THE MARKETING OF SOCIAL ENTERPRIS-ES

Understanding the concepts of marketing and market orientation of social enterprises within the context of Pakistani market

Master´s Thesis
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1 INTRODUCTION

Despite a plethora of literature on social entrepreneurship over the last two decades, the field has not matured as yet as most of the available literature has been focused on defining the term. Authors throughout this time have referred this word to phenomenon which bring benefit for the society (Yunus 1999,230). The pieces of this phenomenon or activity can be picked from earliest societies when humans were using barter trade to exchange the goods in order to create social welfare or when Florence Nightingale established the first nursing school (Betheliza, 2010). However, in philosophical literature, the term social entrepreneur was first coined by Joseph Banks in 1972 which has been interpreted in different ways from a variety of authors. In order to put their ideas in to reality, the authors gave an intangible existence to this idea by suggesting the idea of social enterprises. Likewise social entrepreneurship, the concept of social enterprises is also in phase of definition for last two decades. Likewise, this idea was not new either and has been used in business activities for almost 100 years ago, when Girls Scout of America sold cookies to support the organizational mission of benefiting the society (Smith et al. 2010, 109). Hence in order to describe this phenomenon in literature many authors have interpreted this word in different ways. Having said that, detailed review on the literature of the above two concepts show considerable amount of similarities within the literature on nonprofit organizations.

One fact which can be observed while reviewing the literature on social entrepreneurship and social enterprises is the lack of its connection with other business functions for instance marketing or human resources, which develops an argument that why social enterprises have been defined as single entities while ignoring its operations. For instance, the literature on marketing of social enterprises is seldom discussed in the literature in past two decades ignoring its importance in this sector. However research on marketing suggests that it plays a vital role in defining and understanding the needs of market and finding a solution, which is also a simplest way of defining social entrepreneurship or what a social enterprise does. This creates a knowledge gap which has not been filled completely with considerable amount of research. Hence, it can be suggested that explaining marketing in the social enterprise sector will solve the conflicts between authors in defining these concepts. However, like many other fields, marketing is also evolving with time and many new ideas of interpreting it in to different ways is in discussion in the research world. One of these ideas is the concept of market orientation which has been researched by a couple of authors in for profit sector (Govan et al. 2001), with a limited amount of research in nonprofit sector (Kotler & Levy 1969) and almost no research in social enterprise sector (Shuayto & Milkovich 2014). In the private sector, Kohli & Jaworski (1990) and Narver & Slater (1990) definitions have been cited hugely in the research regarding market orientation. Kohli and Jaworski defined

the term as the organizations activities in order to generate, disseminate and respond to information in a way to create a marketing philosophy in the company (Kohli & Jaworski 1990, 3). However, Narver & Slater suggested a focus on the customer, competitor and inter functional coordination with profitability, as profit helps the companies to survive and achieve long term objectives as mentioned by Kotler and Andreasen (Narver & Slater 1990, 20). Both authors have explained the phenomenon is same way but the later one suggests it as culture for the company, while the former suggests putting this culture in to practice (Padanyi & Gainer 2004, 44).

Furthermore, the literature on market orientation is mostly performance oriented in search for a fundamental question, whether it affects the performance of the firm or not (Sivaramakrishnan et al. 2008). Many authors in this regard suggest that market orientation does not play a vital role for a firms performance for instance Henderson (1998) suggests that there is less than 10 percent effect of market orientation on the firm's performance (Henderson 1998, 604). Furthermore, Harris and Watkins (1998) suggest that in order to understand the effect of market orientation on performance, the research should first define this term and answer what market orientation entails in it (Harris & Watkins 1998, 224). Based on the aforementioned reasons, it can be assumed that the lack of research on market orientation with reference to social enterprises is because the concept is still in the midst of defining and all the definitions which have been proposed until now focus on profitability, which is not the focus of social enterprises. However, as literature suggests that both terms are in process of being defined, the method of combining different concepts and evaluating the terms in different settings can reveal better understanding of the whole phenomenon.

1.1 Purpose of the study

The purpose of this study is to understand the marketing or the concept of market orientation in social enterprises. This goal has been achieved through a qualitative method of study using thematic network analysis proposed by Stirling (2001). In order to be specific, the study focuses on the Pakistani market using a single case company and to reach the goal of this research the first step is to understand the knowledge gap. As mentioned above there is a considerable amount of literature on social enterprises in last two decades while the literature on marketing of these enterprises is quite limited. As marketing field is huge and it encompasses many ideas and concepts, this study focuses only on the market orientation concept which is new. Hence, the literature on market orientation especially with reference to social enterprises is even more limited. For this reason, the literature of nonprofit organizations has been used to understand and compare it with the literature of marketing in social enterprises. Lastly, there is no literature

