for morning routines was like getting a ticket for first day show of our superstar movie. Delicious breakfast and lunch, all vegetarian were served in our seats or sometimes outside train by the caterers of the yatra.



Fig 5 - First station of the Jagriti yatra train for breakfast.

The day was mainly to get introduced to the activities that were to proceed namely the Life line exercise and the Role model presentation activity. Among the 500 yatri, 3 cohorts formed a group in which one cohort was all girls and 2 cohorts were all boys. Together our group had 18 yatri to do all our task. Each cohort had a facilitator to guide us through activities. To my surprise that morning one of the organizers came up to me and said the facilitators for our group could not attend the yatra and asked me to do that job. I accepted the offer as I thought I could work less and enjoy. But I was wrong.

The first activity was a self-intro and team building kind of exercise, in which each yatri of the group had to share their life experiences focusing on the ups/downs and sharing the different things they learnt from it. The session was a really lengthy one because it was like a competition on who has the saddest and longest story of all. I had kept my story short with a notion that we still have 14 days more to share our stories. The stories ranged from how one managed to pass his exams in village to a girl who fought depression after a molestation incident. But the exercise did create a rapport among us. This was followed by AC chair car sessions, where each group was assigned a role model that we would visit in the coming days and we had to do background re-

Around 18 yatri of 3 cohorts formed a group and each of the yatri shared their personal stories stressing on the ups and downs of their life as part of team building exercise.

