



# Resource Mobilization Through Bricolage in Social Enterprises

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# Motivation

- ▶ India ranks 127 out of 146 countries in Global Gender Gap Index (was 135): no longer in bottom 10%
- ▶ 112/163 in SDG implementation (was 121)
- ▶ DEI: Diversity, Equity and Inclusion



# Motivation

Social enterprises play a pivotal role in advancing sustainable development goals by promoting gender parity and poverty reduction through innovative business models that prioritize both profit and social impact.



# Resource Mobilization

- ▶ Process by which an organization orchestrates financial, human, social, and other forms of resources to create value (Clough et al., 2019; Di Domenico et al., 2010)
- ▶ Involves an endless combination, recombination, and replacement of the different forms of resources for innovative usage to support and execute organizational and entrepreneurial purpose, opportunities, and activities (Di Domenico et al., 2010; Steffens et al., 2022)
- ▶ Research gaps (Clough et al., 2019)
  - Disproportionate focus on financial resources
  - Less attention to resource access through non-market logics
- ▶ Clough, Fang, Vissa, and Wu (2019) recommend illuminating the intermediate steps of the resource mobilization process and unraveling this black box



# Resource Mobilization in Social Enterprises

Consider managing bundles of relational, cultural, and institutional resources which are external to the firm (Austin et al., 2006)



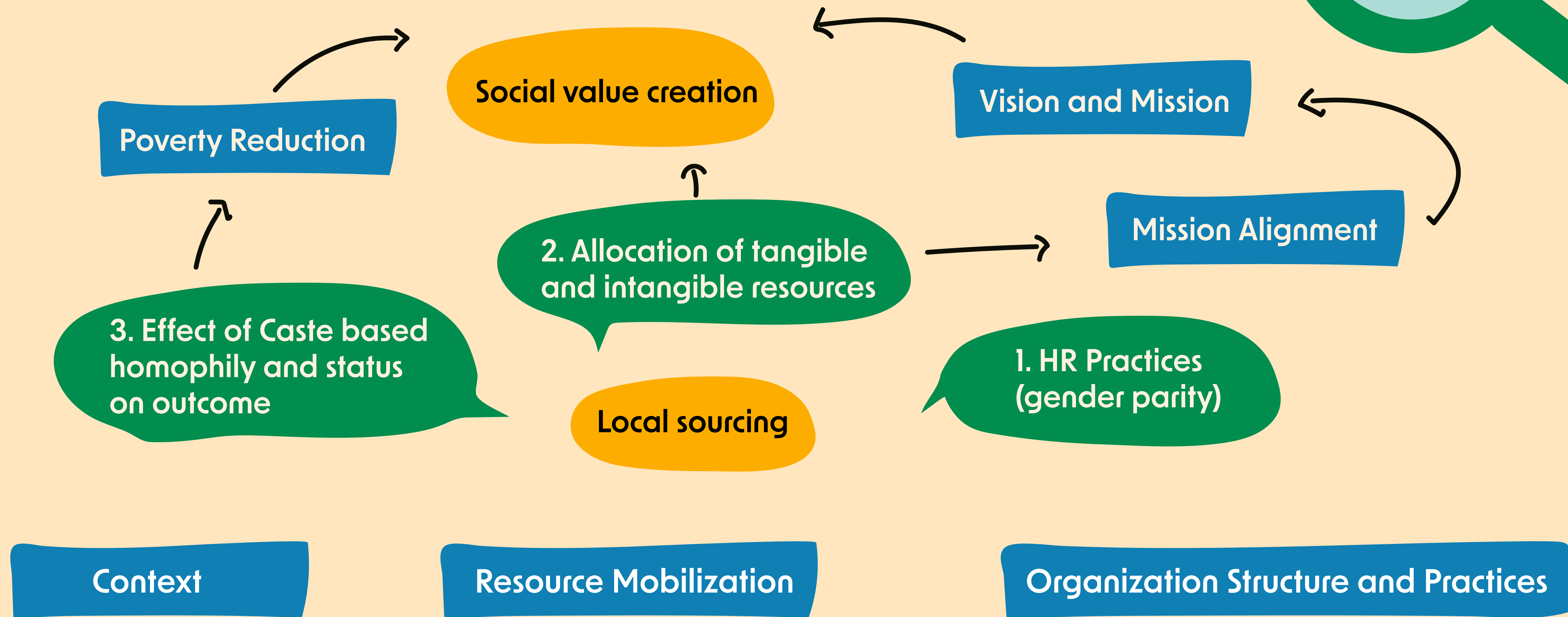
Instead of setting imitation barriers, tend to use resources cooperatively to promote intentional replication (El Ebrashi, 2013)