on the market orientation of social enterprises in Pakistan so this shows a considerable knowledge gap in the literature (as shown with question mark signs in the Figure 1) on marketing and market in social enterprise, especially for Pakistan market.
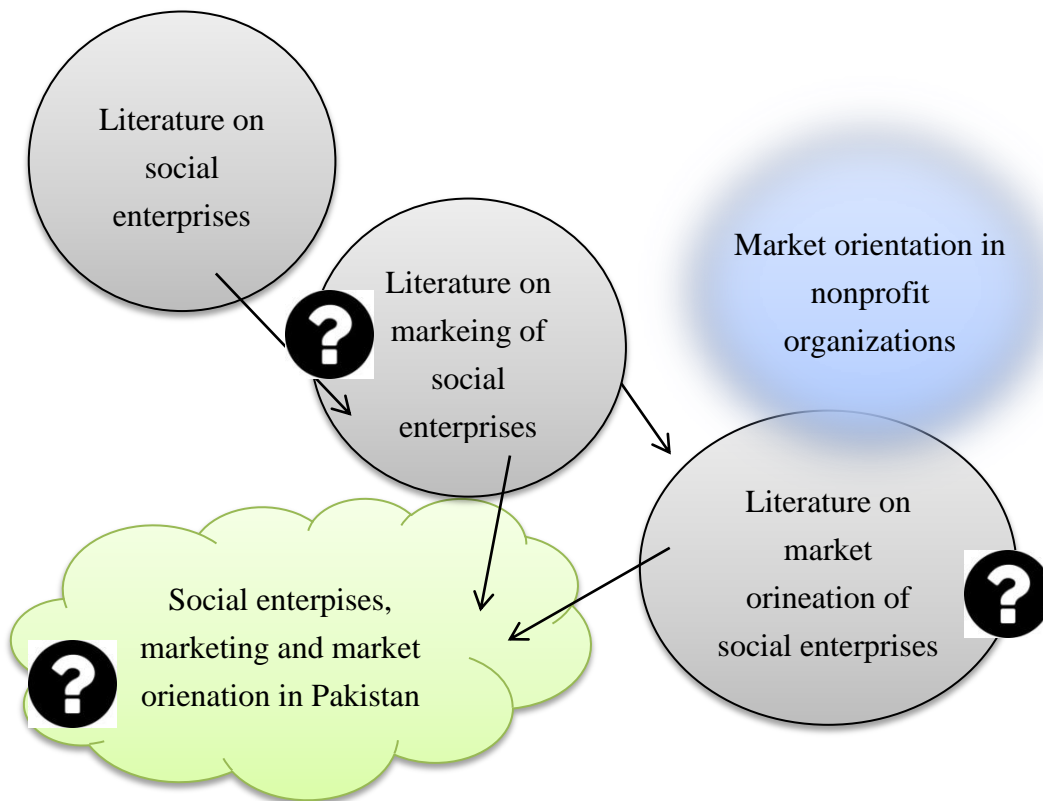
Figure 1　　　Defining knowledge gap

1.1.1　Boundary of the research

In order to understand the marketing of social enterprises in real world settings the research has been conducted in the market of Pakistan. Pakistan is a lower middle income country of Asia lying in the intersection between Central Asia, the Middle Asia and South Asia. The country has been in turmoil for more than one decade with different political and social levels such as higher number of refugees from Afghanistan, poverty, limited excess to necessities like water and electricity, low literacy rate, and terrorism, which has attracted many nonprofit organizations to take interest in addressing these problems. Almost 45,000 non-government organizations have started their operations in 2014 (Ali & Darko 2015, 6). These huge numbers of organizations increase the competition accompanying less funding from the donors making it difficult to survive in the market. Due to this, the country has seen a drift in this philanthropic behavior by moving towards models where an organization can support itself. These models have been found very close to social entrepreneurship and what social enterprises do in the devel-

oped world. However, after the introduction of a new organization called as Ashoka who support the social entrepreneurs in Pakistani market, many of the organizations with these models started calling themselves as social enterprises (Ali & Darko 2015, 6). Hence this study focuses on those self-proclaimed social enterprises in Pakistani market using single case study.

Furthermore, this study focuses on two different concepts (social enterprise, market orientation) and brings them together to provide conclusions which are beneficial for both academic and managerial world. However, it is important to mention at this point that research focuses on one single case study so the generalizability of results is not plausible. In addition to that, the participant selected is the founder of one of the oldest self-proclaimed social enterprise of Pakistan. Hence, this case study does not generalize all the social enterprises of Pakistan or in the world, neither does this research's findings are applicable in all the markets. Furthermore, it is important to mention that this research is trying to establish a starting point for future research on these two topics and suggest ways to combine these topics while finding the answers that how marketing or market orientation affects or can affect the social enterprise and its performance using different variables. Furthermore, the oldest data which has been used for research is two decades old since the discussion on inception of social enterprises had started not that long time ago.

1.1.2   Research questions

In order to stay in the scope of the study as mentioned in above section, the main purpose of this exploratory study is to **understand the concepts of marketing and market orientation of social enterprises within the context of the Pakistani market.** For this purpose following sub questions have been proposed;

- *What is the existing literature on marketing and market orientation in social enterprises?*

The first sub question focuses on building a theoretical framework for the research by discussing the literature and understanding the concepts of social entrepreneurship, social enterprises, marketing, and market orientation. However, the literature on marketing is huge, so only the main definitional concept has been given in that regard whereas all the other concepts have been explained in detail.

- *What is the existing literature on social enterprises in Pakistan?*

Furthermore, the second sub question furthers the discussion by explaining the above mentioned different concepts to Pakistani market in order to bring focus and move one step closer to the main goal of the thesis.

- *How is marketing and market orientation interpreted in social enterprises in Pakistani market?*

Lastly, this question takes the whole research in to the real world setting by taking interviews from the participant and understanding what is actually happening in the social enterprises of Pakistan and how these organizations use the concept of marketing in their daily operations. This is done after combining the findings from the primary data (interviews) and the secondary data (theoretical background) and relating both of them and coming up with conclusions.