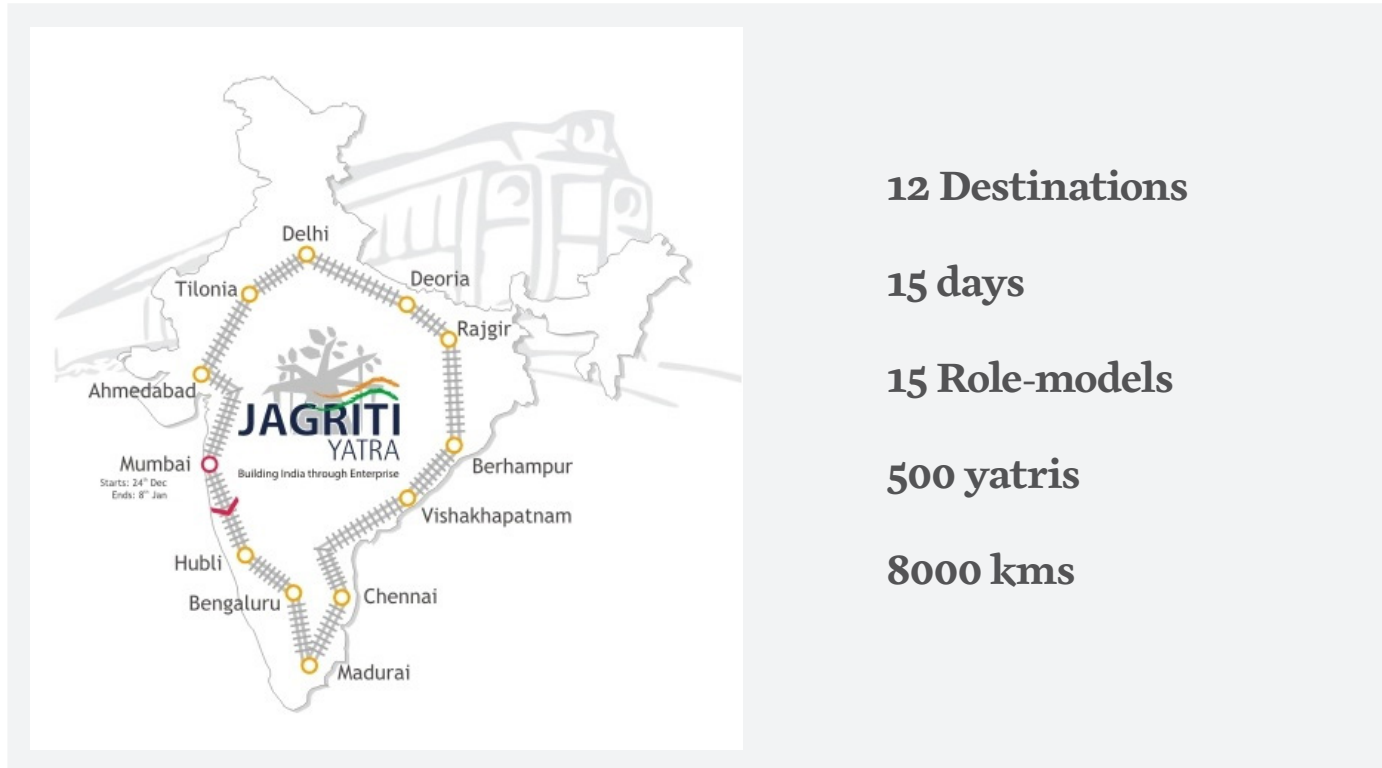


Fig 6 - Train route from <http://www.jagritiyatra.com/>

search of the role model and give a presentation to the panel after we interact with the role model and visit their business. The presentation was to be mainly focused on analyzing the business model of the role model's enterprise, give critical comments on them and suggest where that model could be replicated innovatively for other applications. The Role model assigned for our group was Mrs. Hemalatha Annamalai, Founder of Ampere electric vehicles.

We were also briefed about another activity called Biz Gyan Tree, where 10 of us from our group would form a team and register as a company with CEO, CFO, COO etc and realize a product for the village named Deoria in Uttarpradesh, which we would visit in few days. The next day was our first stop and we all were eager about the people we were going to meet and things we would see.

Role models to be presented are assigned for each group and they have to analyse, critic and comment on the role model's business after the visit.

Day 3 - Hubli - Kalkari sangeeth vidyalaya & selco solar project

The first stop Hubli was filled with energy. We were welcomed with a hindustani renditon and classical dance by students of Kalkari sangeeth vidyalaya. A unique school founded by Mr.Mathiere fortier from England and his wife Agatha after being disenchanted by the materialism of the west. The pedagogy revolves around integrating formal education with music and dance and preserve the rich cultural history of the place named Dharwad. The school has no internal revenue generation source and relies only on external funding and donations from various sources like CSR and crowd funding.

It is also a carbon negative campus which uses solar energy for power. And now we come to the enterprise who helped with the installation of solar infrastructure into this place and also many other villages namely - Selco.

Selco is a social enterprise which aims at giving affordable solar energy as a mean to cater to the energy needs of the poor in rural areas. To realize this, they take loans from the regional rural banks, and give subsidized interest loans, stand as a third party guarantear for loans given to villagers, besides offering other options for finance.

Foreigner inspired by Hindustani music sets up a school with focus on music for learning.

A NGO who depend on charity to sustain the organization and doesn't have means for making profit.



Fig 7 - A student from the NGO collecting donations while other students perform Hindustani music on stage.

Senthil Kumar from Selco had shared different instances that they had to face to make the villagers understand the importance of solar energy. There were other companies which had installed solar lamp in their villages as a CSR activity which were left unmaintained by the company leading to repair in 6 months and leaving the villagers think that solar technology is not sustainable and a bad perception was built up in their mind. To break those was the initial steps taken by Selco to successfully install the solar panels and other utilities with the funds the villagers raised. He also said not to give anything for free, as villagers won't have any motivation to repair, if it malfunctions.

In an attempt to understand why Selco was termed a social enterprise, I started asking questions to my fellow yatris on the same. Some had an opinion that since they give long EMI payment option of installments and know that villagers don't have large money, they are social enterprise. But if that's the case, even reliance jio had really subsidized rates which was to woo customers than being for a social cause. But others also had opinion that this is a social enterprise because it employs sustainable technology like solar power to build the future and keeps the earth alive for future generations. This sounded reasonable to me because being socially reasonable not only means that one should think of helping poor with their profits but also think about how and using what they made that

profit was also important to consider for a social enterprise.

