

How Innovation and Scaling Create Impacts in Social
Enterprises: Insights from Nepal

Buddhi Bahadur Adhikari

Candidate No: 8

VID Specialized University

Oslo, Norway

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Abstract

The study's purpose is to examine how social enterprises in Nepal manage social innovation and scaling to create impacts for the beneficiaries. In doing so, the empirical research has applied a qualitative case study approach based on Bihani Social Venture which provides services to the ageing population over the age of 50, but not exclusively. The triangulation approach of data collection is used in this study, with semi-structured interviews conducted on the *Zoom* individually and the analysis of documents related to the case. Five employees are selected as participants from a snow-ball technique and four documents chosen purposively as per the research's goal, from the case's webpage after a careful review. Then, the six findings from the interviews are cross-referenced with data from document analysis generated with the help of the *NVivo* software to arrive at a conclusion to increase the truthfulness of the study. Based on the findings, Bihani Social Venture has handled and promoted both innovation and scaling to achieve higher and better impacts for the ageing people through the effective programs, innovative interventions, and resource management. The study has used the institutional perspective especially the institutional entrepreneurship to discuss the data so as to answer the research question. Furthermore, six themes have been developed from the findings for interpretations in discussion chapter which are based on the agentic capabilities and resource mobilization and institutional supports to manage innovation and scaling. The study concludes that Bihani Venture has managed both social innovation and scaling through its innovative programs and strategies designed to create positive impacts of ageing population. Finally, the findings have implications for social organizations operating within institutional environments which have a desire to better impact more people by integrating innovation and scaling strategies.

Keywords: innovation, scaling, impacts, institutional entrepreneurship, ageing

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‘Every truth passes through three stages. First, it is ridiculed. Second, it is violently opposed. Third, it is accepted as being self-evident.’ – Arthur Schopenhauer (as cited in Mulgan, 2006, p. 145).

Chapter 1: Introduction

1.1 Background of the Study

Since we live in an era when many social and environmental problems are on the increase, the social enterprises have remained as more sustainable and effective interventions to handle these issues innovatively (Weaver & Blakey, 2022). Multiple systems and stakeholders are interdependent in these social challenges, necessitating the development and implementation of novel solutions to either negotiate current institutions or establish new ones (Van Wijk et al., 2019). So, every social organization including the social enterprise strives to expand its positive societal impact by making thoughtful and well-informed decisions that ultimately contributes to social progress (Epstein & Yuthas, 2017). The innovation in the topic refers to the social innovation adopted in a social enterprise which helps to deliver impacts in the effective and new ways in which ideas are shared, tested, refines, developed and applied (Leadbeater, 2007), to make a more inclusive, secure and sustainable society (Groot & Dankbaar, 2014). Whereas the scaling has become a prominent research topic these days (Islam, 2020), which studies on how a social enterprise scale up the societal impacts to reach to many people and communities better and that is how enabled by social innovation (Dees et al., 2004; Sánchez Rodríguez et al., 2021). It is because scaling is a the most significant criterion for increasing the outcomes of social enterprises (Ebrahim & Rangan, 2014; Molecke & Pinkse, 2017). So, the research focuses on exploring how Bihani Venture as a social enterprise manages both social innovation and scaling to address the issues of the ageing population. For this, the research concentrates on the strategies and interventions adopted by the case (Bihani social venture) to create impacts for the beneficiaries- the ageing people despite its embeddedness in the socio-cultural contexts.

The social enterprises with social missions are under increasing pressure to demonstrate their positive impact in addressing pressing societal issues as their missions (Beurge, 2017; Ebrahim & Rangan, 2014). Moreover, the social enterprises especially in the Global South, provide ‘products, services, and interventions to poor communities’ as they closely engage with people (Seelos & Mair, 2017, p. 122). So, in order to create higher and effective impacts, the social enterprises require to maintain both innovation and scaling (Seelos & Mair, 2017). The emphasis on scaling for impacts in social enterprise studies reflects a product and consumer orientation or spread of a program, product in numerous geographical locations and settings to maximize the number of people reached by social innovation (Dees et al., 2004; Mulgan et al., 2007), and in the Nepalese context it is

significant to study as the social enterprises create impacts in changing the lives of poor people and contributing to development of the community (Pathak et al., 2018).

A successful innovation provides new goods, services, and interventions to serve more people better (Seelos & Mair, 2017). Innovation in organizations creates and develops ideas amid uncertainty. The effects of innovation are amplified as they are scaled. The production of beneficial impacts on the lives of the persons and communities served by social businesses extends beyond financial rewards (Seelos & Mair, 2017). They do this by pooling resources and expertise to meet society's most pressing needs (Seelos & Mair, 2017). Thus, the purpose of this research is to discover how well Bihani Social Venture manages both innovation and scaling for maximizing its impacts for the wellbeing of ageing population in Nepal.

1.2 Defining Social Innovation and Scaling

Social innovation targets to address the problems faced by the disadvantaged communities (Nicholls et al., 2015). Oeij et al. (2019, p. 244) highlights that social innovation is ‘the intervention, development, and implementation’ of new ideas to address the social problems faced by socially excluded individual and communities. ‘Social innovation is the essence of entrepreneurship-so it is therefore associated with social entrepreneurship’ and a catalyst for change (Groot & Dankbaar, 2014, p. 19). Actor’s motivation, as well as contextual drivers and hindrances are central in determining the ultimate outcome of the innovation (Mohr, 1969). It allows organizations to respond to uncertainty and urgent requirements despite resource constraints (Zavari as cited in McLean & Gargani, 2019). Likewise, scaling refers to act that employs existing products, services, and interventions to better serve the needy people (Mair & Seelos, 2017). Scaling is a deliberate effort that the organization do more of what they are good at (Epstein & Yuthas, 2017; Seelos & Mair, 2017).

Scaling thus allows organization to create immediate and predictable benefits and positive impacts which also helps to refine the routines, knowledge and capabilities of the organization (Seelos & Mair, 2017). When social innovation expands, one can observe ‘changes in the network, elements, knowledge, experience, and credibility’ (Bolzan et al., 2019, p. 219) with the integration of both scaling and innovation lead to a successful enterprise with higher impacts (Mair & Seelos, 2017). So, the management might employ a variety of ways to incorporate both innovation and scaling into the organization's mission

and decision making by utilizing the scarce resources to have greater impacts (Mair & Seelos, 2017)

1.3 Research Question

The purpose of this study is to address the following question using data gathered through interviews and document analysis in the instance of Bihani Social Venture. The study's objective is also addressed in the question below:

■ **How does Bihani Social Venture manage innovation and scaling to create impacts for the well-being of aging people in Kathmandu, Nepal?**

Moreover, the major objective of the study is to acquire qualitative insights on how Bihani Social Ventures as a social enterprise manage innovation and scaling to address the socio-psychological and physical needs of the aged population in Kathmandu, Nepal. Mainly, it aims at understanding the strategies and innovative interventions adopted by the Bihani Social Venture to create higher impacts for the targeted people. To answer the research question, the research adopts a qualitative case study approach in which data are collected from both semi-structured interviews and archival documents which are found in the webpage of Bihani Social Venture. The data from both sources will be incorporated across based on the thematic patterns and interpreted through the institutional perspective (mainly institutional entrepreneurship) which provides a support and function as catalyst to innovation (Edquist & Johnson, 1996).

1.3 Relevance and Importance of the Study

I was motivated to pursue a study on social entrepreneurship in Nepal when I got acquainted with the courses on 'Social Innovation and Community Development' particularly 'Leading Social Innovation' at Vid Specialized University. During the study, I got acquainted with the importance of social organizations or the social enterprises' importance to bring a change in the lives of people and the community. It is because, in the Nepalese contexts, social businesses play a crucial role in improving the lives of the poor and disadvantaged, paving the path for sustainable community development (Pathak et al., 2018) despite the socio-cultural and financial barriers. While going through the social enterprises in Nepal, I had interests in study of Bihani Social Venture as its mission is to make society inclusiveness of aged population who are vulnerable and therefore in dire need of support and assistance (Bihani Social Venture, n.d.). In addition, the study is significant because when reviewing the literature and past studies, I discovered that there are only few studies on social enterprises' impacts on disadvantaged people in Nepal and they have not yet studied to explore the roles

of innovation and scaling for creating social impacts. So, this research is important and relevant in the Nepalese context as it fills the gap in literature and knowledge in social innovation fields by exploring both innovation and scaling in a social business to serve more people better.

1.4 Social Enterprises in the Contexts of Nepal

Social enterprises refer to organizations whose major goal is not to trade for profit but to provide services and solutions to mitigate major social and environmental problems that disadvantaged people and communities face that are not adequately handled by the public or private sectors (Beurge, 2017; Mair & Seelos, 2017; Santos, 2012). Social enterprise is a business that trades for a social purpose that combines innovation, entrepreneurship and social purpose and seeks to be financially sustainable by generating revenue from trading (Haugh, 2005). They trade for a social purpose by combining innovation and entrepreneurship, and they strive to be financially sustainable, and if they make a profit, they invest it in the people and community (Haugh, 2005) which contributes for social and economic development (Wallace, 1999).

Such businesses are founded by a group of individuals based on a self-contained initiative and governed by themselves (Defourny & Nyssens, 2006) and based on mutual trust, partnership and cooperation by utilizing the local actors' resources (Haugh, 2005). Social enterprises are often hybrid in structure, newness in financial mechanism and engagement of stakeholders (Mair & Seelos, 2017). They range from totally philanthropic to wholly commercial with a social mission (Dees, 1998). The purely philanthropic social enterprises solicit donations and grants from external contributors before providing free services and commodities to needy people (Beurge, 2017).

The idea of social businesses has a long history in Nepal, dating back to the 5th century in the form of '*Guthi*' (Shrestha, 2019) which was a social organization that helped to maintain socio-economic and cultural harmony and order especially in Newari community (Devkota & Devkota, 2019). The practices of Guthi were quite effective in carrying out social, religious, and cultural activities in the past with the services to humanity and society (Devkota & Devkota, 2019). However, social entrepreneurship is still relatively new in Nepal, but it is progressively gaining traction (Duwadi & Maharjan, 2019). Though Nepal is making a slight progress in the socio-economic conditions, still it faces many social challenges due to the weak governance and limited resources (Bikas Udyami Nepal, n.d.; Ojha et al., 2017). With the adoption of social welfare acts in Nepal, it became lawful to

undertake social welfare activities for the uplift of helpless individuals, classes, and communities, as well as to facilitate and coordinate between social welfare-oriented institutions and organizations (Law Commission Nepal, 2018).

It is quite difficult for the government in Nepal to handle all social challenges without the help of foreign aid and non-governmental sectors, such as social enterprises, due to poor governance and inadequate resources (Duwadi & Maharjan, 2019). Therefore, social entrepreneurship proves to be an innovative solution to address these challenges in Nepalese contexts (Bikas Udyami Nepal, n.d.). So, it is important for the social enterprises in Nepal to maximize impacts for the welfare of needy people and communities. Bihani Social Ventures tries to improve the lives of aging and older people simpler and healthier (Bihani Social Venture, n.d.), since it is vital and normal for everyone to expect to be happy and healthy in later life—without dependency or incontinence (Kandel, 2018).

1.5 Focus and Scope of the Study

A social enterprise is a profit-driven firm with a social, environmental, or economic mission. Profits should be reinvested in the business or utilized to address social, environmental, or economic issues in the community (Yunus, 2010). Therefore, in the Nepalese contexts, It has potentials for entrepreneurial growth to solve the problems in an innovative way for sustainable development (Kalwar, 2022). Therefore, the study is significant and focused to understand how a social enterprise creates impacts to introduce change in services by combining both innovation and scaling for the welfare of the targeted group of people in Nepal. This research has been completed in the Spring of 2022, within a semester. Furthermore, the study is built on the institutional perspective primarily focusing on institutional entrepreneurship to analyze and discuss the data. The social entrepreneurs as the changemakers with their combined efforts bring a change in awareness, beliefs, and practices of people towards the ageing population through their reflexive knowledge and social skills to mobilize the resources.

1.6 Challenges Faced by the Aging Population in Nepal

When a living thing is born, then it develops, grows old, and dies; therefore, ageing is a normal part of life (Shrestha & Dahal, 2017). The Nepal government has stated that anyone aged sixty or more are considered elderly citizens (Adhikari, 2013; Aryal, 2019; Shrestha & Dahal, 2017). As of 2019, over two million persons in Nepal are over 60 years old (Help Age Global Network, n.d.). In any community or nation, senior persons are sources of information, experiences, and a collection of varied ideas (Aryal, 2019), and every society of

all ages expects their contributions to society (Adhikari, 2013). However, with the increase in number of elderly in Nepal, there are lots of health related and social, psychological and economic challenges faced by them (Aryal, 2019). Moreover, most of them reside in rural regions, where they are poor and majority of them are unable even to satisfy their basic requirements (Shrestha & Dahal, 2017). As the elderly people suffer from physical and socio-psychological problems, they need special care and support to restore their wellbeing and happiness.

1.7 An Overview of the Thesis

Introduction, literature review with the theoretical framework, methods, results, discussion and finally conclusion are the six chapters that make up the thesis. All the chapters are logically structured with the goal of answering the research question.

The chapter one introduces the research which focuses on the topic, background, scope, relevance and importance, research questions, and the overview of the thesis.

The second chapter is a literature review, which entails searching for relevant existing literature on innovation and scaling where the previous studies are reviewed, organized, and synthesized logically. Moreover, the literature gap is identified which the study aims at fulfilling.

The chapter three insists on the institutional perspective as the theoretical framework where I especially focus on the institutional entrepreneurship to interpret the results.

In the chapter four, the methodological part of the thesis which discusses the tools and techniques on how to address the research question. This sections also includes the case description of Bihani Social Venture. The chapter further explains the type of research I conducted, how I collected data, analyzed them, what tools I utilized in the study, and why I chose these methods and materials. The philosophical approaches and ethical considerations are also discussed in this section.

In the fifth chapter, the results of my empirical research are presented clearly and logically under key themes derived from analysis of data sets.

The sixth chapter is the discussion that interprets the significance, importance, and relevance of the findings I discovered in the study. I have analyzed the results from an institutional standpoint focusing on the institutional entrepreneurship.

The last chapter is 7 which includes the conclusion that restates the answer to the research question, highlights limitations and finally gives recommendations.

Chapter 2: Literature Review

The literature on which my study is based on, are covered in this chapter. The review summarizes and synthesizes the literature on social innovation, scaling, and social impacts. The notion of social entrepreneurship is also discussed in this chapter it also covers the research topic. It also emphasizes the knowledge gaps that my study addresses.

2.1 Literature on Social Innovation

Researchers and social entrepreneurs are interested in social innovation because of its potential for social transformation aimed at tackling societal issues (Bolzan et al., 2019). Social innovation is the process of developing and executing ideas that are novel to the company, have uncertain prospects, and are developed over time by individuals who act deliberately, interact with others within an institutional environment, and assess the effects of their activities (de Souza João-Roland & Granados, 2020; Van de Ven et al., 2000; West, 1990). According to Mulgan et al. (2007, p. 8), social innovation refers to ‘new idea , activities and services that are motivated by the goal of meeting a social need and that are predominately developed and diffused through organizations whose primary purposes are social’. The most effective techniques for nurturing social innovation begin with the assumption that individuals are capable interpreters of their own lives and problem solvers (Mulgan, 2006). The word social refers to inventions that address basic societal issues that industry and government are unable or unwilling to adequately solve (Murray et al., 2008; Seelos & Mair, 2005). Leaders of social change and innovation typically struggle to expand their impact on society, and supporters of such change are increasingly concerned about the scope and good effects of their investments (Moore et al., 2015). The definition of social innovation according to Bitencourt et al. (2016) as follow connects with the institutional arrangements and to build a new relationship for social transformation:

Social innovation is broadly defined as the emergence of new social, organization and institutional arrangements or new products and services designed to address aspirations, to meet needs or to bring about a solution to a social challenge. Social innovation aims to change relations and may lead to social transformation. (P. 14)

The definition is significant because social innovation here refers to new products, services, or institutional arrangements for meeting the needs of the beneficiaries to introduce a change. Contradictions, conflicts, and dissatisfactions created by new information, new expectations, and new needs that shift from being personal to being recognized as societal in their causes and remedies are common sources of social innovation (Montgomery & Mazzei, 2020). The

promise of social innovation is that it will address or at the very least to ameliorate societal issues including unemployment, community disputes, loneliness, and social exclusion (Mulgan, 2019). Social innovation ‘generates and implements new ideas about how people should organize interpersonal activities, or social interaction, to meet one or more common goal’ (Mumford, 2002, p. 253). Journals in a variety of areas, including non-profit management, social enterprise management, and business studies, have published articles on social innovation (Lee et al., 2021). There are three types of social innovation: incremental (taking advantage of market possibilities with a new service, concept, or program), institutional (social and market transformations to realize social objectives), and disruptive (power shifts for the benefit of marginalized groups) (Nicholls et al., 2015)

From the above discussion, social innovation can be summarized the following points on social innovation:

- i. A new program, a new product, a new technique, a new concept, or a new strategy with social results is an example of social innovation.
- ii. It alters or modifies the current social order by breaking or disrupting existing patterns.