# Bricolage

- ▶ Strategy which is adopted in a context of uncertainty and resource constraints (Busch & Barkema, 2021; Sarkar, 2018; Wierenga, 2020)
- ▶ Making the most of available resources, "to make something from nothing" in a resource-scarce environment (Levi-Strauss, 1966)
- ▶ Making do by creatively combining available resources to address new problems and opportunities (Baker & Nelson, 2005)
  - Resources at hand
  - Recombination of resources for new purposes
  - Making do
- ▶ Resourcefulness over resource acquisition; Mindset shift from what I need to what I have (Mateus & Sarkar, 2024)

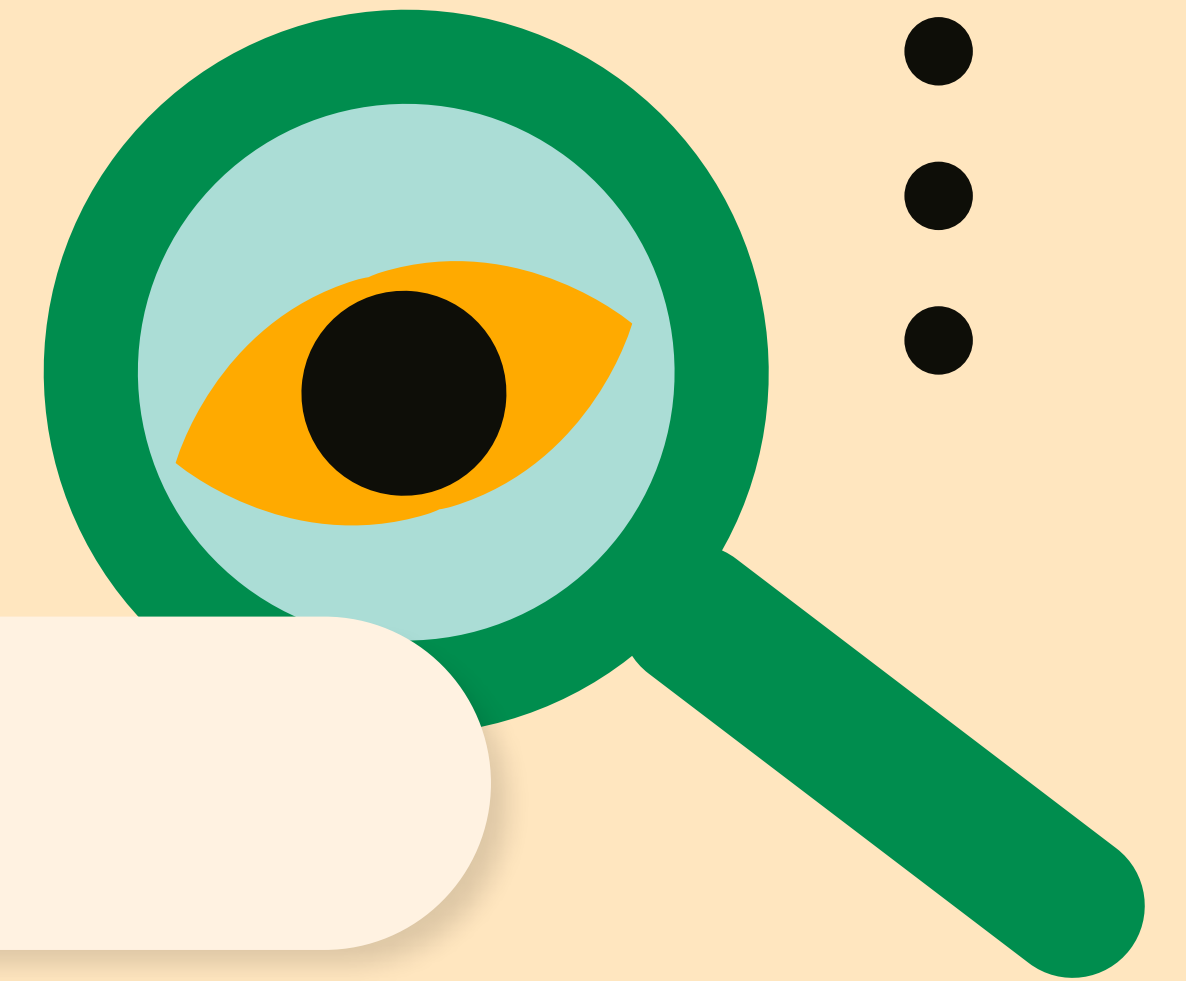


# Research Questions





# Research Questions



▶ How do proactive recruitment practices that promote gender balance increase alignment with institutional values and mission?

▶ Title: Gender and Mission Alignment: Evidence from a Natural Experiment of Social Bricoleurs

▶ What is the effect of social dynamics that arise due to ethnicity-based homophily and differences in relative social status among inter-ethnic groups of bricoleurs and their beneficiaries on poverty reduction?

▶ Title: Effect of Ethnicity-based Homophily and Relative Social Status on Poverty