The visit also had field trips into the solar installations in the village and also interacted with the villagers about how this has impacted their lives before and after this development.



Fig 8 - Solar powered water heater installed in the school.

Selco Ltd installed the solar unit for energy and other utility purposes for this village after accepting the grants that the villagers had collected.

Being socially reasonable not only means that one should think of helping poor with their profits, but also think about how and using what they made that profit.

Don't give solar for free, no motivation for people if it gets repaired.

- Senthil Kumar
Selco

Day 4 - Bengaluru - Digital empowerment foundation, Ampere vehicles & Jagriti enterprise mela

On this fourth day our group were introduced to our role model namely Mrs. Hemalatha Annamalai of Ampere electric vehicles. Ampere manufactures electric vehicles in Coimbatore entering the market of electric vehicles in its early stages in India. An inspiring talk by her and the interaction session with her was really interesting than their product line up, as they had to do considerable improvement in their vehicle and they were yet to deploy charging stations for the electric vehicles. This enterprise



Fig 9 - Interacting with Hemalatha Annamalai of Ampere.

came under the context of social because of the route she has taken to make profit, that is a sustainable pollution free transport system for our future. She had spoke about the leadership skills to become an entrepreneur and one of her ways she encourages women in her company who are predominantly from villages is by making them take the pledge of Abdul Kalam. When they come to front on stage, initially their hand used to shiver out of fear, but these tasks make them as leaders slowly was her way of empowering women.

The other foundation we were introduced to was the Digital empowerment foundation of Osama Manzar, with a motto of eradicating digital literacy in India. They use rudimentary hardware to educate people and were instrumental in exposing online marketing to the weavers community of Chanderi in Madhya Pradesh. They are a non-profit organization raising funds from CSR and other charity to support for this cause. He had really interesting insights that some people have a notion that one who do not know English does not know much and they always try to give knowledge to villagers being ignorant of the fact that they can also gain knowledge from them too. Hence this digital connect was important to

I make women employees take pledge of Abdul Kalam.. When they come to front on stage, hand shivers at first. But these tasks make them as leaders slowly.

- Hemalatha Annamalai
Ampere

DEF focused as a non-profit organization to empower rural masses with digital literacy.

Do not underestimate the intelligence of people who don't speak English.

- Osama Manzar
DEF



Fig10 - Jagriti enterprise Mela

bridge the gap of information that needs to be received by all parts of India.

The talks were followed by cultural activities and then we headed to the Jagriti enterprise Mela. The Mela had accommodated a variety of enterprises ranging from education, agriculture, women safety and hygiene and also had few high end products like smart watches.

Most of the startups that were there had a social motto to their core. One of the interesting startups that I liked was GuruG, an application solution for teachers of local schools to assist them on how to teach the students effectively with tips and suggestions for each subject and class. The research papers that I had consumed as part of the instructional design course in IDC were reflected in that application evidently.

The enterprise Mela had startups focused on social issues namely agriculture, women safety and hygiene, education and also had few high end products like smart watches.

Most of the startups were for profit but with social values taken into account.

Day 5 - Madurai - Aravind eye care & Role model presentation

The next stop was the state where I grew, Tamil-nadu and during my college days I had visited this hospital - the Aravind eye care, but never knew they have a well thought business model supporting a social cause. This could be one of the best business models for a social enterprise in India, where they have two sections of hospital with same quality, but collect money from those who can give to provide free treatment for the poor. To reach out to rural communities, they have a network of primary eye care centers, with almost 80% of the workforce comprising of women.