Thus, there is no consensus among academicians on definition of social innovation (Edwards-Schachter & Wallace, 2017; Howaldt & Hochgerner, 2018; Van der Have & Rubalcaba, 2016). It is a complicated process of introducing new goods, processes, or programs that fundamentally alter the underlying routines, resources, authority flows, or beliefs of the social system in which the innovation happens, and have widespread and long-lasting societal consequences (Westley & Antadze, 2010). Through social innovation, organizations generate and develop ideas in the face of ambiguity, resulting in an unpredictable future outcome (Mair & Seelos, 2017). As a result social innovation is adopted in society which ultimately fosters social change (Oeij et al., 2019).

Social innovation emerges as a reaction to increasing socioeconomic, environmental, and demographic challenges that are usually believed unsolvable, as a result of the failure of traditional solutions and assumptions that dominate institutional systems in various sections of society (Nicholls & Murdock, 2012). Imagining and pursuing a globe, a nation, a region, a locality, or a community that grants universal rights and is more socially inclusive is what social innovation is all about (Moulaert et al., 2013). Due to the institutional voids resulted from different reasons such as conflicts and contradictions from social, political and religious spheres, how the disadvantaged group of people like women are excluded from participations in the markets or economy and employment (Mair et al., 2012). Every organization has a

societal influence, some of which are favorable and some of which are detrimental. Enhancing social impacts refers to how you may learn to make decisions that will increase a company's or nonprofit's positive social impact (Epstein & Yuthas, 2017). Given the importance of social innovation, it is clear that scalability solutions that can increase the scope, extension, or depth of social innovation programs are required (Webb et al., 2010). The purpose of the scaling process is to extend the reach of social innovation in order to improve its social effect (Morais-Da-Silva et al., 2016; Webb et al., 2010). Organizations must gain the capacity to determine if they are making a difference and how to invest effectively so that they may achieve their goals (Epstein & Yuthas, 2017). In the field of social innovation, measuring social effects has also become a popular approach (Evers & Ewert, 2014).

2.2 Literature on Scaling Social Impacts

Scaling is described as "growing, reproducing, modifying, and maintaining effective policies, programs, or initiatives in geographic area and over time in order to serve a greater amount of people" (Cooley & Linn, 2014, p. 2). Scaling is further defined as expanding, replicating, adapting, and sustaining successful policies, programs or projects in geographical space and over time to reach a greater number of people (Cooley & Linn, 2014, p. 2). Scaling social impacts also refers to a social business's capacity to improve the impact of a specific program for more people while retaining financial stability in order to assure its survival and continue its social mission (Palomares-Aguirre et al., 2018). Scaling mainly combines three aspects; 'geographical dissemination, participation, and partnerships' (Oeij et al., 2019, p. 248). Moreover, the dynamic balance of innovation and scaling that generates and reinforces an organization's impact which is also known as "innovation archetypes" (Mair & Seelos, 2017, p. 100). The management may use innovation and scaling in support of the organization's goal and put them in place to have a big effect. Scaling in social entrepreneurship and social enterprise studies reflects a product and consumer orientation or spread of a program, product in numerous geographical locations and settings to maximize the number of people reached by social innovation (Dees et al., 2004; Mulgan et al., 2007).

Moreover, according to Mair and Seelos (2017, p. 21) the integration of innovation and scaling pave the route for organizations with 'low uncertainties and high impacts of social enterprises' which they seek to attain when allocating resources to innovation and growing. When an organization scales up, it does more of what it does well or does things better. As a result, scaling enables enterprises to provide instant advantages or favorable

outcomes (Seelos & Mair, 2017). It creates a continuous stream of improvements and expansions of present operations, as well as deepening and expanding the organization's knowledge through time, increasing the organization's dedication and capabilities (Seelos & Mair, 2017). Scaling, thus, fosters a common sense of mission, enhancing the organization's ability to better serve more people. As a result, scale makes innovation more fruitful. The thesis, therefore, wants to explore how Bihani Social Venture as a private enterprise manages innovation and scaling strategy to deliver products, services, or solutions to disadvantaged communities -the ageing population in Nepal.

2.3 Insights of Social Impacts

Every social organization has a societal influence, some of which are favorable and some of which are detrimental (Epstein & Yuthas, 2017). Measuring and enhancing social impacts indicates that how one learns to make decisions that will increase a venture's positive social impact (Epstein & Yuthas, 2017). Social impact in the literature, has been described with the terminologies like social performance (Husted & de Jesus Salazar, 2006), social values (Mair & Marti, 2006; Moss et al., 2011), social returns (Emerson, 2003) and social accounting (Nicholls, 2009). In a broad sense, social impacts refers to the positive consequences that people, organizations, and other groups receive as a result of prosocial conduct (Rawhouser et al., 2019). In a nutshell, social impact is the consequence in which organizational inputs and actions result in a series of outputs, outcomes, and, eventually, a collection of society impacts (Ebrahim & Rangan, 2010) which thereby allows the social entrepreneurs to produce social values and social profit (Palomares-Aguirre et al., 2018).

Scaling, according to Kalafatas (n.d.) is the process of increasing positive outcomes to better match the scale of the identified social need. By integrating goals and strategy there are the given approaches of scale social impacts:

2.3.1 Goals for Scaling Social Impacts:

Impacts through direct services: increase quantity, and quality, diversify services and communities, expand geographically, whereas impacts through indirect influence include influence public policy, establish a social movement, and change or create markets.

2.3.2 Strategies for Scaling Social Impacts

Under this, organizational branching, affiliation, delivery capacity, technology, knowledge dissemination, patronship, etc. and in indirect influences; public awareness, norms, behaviors, advocacy, lobbying and networking (Kalafatas, n.d.).

Dissemination and advocacy, organizational process, cost and resource mobilization, and monitoring and evaluation are among the strategic decisions made by the elements of the innovation, resource team positioned in the environment (World Health Organization, 2010). Organizations with a social mission, such as social enterprises, operate completely or partially to make a beneficial social effect (Epstein & Yuthas, 2017). Scaling and evaluating social impacts analyze the long-term effects of such outputs on people and the environment, thereby, improving the quality of life (Epstein & Yuthas, 2017).

Seelos and Mair (2017) have developed a notion on how the innovation and scaling create impacts in social enterprises. They have developed the impact creation logics with different uncertainties. According to Seelos and Mair (2017), if the knowledge is used properly to manage the resources then there will be less uncertainties. Doing the right thing, rather than being efficient and productive with resources, is what legitimizes social companies (Seelos & Mair, 2017). Scaling creates impact from innovation, which is an investment. The greater the impact that an organization's innovation investment can have, the better its scaling capabilities are (Seelos & Mair, 2017). Thus, the integration of scale and innovation allows for a better understanding of challenges and solutions, allowing the social business to maximize its effect. Similarly, scaling up has three themes: increasing coverage to reach more people, expanding functions to have greater consequences, and initiating activities to affect the behaviors of other people (Uvin et al., 2000).

Moreover, borrowing the ideas of Dees et al. (2004) who coined the five R's scaling path that a social entrepreneur finds. to spread social impacts which includes 'readiness, receptivity, resources, risks and returns' (Dees et al., 2004, p. 30). Here readiness is whether the innovation is ready to spread; receptivity means whether the beneficiaries receive the innovation well, resources indicate what financial, employees, knowledge; risks depict the potential perils of using innovation or the consequences of failing and returns indicates the societal benefits of better serving more people (Dees et al., 2004).

Lastly, despite disagreements over terminology, experts have agreed on the importance of innovation in social businesses and other social organizations. The literature on social innovation and scaling has thus concentrated on the social consequences that social organizations have on the poor and community. Only a few studies have looked at the roles of innovation and scalability in increasing the impact on the recipients. Most of the researchers have emphasized on the initiatives and strategies to scale up the impacts, however, the literature has not much talked about the innovation and scaling together to

create impacts through the organization. The present study, therefore, integrates both social innovation and scaling to create impacts for the beneficiaries.

2.4 Social Entrepreneurship

Since the research is based on the social enterprise, it is relevant to discuss on social entrepreneurship. Social entrepreneurship is the entrepreneurial activity with a social goal; social entrepreneurs as change agents (Thompson, 2002), with an emphasis on opportunity identification (Shane, 2003), innovation (Burgelman, 1983), and risk (Kirzner, 1983) that leads to gain legitimacy (Luke & Chu, 2013). Social entrepreneurship develops novel solutions to pressing social issues and mobilizes the ideas, capabilities, resources, and social structures needed to achieve long-term social change (Alvord et al., 2004). To alter society (Kao, 1993, p. 3) , social entrepreneurs solve societal concerns while preserving social principles (Singh, 2016, p. 12). "Effective, innovative, and sustainable solutions are pioneered to solve social and environmental concerns' (Lyons, 2015, p. 1). People who recognize an opportunity to address an unmet need that the government will not or cannot meet, and who assemble the required resources such as people, money, and promises and utilize them to make a difference are known as social entrepreneurs (Thompson et al., 2000).

How institutions and entrepreneurship are related is given in the following theory chapter. I just want to link social entrepreneurship in terms of mobilization of resources and foster innovation by the individual/entrepreneur or group of individuals/actors to address the social needs with the preservation of societal values.

Chapter 3: Theoretical Framework

The institutional theory particularly the institutional entrepreneurship is the theoretical underpinning of this study. The theoretical framework focuses on aspects such as reflexivity, emotions, knowledge, social skills, and interactions, which actors or social entrepreneurs utilize to come up with new ideas to boost up their services for users/beneficiaries. Moreover, the chapter analyses the distinction between the old and new institutional theory and how they present the agency and institutions or freedom and control. In addition, the chapter discusses how institutions encourage innovation, creativity, and entrepreneurship which foster to scale up the services by bringing a change. Finally, the chapter concludes with the philosophical orientations within social constructionism and interpretivism.

3.1 Institutional Perspective

Because institutions have an impact on innovation (Edquist & Johnson, 1996), the institutional theory provides the appropriate lens through which to view and understand social innovation (Van Wijk et al., 2019). The institutional theory ranges from micro-level that is interpersonal interactions to macro-level analysis of systems or external environment (Scott, 2004b). The organization is the structural representation of rational action—as a mechanical tool meant to attain certain goals—as well as an adaptive, organic system influenced by the social features of its members and the pressure imposed by its environment (Selznick, 1948). As a result, although institutions provide "stability and order," they also undergo "incremental and revolutionary transformation" (Scott, 2014, p. 58). Innovative interventions are uncertain and conflict-ridden, where institutions provide a strong support in order to become an important activity (Edquist & Johnson, 1996).

Institutional approaches to organizational research concentrate on the connections between organizations and the sectors in which they operate, emphasizing the importance of rational formal structures in permitting and producing organizational behavior (Lawrence & Suddaby 2006). As a result, throughout the last few decades, it has remained one of the most dominant methodologies in the social sciences and organizational studies (Lawrence et al., 2011; Scott, 2014; Walsh et al., 2006). The notion that there are persistent aspects in social life—the institutions that have a substantial influence on individual and collective actors' beliefs, attitudes, and conduct is at the heart of both empirical and theoretical examinations of organizational phenomena that adopt an institutionalist viewpoint (Lawrence & Suddaby 2006).

Institutions are defined as "rules, norms, and beliefs that characterize reality for the organization, describing what is and is not, what can and cannot be acted upon" (Hoffman, 1999, p. 351). Institutional scholars are increasingly interested in attempts to address social, economic, and environmental issues (Amis et al., 2017; Helms et al., 2012). It is also an 'increasingly utilized theoretical lens for entrepreneurship research' (Bruton et al., 2010, p. 421). Selznick (1957, p. 7) argues that through institutions an enterprise gains the stability that comes with a secure sense of support. Moreover, the institutional theory from a sociological perspective emphasizes how institutional structures impart legitimacy connecting with multiple actors to get a success (Maguire et al., 2004) or whether behaviors are acceptable or right within a socially formed system of norms, values, and beliefs (Meyer & Rowan, 1977; Suchman, 1995). Institutional contexts are therefore defined by the development of norms and regulations that individual organizations must follow to acquire support and legitimacy through the institutional arrangements (Langer & Newman, 1979; Scott, 2014). Institutions are defined as "the regulative, normative, and cultural-cognitive aspects that, together with related activities and resources, offer stability and significance to social life," according to Scott (2014, p. 56). The regulative, which guides action through threats and coercion, the normative, which guides action through norms of acceptability, morality, and ethics, and the cognitive, which 'guides action through the categories and frames through which actors know and interpret their world' are the three pillars of institutions (Scott, 2014, pp. 59-67). Durkheim opines that 'institutions are a product of joint activity and association...' (as cited in Alexander, 1983, p. 259).

Institutions are composed of different elements, and they vary themselves over time in which elements are dominant (Scott, 2004b). Different theorists also tend to privilege one or other elements from regulative (e.g., Moe, 1984; Douglass C. North, 1990) to normative (e.g., Parsons, 1990; Selznick, 1949) and recently cultural-cognitive elements (e.g., DiMaggio, 1988; Douglas, 1986). It is linked to the idea that institutions are more long-term futures of social life that provide stability over time and place, where structures (institutions) are generally quite stable, but when people ignore, replace, or reproduce them differently, they can change them as a result of their actions (Giddens, 1984). Institutions, which also include behaviors and material resources, are made up of rules, norms, and cultural-cognitive ideas (Scott, 2014). The institutional viewpoint emphasizes the symbolic components of social life, as well as the behaviors that originate, reproduce, and modify them, as well as the resources that support them (Scott, 2014).

Scholars are concerned in how institutions are formed and maintained, as well as how they evolve (Scott, 2014). The majority of institutional discussions center on their ability to govern and limit behavior by establishing legal, moral, and cultural boundaries. On the other side, institutions must also encourage and empower activities and actors (Scott, 2014). Institutions provide incentive, guidelines, and resources to aid actors in their actions (Scott, 2014). As a result, they not only offer stability and order, but also undergo gradual and revolutionary change.

If an organization is to exist and prosper in its social environment, it must have more than just material resources; it must also have social acceptability and credibility, which is referred to as legitimacy (Scott et al., 2000). Control and freedom-continuity of social structures, as well as individual freedom to build, maintain, and modify institutions, are debated by institutional theorists (Scott, 2014). DiMaggio and Powell (1983), Meyer and Rowan (1977), and other early neo-institutional researchers emphasized the manner in which institutional mechanisms controlled organizational structures and activities (Scott, 2014). DiMaggio (1988), (Oliver, 1991), (Christensen et al., 1997), (Pedersen & Dobbin, 1997) on the other hand, have recently highlighted the ways in which both individuals and organizations innovate strategically and contribute to institutional transformation (Scott, 2014). To better understand the institutional theory, it is essential to be familiar with following divisions:

3.2 Institutional work

The institutional work in the institutional theory investigates the behaviors of individual and collective agents aiming at constructing, conserving, and destroying institutions, as well as the agency-institution relationship (Lawrence et al., 2009). Individual and collective actors' efforts to cope with, protect, shore up, tear down, tinker with, adapt, or construct a new institutional structure in which they live, work, and play that provides them with roles, connections, resources, and routines are highlighted (Lawrence et al., 2011). Individuals are thereby re-engaged in the development, maintenance, disruption, and reform of institutions through institutional work.