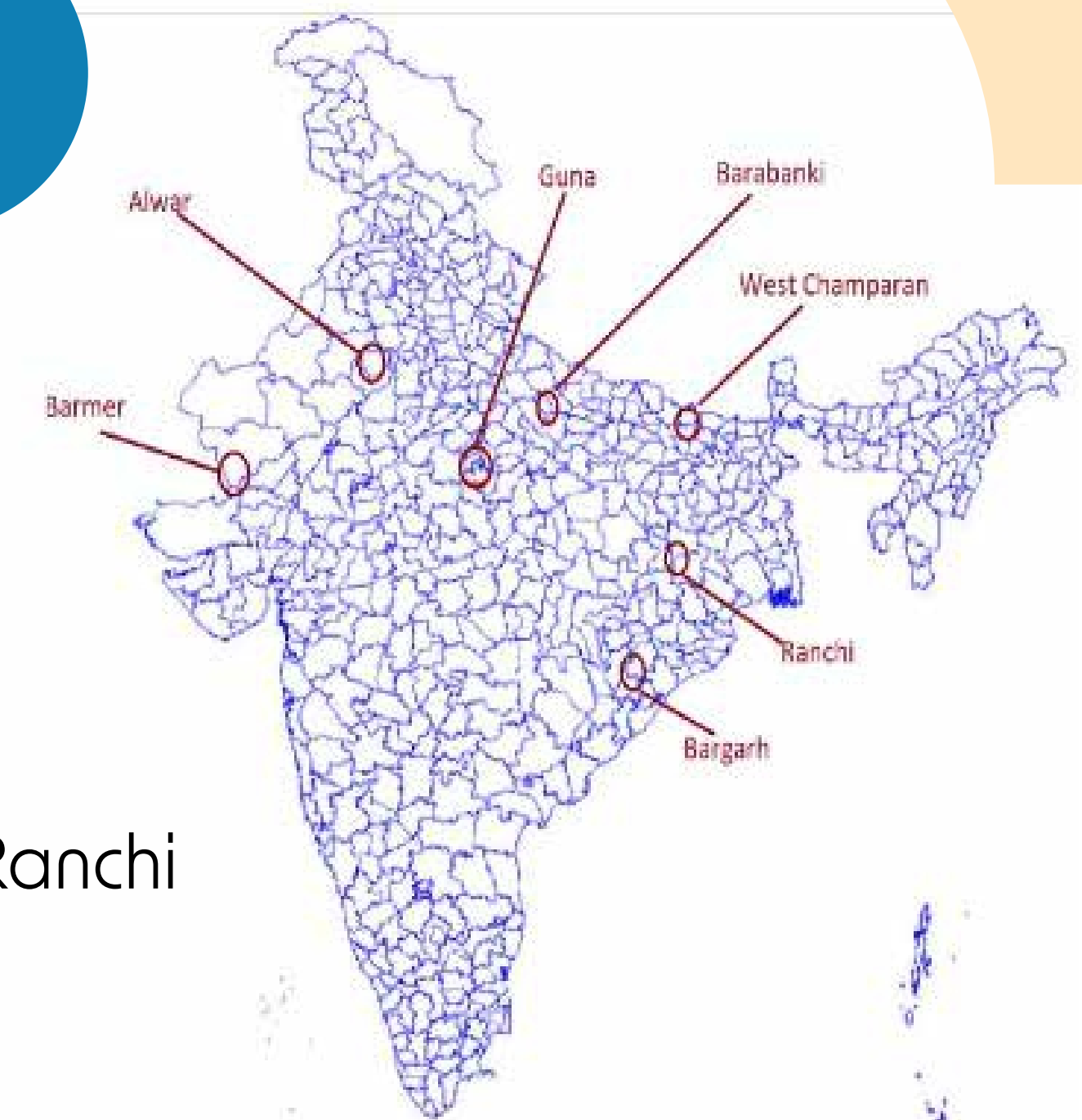


# Gender and mission alignment:

Evidence from a natural experiment of social bricoleurs

# Recruitment for gender parity

- ▶ DEF had a mission to achieve gender equality and empower women
- ▶ In early 2018, DEF experimented with enrolling more women bricoleur
  - Pre – Jan, Feb, March 2018 (till May 2018 for Ranchi)
  - Post – April 2018 to Dec 2019 (from June 2018 for Ranchi)
- ▶ Randomly picked panchayats in three district locations of Alwar, Guna, and Ranchi
  - Treatment
- ▶ Policy in three other district locations of Bargarh, Barmer, and West Champaran unchanged.
  - Control
- ▶ This intervention can be treated as a natural experiment (Leatherdale, 2019)



Proportion of Women:Men in Panchayats	
Treatment (87)	7:3
Control (55)	1:9
Overall (142)	2:3

# Snapshot!

**Research Question:** Can hiring to achieve gender balance help increase mission alignment in social enterprises?

## Hypotheses:

**Hypothesis 1:** Adding more female social bricoleurs results in greater social returns

**Hypothesis 2:** Adding more female social bricoleurs results in lesser financial returns

**Method:** Natural Experiment

**Findings:** Hiring more female social bricoleurs may not only address gender parity issues, but also increase social welfare over the bricoleur's own financial returns, thereby aligning more to the enterprise's mission of serving the underserved



# Findings

Average difference between panchayats where more women Soochnaprenuers were added and where they were not:

	Social return	Financial return	Mission Alignment Indicator
Three districts-entire sample	INR 12.87L	INR 1180	29%
Three districts -sub sample	INR 16.8L	INR 1530	45.4%
Six districts-entire sample	INR 10.04L	INR 446	27.3%
Six districts -sub sample	INR 13.29L	INR 719	43.9%



# Findings

- Hiring more female social bricoleurs
  - Addresses gender parity issues
  - Increases social welfare over their own financial returns
  - Aligns more to the enterprise's mission of serving the underserved
  - women have a positive influence on men for social returns
- Conversated with seven male and seven female social bricoleurs across control and treatment locations
- Conversated with eight male and six female beneficiaries across control and treatment locations