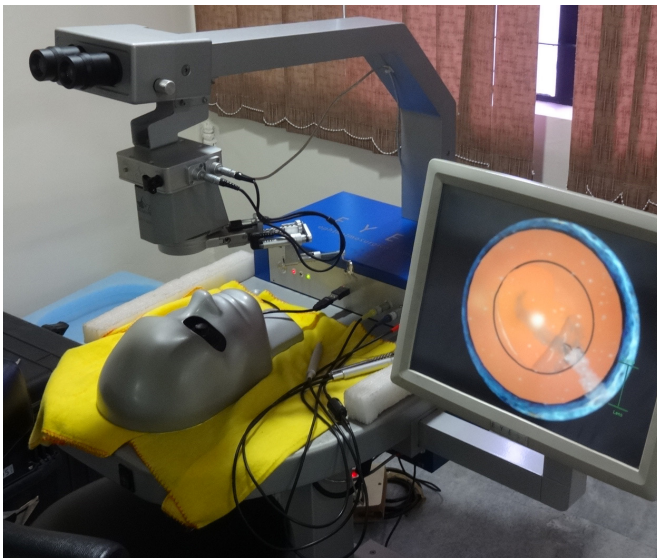


Fig 11- Aravind eye care labs.

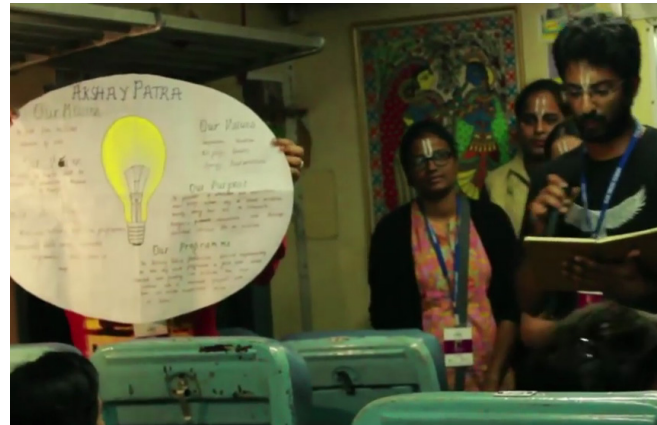


Fig 12 - Role model presentation of a group on Akshay patra

Later that day we had the role model presentation for our group inside the AC chair car on Mrs. Hemalatha Annamali, analyzing their business model using SWOT analysis technique and giving critic and examples of where this model could be replicated. This exercise was actually the door to know among our group members that who had expertise on which field and who could possibly take on the roles of CFO, CTO etc for the next bigger activity, where we had to propose a project from scratch. Being from a non-management background, the methods they used to analyze the business were new for me, but was able to see correlations with the techniques used in design research.

One of the best business model for a social enterprise in India where they have two sections of hospital with same quality and collect money from those who can give to provide free treatment for the poor.

Role model presentation analyzing the business model of their enterprise and giving critic as well as giving example on how to replicate this model in other areas effectively.

Day 6 - Chennai - Sricity integrated business city

Sri City is a planned integrated business city located 55 km north of Chennai on NH 5 in the state of Andhra Pradesh. city now has 4 zones that cover a huge area of 7500 acres, including SEZ, FTW, DTZ and the latest electronic zone dedicated for electronic manufacturing companies. Currently, 62 operational and 145 companies are proposed to start here.

Had a visit into some of the large industries in that vast area. This is a for profit enterprise claiming to have social inclination due to the thousands of jobs created for the local commu-

nities around that area. They also try to be environmental friendly by only allowing white, green and orange category companies with respect to the pollution threshold parameters set for companies by the government. They aim to call upon more companies to promote the “Make in India” initiative. This was the time when I had doubts on whether we were looking at only social enterprise or all kinds in this yatra and raised this question during a discussion to the director of the yatra. And the answer was that the goal was to build middle India through enterprise, which need not be social always.



Fig 12 - Front view of the Kobelco manufacturing plant.

A for-profit enterprise claiming to have social inclination due to the thousands of jobs created for the local communities around that area.