3.3 Institution and Entrepreneurship

In recent years, institutional entrepreneurship has received more attention in entrepreneurship study (Battilana et al., 2009). The methods through which social structures, such as schemas, norms, conventions, beliefs, and routines, get established as standards for social activity are studied in institutional theory ((Scott, 2004b). Not just institutional

conduct, but entrepreneurial activity that subtly and publicly questions existing institutions, contributes to institutional transformation (Welter & Smallbone, 2011). Across institutional systems, institutional enforcement can have an influence on the form and breadth of entrepreneurship (Welter & Smallbone, 2011). Institutional entrepreneurs are organized actors who use resources to create a change in new institutions as an opportunity to fulfill highly valued interests (DiMaggio, 1988) who focuses on institutional change as a result of purposeful individual conduct (Welter & Smallbone, 2011).

Institutional reform may have a favorable impact on entrepreneurial activities when it lowers obstacles to market entrance and exists (Welter & Smallbone, 2011). For example, culturally rooted norms determine the degree to which a society tolerates and supports entrepreneurial activity (Shane, 2003). The many levels of embeddedness include cultural embeddedness, which refers to the common knowledge of society that shapes economic behavior (Douglass C North, 1990; Zukin & DiMaggio, 1990), and social embeddedness, which is represented in interpersonal relationship networks (Zukin & DiMaggio, 1990). Formal rules and informal norms, attitudes, and practices shape behavior and serve as codes of conduct, affecting professions, families, industries, and businesses (Welter & Smallbone, 2011). As a result, the institutional viewpoint is concerned with the effects of formal and informal institutions on entrepreneurial behavior (Salimath & Cullen, 2010). Whereas, to some extent, institutional reform has a favorable influence on the market and entrepreneurial activity by lowering market entrance and exit barriers (Salimath & Cullen, 2010).

Despite the importance of stability and conformity, some institutional theorists also pay attention to social conflict and change (Scott, 2004a) where institutions have typically prioritized consistency over change; yet they recognize the need of change, whereas entrepreneurship supports a shift in norms, regulations, and practices, even if it is difficult to achieve (Garud et al., 2007). As a result, the merger of institutions and entrepreneurship emerges as a combined concept called institutional entrepreneurship, which focuses on understanding how and why new ideas arise through time and transform old ones (Garud et al., 2007). There is debate among academics about structure and agency. Prioritizing agency above structure leads to creativity and change whereas prioritizing structure leads to deterministic models. The agency encourages heroic actor models and have been critiqued for being ahistorical and decontextualized at times. Few other researchers integrate structure and agency (Giddens, 1984), allowing enterprises to innovate and implement change.

3.4 Institutional Entrepreneurship

Institutional entrepreneurship is defined as ‘the activities of actors who have an interest in particular institutional arrangements and who leverage resources to create new institutions or to transform existing ones’ (Maguire et al., 2004, p. 657) and the institutional entrepreneurs are the actors who ‘break away from the scripted patterns of behavior’ (Dorado, 2005, p. 388). Eisenstadt (1980) and DiMaggio (1988) formed an essential component of the discourse around institutional growth. Building on Eisenstadt (1980) idea of institutional entrepreneurship, Paul DiMaggio proposed in 1988 that organized actors do not just comply with institutions, but actively strive to create or change them and mobilize resources to do so (Battilana et al., 2009; Holm, 1995; Seo & Creed, 2002; Sotarauta, 2013).

DiMaggio (1988) who claimed that new institutions emerge when organized players with sufficient resources see them as a means of realizing highly valued goals. These people, known as institutional entrepreneurs, develop a new system of meaning that connects the operations of many organizations (Garud et al., 2002). Thus, institutional entrepreneurship reconnects ancient and contemporary institutionalism by reintroducing agency, interest, and power into organizational analysis (Garud et al., 2013). Members of organizations and communities across the world are recognizing the need for institutional transformation (Battilana et al., 2009). It's crucial to understand how institutions influence the actors' behavior and how these actors, in turn, push institutions to evolve (Battilana et al., 2009). The institutional entrepreneurs are socially skilled actors who can separate themselves from others' concerns and take a self-reflective posture (Mutch, 2007). They handle difficulties through establishing and sustaining a collective identity of social groupings, as well as by attempting to shape and fulfill the needs of other groups (Fligstein, 1997).

The institutional entrepreneurs are able to relate to the situations of other actors and in doing so, to provide them with reasons to cooperate. Institutions do not develop out of nowhere; they are continually challenged, borrowing from, and displacing earlier institutions to varying degrees (Scott, 2014).. The term institutional entrepreneurship reintroduces the concept of actor- agency into institutional research. While early institutional studies (Selznick, 1949, 1957) accounted for actors' agency, later studies tended to overlook players' roles in institutional development, focusing instead on the effect of external forces (Battilana et al., 2009).

Institutional impacts are distributed through a field of organizations via three mechanisms: coercive, mimetic, and normative (DiMaggio & Powell, 1983). They stressed structural isomorphism (similarity) as an essential outcome of both competitive and

institutional processes (Scott, 2014). Coercion is the principal control and obligation mechanism, and it is linked to Scott's regulative pillars, which enable and empower social actors and actions (Scott, 2014). The normative, on the other hand, refers to ideals and rules that focus on the prescriptive aspect of social life. Scott's cultural-cognitive system is also linked to the mimetic component. Within sociology and organizational studies the cultural cognitive dimension is the most distinguishing element of deinstitutionalization (Scott, 2014), where meanings are created and maintained via interactions.

Institutional scholars are increasingly focusing on addressing societal, economic, and environmental issues (Amis et al., 2017; Mair et al., 2016). Work on institutions, on the other hand, has usually concentrated on continuity, even as it accepts change more readily, while work on entrepreneurship has traditionally focused on change, even if it recognizes that change is difficult to achieve (Garud et al., 2007). As a consequence, institutional entrepreneurship is a concept that blends institutional and entrepreneurial processes (Garud et al., 2007, p. 960). How can actors conceive and promote new behaviors when they are embedded in an institutional field and vulnerable to its regulative, normative, and cognitive influences? (Hardy & Maguire, 2008).

The individuals in charge of changing the system are known as social entrepreneurs (Maguire et al., 2004). DiMaggio (1988, p. 14) who claimed that new institutions develop when organized participants with adequate resources perceive them as a vehicle to serve highly valued interests, is tied to institutional entrepreneurship. Institutional entrepreneurs may either keep a business functioning or disrupt and trash it (Lawrence & Suddaby, 2006). In order to alter existing institutions, institutional entrepreneurship requires not only the capacity to foresee new possibilities, but also the ability to interpret prior habits and future objectives in the context of present occurrences (Emirbayer & Mische, 1998). To qualify as an institutional entrepreneur and institutionalize alternative rules, norms, and practices, individuals must defy present rules and practices connected to prevailing institutional logics (Battilana, 2006; Garud & Karnøe, 2003). Those who make changes that help in the transformation of existing institutions as well as the construction of new ones are known as institutional entrepreneurs (Battilana et al., 2009). Institutional entrepreneurs can be an individual, a collection of individual, that acts as a change agent, initiating and actively engaging in the implementation of various reforms (Battilana et al., 2009).

Furthermore, the recent rise in institutional entrepreneurship literature reintroduces agency, power, and interests from both old and new institutionalisms in order to bridge the gap between them in the institutional fields (DiMaggio & Powell, 1991; Greenwood &

Hinings, 2000). The old model of Selznick's institutionalism favored conflicts of interest, power dynamics, informal structures, values, norms, and social commitments (Scott, 2014) whereas the new model emphasizes cultural and constitutive processes, routines, and schemas, legitimacy processes, and formal structures, and views institutionalism as a process in the organization's environment (DiMaggio & Powell, 1991). The paradox of embedded agency (Battilana, 2006; Dorado, 2005; Garud et al., 2007; Leca & Naccache, 2006) is the focus of the most recent work on institutional entrepreneurship (DiMaggio & Powell, 1991; Friedland, 1991; Seo & Creed, 2002; Sewell 1992) which raises interesting questions for institutional theorists. Furthermore, emotions, reflexivity, and disembedding underpin the agency engaged in encounters, negotiations, and co-creation that establish places for innovation, and institutional effects remain highly important in any attempts to institutionalize social innovation (Van Wijk et al., 2019).

Similarly, institutional entrepreneurship believes in developing new inter-actor relationships to effect change through collective agency (Garud et al., 2002; Lawrence et al., 2002). Furthermore, resource mobilization is a crucial concept in institutional entrepreneurship (DiMaggio, 1988), and it is used to alter institutions through collaborations and partnerships, which require the participation of other actors (Hardy & Maguire, 2017). It also claims that the players' social abilities would enable them to bring about change by inducing collaboration among others (Fligstein, 2001).

3.5 Institutions and organizations

Institutions have a significant impact on organizations, defining and shaping them (Edquist & Johnson, 2013). Organizations are considered to be entrenched in their institutional environment, which includes the legal system, as well as numerous norms and values that impact all organizations of a specific type (Edquist & Johnson, 2013). Institutions are crucial for creativity because they pattern behavior. Because creative activities are inherently risky, they require substantial institutional backing to flourish (Edquist & Johnson, 2013). As a result, institutions are entities that bring organizational stability. An organization's structure is supported by institutional provisions that help the organization acquire responsibility, legitimacy, and social fitness rather than just growing quality and quantity, which leads to acceptability and recognition. (Scott, 2004b). So, institutions provides the organization a framework to support where the organizations as players follow the rules, influence and even change them.(Douglass C. North, 1990).

3.6 Institutions in Relation to Innovation and Scaling

There is positive relationship between institutions and innovation along with sailing. Thus, at many levels, there is a link between institutions and innovation (Edquist & Johnson, 1996). Institutions are the threads that bind society together, since they aid in reducing uncertainty and introducing innovation, as well as managing conflicts and collaboration and providing incentives and impacts (Edquist & Johnson, 1996). Institutions help to reduce uncertainties by providing information, institutions help to manage conflicts and cooperation and also to provide incentives (Edquist & Johnson, 2013). So, institutions are needed to cope with high level of innovative uncertainties and works as a 'signpost' (Edquist & Johnson, 2013, p. 52) that is information.

Furthermore, to lessen uncertainty while dealing with external actors' behavior and bringing innovation, rules, beliefs, solid relationships, and practices are required (Edquist & Johnson, 2013). Institutions also govern and regulate disputes and collaboration between people and organizations, especially when the conflicts have the potential to lead to innovative activities. Conflicts can arise within and among organizations, individuals, and groups; however, mutual trust and cooperation can be created via partnerships, rules, norms, and practices, as well as good communication, to handle these conflicts. Institutions also direct resources towards creative initiatives (Edquist & Johnson, 2013). It is because of conscious decisions made by the firm's management or entrepreneurs that alter resource allocation and distribution in creative initiatives. Institutions also give incentives for learning and engagement in the inventive process, as well as motivation. Wages, salaries, ideas, and expertise are all examples of incentives that may assist motivate people to engage in creative activities.

'How can an organization or individuals innovate if their beliefs and actions are determined by the institutional environment they wish to change?' (Bernard et al., 2008, p. 4). This is a crucial question in institutional entrepreneurship, as social innovators should have a disembedded viewpoint in order to bring about changes (Van Wijk et al., 2019). Institutional theory in this study, mainly emphasizes on the micro-level analysis, focusing on the positions and actions of actors in institutional contexts (DiMaggio & Powell, 1983), and seriously considering the idea that rules, norms, and beliefs are socially constructed and negotiated (Marti et al., 2013) to promote social innovations (Van Wijk et al., 2013). For the institutional viewpoint, social innovation is an agentic, rational, situated, and multi-level process for developing, promoting, and implementing creative solutions to social issues in ways that lead to significant change in institutional contexts (Lawrence et al., 2014; Van Wijk

et al., 2019). Collaboration, self-reflection, communal bricolage, and muddling through daily work make it feasible (Smets et al., 2012). Because of their reflexive capacities (Ruebottom & Auster, 2018), which is their general knowledge of the limits and possibilities produced by the norms, beliefs, and systems that surround them, actors in organizations envisage creative methods of getting things done (Suddaby et al., 2016).

Moreover, social innovation in a micro-level analysis, is an agentic, contextual, positioned, and multi-level process for developing, promoting, and implementing creative solutions to social issues in ways that aim to produce significant change in institutional contexts (Cajaiba-Santana, 2014; Lawrence et al., 2014). Social innovation address the societal issues only being in the institutional environment (Haddock et al., 2012). Self-reflexivity, partnerships, and communal actions, as well as the institutional structure that frames them, are all included in this definition of social innovation (Garud & Karnøe, 2003). The success of social innovation endeavors is therefore contingent not only on the intention of the actors involved, but also on the institutional conditions that surround them (Van Wijk et al., 2019).

So, the link between interests, agency, and institutions is important to institutional entrepreneurship, where new institutions (rules, beliefs, and norms) emerge when organized actors with proper resources recognize in them a chance to realize highly valued interests (DiMaggio, 1988). Thus, the institutional entrepreneurship in this study is applicable as it fosters how the actors through their collective activities introduce innovation, changes, and expansion of services to the ageing populations.

3.7 Importance of Reflexivity, Emotions, and Interactions

Individuals who are embedded in the institutionalized system become more agentic over time and devote their agency/ activities to social innovation. Their interaction patterns and emotional involvement are critical in 'stimulating sufficient reflexivity and disembedding to promote engagement for social innovation' (Van Wijk et al., 2019, p. 892). Actors are enmeshed in a layered social structure that frames their conduct; but, because of their reflecting skills, actors imagine other methods of getting things done (Leca & Naccache, 2006; Ruebottom & Auster, 2018). Reflexivity is defined as 'an individual's broad awareness of the limits and opportunities imposed by the social structures that surround them through norms, values, beliefs, and expectations' (Suddaby et al., 2016, p. 229). The reflexivity is prompted by the thrust (Meyer, 1982), social positioning, talents, history, and social movements all impact the likelihood of actors becoming reflective of tensions and

inconsistencies across institutional prescriptions (Seo & Creed, 2002). Actors as knowledgeable persons can bring a radical change of the structure where they are located (Giddens, 1984), and they require a disembedded perspective at least to come out of the structure and foster for social innovation (Van Wijk et al., 2019).

When one actor interacts with others who are steeped, there may be tensions and inconsistencies that lead to new ways of thinking and innovation (Smets et al., 2012). Emotion binds people in social groupings to one another (Goodwin et al., 2001), and to social problems through their dedication to institutionalized ideas, values, and commitment or compassion for specific groups (Goodwin et al., 2001; Grimes et al., 2013)). When people connect with a group of people they care about, they typically acquire good social feelings like respect, trust, openness, and reflexivity, which are linked to social innovation (Fan & Zietsma, 2017). The emotional energy fosters a pleasant and invigorating sensation that comes from participating in relationships, and it may drive and maintain social innovation initiatives through the challenges, wrong turns, and re-learning that occur with the social change process (Fan & Zietsma, 2017; Ruebottom & Auster, 2018).

Social entrepreneurs - the actors, organizations or group of people who as actors have the ability to motivate and convince the external stakeholders to cooperate and collaborate which help to achieve the social goal (Fligstein, 1997). In social innovation, interactions presume that different groups would engage with individuals outside the circles, each with their own set of stakeholders and resources (Van Wijk et al., 2019). Institutional entrepreneurs envision and champion a change being in the institutionalized environment (Hardy & Maguire, 2017). Institutions govern relationships between persons and groups of people within and beyond the organization in the environment through communication and interactions by their very nature (Edquist & Johnson, 1996).

Most importantly, institutional entrepreneurship underlines the relevance of actors' activities in reforming society and institutions in innovative ways for the welfare of people as they have the capacity to imagine an alternative option within the institutionalized contexts (Garud et al., 2007). Lawrence and Suddaby (2006, p. 220) argue that institutional work which even combines the institutional entrepreneurship highlights the 'awareness, practical skills, sensibility and reflexivity of individuals and collective actors who are culturally competent'. Talking about scaling, the actors through their deliberate actions bring a desirable change by solving the social issues. The institutional entrepreneurs with their reflexive knowledge, skills and cultural intelligence which widen the impacts by fighting the institutional constraints in the environment to be the instigator of change.