1.2   Structure of the study

The study is divided into five chapters as shown in Figure 2.
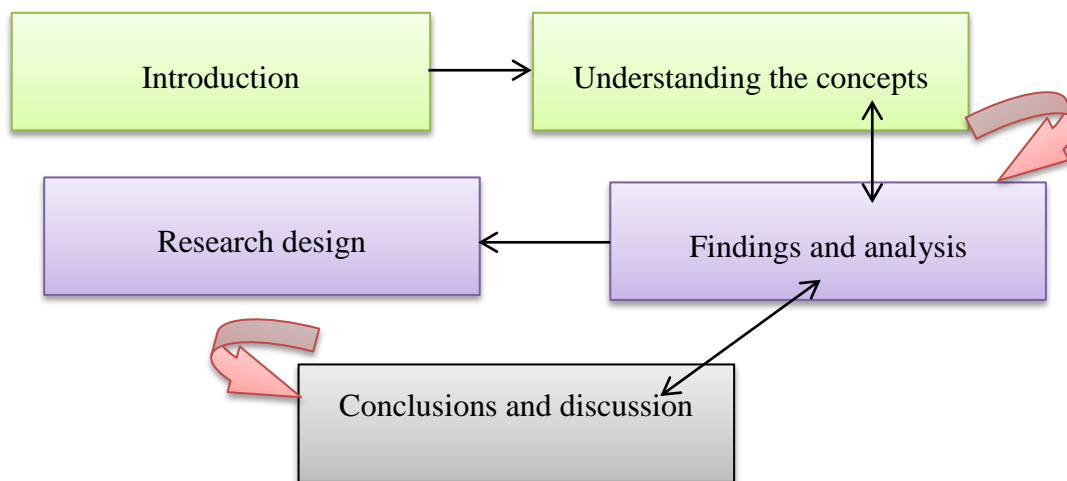
Figure 2   Structure of the study

The first chapter introduces the whole thesis by giving a background of the research, defining and explaining the knowledge gap, the scope, research questions of the study. The second chapter explains different concepts which are being used in the whole thesis to reach the goal of the study. This chapter acts as the theoretical framework for the study which is used consistently throughout the research. The discussion starts from explaining social entrepreneurship and social enterprises and explaining what does these terms mean.

Although the literature is full of research on these concepts in detail, and it was possible to avoid to explain these concepts in detail, yet it is found that it is necessary to explain the understanding of the author about these two widely confused topics and give the

reader an overview about all the research that has happened in the past. This provides a framework for future research as well to find out the summary of all that has happened in previous years about these two topics. In addition to that, this chapter also provides an overview of what marketing entails by focusing on the market orientation concept. As explained above the topic of marketing is huge, so this chapter provides the reader with a basic conceptualization of marketing by defining the term using the most recent definition. Furthermore, this chapter provides the reader a detailed understanding on the marketing of social enterprises by relating it with the nonprofit sector since the research proves it to be the closest sector from social enterprises. After this, the chapter also provides an understanding of social enterprises in Pakistani market by giving an overview of the market and the country.

The third chapter discusses the methodology used to conduct the study by defining the research design, debate on research approach and case study methodology. It is at this point that the author introduces the case company and research methods which have been used to conduct data collection and data analysis. The fourth chapter discusses the findings and provides an analysis on those finding while relating it to the concepts which has been explained in the second chapter. The fifth chapter gives a detailed conclusion based on the analysis discussed in the previous chapter while providing a model for future academic research. It is also at this point that the study provides insights to the managers and gives suggestions based on the findings.

2 THEORETICAL BACKGROUND

The concept of entrepreneurship was first coined over 250 years ago or some authors argue that it existed since the very inception of human beings. However in literature, Schumpeter (1934) was among the first authors whose contributions about entrepreneurship play a vital role as for him, entrepreneurship is the key of the door to success of the economy. However, after concentrating on the literature, entrepreneurship has been discussed in three different areas (Austin et al. 2006, 4);

- The first research was focused on defining the main concept (Schumpeter 1934; Stevenson 1983; Austin et al. 2006)
- Second area focused on the entrepreneur itself, concentrating on the personality features (Collins & Moore 1964; McCllelland 1961)
- Thirdly, the focus was given to the entrepreneurial management process focusing on the fostering innovation, startups, venture creation, and predictions of entrepreneurial success (Burgelman 1983; Timmons & Bygrave 1986)

However recently there is a plethora of literature on the different approaches which come under the entrepreneurship and how businesses are readapting themselves using different business models. One of the recent outcome of that discussion focuses on the social entrepreneurship and how it benefits the society, which will be emphasized in this research.