Day 7 - Vishakapatnam - Akshay patra & Naval dock

Akshay Patra is a non-profit that believes in the philosophy that no child should be deprived of education because of hunger. Akshay Patra is working on a mission of providing quality food to children at Government run schools, assisting those schools with the mid-day-meal program (MDMP). The NGO reaches out to over 17 Lakh children and impacts more than 13000 schools across 11 states in India. The founder Swami Prabhupada, while in Mayapur village saw a group of children fighting with stray dogs over scraps of food, which inspired him to address this dire basic right for the children.

This large number was achieved due to the importance given to technological enhancements and process simplification that lead to an improvement in efficiency. 400000 chapati in 3 hours was the problem which was not sufficient for the schools they served and hence with improvements in technology they currently make 60000 chapati per hour.

We had a visit into their huge kitchen with proper hygiene followed with head masks and foot covered. All the employees also followed the same hygiene while making the food. This was a huge inspiration where social cause meets technology. After this we had a visit to the Naval dock ward of Visakhapatnam.



Fig 13 - Inside the huge kitchen of Akshay patra with workers.

60,000 chapathis made in 1 hour using machinery for mid-day meal in government schools. Non-profit enterprise run in partnership with government funds.

Day 8 - Berhampur - Gram Vikas & BGT discussion

Gram Vikas is an NGO which has been focusing on health, sanitation, education, social forestry and a host of other initiatives to improve living conditions of tribal communities in Ganjam, Koraput, Sambalpur and Mayurbhanj districts of Orissa. For sanitation they collected some money per family. They bring the sand etc. As per requirement, they train these people and

then they build a toilet and a shower. From a safe water source, water is collected at an elevated tank. Each family has a meter reading and the model is pay per use. This money is used for maintaining and paying for electricity. They do not get any govt subsidies after building all of this. Naxalite group has never stood in their way to development.

Sanitation for villagers constructed using NGO funds and shared money collected from villagers.



Fig 14 - A graffiti on the wall of Barahampur village.

Gram Vikas claims to have reached 400,000 people in 70,000 families of 1200 villages through various initiatives.

Day 9 - Rajgir - Nalanda university ruins

Nalanda University was like a glittering jewel in the educational circles of Asian countries which had students from China, Japan, Korea, Sri Lanka and many other nations. This esteemed seat of learning in Magadha had its illustrious span from the fifth to the twelfth century CE. It was said that during the invasion, it took 3 months to burn down and completely destroy lakhs of books in the libraries of Nalanda.

APJ Abdul Kalam mooted the idea of reviving it and which gave birth to the making of a new Nalanda university. We visited the new college

site and auditorium where we had talks about the vision of the new campus. We also had different talks from entrepreneurs in Bihar and among them was Kaushalendraji who spoke to the yatri about his enterprise that connects farmers in Bihar to the markets in cities and towns.

During all these visits I had been interacting with lots of other yatri who were very diverse in their nature of work. From young India fellow, Gandhi fellows, teachers, startup founders and foreign nationals etc and each of them had shared different perspectives and stories.



Fig 15 - Inside the ruins of Nalanda university.

The library books of Nalanda was burnt for 3 months to destroy completely.

Day 10 - Uttarpradesh - BGT Activity group discussions

We were on our way from Nalanda to Deoria in UP our next destination and had to travel one full day which gave us time to discuss about our BGT activity. The groups were divided into different verticals like education and manufacturing according to interest. We were in manufacturing domain and since most of my team members were from textile background we had fixed that we would develop a product related to textiles for the village of Deoria. We had a textile designer, hand-loom business guy, a Khadi business girls and mechanical engineer related to textiles and others were from management,

marketing and finance backgrounds. Being facilitator of the team, my role was to assign roles like CEO, CFO, COO, CMO, CTO and Risk analyst among the team members and initiate and maintain the discussion for the product development. Being from a design background I tried to push the concepts of design like double diamond model for problem identification and idea generation since most of them were concerned about the marketing and finance part instead of the product itself. Managing the discussions among team members with various conflicting ideas was definitely a challenge.