The institutional entrepreneurship, thus believes that the actors are able to change the institutions over time (thoughts, norms and practices) where they are situated, for the welfare of people by using the resources and capabilities in the organization and outside. The scholars of the institutional entrepreneurship argues that a change of the institutions for the betterment of people and society is possible through the reflexive knowledge and social skills of social entrepreneurs/actors. Such skills include the communication, interaction, understanding feedback, collaborative, leadership, and cultural competence. Finally, these individual and collective skills and capabilities of actors, of course, bring newness in their agency/activities which foster to scale up the impacts for the beneficiaries. New methods of living and being are required for social innovation to upset the status quo. The actors assist users in disengaging from their institutionalized ideas and values and engaging in co-creation with new ways of acting through the use of emotions and reflexivity (Van Wijk et al., 2019). The actors assist the consumers in dismantling fears, challenges and creating delights by sharing their experiences and expertise to innovate and scale impacts.

Ultimately, on the topic of agents/actors and agency - the activities of actors and the social structures or institutions - academics of institutional theory in organization agree and disagree. Some theorists and researchers favor the institutional component over the agency of actors, arguing that players must follow the rules of the institutions in which they are immersed. While neo-institutionalists including the scholars in institutional entrepreneurship emphasize the importance of the actors' agency and their freedom and abilities to change the institutions over time. Furthermore, I contend that institutions aid the organization's growth by providing a foundation for attaining legitimacy in society while also encouraging innovation to expand the organization's influence. In this study, the use of a social entrepreneurial approach to interpretation is appropriate to examine how the social enterprise disembedded from the institutionalized social conditions and comes out to innovate and expand the services to the ageing people.

3.8 Roles of Agency

The motivation and creativity that motivates the actors to break away from their normal activities is referred to as agency. Agency, according to Giddens (1984, p. 9) is the capability of actors to bring change in pre-existing conditions through "reflexive monitoring' and knowledge. The change is accomplished by social involvement, which suggests that it reproduces and modifies the environment through "the interplay of actors' habits, imagination, and judgment"(Dorado, 2005, p. 388). This focuses on how actors use their

talents, capacities, and strategies to replicate or modify institutions (DiMaggio, 1988). When actors make practical and normative judgements about emergent needs, difficulties, and opportunities, they transform the present.

A focus on the past facilitates the selective reactivation of prior thought patterns and behaviors (Dorado, 2005). A future orientation allows actors' aspirations, anxieties, and ambitions to be used to generate creative future action trajectories. When the focus is on the past, regular actions are prevalent. The actors are likely to react to previous patterns of conduct and restore institutional stability. However, because of the selective nature of this reactivation, a change will occur over time. When the present is prominent and the actors are presented with situations of ambiguity and are not expected to follow routines, sensemaking actions are likely (Dorado, 2005). Rather, they make sense of situations to establish appropriate contexts and, as a result, build, filter, frame, and produce facticity that will give them with appropriate settings or space for actions.

3.9 Resource Mobilization

Resources—cognitive, social, and material assistance—are required for institutional reform (Dorado, 2005). A great deal of research has been done on the skills, strategies, and techniques that enable actors to mobilize resources for institutional arrangements (DiMaggio, 1988; Lounsbury, 2001; Rao, 1998), in order to bring about a change that requires legitimacy and approval from a wide range of stakeholders (Rao, 1998; Van de Ven et al., 1999). The capacity to establish interpersonal trust in order to get support for non-institutionalized projects (Aldrich & Fiol, 1994). Few scholars believe that replicating existing systems is an effective strategy to obtain support for innovative ideas (Hargadon & Douglas, 2001). Actors may provide a number of ways and ideas to assist the unconventional arrangements to achieve an acceptance and support (Winn & Lawrence, 2002).

Few critics have challenged institutional entrepreneurship for failing to address the conundrum of embedded agency and disembedded agency, which ignores the role of institutional pressure on actors' conduct (Cooper et al., 2008). They also claim that institutional entrepreneurship introduces players to institutional change in an ineffective manner (Meyer, 2006) and only making the actors a hero (Hardy & Maguire, 2017). Defending the criticism, the institutional entrepreneurship, on the other hand, proposes that the actors interact with the external environment to overcome the paradox of embedded agency (Leca et al., 2008).

Finally, the institutional viewpoint is used to investigate the process of social innovation. In order to address social and environmental issues, the institutional perspective favors micro analysis of social innovation, which prioritizes the agentic capabilities and resources that develop and implement novel solutions among diverse actors in order to change society's basic routines, resources, authority flows, or beliefs about social phenomena in which innovation occurs (Westley & Antadze, 2010). Social innovators in social businesses who are reflexive, emotionally driven, and supportive find themselves in institutional complexity (Van Wijk et al., 2019) and wish to break free to improve the service to the targeted group or community. By mobilizing resources in an innovative way, institutional entrepreneurship changes the status quo (beliefs, norms, and systems). In my research, the institutional perspective, particularly institutional entrepreneurship, examines Bihani venture's innovative programs and strategies, as well as how actors mobilize and apply their talents and expertise to help the elderly live gracefully. The players get trapped inside the institutions as a result of this; yet the actors recognize opportunities outside the organizations and so overcome the institutions' limits for the sake of the community and its people. As a result, the study within the theoretical framework emphasizes the process of agentic characteristics, which make it feasible to solve the concerns of the aging population by combining both innovation and scaling.

It is therefore, the institutional theory is thus applicable and useful in the study of entrepreneurship and organizational innovation. The institutions provides both foundation and creativity to change the status quo; either it might be the systems or institutions such as beliefs, norms, and practices. Values, norms, and attitudes are informal institutions that guide individual behavior through unwritten codes of conduct and are ingrained as deep structures in a community (Nooteboom, 2002; Welter & Smallbone, 2011). So, the socio-cultural and financial circumstances impact entrepreneurial activities since they can influence opportunity recognition, invention, and exploitation, as well as access to resources (Welter & Smallbone, 2011), which come under the three institutional mechanisms of 'regulative, normative and cognitive' (Scott, 2014, p. 56). My point is that as social innovation aims at introducing new ideas and services, the institutions provide a support for the innovation and social entrepreneurs function as the institutional entrepreneurs (Mair & Marti, 2006), to bring a favorable change for the welfare of the community or the disadvantaged groups (Rao, 1998). An actor being in the institutionalized environment sees the space as opportunity to innovate so that change happens. It is also significant as it focuses on the values and services, rules and

regulations which foster to gain legitimacy that an organization aspires to establish via its social activities.

In a nutshell, the institutional theory is the most promising lens through which to analyze organizations (Scott, 2014). Individuals seek to change the institutions in which they are entrenched because institutions control and shape them (Scott, 2014). In the history of institutional theory, there has been a discussion between those who supported the potential of individual actors to make a difference in the creation, maintenance, and transformation of institutions and those who supported structural and cultural constraints on actions (Scott, 2014). Individuals and organizations are encouraged to innovate, act strategically, and contribute to institutional change because of recent institutional work. Institutions give organizations with templates and instructions; nonetheless, the meaning of institutions is produced and driven by social interactions among organizational actors (Hallett & Ventresca, 2006).

Institutional entrepreneurs integrate human and technical resources in creative ways to produce new types of goods, processes, or organizational structures, resulting in innovative products, processes, and organizational structures (Scott, 2014). Such entrepreneurs focus their efforts to garnering approval from a larger audience for their work in order to be successful. The roles and responsibilities of the players are critical in creating newness by integrating existing resources and materials in unique ways. Individual and collective actors' awareness, talents, and reflexivity try to construct, sustain, and destroy institutions (Lawrence & Suddaby, 2006). Institutional entrepreneurship emphasizes how certain actors are able to mobilize resources in order to accomplish their valued interests (Maguire et al., 2004).

3.10 Philosophical Orientations

The research is philosophically founded on subjectivity and interpretivism to evaluate the social phenomena of how the social enterprise chosen has an influence on the targeted communities and people. The study has the following ontological and epistemological considerations:

3.10.1 Ontological Considerations

The nature of social beings is the subject of social ontology questions where my research's position is relativism meaning that it views the reality on subjective perspectives. It believes that without consciousness the world is meaningless (Scotland, 2012). It is founded on social constructionism, which states that social phenomena and their meanings are constantly constructed by social actors (Bryman, 2012) or the social problems are socially

constructed (Lawrence et al., 2014) and in this study the social entrepreneurs are the social actors to bring a change in the services to ageing people. Moreover, the institutions are also socially constructed (Jepperson, 1991). Human life exists due to interactions among people (Burr, 2015; Gergen, 1985). The ontology presented by institutional theory is based on a commonsense belief accepted by social scientists and ordinary people alike: all social life is constituted in and through social practice (Giddens, 1984). The social praxis is based on the activities and interactions that social actors produce. Furthermore, it provides methods for explaining the emergence of social life (Cohen, 1989).

3.10.2 Epistemological Considerations

The research has an epistemological foundation on social constructionism which argues that there are multiple perspectives to see the social phenomena and knowledge is not the final truth; instead, it has different ways to see the world (Burr, 2015). Berger and Luckmann (1967, p. 15) focused on the term 'sociology of knowledge' which concerns with whatever passes for knowledge in society regardless of validity and invalidity. Thus, they emphasize the social creation of knowledge where social reality is a human creation, a product of social interaction (Berger & Luckmann, 1967). For instance, in this research, the social enterprise's mission is to create values which start with dialogues and interpretation in the certain contexts (Askeland, 2020) and that ultimately develop people's understanding of reality (Espedal, 2020). The topic of what is or should be considered acceptable knowledge in a discipline is an epistemological question (Bryman, 2012). The study of social phenomenon—people and institutions—is based on an interpretative approach (Bryman, 2012) by analyzing the actors' activities in organizational situations to understand the subjective meanings of social acts - how people make sense of the world around them (Bryman, 2012). Knowledge and meaningful reality are created and transferred in a social setting and the social environment is viewed through the eyes of those who participate in it (Cohen et al., 2007).

Chapter 4: Research Methodology

The research methods and materials utilized in the study are covered in this chapter. The qualitative case study approach that I used in the study, using semi-structured interviews and document analysis as data gathering methods, is explained. It also demonstrates the justification for using a qualitative approach and the power of triangulation data gathering methods to improve data trustworthiness. Moreover, this chapter also includes the case descriptions of Bihani Social Venture. The data is analyzed utilizing NVivo software, and the techniques for producing themes from the acquired data are also described. The details on the participants and the documents utilized in the study are also included in this methodological chapter. Finally, Finally, the chapter includes ethical issues to be considered during this thesis writing process.

4.1 Logic of Inquiry: A Qualitative Approach

To answer the research question- how Bihani Social Venture manages innovation and scaling to create impacts for the wellbeing of aging population in Nepal, the research was designed as a qualitative inquiry using the case study approach. The data were gathered from both primary and secondary sources where the primary data were collected from the semi-structured online interviews and the secondary from the documents published by the case in the webpage. The qualitative data were collected using interviews from the participants who were the employees working in Bihani Social Venture. It is because, my research aimed to gain subjective perspectives, ideas, experiences and knowledge of participants (Creswell, 2014; McGrath et al., 2019; Starman, 2013), on how social enterprises managed the innovation and scaling to create impacts for the benefits of the ageing and elderly people. It is also said that qualitative approach is good for studying impacts or evaluations of some programs (Mohr, 1999). Moreover, the advantage of a qualitative approach is that it improves one's ability to not only describe events, but also to comprehend how and why the same occurrences are often viewed differently by different stakeholders (Starman, 2013). So, as per the data required to answer the research problem, I chose the qualitative approach to understand in-depth how the social enterprise deals with innovation and scaling to promote impacts.

Furthermore, to ensure the reliability and validity in a qualitative research, it has based on trustworthiness, rigorous methods and quality data (Golafshani, 2003). As a triangulation of data collection method (interviews and documents) which increases the validity and reliability where the researcher search for 'convergence among different sources

of information to form themes or categories in the study' (Creswell & Miller, 2000, p. 126). Thus, the correctness and completeness of the research data, as well as the research techniques and thorough formulation of the study design, all contribute to this research's reliability. The study's validity is based on its openness about its procedures, methods, and findings, as well as the interviews and documents' congruence.

4.2 Application of the Case Study Method

The case studies are one of the qualitative studies which have been widely employed in the social sciences (Starman, 2013) to produce rich descriptions of a single phenomenon or organization. (Yin, 1994). I used the case study method as it provides the most vivid understandings of the social phenomenon or situation in details (Thomas, 2021). The case study entails a detailed examination of a single unit, such as a person, a community, or an organization (Bihani social Venture) when a holistic, in-depth investigation is needed (Feagin et al., 1991). It allows me to get a comprehensive view of the research problem and makes describing, interpreting, and discussing a research problem easier (Baskarada, 2014; Jack, 2008; Tellis, 1997). It is; therefore, the case study approach was applied to explore the comprehensive understanding of how the Bihani Social Venture has managed both innovation and scaling in creation of impacts for the ageing population.

In the beginning, I studied about fifteen social enterprises in Kathmandu to know their services, experiences, and impacts. Moreover, I needed an experienced and established which might have practiced the strategies for innovation and scaling to create higher impacts. It is because the study's problem is to explore how the enterprises have managed innovation and scaling which a newly established enterprise might not have practiced these ideas. Therefore, I picked up Bihani Venture since it was a well-established enterprise having about a decade of service experience. To address my study issue, the older the organization, the better it would be to evaluate innovation and scaling strategies from the institutional perspective.

4.3 Research Settings and participants

The case of my study is Bihani Social Venture in Kathmandu, Nepal, selected purposively as it is an established enterprise creating impacts for the ageing people for years. The participants for the primary data collection were selected on a snow ball technique by taking the 'research question at the heart of considerations' or as per the purpose of the inquiry (Bryman, 2012, p. 416; Patton, 2014). The ' snow-ball technique' (Blaikie, 2010, p.

179) was adopted to choose the participants which means I asked the initial interviewees to suggest other potential employees who could participate and provide much more information related to the topic in the interview. Altogether, through the snow-ball technique, five participants were selected from Bihani Social Venture, almost all holding the key roles at Bihani so that they could provide sufficient information to me on the research problem. First, the reason why I chose only 5 participants was that the participants were experienced enough to provide me sufficient information that I need. Secondly, I have selected four documents from Bihani Venture which would also support me to get information regarding the study's problem. The four documents selected as a source of secondary data, increased the trustworthiness of the findings because I corroborated the interview's results with the themes from the documents to find the similarities and contrasts.

4.4 Methods and Procedures of Data Collection

To address the research question of how Bihani Venture manages the innovation and scaling for the wellbeing of ageing people, the research had adopted the semi-structured interviews and documents from Bihani Social Venture for data collection. The online interview was conducted in April 2022 on individual basis using the *Zoom application*, as most of the participants had worked from home due to the Covid-19 situation and some of them were even out of the city for the official work. I chose the *Zoom application* to conduct interview because; the employees were already familiar with this application, and it has also safety measures for the privacy of data. As a researcher I am also quite familiar with its features and privacy measures. Furthermore, it has advantages with the features to secure the privacy of data, and individual recording of the interview without the support of third-party to avoid the possible shortcomings (Archibald et al., 2019). The measures for privacy of data were carefully done in the *Zoom* interview and only the audio was recorded on individual basis. The informed consents (see appendix 3) were sent to all the participants few weeks before the interview. The participants were already provided the informed consents via emails, and they were also reminded orally just before the interview took place. I have given below the relevance of semi-structured interview and document analysis as the sources of data in details:

4.4.1 Semi-structured Interviews

I used semi-structured interviews to acquire data. The semi-structured method of data collection was chosen because it was well-suited for understanding the participants' views and opinions in order to obtain information in depth (Barriball & While, 1994). Moreover,

the semi structured interviews allow the participants/employees an opportunity to choose wordings to each question however, with in some probes which increases the reliability , and trustworthiness of data thereby making the results more plausible and being 'through and careful to carry out the research' (Barriball & While, 1994; Kallio et al., 2016; Robson, 2002, p. 176). Semi-structured interviews are frequently seen as the best of both worlds because they incorporate the structured and unstructured elements while still allowing for the flexibility to ask follow-up questions (George, 2022). Due to their more open-ended character, they also provide greater intricacies and richness and if necessary, the participants may be prompted to clarify, elaborate, or restate their responses (George, 2022). The sample questions to be asked to the participants are given in the appendix 1, however, I also asked the follow-up questions during the interview as per the contexts.