2.1   Social Entrepreneurship

The word charity has been widely used in past by scholars in their work, and its importance for the public, since government is unable to handle all the problems of society alone by itself. It has been referred by scholars as the solution of many social evils like poverty, however it has also been argued that it is not the solution, rather it perpetuates the problem. As mention by Muhammad Yunus, charity only satisfies our conscience without worrying about finding the real solution (Yunus 1999, 237). While some authors were finding solutions through charity, others were looking for answers through research in entrepreneurship. The word entrepreneur or entrepreneurship is not new, though it took hundreds of years for these terms to be coined in the academia. Peter Kilby defined this lap of time giving the example of "Winnie the Pooh", where in one episode Pooh and his friends were searching for the "Heffalump" by following his footsteps, but instead they were actually following their own footsteps. Kilby metaphorically explains this situation by arguing about the research in defining the terms of entrepreneur and entrepreneurship. He points out the prolonged research on these two con-

cepts and still not coming up with one single definition, is same as following your own footsteps and unable to find the real way (Welsh, Krueger 2013, 272)

Just like the terms entrepreneur and entrepreneurship, social entrepreneurship is still undefined though this concept is widely, no single consensus has yet been taken to explain what it actually is. The practices of social entrepreneurship dates back in time when humans learned to do barter trade, or when Florence Nightingale established the first nursing school which now is reported as the largest healthcare occupation with 2.6 million nurses in United States (Betheliza 2010). However no single definition has been proved as the best definition as in every nascent field of research setting boundaries and scope of explanation is the complex part (Barinaga 2012, 244). The term "social entrepreneur" was first introduced by Joseph Banks in 1972 in his influential work, "The Sociology of Social Movements", where he emphasized on the need to use managerial skills to solve social and business challenges at the same time (Ebrashi 2011,188). Since then, there has been an unprecedented rush on this topic and researchers like Dees, Prabhu, Weeawarden, Mort and others have widely explained the concept of social entrepreneurship. Dees (1998) explains it as a source of innovative and exceptional leadership, where Weerwardena and Mort proposes that effective use of social entrepreneurship can result in competitive advantage for the organization (Dees 1998, 56; Weerwardena & Mort 2001,54).

The main source of literature on social entrepreneurship relates to the concept of nonprofit organizations which due to less funding and less support from government have started to operate in profit related measures (Weerwardena & Mort 2005, 22). However the main emphasis, throughout the research is on the word of *"social"* in social entrepreneurship. Bauman (2004) explain society (community) as community of life and fate and community of practice. The former is the community where individuals are born, while the later emphasizes on the relationships between participants through a common sense of purpose or enterprise (Maclean et al. 2012, 748). Considering this concept it will not be wrong to say that existence of community demands for a social entity whose purpose is to strengthen the relationship of the participants and the basic concept of social entrepreneurship concerns this idea. Ashoka is the first organization established in 1980's whose mission was to support the social entrepreneurs and since then the social entrepreneurship practices took a different and positive turn. According to European commission, social economy, comprising of social enterprises and other entities, represents 10 % of all businesses and employs over 11 million employees which is an equivalent of 6% of the total European population (Sebea 2013, 444). Whereas in 2009, social ventures employ over six million people in United States only (Bosma & Levie 2010, 56)

Last two decades has seen a considerable amount of research in the concept of social entrepreneurship. Many scholars have defined this concept in their own ways due to

different geographic and economic backgrounds (Granados et al. 2011, 198). As discussed earlier, the conceptualization of social entrepreneurship hinge on the research on nonprofit sector so most of the authors who have researched on social entrepreneurship are either influenced by the nonprofit or public sector. The research of Cook, Dodds, Mitchel (2001) and Wallace (1999) suggests that enterprises which carry out profit related activities for the accomplishment of nonprofit mission are considered as social entrepreneurs. On the other hand, Thomspson, Alvy and Lees (2002) argue and suggest that enterprises who carry out innovative nonprofit or social activities for the benefit of the company, in other words corporate social responsible companies, are considered as social entrepreneurs (Weerawardena & Mort 2005, 22). However, it is also not wrong to say that all scholars have explained this term in the perspective of either social or entrepreneurial/innovative objective. Social objectives; where the social aspect triggers the researcher to define the term, explaining social mission and innovation objectives; creative new ideas trigger the researcher to define the term, explaining innovative solutions. King and Roberts (1987) defined it in terms of innovative and leadership characteristics which was further elaborated by Henton et al. (1997) where they defined the term as recognizing opportunities and ideas to bring a good change in society. Dees (1998), Thompson et al. (2000), Hibbert et al. (2001), Sullivan Mort et al. (2003) and other researchers relate social entrepreneurship as being more entrepreneurial then social or in other words suggesting to come up with new innovative ideas to solve social problems. While other researches like Campbell (1997), Cornwall (1998), Prabhu (1998), Wallace (1999) and Shaw et al. (2002) have investigated more about the social aspect of the term (Weerawardena & Mort 2005,23-24). However all these authors had different ways of explaining the term but have the same way of interpreting the idea.

2.1.1 *Defining social entrepreneurship:*

Although all the authors investigated the definition of social entrepreneurship through their respective research finding, however for this study Austin, Stevenson and Sillern definition is used, which is as follows:

Social entrepreneurship is an innovative, social value creating activity that can occur within across the nonprofit, business or government sectors. (Austin et al. 2006, 2)

The above definition was chosen because of the following reasons, 1) the focus of this study is on the South Asian market in reference to Pakistani market where the conceptualization of social entrepreneurship and social enterprises is on inception stages and no legal identification has been given to the case companies as registered social