# Findings

## Conversations with Bricoleurs

Theme	Women Bricoleurs	Men Bricoleurs
Identity	DEF has given them a distinct identity that they cherish. Their family members are identified through them.	Not applicable. In Indian rural society, men have identity
Social recognition	Gratitude for the association with DEF. They are knowledgeable and love the opportunity to serve others and share knowledge.	Proud of the association with DEF. They are the go-to people in the village to solve villagers' problems.
Breaking social norms	Had an opportunity to break out of the outdated "purdah" system and financially support their family.	Not too many norms broken for men microentrepreneurs, except that they are now open to women microentrepreneurs being around.
Balancing work and family	Women are multi-taskers, managing both work and home, which are often co-located.	Men spend their entire time in the center in order to increase their income.
Earnings	Are happy to earn to support their family, such as paying the tuition fees for their children to go to school. They value earning through serving.	Teach and use DEF's digital equipment for photographing a wedding, submitting a job application, or sell/repair phones and computers to earn more income.
Long-term goals	Passionate and want to continue working with DEF to make a social impact and provide education to children, employment to women, help family members, and expand their reach.	Want to grow with DEF and increase <u>their</u> earnings. They want to expand their business through building networks and subsequently hire employees.



# Findings

## Conversations with Beneficiaries

Women bricoleurs pay individual attention to the needs of their beneficiaries.

Beneficiaries go to the men bricoleurs.

They visit households, come to know of individual problems and offer solutions.

Men bricoleurs visit when they are called.

They give work to women beneficiaries so that they can earn for themselves

They organize meets for information dissemination and convenience





# Effect of Ethnicity-based Homophily and Relative Social Status on Poverty Reduction



# Snapshot!

Research Question: What is the effect of caste based homophily and differences in relative social status among inter-ethnic groups of bricoleurs and their beneficiaries on poverty reduction?

## Hypotheses:

**Hypothesis 1:** CBH increases the likelihood and amount of economic transactions

**Hypothesis 2:** Higher or lower relative status decreases the likelihood of economic transactions, but higher relative status increases the value associated with the economic transactions compared to lower relative status

**Hypothesis 3:** CBH will initially increase and later decrease the number of beneficiaries and generated welfare amount for a bricoleur

Method: Probit and OLS Regression

Findings: Hypotheses are supported



# Homophily

- ▶ Similar people tend to have higher contact with each other than with dissimilar people (McPherson et.al., 2001)
- ▶ Homophily in race and ethnicity creates the strongest divides in our personal environments, with age, religion, education, occupation, and gender as other factors in approximately that order" (McPherson et.al., 2001: 415)
- ▶ Ethnicity is "a subjectively felt sense of belonging based on the belief in shared culture and common ancestry" (Wimmer, 2008: 973)
- ▶ Caste based homophily is a form of ethnicity based homophily (Reddy, 2005)