The interview was divided into three stages: pre-interview, interview, and post-interview. Even though they had already signed the informed consent emailed to them a few weeks before the interview, I honestly presented myself and the reasons why I was taking interviews at the pre-interview session. The interview lasted 15-20 minutes for each participant. Prior to the actual interview, there was some discussion about the topics and the participants' questions about them. It aided in the development of a rapport between the researcher and the participants, allowing for more comfortable interactions, which is crucial in qualitative research (McGrath et al., 2019). This relationship is particularly important during the interview since it allowed the interviewees to provide rich and thorough information.

During the interview, I did not interfere the participants' interests to express. As I was aware, the researcher is also an instrument of data collection in qualitative research, so as a researcher, I was reflexive, mindful, and aware of how my roles influenced the dialogue (McGrath et al., 2019) and assisted as a data co-creator. My prior understanding of the subject assisted me in comprehending the situations, but I did not exhibit any bias in data collecting rather I only acted as an instrument so as to gain much more information on the research problem. I was not a passive interviewer; instead, I used my expertise, skills, and competency to get thorough information from the participants (Lingard & Kennedy, 2010). Some participants did not grasp the term scaling at first, but once I described it to them in simple terms, they understood and responded. I explained them how they expanded their services geographically and strategically to deepen their impacts on the targeted group of

people. I asked follow-up questions to facilitate them to feel comfortable to answer so that I could get a detailed data to address the research question.

I transcribed the audio recordings right after finishing the interview. Next, I translated them into English. I kept the data safe till the completion of the thesis. During this period, I highly followed the ethical considerations for the participants' privacy and the confidentiality of the data although I did not inquire much about the personal data. The information of the participants included the following in the table below.

Table 1

Information of the Participants

Participants	Service (in years)
A	4
B	6
C	4
D	4
E	2

The respondents' identities were changed to A, B, C, D, and E to protect their privacy as per the research ethics. The participants were related with the enterprise as current employees including managers. The service length (not less than two years) and employment with the reasoning that how familiar the participants were with the organization's plans and programs so that they could offer me with a lot of information about the study issue.

4.4.2 Documents as Archival Data

The secondary sources of data in my research are documents (I chose 4 documents given in table 2) as they 'are particularly applicable to qualitative case studies' (Bowen, 2009, p. 29). I selected the secondary data to develop an interview guide, to identify stakeholders and increase the basic knowledge of the case (Olsen, 2020), and finally to incorporate with the primary data. Documents are social facts which shows how people do things with documents by connecting them to actions (Prior, 2016). Analyzing documents incorporates coding content into themes similar to how the interview transcripts are analyzed (Bowen, 2009). Documents are rich sources of data and evidences, (Bowen, 2009), which speaks of organization's reality (Atkinson & Coffey 2004). As qualitative research necessitates a strong data gathering strategy (Bowen, 2009) , I applied document analysis as a complement to interviews, which is referred to as triangulation-'a combination of techniques in the study of the same phenomenon' (Denzin, 1970 as cited in Bowen, 2009). The documentary evidences

were combined with the data from interview to enhance credibility by minimizing potential shortcomings (Bowen, 2009). Document analysis aids me in uncovering meanings, developing understanding, and discovering insights related to the study issue as a researcher (Merriam, 1988) and to compare them with the themes of the interview to find the common patterns for discussion.

Furthermore, I offered 'a confluence of evidence that breeds trust in the interpretation and conclusion obtained from the collected data' or by triangulating data (Eisner, 2017). I used four electronic documents such as reports, and publications found in the webpages of Bihani Social Venture. The synthesis of themes from these papers provided up-to-date material to support my research problem, as well as increase the reliability and validity of the data obtained (Golafshani, 2003). I, as the researcher, attempted to lessen the influence of potential bias in a particular study by reviewing data acquired through different approaches and linking findings across data sets (Bowen, 2009). The documents were selected after looking them through the critical eyes, checking their originality and relevance to the research problem. Four documents were chosen as per my study's purpose and categorized as following from the website of the organization - Bihani Social Venture, Nepal.

Table 2

Documents Selected for Analysis

Document 1	What is Social Bihani?
Document 2	Context of Ageing
Document 3	Social Engagement and Participation
Document 4	Organizational services

4.5 Methods and Procedures of Data Analysis

As the qualitative research, data are based on texts, languages and images (Seers, 2012). Transcription of data routed from the interaction between the participants and the researcher (Richards & Morse, 2012). The research adopted the following procedures for the analysis of data:

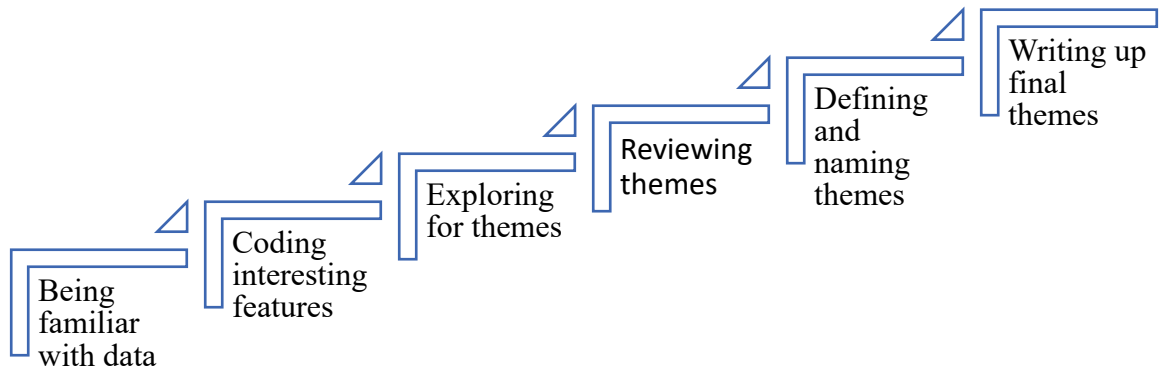
4.5.1 Intelligent Verbatim Transcriptions

The process of converting spoken words, such as those from audio-recorded interviews, into written words, allowing the researcher to conduct analysis, is known as

transcription (Halcomb & Davidson, 2006; Streefkerk, 2019). By filtering irrelevant and non-verbal communication, I used the intelligent verbatim transcription approach to capture what the participants said (Streefkerk, 2019) in the transcriptions. All the interviews were audio-recorded and transcribed in Nepali language used by the participants so as to make me easier later to recall the information. I used the intelligent verbatim transcription, as it is less time-consuming, focusing on the main words said by the participants which I need to answer the research questions. After transcribing, I translated the interview transcripts into English Language.

4.5.2 Coding and Generating Thematic Patterns

After the data from the interviews was first transcribed, then translated to English, then coded to generate themes in the NVivo software. Similarly, themes are identified by coding the archival data produced from the selected documents. The techniques that enable data to be integrated, classified, and thematically sorted to construct meaning in qualitative research are referred to as coding (Williams & Moser, 2019). Coding assisted the researcher in highlighting areas of the text, usually phrases and sentences, which were then labeled or coded, allowing the researcher to get a quick overview of the important points and common meaning that recurred throughout the data (Caulfield, 2019). Thematic analysis is a method for identifying , analyzing and reporting patterns of themes within data (Braun & Clarke, 2006). The researcher used an inductive approach to thematic analysis (data to themes) by closely examining the data to identify common themes-topics, ideas, and patterns of meaning that recur (Caulfield, 2019), and the themes that resulted aided the researcher in interpreting the data using the institutional entrepreneurship. The themes that were developed were reviewed, named, and then written up. Following the ideas of Braun and Clarke (2006), the processes below were applied in generating themes from the interviews and even from the documents. The systematic coding and analysis of data that I have applied would increase the credibility of the study.

Figure 1*A Process of Generating Themes*

4.6 Use of NVivo as a Data Analysis Tool

In addition, I used the NVivo 2020 software which is a qualitative data analysis program for in-depth analysis of uploaded data to visualize, arrange themes and to code the patterns (Elliott-Mainwaring, 2021). The software was accessed with the help of Vid Specialized University, Oslo, Norway after the permission of the thesis supervisor. As qualitative research treats data as a collection of thoughts and comments about study events, the NVivo includes tools for capturing and connecting ideas in a variety of methods, as well as for coding and studying data and idea patterns (Richards, 1999). By reducing challenging and time-consuming procedures, the program assisted me in coding the data, managing them systematically, synthesizing data to produce professional outcomes and to visualize the results (Hilal & Alabri, 2013; Richards, 1999) and to reduce the inconsistency in coding and analysis (Welsh, 2002).

4.7 Ethical Considerations

The research was conducted through online interviews with employees working in Bihani Social venture. So the issues of privacy, participant freedom, no harm/exploitation and voluntary participation were taken into considerations (Hammersley & Atkinson, 2007). The participants were anonymized as A, B, C, D, and E in the study to maintain their privacy as per the research ethics. Furthermore, according to Silverman (2015), a researcher should consider ethical protections such as assuring participant's voluntary engagement, maintaining the confidentiality of their behaviors, safeguarding them from damage and fraud, and

preserving mutual trust (Silverman, 2015). I informed the participants that they could withdraw from the interviews anytime they wish to. The thesis got assessed from the Norwegian Data Service (NSD) which is given in the appendix 2, allowing me to conduct the interviews for data collection. Considering all these issues, I sent the informed consents (see appendix 3) to the participants with the information about the project few weeks before the interview. During the online interview, the measures were adopted to secure the privacy of data and informants and only audios were recorded with the permission of the participants, and these were deleted after the submission of the thesis. So, I followed the ethical guidelines in informing the participants about why they were going to participate, the project information, and my personal information, respecting participants during interviews without biasness, maintaining their privacy, confidentiality, and providing the option to withdraw (National Committee for Research Ethics in the Social Sciences and Humanities [NESH], 2019). I also followed the ethical issues in recording the audios (after getting permission) analyzing the data without distortions, and finally deleting the interview recordings after the thesis was submitted.

4.8 The Case Description

Bihani Social Venture, a private entity, situated in Lalitpur district of Kathmandu Valley as illustrated in the figure 2, is one of Nepal's first social ventures dedicated to fostering age inclusive communities with an emphasis on older persons (Bihani Social Venture, n.d.). A social entrepreneurship differs from typical types of entrepreneurships in that its major purpose is to address unmet societal problems and needs (Beurge, 2017) and in the case of Bihani such as ageing concerns. Bihani by its name also indicates the 'morning time' or the beginning. Bihani believes that we are here because of our parents, but that we often fail to urge them to live gracefully in their older years. In the context of Nepal, when a person ages, they gradually cease socializing, lose confidence, and become reliant (Bihani Social Venture, n.d.). Bihani aspires to ensure that the seniors' potentials, aspirations, and experiences are not wasted. It also gives children and seniors the option to give their parents or elders a social and meaningful life in which they may continue to live without barriers.

A social venture is established with a social mission to achieve a sustainable change while addressing the needs of others (Beurge, 2017) or a for-profit entity for the public interest. Similarly, Bihani provides a wide range of services and activities to the ageing population since 2013 being fully dedicated to its social mission rather than making profit. The major focus is on people over the age of 50 (but not exclusively), with a secondary focus

on families, institutions, and organizations that work or engage with seniors directly or indirectly (Bihani Social Venture, n.d.). Bihani delivers a social prescription with innovative and diversified services and activities connected to health, social engagement and participation, and organizational growth through exchanging knowledge and capabilities across generations to enhance social inclusion of seniors (Bihani Social Venture, n.d.). Furthermore, via social engagement activities, to address concerns of loneliness, reliance, and loss of confidence caused by retirement, relocation, health condition, or a family member's move or a busy lifestyle.

Furthermore, during the Covid-19, Bihani also designed programs and networks of older adult members, young adult and other members, and care personnel to help seniors bridge the generation gap. Bihani's goal is to ensure that no elderly is forgotten, abused, or feel alone in tough situations. Bihani and specialists visit the homes of senior family members to safeguard the elders' social, physical, and emotional well-being. It emphasizes on ageing people's social involvement through activities such as physical activities, art, [paintings, shopping, gardening, writing, music, outings, and so on. Bihani also hosts health fairs, instructive workshops, and group classes geared specifically toward the requirements of the elderly, such as reproductive health difficulties.

Figure 2

A Map of the Study Universe



(Source: Google Map)

5.1 A Word-Cloud Explanation

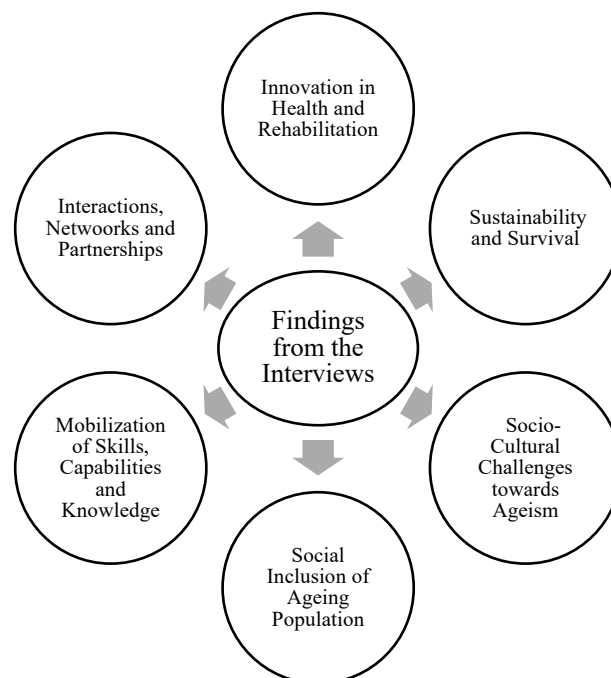
I created the word cloud in NVivo to illustrate the findings of the interview data, with highlighted terms indicating the services given by Bihani Social Venture. It also made coding and creating themes from the transcriptions easier for me. In the diagram, the word frequency also referred to the influence of the social endeavor on the well-being of Nepal's elderly population. The highlighted words in the word-cloud helped me uncover trends in the transcriptions and establish early themes to some extent. Furthermore, figure 2 showed that the participants frequently used phrases like social, seniors, impacts, interventions, ageing, experiences, population, services, and so on, all of which were related to the innovation and scaling. However, I did not just rely on this word cloud to develop themes; instead, I combed through the interview transcripts for noteworthy points, similarities, and discrepancies across interviewees' responses to construct the final patterns for the themes.

5.2 Presentations of Findings

The figure below presents the findings derived from the interviews. The processes given in figure 2 under the chapter 3 were adopted for analyzing and generating the themes/findings from the interviews' data.

Figure 4

Findings from the Interviews



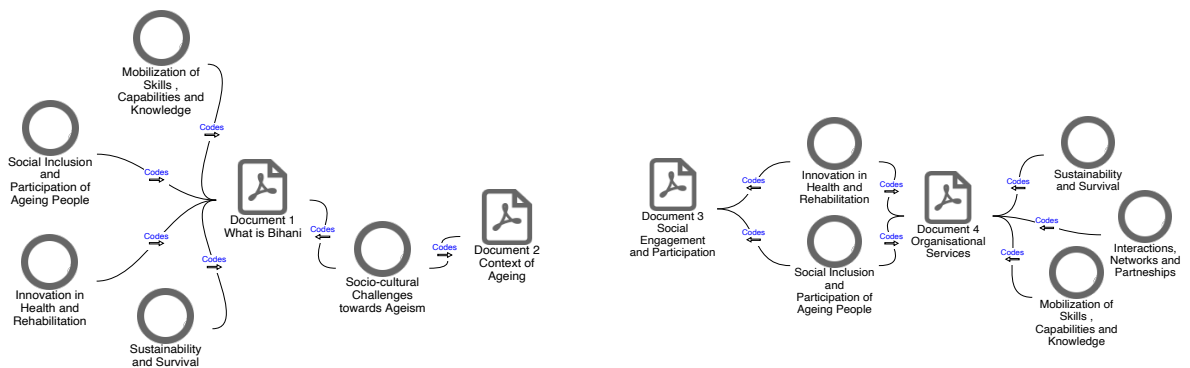
The above figure illustrated the themes as findings emerged from the interviews. Moreover, the results of the interviews depicted in figure 5 below showed their alignments with the documents. So, there are similarities between the interviews' data and data from the documents. The findings were categorized into six themes based on the thematic patterns observed in the transcriptions, which corroborated to the documents analyzed for the research. Furthermore, the triangulation method was applied to boost the reliability or trustworthiness of its findings by cross-checking data sets.