enterprises. Not because the case companies do not show the attributes of a social enterprise, rather, the word social enterprise is not registered in the law yet (Ali & Darko 2015, 4). 2) The second reason for choosing this definition is the clarity, conciseness and simplicity of the definition which does not create barriers or boundaries to the concept of social entrepreneurship. Although most of the research is conducted on all three (nonprofit, business, government) kinds of organizations, this research is focusing on the aspect of nonprofit organizations who are self-proclaiming themselves as being involved in social entrepreneurship activities. 3) The last but not the very least reason of choosing the definition by Austin et al. is the adaptability of their model, which they formulated in 2006, with this study and in real world settings. (Figure 3)
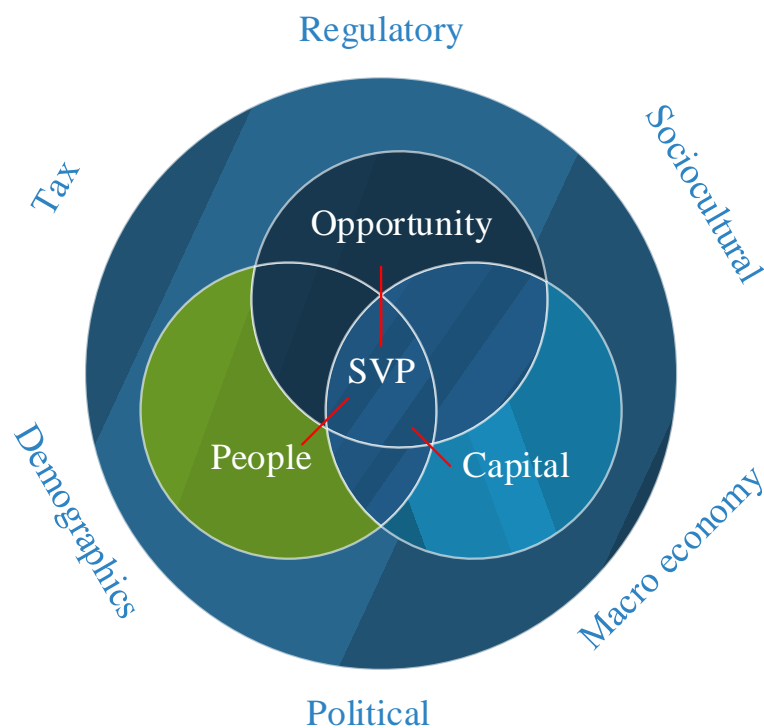
Figure 3   Social entrepreneurship frameworks (Austin et al. 2006, 17)

Austin, Stevenson and Wei-Skillern (2006) while investigating the differences between social and commercial entrepreneurship developed a model by improvising the framework from Sahlman (1996). The framework stresses the notion that in order to achieve greater outputs from the commercial entrepreneurship, it is important to position these four inter related components in a dynamic fit because of their interdependence on each other: the people, the context, the deal, and the opportunity (Sahlman, 1996). *People* are the tangible resources of the company, which include both those who

physically or virtually participate in the entrepreneurial activity or bring resources to the venture through their skills, approaches, awareness, knowledge, networks, goals, norms and values. However *Context* is the intangible elements which affects the organization for example macroeconomic environment, law and tax regulations. These elements influence the missions and goals of the organization but at the same time are not in control of the entrepreneurs. *Deal* defines who gives what, who gets what and when and where these provisions will take place. Lastly, *Opportunity* is "the desired future state that is different from the present and the belief that the achievement of that state is possible" (Austin et al. 2006, 6).

Austin et al. (2006) model suggests that all the elements of PCDO frame work are important for the success of social entrepreneurship, however they mentioned social value proposition (SVP) as the dominating factor since this is the basic difference between commercial and social entrepreneurship. As shown in the Figure 3, the circles of people, opportunity, capital and SVP are intersecting with each other showing the interdependent nature of the elements. However opportunity being the motivating factor is on the top whereas elements of people and capital are the enabling variables which are at the bottom integrating in to social value proposition. All these elements are surrounded by those intangible factors which are not in control of the entrepreneur but at the same time effects all the elements inside the box. This framework will be the base of this study while studying the findings of the data.

Having defined the concept above, it will not be wrong to say that the field of social entrepreneurship is an umbrella of various activities coordinating with each other towards a common goal: social mission. But at the same time the boundaries have been poorly defined because of which the conceptualization of this term is still in progress (Santos 2012, 335). The next section will focus on the conceptualization of social enterprises with the similar presentation and argumentation as discussed in this section. However, emphasis has been put in following section because it is important not to mix the concept (social entrepreneurship) with the tangible outcome (social enterprise), so to differentiate both ideas with different lenses.

2.2   Social Enterprises

For almost 100 years, in order to generate income and to support the organizational mission of character and skills building, Girls Scouts of America have been selling cookies and generated over $400 million (Smith et al. 2010, 109). Since the very inception of the idea of social enterprises, there has been a plethora of literature on this issue with remarkable contributions about how these companies emerged and what their use in the real world settings is. However, like the conceptualizing of social entrepreneurship, so-

cial enterprises have been discussed by many scholars in the past (Emerson & Twersky 1996)

In 1959, a famous novelist and physicist, C.P Snow conveyed the idea of "two cultures", which was discussed by Pope, Isely and Tutu (2009) in their research as the "tale of two cultures". Snow conceptualized the two cultures, charity and problem solving, which have been witnessed by the business and social world in the previous years. On one hand it is the popular idea of charity while on the other is the problem solving (Pope et al. 2009, 321). If we relate these two ideas in the context of social enterprises, then it will not be wrong to say that it is the production of these two cultures, or rather a combination of these two cultures since both cultures play an important role for a successful society. However, current literature on social enterprises, like social entrepreneurship, also finds its roots in the literature of nonprofit organizations. Relating to this idea, Kerlin and Tom Pollack (2010) suggested the concept of resource dependency theory (RTD), which argues that organization's behavior widely depends on the availability of resources. Based on RTD, it is suggested that due the less physical (human and physical capital) and financial (grants, donations) resources and financial help from government, nonprofit organizations operate in the commercial way of doing business and rationally adapt with changes in financial conditions, though it has been criticized by many authors in response because social enterprises are not always the product of low resources rather these companies are also motivated with a social purpose (Dey & Steyaert, 2012, 94).