# Hypotheses

**Hypothesis (H1a):** Caste-based similarity increases the likelihood of economic transactions.

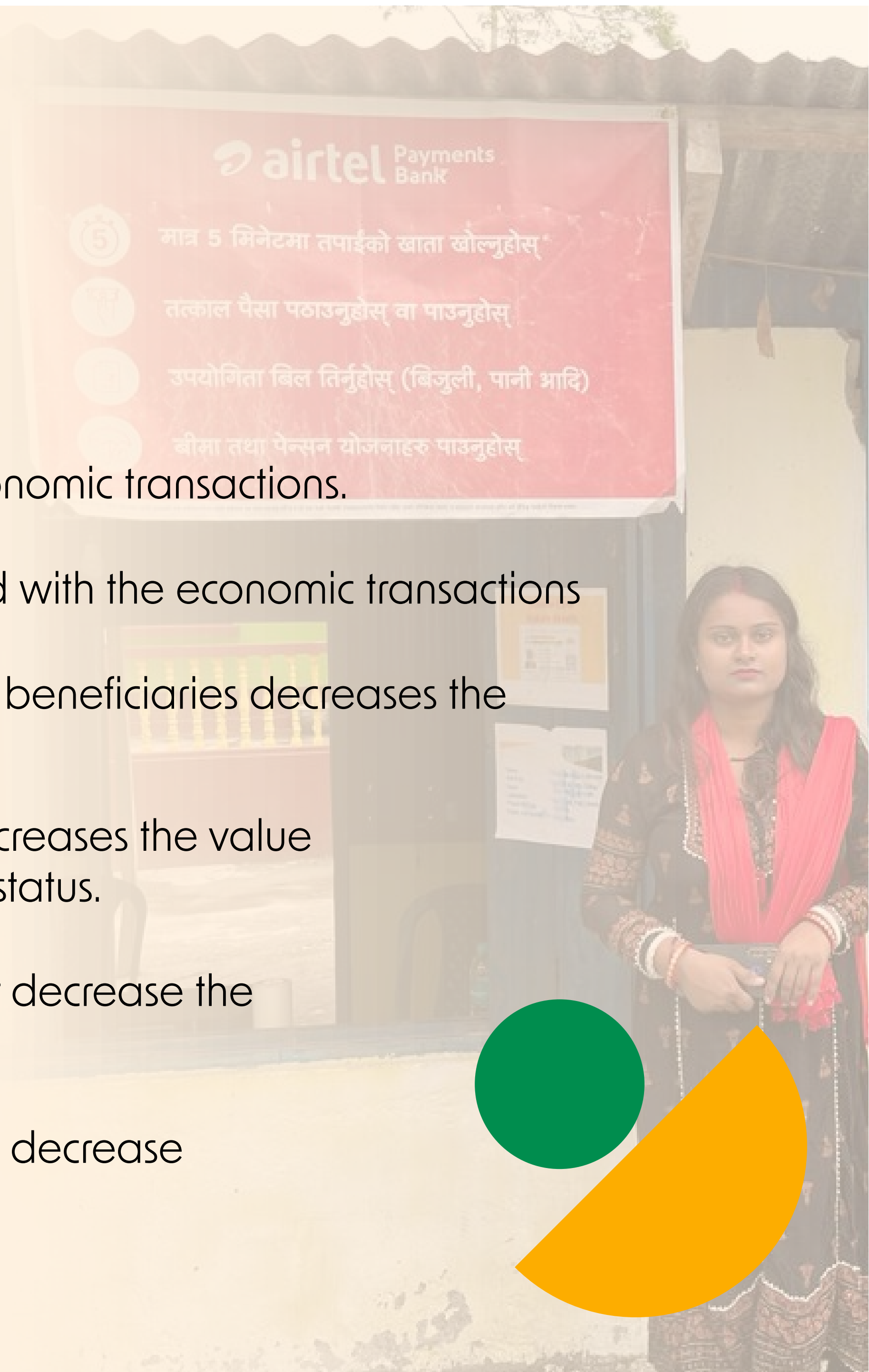
**Hypothesis (H1b):** Caste-based similarity increases the value associated with the economic transactions

**Hypothesis (H2a):** Higher or lower relative status between agents and beneficiaries decreases the likelihood of economic transactions.

**Hypothesis (H2b):** Higher relative status of agents than beneficiaries increases the value associated with the economic transactions compared to lower relative status.

**Hypothesis (H3a):** Caste-based similarity will initially increase and later decrease the number of beneficiaries for a bricoleur.

**Hypothesis (H3b):** Caste-based similarity will initially increase and later decrease generated welfare amount for a bricoleur.



# Results

## H1a and b:

Presence of CBH results in a 1.6% increase in the chance of an economic transaction and a 64 percent increase in the absolute value

Within religion based Hindu sub sample: 2.6% increase in the chance of an economic transaction and a 63 percent increase in the absolute value



# Results

H2b:

Same caste bricoleur as beneficiary is the baseline

As a reminder, homophily is always better than non-homophily

Non-homophily brings in negative economic value

For higher caste bricoleur than beneficiary, the negative coefficient is lesser than if bricoleur is lower caste

Difference widens in case of sub sample of Hindu population

# Results

## H3a and b:

Inverted U relationship between CBH and Number of beneficiaries

Inverted U relationship between CBH and Welfare amount

CBH has an initial increasing return on the number of beneficiaries (indicative of network widening effect) and welfare amount (indicative of network deepening effect), followed by diminishing returns.

The number of beneficiaries peaks when around 30% of beneficiaries have caste-based homophily, and the welfare amount peaks at around 37%.

After that, any increase in the proportion of participants with CBH reduces the returns.

# Conclusion

Well-designed policies may not have the intended impact if they fail in execution and context plays a critical role.