Fig 16 - BGT activity group discussion inside a moving bus.

Being facilitator, assigning role as CEO, CFO etc, initiating and maintaining the discussion for a new social business model was the prime focus.

Day 11 - Deoria - BGT presentation & Interaction with villagers

The preparation for the BGT presentation was a really hasty one and we had used different tools like the Business Model Canvas(BMC) to assist in articulating the business plan. Our product company was named “Jugalbandi” means and mix of two variants. The product was a scarf for the cold regions of Deoria, which had custom made design by combining the western designs with the stories of the land or even specific to the customers. The team had prepared a five year plan for the business with operational procedure, marketing strategy, financial plan and risk area for the presentation. After the presentation

the panel also gave feedbacks of the proposal. We also witnessed other groups business ideas and some were quite interesting.

Before the presentation, we also had user study and market research, by interacting with the villagers of Deoria to realize the feasibility of the proposal. In our operations, we had plans to do the knitting done by the skilled people there and were able to find 15+ women who were skilled with knitting wool and clothes. The activity as a whole gave a good insight about the pipeline for doing business.

The business idea pitched following the tool Business model canvas to articulate the business idea effectively.



User studies of the Deoria villagers and Business idea validation. Our idea was based on textile manufacturing.

Fig 17 - BGT activity presentation in front of the panel judges.

Day 12 - Delhi - Goonj visit & talk by entrepreneurs

Goonj is an NGO which processes urban waste for a social change. Anshu Gupta the founder was moved by the fact that a lot of people die in winters without necessary clothing. Their motto is “cloth for work”. People are given clothing, footwear etc. as remuneration for their efforts. Goonj has created a cashless, barter economy where labour is traded in a dignified manner for essential goods, to implement many development oriented projects like digging wells, widening roads and cleaning lakes etc. They also cover other areas like disaster relief management and menstrual health sector providing

cheap sanitary napkins made using the recycled clothes. Their business model is largely scalable and their funds are mostly through CSR funds from corporates and individual contributions.

We had visited an exhibition of the recycled clothes and other products recycled by Goonj. After this we also visited Raj Ghat the memorial of Gandhi ji and had talk by various companies like Coca Cola and Schneider electric about their vision and business thinking.



Goonj has created a cashless, barter economy where labour is traded in a dignified manner for essential commodities, to implement many development oriented projects like digging wells, widening roads etc.

Fig 18 - Recycled clothes repurposed into different products in Goonj exhibition.

Day 13 - Tilonia - Barefoot college

Barefoot college is a unique voluntary organization working in the fields of education, skill development, health, drinking water, women empowerment and electrification through solar power for the upliftment of rural people, which was founded by Bunker Roy in 1972. We were welcomed to the college with cultural art shows and students. A lot of solar enabled devices completely made by the skilled women of that college were on display. The unique aspect of the college was the collaboration of women who were predominantly illiterate or semi literate from various countries ranging from somalia



Fig 19 - Solar cooker made by solar mamas in Barefoot college.



Fig 20 - Solar mamas learning electronics and soldering.

to Jordan, who were learning electronics, a far difficult subject with ease and putting up solar related equipments like light and cooker etc., which they would install in their hometowns as they return after the skill training.

It was inspiring to see old women doing electronics, who had come forward to take up the challenges and help their community back home with the power of solar energy. Villages in almost 77 countries of the world have been solar electrified by the people trained at the Barefoot college. Different continents are skilled here to create models of alternative energy sources in their countries and has created huge impact across the globe.

The word Barefoot is a metaphor for people who didn't receive much of formal education.

Villages in almost 77 countries of the world have been solar electrified by the people trained at the Barefoot college.

3. Analysis and Key Learnings

- Across the different enterprise that we visited in India, the enterprises could be classified as three -

1. The kind of enterprise like KSV school, Akshay patra, Digital empowerment foundation, Gram vikas and Barefoot college are more towards a non-profit enterprise approach.