Dees first mentioned the term 'social enterprises' in his article 'Social Enterprise: Private initiatives for the common good'. According to him, these are private organizations with a mission to solve social problems, help the disadvantages or provide those social services/goods which government is unable to take care of (Dees 1994, 55). Agreeing with Dees, Yunus, one of the leading names in social business, suggesting an idea of Base of pyramid (BoP). For Yunus, poverty is one of the main issues to be solved and all organizations should be concerned about social mission as their primary objective. According to him, there is another business which is owned by poor and all the profits go to them so there will be an end to poverty and Grameen bank is the best example for this (Barki et al. 2015, 380). Ebrashi (2011) also argued that the most important focus for a social enterprise should be on the social mission which is the core of this business. According to social ventures focus on temporary outputs, rather their goal is to bring change, a sustainable change (Ebrashi 2011, 199). However Chu (2007) argued and suggested to add the perspective of shareholders and distribute dividends to gain more shareholders' interest in social enterprises which will result in more investments (Chu 2007, 143).

However before defining social enterprises, it is important to first judge its place in the society and economic and social dimensions. Regarding social enterprises, the litera-

ture is divided in to three sectors; public, private and third sector. Researchers usually argue on the placement of social enterprises in the third sector, however social enterprises do not stay in one sector, rather their actions vary to different sectors. (Galvis 2014, 18). Frederick et al. (2007) gives another approach of value creation continuum with two extremes; traditional nonprofit on one and traditional corporation on the other as shown in the Figure 4.

Traditional non-profit	Non-profit with some earned income	Non-profit enterprise	Socially responsible business	Corporate social responsibility	Traditional corporation

Social value   **Socio-economic value**   **Economic value**
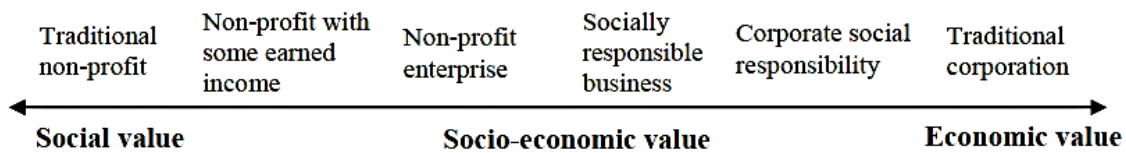
Figure 4   Value creation continuums (Frederick et al. 2007, 148)

According to Frederick, the social enterprise is any enterprise in between the extremes of value creation continuum with both social and economic values. In addition, some researchers also suggest that social enterprises are mix of all the resources different sectors can offer. They are often considered as the drivers of innovation and social transformation, which are able to take opportunities from all sectors and combine them in one to improve and design better systems and approaches (Lajovic 2012, 85). Lajovic (2012) also suggested that the ideal types of social enterprises are the ones whose missions are based on two criteria:

- Social criteria: while making the goal the main focus should be on the social welfare and not on profits or outputs as mentioned by Ebrashi (2011). At the same time it is very important for the social enterprise to include the opinions of both clients and stakeholders.
- Economic criteria: However with social value dominating the business goal, the enterprises should also be involved in economic activity of producing goods/services to bring social change. With this, autonomy plays a vital role by not getting influenced by the public or private authorities.

2.2.1   *Defining social enterprise:*

According to literature and above discussion, the essential purpose of social enterprises is to have social impact by recognizing, solving, diminishing social vulnerabilities and inequalities from the world (Barki et al. 2015, 381; Lajovic 2012, 85). Governments play a vital role to help this change since they affect the micro politics of the country; they play a role of stakeholders (Austin et al. 2006, 17). For example in Western Europe, a variety of legal forms helps in the establishment of social enterprises, so that

vulnerable groups (disable people, addicts, orphans) could be taken care of (Lajovic 2012, 86). For instance, in Finland social enterprise should have 30% of the employees who are disadvantages in the market (Heckle, Aaltinen & Setnholm 2007). These examples show, in order to be define a social enterprise, nonprofit social mission is not the only thing to consider rather different nations have different requirements of describing this term.

Many authors investigated in different ways to define this term but still there is no consensus. Dees (1994) in this respect, suggested some attributes of social enterprises discussed as follows;

- Social enterprises use trading to gain independence and autonomy as mentioned by Lajovic (2012) in the above discussion
- Since there is a word entrepreneurship in the term, so these companies have a liability to be innovative, entrepreneurial and they show risk taking behavior.
- The enterprises should be flexible in their daily action and adaptable to different environments
- They should have clear customer and community focus to deliver the value in a better way
- Stakeholders play a dynamic role in the success of these companies, so stakeholder's engagement is an important factor to be considered.
- Democratic and participative management.
- Delivering both financial and social/environment goals.
- These enterprises should generate income from selling goods and services in order to be financially stable and to avoid influence of stakeholders on enterprise goals. (Dees 1994, 57)