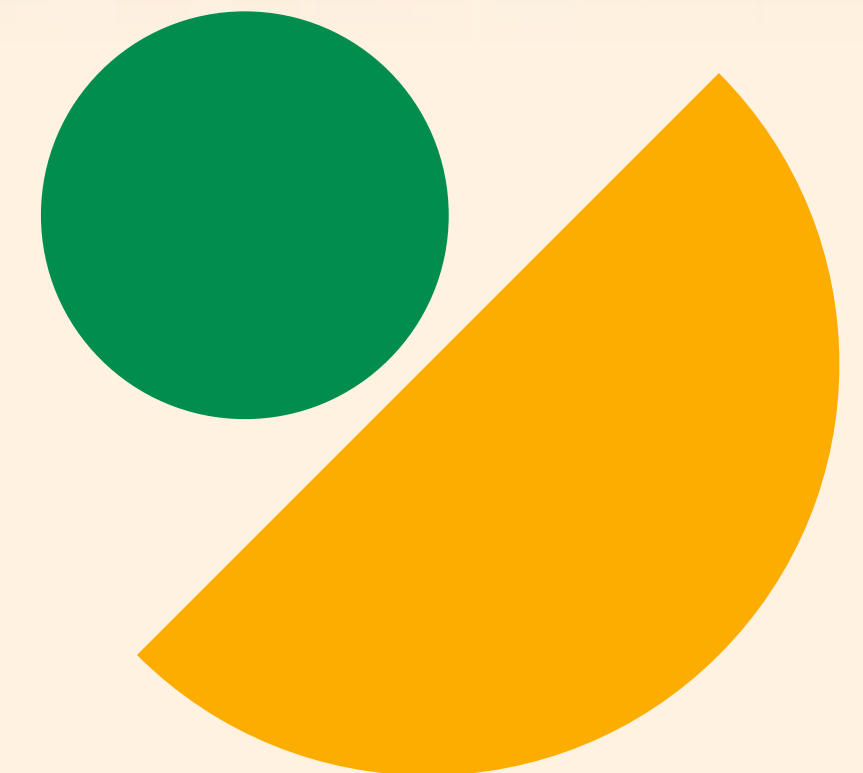
CBH is beneficial in such cases in terms of spreading information and resource mobilization, both of which are the highest in the presence of CBH.

However, it may not be feasible to ensure CBH always as ethnic diversity is also a reality.

In such cases, it is better to have agents of a higher relative status than potential beneficiaries as that ensures better resource deployment.

# Discussion

- ▶ Potential discovery of a new causal mechanism that aids social enterprises in increasing mission alignment
  - Women are more inclined to support a social enterprise's social mission than men, who may be more inclined to follow the financial mission
  - Having a gender balance improves both social and financial performance of the enterprises and financial performance is important for self-sustenance
- ▶ Caste based homophily and relative social status impact
  - Propensity of economic transactions
  - Amount associated with economic transactions
- ▶ Caste based homophily first increases and then decreases number of beneficiaries and the welfare amount
- ▶ Role of social status in case of non-homophily





# Managerial Implications

- ▶ Social enterprises can judiciously manipulate indigenous levers
  - Mobilize scarce resources in less munificent environments
- ▶ Encourage women social entrepreneurs
  - Achieve gender parity in mobilizing human resource
- ▶ Use the institution of caste effectively
- ▶ Poverty alleviation and livelihood for rural women
  - Positive impact at micro level of household - reduce gender discrimination
  - Positive impact at macro level - social norms, national culture

Findings can help impact investors as well

A photograph of two women in traditional Indian attire looking at a smartphone together outdoors. The woman on the left is wearing a yellow sari and a patterned blouse, while the woman on the right is wearing a blue sari with a pink shawl. The background is a blurred outdoor setting with greenery and a blue sky. The image is decorated with several graphic elements: a large red arc in the bottom left corner, a blue diamond shape below it, a red circle on the right side, and two overlapping triangles (yellow and green) in the top right corner. The text 'Thank you!' is centered over the image in a large, bold, black font.

**Thank you!**