5.3 Corroboration of findings between Interviews and Documents

Since I adopted the triangulation methods of data collection including both interviews and documents. The findings from the interviews were corroborated with the documents. The figure 5 illustrated the similarities seen between the data sets

Figure 5

How Findings from Interviews Corroborate with the Documents



The figure 5 which I prepared in the NVivo depicted the interviews' findings corroborated with the documents and further illustrated how the papers supported the categories identified in the figure 4. Themes that arose from the interviews were evaluated with the documents for similarities and contrasts amongst the data sets to make it more

systematic, concise, and well-organized. Initial themes were produced through coding after examining the papers chosen for examination from the Bihani Social Venture website. While coding and generating themes in the NVivo, the same technique of data analysis was used as given in the figure 2. Themes emerged from the interview were aligned to those from the documents. Health and rehabilitation, sustainability, as well as mobilization of skills, and knowledge and social inclusion and participation of ageing people were themes in document '1.' Document '2' had the themes on socio-cultural challenges towards ageism in Nepal which was also found in the document 1. Documents '3' also showed the themes of health and rehabilitation and social inclusion of ageing people and finally the document '4' included the themes of interactions, networks and partnerships, sustainability and mobilization of skills and knowledge. Thus, there were similarities between the interview data and the archival data extracted from the documents, therefore, the findings were common.

The table 3 below contained descriptions of the findings from interviews (shown in figure 4) as well as the alignment of the findings with the documents (as seen in figure 5).

Table 3

Findings with Descriptions

Findings	Descriptions
<p>i. Innovation in Health and Rehabilitation</p>	<p>Bihani offered services to elderly and their families by providing home-based services, as stated by the participants. The social initiative visited a family of elderly who needed some assistance. The trained members supplied them with socio-psychological counseling and health care. In a question of how their services were innovative in connection to ageing people. The Participant 'A' replied:</p> <p>‘We have various health and rehabilitations Programs designed for the psycho-social well-being of elderly. Such as we have a home-visit programs where the ageing people in the family are provided health care, brain health promotion, self-care and mobility interventions by our skilled partners and members.’</p>

The participant 'D' answered:

'We have creative programs such as the home visit with health-related services which can help to get both feedback from the beneficiaries and social legitimation which enable us for sustainability.'

Moreover, it was also found the same result from the document analysis. In the document '1' and '3' it was given that the innovative health and rehabilitation home - visit programs were provided by Bihani to the elderly people to improve their physical and mental health. In the document '1' it was given that Bihani had a successful intervention for progressive change in the psycho-social health of elderly (3rd paragraph). Moreover, in the word-cloud analysis the words such as, saathi (friends) interventions, health, mental, physical, ageing, etc. supported the responses of the participants.

ii. Interactions, Networks and Partnerships

The participant 'A' emphasized on network development in the interviews and told that it had already formed partnerships with 18 organizations in Kathmandu valley, they included old age homes where people from across the nation resided. Bihani Social Venture provided with the organizational services such as income generating, networking, and volunteering activities, as well as a networking platform and establishing partnerships with old age facilities as A, B, C, and D, the interviewees, responded to the question. In response to a follow-up question of how and why they expanded their services:

Participant 'A' said:

'Bihani has been working to impact more people better. It has established its partnerships with about 18 age old

homes in Kathmandu through various innovative programs and strategies. It believes in networking and partnerships and taking feedback to expand services and to have positive impacts on beneficiaries.’

In a next response to a follow-up question on how they chose to expand their services to new partnerships , **the participants 'B' stated that:**

‘They do research and listen to the feedback to understand the feelings and challenges of stakeholders outside the enterprise. We effectively communicate and interact with the stakeholders, locals, and the beneficiaries to promote our impacts through their participation and to understand what the people outside our organization think of our services’. For instance, we frequently interact and focus on networking and partnerships even outside Kathmandu valley which we have practiced before covid-19.’

The participant ‘C’ said:

‘Bihani have inter-generation programs to encourage ageing people to participate in social activity and to develop inter-generation relationship which helps to reduce the generation gap.’ We have practiced communicating effectively with the elderly and their family to promote their social inclusion’

The relevance of the phrase 'inter-relationship' among employees in the organization was stressed by the **participant 'D'** who replied; ‘Interactions and effective communication with its stakeholders were significant to understand their feelings and thoughts and ideas for so that they participated in the project’. We also organize an advocacy program to make the elderly know their rights.’ The paper ‘4’ given in the figure 5 also corroborated with this idea which mentioned that the organization

had expanded the services through its network and partnership strategies which helped Bihani to expand its service in the community. The documents also highlighted on the programs of ‘Sathi ko Sathi’ (Friend of friend) a community visitor scheme by the skilled members of Bihani that aimed at ensuring the physical, mental, and overall well-being of elderly and promote their social engagement.

iii. Sustainability and Survival

In the question how the organization is sustained. the participant A and D replied as:

Participant A:

‘We are a private entity, so we are not funded by anyone. We have designed our own membership schemes and home-based services and our established values which support us financially till date’

Participant D:

‘We are not funded financially by anybody else, rather we support ourselves through various innovative schemes and programs. Moreover, our sustainability and survival lie in the quality of our services which the community accepts’. He further added that our home-visit programs are the examples of how the beneficiaries welcomes our services’.

The replies also matched while cross checking with the selected documents. While reviewing the documents ‘1’ and ‘4’, I found the similar themes as gathered from the participants. The documents talked about how Bihani

remained sustainable through its innovative programs and membership schemes.

iv. Social Inclusion and Participation of Ageing People

When asked how Bihani Social Venture helped the elderly overcome loneliness (as family member were busy in their jobs or they did not care much about them) most of the participants focused on the social inclusion initiatives of the old or the ageing population. The participants replied as follows which also aligned with the documents 1 and 3 as shown in the figure 5.

Participant A responded:

‘We emphasize the need of a multi-generational and social prescription strategies to deal with the elderly so that they may readily integrate into society. We even have some advocacy and awareness generating programs so as to provide the rights to elderly and to transform the people’s attitudes towards the aged people. Others stressed the need of assisting elderly in maintaining physical and social exclusion, as well as creating connections with elders during social distancing in the Covid-19 period.’

Participant B said:

‘Bihani assists the seniors in avoiding abuse from other generations of people and helps to form the relationships with them through phone conversations, social media, and face-to-face meetings to prevent social marginalization. The organization was able to reach out to a wide number of people through its membership programs and events such as Sathi ko Sathi (friend of a friend) birthday visits that promote the elderly’s participations.’ Particularly, during Covid-19, we provided services and awareness to elderly to connect to their families and involve in activities to make them busy.’

Furthermore, when asked how Bihani engaged the ageing people to improve their social inclusion; the participants replied as:

Participant C:

'We use a social prescriptions approach to help older individuals and their families become more socially integrated.' We go to their houses and provide them interventions to help them deal with their socio-psychological problems.' The participant further added: 'Bihani Social Venture encourages all stakeholders to participate in the activities such as reading, interactions, movie watching, musical events, festival celebrations, outing, etc., that help the ageing people for social inclusion and to obtain ownership of them, which has a good influence on the organization's sustainability'.

Participant D said:

'We plan programs that encourage social inclusion of the elderly through social prescription approach to improve their inclusion from their participations such as reading, writing, playing, listening to music, gardening, and celebrating birthdays. We also frequently try to take their feedback physically or through social medias and online'.

Participant E replied:

'I believe we are in such socio-cultural situations that it is difficult to work for the elderly's empowerment and well-being, which may help them remain connected to society and to prevent social marginalization through effective communication. We adopt the social prescription approach to deal with the issues of the ageism. We encounter several social ideas and behaviors that make improving the lives of the elderly challenging.'

v. **Socio-Cultural Challenges towards Ageism**

‘What obstacles do your team encounter in dealing with the ageing population?’ I asked the interviewees. The participants agreed on the socio-cultural beliefs, norms, and practices in the community were impediments. The participants had the following opinions:

The Participant 'A' stated:

‘We live in the society where the ageing is not taken as an important issue. The family and relatives of elderly do not feel a need to counsel and provide health care and socio-psychological support to the elder members. So, we need to come out of such beliefs, norms, and practices in the community to bring a change in the thoughts of the people.’

Moreover, the participants (C and D) also told that it was sometimes difficult to convince the family members and the ageing members to discuss the concerns and obstacles they were going to face. The family members didn't even pay attention to the subject of aging. For example:

The participant 'C' said,

‘The elderly in the family face lots of psycho-social problems which the family members might not notice or they ignore it. We, with the help of skilled professionals provide them services and awareness towards the ageism.’

As a result, Bihani confronted with a variety of social and cultural impediments while dealing with the concerns of an aging population. The residents and their families were unaware of the issues of aging and did not take them seriously. As a result, they routinely held awareness-raising initiatives to raise public knowledge about age-related concerns.

Furthermore, their family and relatives were unconcerned with the social and psychological requirements of the elderly.

According to the participant D: ‘

‘The elderly people gradually feel lonely and isolated from their families and society. Bihani has initiated to deal with such issues by adopting innovative social activities to promote inclusiveness of elders in the society.’ The participant further said: ‘Bihani has brought a positive change in the thinking, attitudes and beliefs of people and families to see the ageism. We use our expertise and experiences, and we invite our expert members to counsel the elderly as per their needs.’ After our home-visits and frequent awareness and counseling, people have resized the importance in seeing the ageism positively’. Moreover, regarding the need for cultural intelligence to understand people of different backgrounds:

‘We employees are culturally aware to comprehend emotions and culture of other actors and stakeholders, which is necessary for us to work with the ageing people,’ said **participant E** in response to a question about how the members of Bihani could understand the socio-cultural constraints faced by the ageing people. The participant also said: We train ourselves to be socially skilled to communicate and understand the needs and emotions of the people we serve.’ Similarly, the ideas given in the documents ‘1’ and ‘2’ matched with the perspectives of the participants.

vi. Mobilization of Skills, Capabilities and Knowledge

In a question: ‘How does your organization mobilize resources to have greater impact?’ The participants concentrated on the social skills and knowledge they

applied to change people's attitudes regarding agism and improve their lives comfortable. They also expanded their services by sharing their expertise and experience with other partnerships, external stakeholders, and locals.

The participant 'B' replied:

'We don't have sufficient resources, however, we through our collective activities and effective leadership, have been managing the available resources to heighten our impacts for the targeted group to change their lives.'

The participant 'C' in this regard replied:

'Our organization believes in ability and capabilities of the employees. We are experienced and have skills and knowledge in different sectors which we use to mobilize to make a change and have positive impacts on the ageing. We also get positive feedback from our service recipients.'

When asked how their leadership motivated them to apply their talents, expertise, and experiences to help the business accomplish its goals, they said: In this aspect, the participant 'D' said: 'The leadership is quite democratic, supportive and innovative and has a reputation in the society, due to which Bihani has got its height and a success. The leadership encourages on collaboration building inter-relationship among employees and collective activities which enable us to achieve our goal by mobilizing the resources.'

Thus, according to the participants' views which also matched with the themes in documents '1' and '4' showed Bihani mobilized its resources to maximize its impacts for the well-being of ageing people.

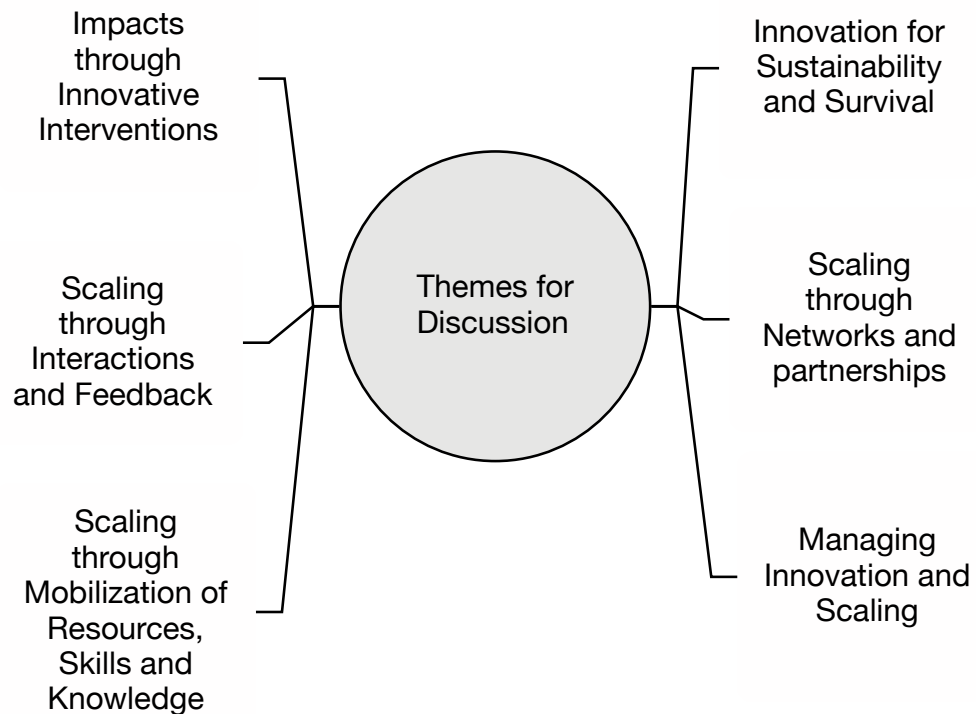
Chapter 6: Discussion

The study's findings are here discussed to answer the research question: how Bihani social venture manages innovation and scaling to have an influence on the well-being of ageing people in Kathmandu, Nepal. The findings were further divided into six categories in relation to the theory applied for interpretations indicating their relevance and significance to address the research problem. However, all the themes here are fully based on the findings given in chapter 5. The themes then have been discussed by using the institutional viewpoint, particularly from the standpoint of institutional entrepreneurship. The chapter, which starts with an overview of the findings, then interprets each theme that were developed within institutional entrepreneurship framework to address the study question.

6.1 A Synopsis of the Findings

Bihani Social Venture has laid great emphasis on collaboration, leadership, interactions, and engagement with both internal and external stakeholders to create impacts. In Kathmandu, the social venture has formed partnerships with eighteen old age homes. It was also discovered during the interview that it has arranged several events and initiatives to become financially self-sufficient and grow its influence. Despite the fact that the social initiative had no official branches outside of the valley, it provided indirect assistance to the elderly in Pokhara and Dharan. By empowering team members to come up with fresh ideas, Bihani Social Venture insisted on novel interventions. Bihani Social Venture insisted on creative interventions by allowing team members to come up with fresh ideas and interact during meetings.

Furthermore, according to the participants, the employee's social skills, knowledge, and capacities, as well as collective actions, aided the social venture in scaling out services in an innovative manner. The social prescription approach to the aging population, home-based assistance for the aged, and health and psychological treatments are a few examples of innovative services through Bihani Social Venture. The themes in the figure below for discussion were developed in relation to the theory connecting to the findings in chapter 5.

Figure 6*Themes for Discussion based on Findings*

6.2 Impacts through Innovative Interventions

Social innovation are the new ideas, actions, and services to accomplish social goals (Mulgan et al., 2007), which requires new ways of living and being by disrupting the status quo (Van Wijk et al., 2019) that might be the beliefs of people. The definition has an application in the findings from the study of Bihani Social Venture as it has used creative interventions to achieve its social goals by taking advantage of community needs as an opportunity. The paper '1' and 3 (fig.5) discusses the newness of its programs from their commencement in 2013, focusing on physical, social, and psychological interventions to help people age gracefully. The participants also placed a high priority on the organization's innovative organizational services, such as home-based services and social engagement activities for senior citizens to overcome loneliness. Bihani provides social prescriptions for the elderly to increase their social inclusion (participants A, C, D, E, (given in table 3, iv which also align with the documents 1 and 3, in fig.5), which have not been adequately addressed by the government. As social innovation helps to minimize the problems such as

social exclusion, then implement new ideas by engaging the beneficiaries (Mumford, 2002) into the social life which leads to sustainable development (Lyons, 2015).