In addition, in order to define social enterprises it is very important to know the differences between these enterprises with traditional firms since the idea of traditional or for-profit firms to bring nothing good in the society is too over rated. It will be wrong to say that these firms bring no change in the society since many for-profit firms offer products which brought radical changes in the society for the good (Barki et al. 2015, 381) One example of this is the information technology, which continues to improve the standard of living by providing technology which helps individuals to survive in an easy environment. Other examples are companies like Unilever, who sell products to make everyday life easier for all the customers. Hence it is very important to differentiate between these two types of firms before defining the social enterprise concept. The most accepted difference suggested by the literature is the *"main purpose"*. Though social enterprises are same as traditional enterprises, they focus more on filling the gap which was unnoticed by public and private authorities. As suggested by Martin and Osberg (2007), unlike traditional firms whose main goal is to earn revenues for the shareholders and investors by providing products to customer who can pay for it, social enterprise on

the other hand focus on those neglected population which lack the financial means to support themselves (Martin & Osberg 2007, 35). Another basic difference is the *"business model"* between both firms. As mentioned by Poretr and Kramer (2011), traditional firms deliver social good to society with profits to satisfy the shareholders creating a win-win situation, however as suggested by Yunus (2007) social enterprises focus only on the social impact and their profit is only to foster that social impact (Barki et al. 2015, 383). Hence considering these points and the chosen market (Pakistan) for this study where social enterprises do not have a legal existence yet, following definition of social enterprises by Haugh (2006) best fits our requirements;

Social enterprise is a collective term for a range of organizations that trade for a social purpose. They adopt one of a variety of different legal formats but have in common the principles of pursuing business-led solutions to achieve social aims, and the reinvestment of surplus for community benefit. Their objectives focus on socially desired, nonfinancial goals and their outcomes are the nonfinancial measures of the implied demand for and supply of services. (Haugh 2006, 184)

One of the reasons of choosing the above definition is to avoid any prejudice between traditional and social enterprises suggesting that social enterprises fit in to any of the legal forms unless their goals are catered to focus on the society and social impact. As well this definition induces a bit of all the popular definition suggested by different authors. For example Dees (1998) explained social enterprises as private organizations dedicated to solve social problems with any help from public and private markets. Ligane & Olsen (2004) defined them as profitable ventures with a social mission where Dart (2004) suggested their strategy, structure, norms, values differentiate them from traditional enterprises. Harding (2004) and Hartigan (2006) defined them as enterprises whose surpluses are reinvested in their social mission, where Thompson and Doherty (2006) simply defined them as enterprises with business solutions to social problems. Hockerts (2006) defined them as hybrid enterprises not fitting in to any sphere as mentioned by Haugh as *"they can adapt to any legal forms"*. Korosec and Berman (2006) defined them as organizations addressing the needs of special populations where Yunus (2008) also defines these enterprises as non-loss, non-dividend companies designed to cater the needs of a market place. Emerson and Twersky (1996) called them as revenue generating ventures to facilitate low income individuals. However OECD (2003) and EMES (2012) defined these companies as who invest their profits for the good of public interest instead of capital investors. Hence proved, the suggested definition for this study has the bits and parts of all the above mentioned definitions.

However in order to make sense of aforementioned definitions, a model of social entrepreneurship from Massetti (2008) can be very useful. Massetti tried to explain the

phenomenon of social entrepreneurship in the form of a matrix with four quadrants each describing different types of organization. On one extreme of vertical axis is socially driven mission and on the other is market driven mission, however on one extreme of horizontal axis is profit required and on the other is no profit required as can be seen in Figure 5.
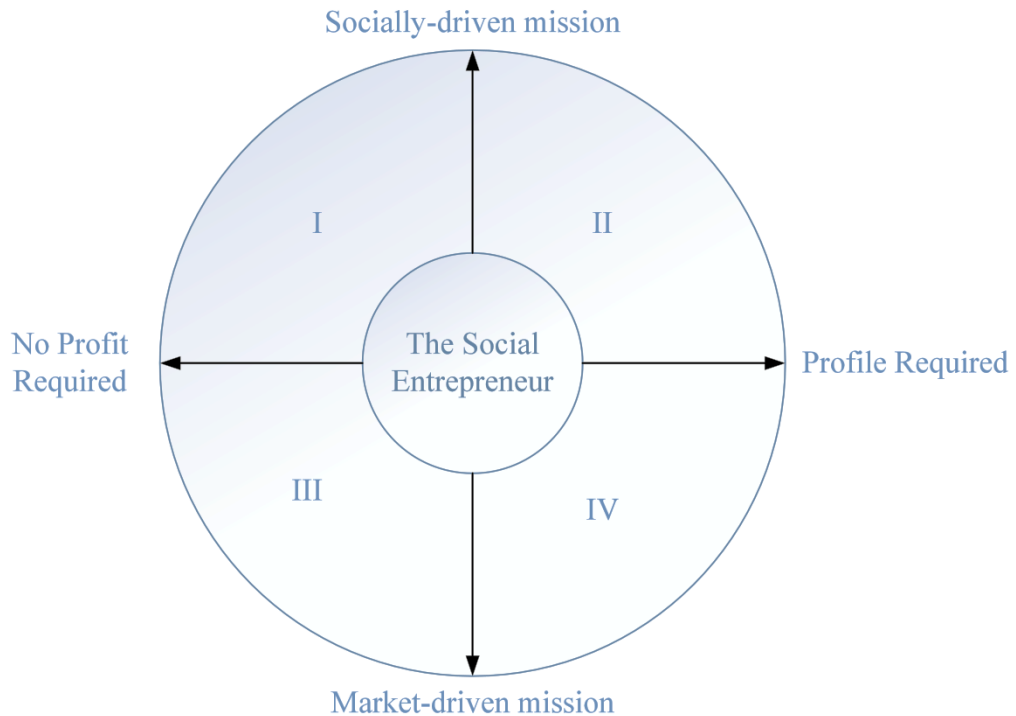
Figure 5   The Social Entrepreneurship Matrix (Massetti 2008, 4)