2. Then there are enterprise like Aravind eye care which are profit making enterprise with business models supporting a social cause.

3. Finally there are enterprise like Sricity which brings about social change through the CSR mandate for high profit enterprises.

- CSR in India tends to focus on what is done with profits after they are made. On the other hand, sustainability is about factoring the social and environmental impacts of conducting business, that is, how profits are made. Sricity is an example of doing social things after making profit and not the other way around.
- The impact of nonprofit enterprise like Akshay pathra and Gram vikas is really huge covering lakhs of underprivileged to get the basic human need of food and shelter. Akshay pathra giving meals to 1700000 and more children which not only has positive motivation for them to come to school but also builds the future generation of India in a healthier way and which also

address the issue of poverty at the same time.

- Goonj not only has impact on employing poor through clothes for work system, but also caters to sustainable waste management and states as an example for others to follow their lead.
- The uniqueness of social enterprise in India is that it has both the extremes located in the same demography. Meaning India is home to both the rich enterprise making large profit and is also land of the world's largest number of people below poverty line. Hence the ability and skill to work and the people with need and the enterprise who can bring about social change are all covered in India.
- Due to the diversity of Indian cultures, the strategies applied in one part of the country may not be applicable to others, for example the KSV empowering children through Hindustani music and green energy source like solar power may not be a replicable business model in a part like Ooty in the state of Tamil Nadu where the culture and climate are far diverse.
- Even though the CSR clause of the new Companies Act, 2013 is welcoming, as now the big corporates making profit more than 5 Cr has a mandate to do CSR activities, some companies just do it for namesake and people derive negative meaning from those actions. For example in the Darwad village where few solar powered lamps were installed as per CSR activity, they were working for 6 months and then most got repaired and was left behind without maintenance from the company and which

the villagers think that solar technology is not sustainable and should be avoided. This made the job of other companies who were genuine, very difficult to change the wrong mindset acquired by the villagers.

- Other personal learning were on the domain of doing business by exploring the field of execution, operations, finance, technology, marketing and risk management. Since the groups were divided in such a way that people from each of these background could share their expertise, which was really informative and gave a direction to learn more.
 - As a designer I also tried to push the concept of design into the BGT exercise of coming up with a product and build an enterprise with social strategies in the core of our business. But the team who were more inclined towards marketing wanted to jump directly into marketing without understanding the problem and find the uniqueness of the product to envision, which are basically the principles of design. But me being the facilitator pushed the concepts of design to start the product building activity, but this backfired on me because we got really less time to discuss on the marketing and risk management part in the short schedule we had. So I realized the importance to find the balance in the amount of time to be spent in design and also in other areas of product development that is finance, marketing and risk management with time as a constraint.
 - Other life lessons were on the importance of patience and acknowledgment while managing a group of new enthusiastic individuals with all having ideas and suggestions but not all necessarily of the same ability to talk their suggestions out. Making some stop speaking without hurting them and giving quieter guys to speak out was a challenge.
- One of the interesting thought about the whole Jagriti travel was memories that were made while learning about social enterprise and business. We could learn about business and enterprise even in our laptops and Internet, but the memories that associate with my learning about business was much profound by learning through physical yatras like these rather than learning through the virtual world.

4. Conclusion

- The wave of social enterprise and the mentality to grow together is a welcoming thought in a country which has the highest gap between the rich and the poor. Even though the thought of philanthropy exists long back in India, they generally concentrated on the purpose of how to make use of the extra money. But now the definitions of social has taken much broader views by also concentrating on the point of how that extra money was made and was that a sustainable way to do for the future generations to come. This concept has gained momentum around the world due to harsh climate changes and this concept is yet to seep into the cores of Indian social enterprises.
- The CSR activity mandated by the companies act 2013 is definitely a positive and practical approach towards making the high profit companies to give back to the needy of the same soil. But due to its poor implementation sometimes the needy had developed wrong perceptions of sustainability and hence has to be brought under a more critical supervision of the activities by the government.