The innovative services of Bihani Ventures have encouraged social inclusion of the elderly, since social innovation helps the creation of an inclusive society via empowerment and interactions with disadvantaged individuals (Moulaert et al., 2013) In the case of Bihani, it has a social prescription approach to promote the inclusiveness of ageing population in the society. The actors or the entrepreneurs who are said to be change agents bring a change in the situation of elderly/ageing people which is a social issue (Thompson, 2002). Next important point is the participants 'B' and 'D' (table 3, iv) used is 'participation'. This word is significant in institutional entrepreneurship which indicates the importance of external actors and beneficiaries' participations in addressing their needs in better ways which has enhanced the sense of ownership

Moreover, the results suggest and go in line with the institutions that promote and empower actors by providing incentives, guidelines, and resources to assist them in their acts (Scott, 2014). I argue that Bihani being situated within social structure disembedded itself from the institutional context with the goal of empowering and promoting social inclusion of the elderly (Van Wijk et al., 2019). Bihani has thus continuously been motivated to solve the social issue of ageism through the innovative interventions which an institutional entrepreneurs often do (Amis et al., 2017; Mair et al., 2016). The social entrepreneurial activity has been strengthened here as the social entrepreneurs (actors) have identified the problem (Shane, 2003), providing innovative solution (Burgelman, 1983) as the institutional entrepreneurs are the organized actors who use resources to bring a change (DiMaggio, 1988). The actions of the social venture for fostering social inclusion, on the other hand, has the significance in an institutional entrepreneurship, in which the employees as actors question the established ideas and conventions towards the ageing people and to effect a positive change in society.

6.3 Innovation for Sustainability and Survival

Actors identifies the opportunity or the space and develop a novel solutions to the pressing needs of the society to gain legitimacy (Luke & Chu, 2013). Furthermore, being sustainable in terms of service continuity and survival is a vital component of growing (Palomares-Aguirre et al., 2018). Doing the right thing, not only being efficient and using resources efficiently, is what legitimizes social companies (Seelos & Mair, 2017). Thus, the participants' responses indicate Bihani's financial viability, which is also a key factor in

increasing impacts (Palomares-Aguirre et al., 2018). Participants 'A' and 'D' (table 3, iii) have also offered distinct points emphasizing on being sustainable from its values and norms that have also been given in the documents 1 and 4 in the figure 5. Aside from financial assets, which are critical for growing, values are extremely essential in the institutional context. The organization's values and norms help it realize its objective by providing social and cultural support, which comes through innovation and dissemination that has local legitimacy in institutional contexts (Johnson et al., 2006; Scott, 2014). So, in Bihani social business, innovation allows it to maintain its service, yet financial sustainability has a connection with expanding services to become legitimized in society with positive consequences.

In order to get adjusted into the social environment, Bihani has practiced the social services through its various social prescriptions such as home-visits, friend to friend, and other social engagement activities (playing, gardening, singing, outing, shopping) to the ageing people which provide the enterprise social credibility and legitimacy (Scott et al., 2000) which might result with the pressure from the environment outside (Selznick, 1948). As the participant 'D' (table3, iii) said that the organization sustains and survives due to its quality services (normative values). From the institutional viewpoints, the quality and values created by the social entrepreneurs gains legitimacy through normative values with multiple stakeholders that contributes to get succeeded (Maguire et al., 2004). The services and values of the enterprise are accepted in the society which enable the enterprise to get legitimized based on the normative aspects (DiMaggio & Powell, 1983). The formal and informal institutions like rules, norms and practices have supported the enterprise to sustain by promoting its impacts and at the same time Bihani as an actor who can do things differently (Hardy & Maguire, 2017), has influenced the norms and behavior of people to introduce a change towards ageism. So, the innovative programs allow Bihani not only to address the challenges of ageism but also help the enterprise to get established in the social environment.

6.4 Scaling through Interactions and Feedback

The actors generate new ideas via interactions, which starts the innovation process (Seelos & Mair, 2017). Interactions provide actors the ability to see opportunities and mobilize resources (Polletta, 1999), as well as form associational relationships (Haug, 2013) to innovate and scale up their impacts. The strategies for scaling of Bihani Venture include, partnerships, networking, interactions with the stakeholders, effective leadership, advocacy and awareness programs (Cooley & Linn, 2014; Kalafatas, n.d.), against the misunderstandings and traditions towards ageism. They experience emotions as a result of

encounters, allowing them to hear and comprehend others' perspectives, generating reflexivity, questioning their assumed perspective, and disembedding them from their controlling institutional context (Van Wijk et al., 2019). Bihani as actor being embedded in the existing social structure and constraints, initiated with its mission to change the lives of elderly to live their later lives better. Next is to change the attitudes and beliefs of family members and public towards the ageism with a positive outlook (as said by the participant 'D' seen in table 3, v).

Furthermore, the emotional energy created by these interacting processes encourages them to engage in agency. As a result, the emotional energy generated by these interaction processes feeds their desire to participate in agency. Employees, as social actors, anticipate a change in institutions, including attitudes and social behaviors, even while they are in institutional environments (Hardy & Maguire, 2017). Scaling positive impacts requires excellent communication and relationships with stakeholders. Moreover, it also needs to take the beneficiaries' feedback to have positive impacts to understand the needs of the ageing people. The participants 'B' 'C', and 'D' (given in table 3, ii) and the documents 1 and 3 emphasized on the effective communication and interactions they often have with their beneficiaries and partners to scale up the services when asked how Bihani Social Venture communicates with its stakeholders to gather feedback. They have created programs and strategies that need communication and interaction with the individuals they serve. The documents also provide comparable points to promote the company's services in order to better serve more beneficiaries.

Moreover, interactions protect actors from institutional restrictions, allowing them to identify the need for new practices and services that enable innovation and scale ((Van Wijk et al., 2019). It also enables to change the previous behavior and attitudes (Dorado, 2005), of the stakeholders towards the social issue. It is because the interactions with external actors allow for a new sort of arrangement to negotiate practices (Cartel et al., 2019; Kellogg, 2009) that allow for a shift in relational space with the process of isolation, interactions, and inclusions (Kellogg, 2009). As a result of successful communication and interactions with internal and external stakeholders, Bihani Social Venture has scaled out its benefits, as communication and interactions encourage growing social impacts (Oeij et al., 2019, p. 248). It has an implication to have a positive impact for the targeted groups as Bihani social venture has interacted and taken feedback from the beneficiaries.

The participants talked about culturally competence, taking feedback and interactions with the internal actors and external partners as said by the participant 'E' (table 3, v) which

strengthen to create higher and effective impacts. Through interactions, the actors at Bihani Venture experiences how to hear and understand ageing people's and their family's viewpoints which enable them to change their beliefs and practices towards ageism in the institutional contexts.

So, the interactions and feedback are the crucial strategies of Bihani to widen its services and values which ultimately enable the enterprise to scale up its impacts (Cooley & Linn, 2014). It is because through the interaction with the users and locals, Bihani can design an intervention and the programs and strategies designed thus strengthens and scales the services both deeper and wider by minimizing the uncertainties. Taking feedback from the beneficiaries indicate that Bihani emphasizes on the positive change and impacts on the ageing people.

6.5 Scaling through Networks and Partnerships

Regarding the question on networking and collaboration with other organizations and agencies; the participants ('A', 'B', 'C', and D in table 3, ii) agreed on that the enterprise has improved its networking and partnerships with its stakeholders through collective activities. Similarly, the participants' views incorporated with the document '4' (in fig. 5) insisted on the collaboration and network of Bihani. It has established partnerships with eighteen old age homes in Kathmandu. A social organization scales up its services and impacts to serve more people better through networking, partnership and participation, (Dees et al., 2004; Mulgan et al., 2007) and introduces a change (Hardy & Maguire, 2017). Similarly, in the case of Bihani, it has adopted the same strategies and approaches of promoting participations and partnerships with the stakeholders to scale up its impacts. The employees' replies carry meanings as these indicate how Bihani Venture has emphasized on scaling up its services by budling rapport with other organizations and stakeholders and promoting partnership of external actors despite its institutional constraints which ultimately contributes the organization's acceptability and legitimacy (Scott et al., 2000). Through networking and partnership, Bihani Social Venture has interacted with people outside the circle which implies that it has further opportunity to generate space for innovation and scaling (Van Wijk et al., 2019). Bihani Social Venture was found convincingly communicating new ideas with the employees to scale out its impacts by coming out of the institutionalized environment.

Scaling is expansion, adapting and sustaining successful policies and projects (Cooley & Linn, 2014), to reach to greater number of people, Bihani Social Venture has managed it to promote its social impacts to reach to greater ageing people. Such activities of Bihani have

increased the organization's goal of serving the aging people better by changing the people's perspective to see the ageism. When asked the question; 'How does your organization think of expanding its service?', The participants replied that it has extended its services from four to eighteen old age homes in Kathmandu valley. The participant 'B' (table 3, ii) added that even outside the valley, they have provided services in Pokhara and Dharan which shows the replication of its services to other parts of the country as the scaling strategy to impact more people (Seelos & Mair, 2017). This shows how Bihani Venture has invested on innovation and scaling (Seelos & Mair, 2017) to create higher impacts. This indicates that Bihani Venture has managed its scaling to create higher impacts to reach to more people. From their replies though the organization has not yet decided to expand its branch, however, it has insisted on providing services to greater population.

From the viewpoint of institutional perspective, actors establish new relationship with external actors to make a change through the collective activities as the participants have agreed upon. Social capital is important key aspect of institutional perspective where the actors develops their relationship with the stakeholders to create higher impacts (DiMaggio & Powell, 1983; Leca et al., 2008). It allows the organization creates immediate benefits or positive impacts (Seelos & Mair, 2017). To scale up services, Bihani Social Venture has properly mobilizes its resources to impact effectively on the ageing people and the resource mobilization is the crucial part of the institutional entrepreneurship (DiMaggio, 1988). As social entrepreneurs are also the institutional entrepreneurs (Mair & Marti, 2006) who can introduce a change with their agentic skills and capabilities, the actors' (participants) answers indicate that they are able to make the lives of the elderly better. Likewise, the participants 'E' (table 3, iii) further talked about the 'social skills' which is an important point in institutional entrepreneurship (Fligstein, 2001), where the actors with their social skills induce partnership, co-operations and rapports within and outside the organization which ultimately help to bring a change in the society.

Furthermore, the participant 'D' (table 3, vi) answered in a different way when I asked about the importance of teamwork of employees and roles of leadership. The answer was focused on 'inter-relationship of employees and supportive roles of the leadership. The phrase has connection to the institutional entrepreneurship theory which indicates the collaboration and collective agency of actors to accomplish the goal of social reform (Garud et al., 2002; Lawrence et al., 2002). The inter-relationship of employees at Bihani reinforces a change in the society either in the beliefs and thoughts of people or the system. As Bihani

Social Venture wants to change the thoughts of people towards the ageing and elderly people and their mental and physical issues to live the later life better.

6.6 Mobilization of Resources, Skills, and Knowledge

Scaling is the process of expanding, modifying, and sustaining effective policies and initiatives to serve a larger number of people (Dees et al., 2004; Mulgan et al., 2007) through proper mobilization of resources. Bihani Social Venture has successfully scaled its social impacts to reach a larger number of elderly people through mobilization of resources, skills, and knowledge (as responded by the participants 'B', 'C', and 'D' given in table 3, vi) which also corroborates with documents 1 and 4, fig.5). The scaling is the sharing of information, skills, and experiences (Seelos & Mair, 2017). Knowledge transfer to other businesses might be a good way to scale up. Resource scarcity might often limit scaling through replication; nevertheless, knowledge transfer can only be beneficial if the adopting organization can effectively incorporate the information. The respondents focused on the organization's efforts to shift its services to other parts when it came to mobilizing resources, skills, and expertise which indicate the importance of cooperation and leadership responsibilities in making the most use of the resources available to create positive impacts (Epstein & Yuthas, 2017) which also develops the entrepreneurship among actors (Alvord et al., 2004). Social abilities of actors enable them to bring about a change through collaboration (Fligstein, 2001). The Participant 'E' (table,3, v) while answering questions on resource mobilization talked about the cultural intelligence which is important aspect of the actors to introduce a change by understanding the emotions and culture of diverse group of ageing people and their family.

From the institutional entrepreneurship perspective, the reflexive knowledge and collective activities of actors (Lawrence & Suddaby 2006) are crucial to bring a reform in the society by addressing the social needs. Actors who are emotionally motivated and reflexive to participate in social innovation work in interactive places that support them, and they work in areas with varied degrees of complexity and institutionalization (Van Wijk et al., 2019), that allow them to identify, obtain support for, and progress their well-intended aims. The participant "E" (table 3, pointed out 'cultural intelligence' which has a significant meaning in institutional entrepreneurship where a culturally competent social entrepreneur can change the institutions by understanding other's culture and values. An institutional entrepreneur manages various types of resources to bring innovative services to the people (Scott, 2014). Furthermore, the skills, capabilities, and knowledge of the human resource at Bihani imply the co-creation and negotiation strategy of actors/employees that shield them from the

institutional constraints. The actors or the entrepreneurs assemble the required resources such as people, money and promises and utilize them to make a difference or to fulfill the valued interests (DiMaggio, 1988; Thompson et al., 2000). This also allow them to foresee the new practices and collaborative efforts to bring a positive change in the beneficiaries and in the community. Similarly, the professional employees and the users or the ageing people embedded in the same institutional and the capabilities of the professional and skilled employees involved in negotiation, interactions, and co-creation to generate new practices and beliefs by disrupting the old ones with the aims to increase the quality of life (Epstein & Yuthas, 2017) of the ageing population.

With a proper decision of the actors, they manage and distribute the resources to address the social issue (Edquist & Johnson, 1996). So, Bihani as an actor insisted on bringing a change in people's thoughts and attitudes about the agism through the awareness activities they organize. Furthermore, to understand this subject in terms of institutional entrepreneurship, social entrepreneurs or actors who use their knowledge, social skills, and capacities to help communities and their people reform , advocate and transform society and institutions (Garud et al., 2007) towards the ageism. This can be applicable in Bihani Social Venture as the employees and leaders are the social actors working with their capabilities to addressing the social needs and bring a change in the lives of ageing population. Similarly, Bihani Social Venture mobilizes its resources to create a good difference in the lives of the elderly, which helps to enhance their lives and raise awareness about aging. The agency of actors (participants) living in institutional environments and socio-cultural contexts shapes and transforms society (Lawrence et al., 2011) or people's attitudes and social behaviors toward the old. The institutional researchers hope to alleviate the social issues posed by the ageing population through Bihani Social Venture (Amis et al., 2017; Mair et al., 2016).

Furthermore, institutional entrepreneurs' success is largely dependent on their ability to acquire and leverage scarce and crucial resources (Fligstein, 1997). Employees at Bihani exhibit social abilities that urge other actors to cooperate (Fligstein, 1997). In addition to financial or tangible resources, cultural and symbolic aspects are also important from an institutional perspective, where institutional entrepreneurship insists on actors who use intangible resources to practice innovative activities with the resources such as social capital, legitimacy, and formal authority (DiMaggio & Powell, 1983; Leca et al., 2008; Meyer & Rowan, 1977).

Thus, the entrepreneurs influence the relations with other actors or the formal or informal institutions have impacts on entrepreneurial behavior of an individual (Salimath &

Cullen, 2010). Thus, the capabilities, reflexivity, and interactions of the actors at Bihani with the stakeholders make them able to innovate and scale their impacts positively on the users. When the actors can introduce change in attitudes and beliefs, then it will impact the creativity of the individual. As the participant 'A' (table 3, ii) said that Bihani frequently takes the feedback from the stakeholders including the elderly, enables them to have positive impacts on the targeted people. Taking feedback from the beneficiaries has significance in its quality services that create positive impacts and slowly bring a change in the practices and beliefs towards ageism.

6.7 Managing Innovation and Scaling

According to the findings of the study, Bihani Venture has used novel interventions to help elderly people in Kathmandu, Nepal. Health and rehabilitation, socio-psychological services ('A' and 'D' in table 3, [i.] and papers 1 and 3 in figure 5), social engagements activities, and the involvement of old or ageing persons are among the innovative programs. Furthermore, Bihani Venture has expanded its impacts through expanding collaborations and networks with stakeholders (said by participant A in table 3, ii and document 4 in fig. 5). Bihani has expanded outside of Kathmandu valley, for instance, to Pokhara and Dharan, according to participant 'B' (table 3, ii), which is noteworthy in terms of scalability.

The expansion, collaborations, and network that encourage the benefits for a broader population are referred to as scaling. Bihani has established relationships with approximately 18 organizations in Kathmandu, indicating that it is scaling up its services to reach more people, and participant 'D' (table-3, iv) emphasized receiving feedback from beneficiaries, demonstrating that Bihani has better served the elderly by understanding their needs, which is backed up by participant 'E's' (table-3, v) response, which focuses on cultural competence. Moreover, the actors' social and organizational positions also matter as it can impact the actions (Battilana, 2006; Bourdieu, 1990) both on actors' perceptions on the issue and their access to the resources needed to address the problems (Lawrence, 1999). From an institutional standpoint, I also link effective leadership of Bihani as the participant 'D' (table 3, vi) focused on leadership styles and teamwork which have increased the organization's influence and effectively mobilizes the resources we have., to social position (Battilana, 2006) which facilitates the introduction of change for the welfare of disadvantaged people by mobilizing resources. The participants have undertaken the key roles in the organization and are experienced for years so that they are well- aware of the social issue they aim at addressing. It also makes them easier to collect the resources for achieving the goal.

The word-cloud in figure 3 also shows Bihani Venture's alliances, networking, and creative offerings. Partners, interventions, health, support, resource membership, and other highlighted words are important in the Bihani innovation and scaling process.

Moreover, when I asked the employees how their organization manages both innovation and scaling to have an impact, they gave me a range of responses. The participant 'A' and 'D' (table 3, i) said about Bihani's innovative programs to create impacts for the ageing people. The venture has not yet expanded its services through branches, according to participant 'A,' (ii) but it does have connections with other partners. The social venture's services, such as home visits, social prescriptions for the elderly, health and habilitation, and Sathi ko Sathi (friend of a friend), are, nevertheless, novel in the local environment.

The participant 'D' (ii) emphasized by adding that we have scaled up our impacts through sharing of experiences and expertise, advocacy and awareness about challenges faced by the ageing people. The participant 'D' (table 3, V) emphasized by adding that we have scaled up our impacts through sharing of experiences and expertise, as well as partnerships to address the needs of the ageing and elderly people. All these programs and strategies Bihani Venture launched indicate that they have scaled up the services to successfully solve the issue.

Thus, the replies from the participants suggest that Bihani has managed innovation and scaling through different strategies, and innovative programs. Such programs and strategies have allowed them to heighten their capabilities and resources to create a positive impact. Scaling enables the enterprise to generate favorable outcomes. It results in ongoing improvements and growth of present operations, as well as a deepening and development of the organization's capabilities (Seelos & Mair, 2017). Understanding the issues and solutions is made feasible by striking a balance between scalability and innovation. Scaling further reinforces the capabilities of the organization to serve more people better (Seelos & Mair, 2017). Hiring more staff, getting additional funds, increasing income, and expanding existing infrastructure are ways for organizations to increase their scaling capacity. Productivity increases and capacity increases from added resources ideally combine to generate benefits from innovation over time.

In promoting scaling, Bihani has used the pathways of Dees et al. (2004, p. 30) that include readiness, receptivity, resources risks, and returns pathways. As, in the findings, participants 'D' (in table 3, i) talked about their preparedness for the innovative programs by using the availability of resources, taking the risks which leads to positive returns. This scaling pathways with innovative programs has led Bihani to meet the social needs of ageing

people in the Kathmandu valley through its dedication and capabilities (Seelos & Mair, 2017).

Moreover, innovation in Bihani Social venture helps to deliver its impacts in an effective way by sharing its knowledge, experiences, and skills to make people aware of ageing issues. For instances, it has some programs like home-based services and social prescriptions to ageing to promote their social inclusion. Likewise, Bihani Social Venture through scaling reaches to many ageing people with the partnership of old age homes. The social enterprise uses its knowledge and resources properly to manage innovation and scaling, there will be less uncertainties and more chances of success (Seelos & Mair, 2017).

To interpret it from the institutional perspective, institutions bind the society together and promotes relationship within and outside the organization (Edquist & Johnson, 1996). Moreover, social entrepreneurs as actors involve themselves in activities in reforming the society and its beliefs towards the social issue that is ageing challenges. The actors have capacity to come out of the existing institutions if needed to change it (Garud et al., 2007), where the actors in Bihani Social Venture have implemented their services to make a change in the practices and thoughts of people to view the issue of ageing people.

Chapter 7: Conclusion

This research aimed to examine how social enterprises in Nepal manage innovation and scaling to address the social issue. The qualitative study studies the case of Bihani Social venture in Nepal to examine how it has managed innovation and scaling to address the problems of ageing people. From the findings, Bihani Social Ventures has managed both innovation and scaling through various innovative programs and strategies to have a greater and positive influence on the aging population in Kathmandu, Nepal despite socio-cultural constraints. While doing so, the institutions have provided the support and opportunities for Bihani or the actors to flourish in one hand, and on the other hand, they have even constraints to limit the actions of the actors/entrepreneurs. However, Bihani being within the institutional constraints (beliefs, behaviors, and attitudes to view ageism) envisions the opportunity to make a change in the lives of ageing/elderly people- coming out of the box which it has accomplished both to improve the conditions of elderly and to change the attitudes of people towards ageism.

The study's goal was to discover how social enterprises in Nepal manage innovation and scaling to have impacts on the beneficiaries (ageing people). This qualitative case study approach used the triangulation method in data collection by using both semi-structured interviews conducted online, and document analysis. Five participants were chosen for interviews on a snow-ball technique and four documents were selected for analysis as per the research's purpose from Bihani' homepage.

The findings depict that Bihani Social Venture has used resources such as skills, knowledge, capabilities, experience to innovate and scale its services so as to address the challenges of ageing people in a better way. Findings show that Bihani has practiced its scaling strategies such as networks, partnerships, communication, and interaction with stakeholders, etc. to expand its services. Whereas, the innovative programs, for instances, home-visit of elderly for health and rehabilitation, providing social prescriptions, social engagement of ageing people, etc. have supported to create higher impacts. Thus, Bihani has managed both innovation and scaling through its diverse programs and strategies such as networking, interactions, awareness creating against the beliefs towards ageism, (family members think that ageism is not an issue) effective communications with the stakeholders, effective leadership, taking feedback, etc. The management of innovation and scaling decreases the uncertainties and boosts up the impacts of the enterprise in the community (Seelos & Mair, 2017). Furthermore, along with its networking and partnerships, interactions,

and inter-relationship among the actors, and stakeholders have scaled up their services innovatively despite being in the institutional contexts.

In addition, participations of external actors in the community and the beneficiaries have increased the ownership of the innovative programs of Bihani which allow it to scale up the services. Bihani's long-term viability is due to its unique programs and scaling strategies. Bihani Social Venture has adopted strategies to enhance both innovation and scaling, according to the findings of interviews and document analysis, which include sharing knowledge and experiences, mobilizing resources, building networks and partnerships, and home and health rehabilitation programs, among others. The social venture has placed a strong emphasis on resource mobilization, including skills and expertise, social inclusion of the elderly, connections with external stakeholders and feedback, and service extension through partnerships.

The findings were produced from the triangulation of data from both the online *Zoom* interviews and the document analysis for the case. First, the interview transcriptions were analyzed so as to create themes and the themes were cross-checked with the documents to find the similarities and differences. While doing so, I found the similarities between the interviews' findings with the thematic patterns of the documents which is illustrated in the figure 5. Then, the findings were interpreted primarily through institutional entrepreneurship within the institutional perspective. The research focused on the social enterprise's impacts, with an emphasis on innovation and scaling initiatives to increase its services. According to the study, Bihani Social Ventures has used a variety of programs and techniques to scale up its effect.

7.1 Limitations

The research used a single case study method to examine how the social enterprises in Nepal manages both innovation and scaling to have positive impacts for its beneficiaries. If multiple cases had been analyzed, the results could have been different. Therefore, further study is needed to consider more cases to gain a better understanding of how social enterprises combine innovation and scaling to have an effect so that the findings can be further generalized. To do this, the future research may also use a quantitative technique to provide empirically quantifiable data from a variety of scenarios via a survey. However, despite the constraints of the study, the study has used a rigorous technique and method of data collection, analysis, and interpretation to assure the findings' reliability and trustworthiness.

7.2 Recommendations

The study contributes to the body of knowledge in the fields of innovation and scaling, and it is applicable to social enterprises and the social mission-oriented organizations. Because such organizations may find it advantageous to organize their programs and strategies in a creative manner to maximize their effects on beneficiaries or community. The study highlights how an organization being embedded in the institutional environment can even bring a positive change in the lives of targeted people by mobilizing the resources, capabilities to change the attitudes, norms, and beliefs of general people towards the ageism in the Nepalese contexts. The study has found that Bihani is effective to create positive impacts to make the later life of the elderly better. It has used both innovative programs and scaling strategies to achieve its goal of serving more ageing people better. The research's findings are thus useful for other social enterprises and non-profit organizations to maximize their impacts which even contributes to the sustainable community development through social services and values diffused by such organizations. Furthermore, how a social enterprise and actors situated within the institutional contexts, makes a positive difference in the lives of ageing population by changing the viewpoints and practices of people and families, is quite important to know.

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Appendix 1 (Interview Guide)

These are just a sample of the questions asked. Besides these, I asked the interviewees some follow up questions to make the interview natural and to gain more information from them on the research problem.

- i. How did your initiative start?
- ii. How did you choose the areas and the beneficiaries?
- iii. How do you collaborate with governmental and non-governmental sectors?
- iv. How do you explain the impacts created by your organization for the ageing population?
- v. What challenges do you face in adopting entrepreneurial activities?
- vi. How did you deal with these challenges?
- vii. What results do you expect from your investment in innovation?
- viii. How are you funded financially?
- ix. How does the leadership engage and motivate the employees to achieve its goal?
- x. How does innovation help you to achieve the positive impacts?
- xi. What strategies and programs do you apply for higher impact creation?
- xii. How do you engage and communicate with locals/ stakeholders in creation and implementation of innovative interventions?
- xiii. How does your organization expand its services?
- xiv. What type of responses do you get from the ageing people in connection with your impacts?
- xv. How does your organization manage launching innovative programs and expanding services?

Appendix 2 (NSD Approval)

NSD NORSK SENTER FOR FORSKNINGSDATA

Assessment

Reference number

597983

Project title

How innovation and scaling create impacts in social enterprise: Insights from Nepal

Data controller (institution responsible for the project)

VID vitenskapelige høyskole / Fakultet for teologi, diakoni og ledelsesfag / Fakultet for teologi, diakoni og ledelsesfag Oslo

Project leader (academic employee/supervisor or PhD candidate)

James Hathaway , james.hathaway@vid.no, tlf: +4745124763

Type of project

Student project, Master's thesis

Contact information, student

Buddhi Bahadur Adhikari, buddhi.b.adhikari@gmail.com, tlf: +9779856036656

Project period

02.02.2022 - 16.05.2022

Assessment (1)

21.03.2022 - Assessed

ABOUT OUR ASSESSMENT

Data Protection Services has an agreement with the institution where you are carrying out research or studying. As part of this agreement, we provide guidance so that the processing of personal data in your project is lawful and complies with data protection legislation.

We have now assessed the planned processing of personal data. Our assessment is that the processing is lawful, so long as it is carried out as described in the Notification Form with dialogue and attachments.

TYPE OF DATA AND DURATION

The project will be processing general categories of personal data until the date documented in the Notification form.

LEGAL BASIS

Appendix 3 (An Informed Consent Form)

Are you interested in taking part in the research project?

‘How social innovation and scaling create impacts in social enterprise: Insights from Nepal?’ This is a request for information about participating in a research study whose major goal is to learn how a social enterprise manages innovation and scaling to create impacts for the welfare of ageing people in Kathmandu, Nepal. I shall explain the project's objective and what your involvement will entail in this letter.

Purpose of the project

This is a project for a master's thesis. The purpose of the project is to explore how Nepalese social businesses (in this case, Bihani Social Venture) employ innovation and scaling to increase their social impact for the benefit of the elderly/ageing people. The project's goal is to answer the following question:

- How does Bihani Social Venture manage innovation and scaling to create impacts for the well-being of ageing people in Kathmandu, Nepal?

Who is responsible for the research project?

VID Specialized University, Oslo, Norway is the institution responsible for the project.

Why are you being asked to participate?

I have picked your organisation to undertake research for my master's thesis. As a result, I require your participation in order to obtain your opinions, thoughts, and perspectives as well as detailed information on the study topic. Participants are chosen for interviews using a snowball method to gather information to answer the study topic. Your participation is completely voluntary, and you will be asked questions about the research topic. Your responses will be recorded and used only for this research.

What does participation involve for you?

If you chose to take part in the project, this will involve that you participate in interviews to be conducted online for about 15-20 minutes each. Your answer will also be recorded electronically and will be deleted after the submission of the project on May 30, 2022.

Participation is voluntary

The project is completely voluntary. You can withdraw your permission at any moment without giving a reason if you opted to participate. After that, all information about you will be anonymized. If you choose not to participate or subsequently decide to withdraw, there

will be no negative consequences. Your participation will have no impact on your working relationship with your organization.

Your personal privacy – how we will store and use your personal data

We will only use your personal data for the purpose(s) specified in this information letter. We will process your personal data confidentially and in accordance with data protection legislation (the General Data Protection Regulation and Personal Data Act).

- The data collected will be stored safely and anonymously as A,, B, C, D, and E, which is only accessible by the concerned student/researcher and the supervisor.
- The real name and details will be replaced anonymously using codes for privacy purpose. The data will be stored separately.
- However, the service period of the participants will display in the publication as it is important how much the organization members are experienced enough to provide me the information on the research topic.

What will happen to your personal data at the end of the research project?

The project is scheduled to end *[May 30, 2022]*.

The data will be used for this project and after completion of the project, the data will be deleted on the final submission day of the project to the university.

Your rights

So long as you can be identified in the collected data, you have the right to:

- access the personal data that is being processed about you
- request that your personal data is deleted
- request that incorrect personal data about you is corrected/rectified
- receive a copy of your personal data (data portability), and
- send a complaint to the Data Protection Officer or The Norwegian Data Protection Authority regarding the processing of your personal data

What gives us the right to process your personal data?

We will process your personal data based on your consent.

Based on an agreement with VID Specialized University, Norway, data Protection Services has assessed that the processing of personal data in this project is in accordance with data protection legislation.

Where can I find out more?

If you have questions about the project, or want to exercise your rights, contact:

- VID Specialized University, Norway, via James Hathaway. For student projects you must include contact details for the supervisor/the person responsible for the project, not just the student.
- Data Protection Services, by email: (personverntjenester@sikt.no) or by telephone: +47 53 21 15 00.

Yours sincerely,

Project Leader

James Hathaway

Student

Buddhi Bahadur Adhikari

buddhi.b.adhikari@gmail.com

Consent form

I have received and understood information about the project [How innovation and scaling create impacts in social enterprise: Insight from Nepal] and have been given the opportunity to ask questions. I give consent:

- to participate in in online interview)
- to participate in (in zoom) – if applicable
- for my/my child’s teacher to give information about me/my child to this project (include the type of information)– if applicable
- for my personal data to be processed outside the EU – if applicable
- for information about me/myself to be published in a way that I can be recognised (describe in more detail)– if applicable
- for my personal data to be stored after the end of the project for (insert purpose of storage e.g., follow-up studies) – if applicable

I give consent for my personal data to be processed until the end date of the project.

(Signed by participant, date)