According to Massetti, social enterprises can exist in any of these four quadrants. The author suggested that this matrix can contribute profound findings in the literature and can be frequently used in managerial practices since through this matrix the identi-fication of different types of organizations is simple and puts both the researcher and mangers at ease to choose from four simple quadrants. Quadrant IV, The traditional business quadrant: This quadrant include companies with market-driven mission with an intention to earn profit. These companies are based on traditional business models where profitablilty is given wide consideration. Their mission is to produce goods or service which the market wants and excel through revenues and providing profits to the shareholders. These companies face immense competition in the market and failing to produce profits which leads to bankruptcy. These companies are also involved in the social activities, but only if the market decides for a social cause to be worth paid for. Corporate social responsibility is one of the widely researched topic in these comapnies since this can contribute to the sustainable competitive advantced for the companies in

the long run. For instance, these companies invest in social causes like producing ”green” products or products with no animals harmed while manufacturing.

Quadrant III, The transient organization quadrant: The organization with market-driven mission but no profit mission exist in this quadrant. As mentioned by Dorado (2006) these companies stay for a short period of time since their goal is not to create a new organization rather to create a path so that participants can alleviate a social problem (Dorado 2006, 236). For instance Drug Free America is one of the examples of these initiatives. Organizations in this quadrant rely on the support from other public and private individuals since profit generation is not an ideal situation in this regard and for this reason it s very essential for these organizations to let the support flow by changing the offerings according to the needs of the market.

Quadrant I, The traditional not-for-profit quadrant: As the name suggests, these organizations are driven by a social mission but are not profit inclined. For instance, foundations, charities, public museums and churches fall in to this category. These are not registered as tax paying organization so their only motive is to survive on the social mission from which their inception took place. Their modes of funding are from donors, grants and member fees and they perform actions which are somehow stay unatended by government or public authorities. These organizations mainly focus on the donations and grants but they sometimes also provide product and service and take fee for their survival. The literature suggests that these organizations are transforming more andmore in the modern social enterprise concept in order to support themselves without too many outside sources of funding.

Quadrant II, The tipping point quadrant: the organizations in this quadrant are in discussion recently and are being researched widely in the last two decades. These organizations have a social mission and they earn profit at the sameime. According to the literature these organizations have a tendency to solve problems arose from both not for profit and for profit firms by focuisng on those unmet demands which were ignored by for profit firms and not explored properly, and due to financial issues in the case of not for profit firms. And also because these firms are not driven by marketplace demand for profits, rather these organizations struggle to benefit society as a whole. These organizations are more efficient then others for social change because they use their profits to fund their growth and at the same time make sure that their resources do not get wasted. So social entrepreneurs in this regard are enjoying benefits from all sides of fundning sources, as they get donors and governmental finances because of the social change they are bringing and also get profitability through their business operations. (Massetti 2008, 6)

As seen in the above discussion, in last two decades the authors have discussed immensely about the social enterprises and the matrix suggested by Massetti can be a very good conclusion to many authors contributions since it has covered almost all the

ways social entrepreneurs can behave in different world settings. In addition to the literature on defining these enterprises, many authors have also discussed about the perfotmance and success factors for these organizations. Although the word success and performance is very subjective so we will not go deep in to this discussion since this is not the focus of this study, however it is worth mentioning some of the key success factors mentioned by different authors in the past since marketing is discussed as one of the alternatives of better performance by many authors. Wronka (2013) suggested eight different types of success factors from the literature by Shair & Lemer (2006), Boyer, Creech & Paas (2008), Mason (2012) and Haugh et al. (2010). These include, leadership with suitable qualifications, partnerships with right institutions, triple bottom line planning, attractiveness and clarity of innovative concept, short and long tern benefit management, local community engagement, risk management and business planning and marketing (Wronka 2013, 599). The last point is the main discussion of our thesis which is explained further in next section. In the next section we will discuss the marketing, as a concept in reference to our study and what do this study means by marketing by specifying the definition and basic attributes which this study will build on.

2.3   Marketing: as a concept

Peter Drucker is widely known for his contribution in business world especially regarding his innovative ideas for management and marketing. He referred marketing as "synonymous of the business". For him there is only one that a business should which is to create a customer which is triggered by marketing and innovation. Drucker referred marketing as the man purpose of the business suggesting that it is not all about selling rather it entails the entire business from product to customer (Drucker 1954, 416). While assessing the crux of Drucker's ideas about marketing, it can be said that marketing plays an important role throughout the value chain as shown in the Figure 6. Drucker put an emphasis on the strategy aspect of the business explaining the importance of marketing while making the strategy. He suggested five simple questions to define strategy;

- What is the business?
- Who is the customer?
- What is the value to the customer?
- What will our business be?
- What should it be? (Drucker 1954, 416; Robinson 2011, 5)

Answer all these question with respect to the marketing can give better answers since value delivery iis very important in any business, and which is also the vital role of

marketing at its first place. However many authors argued about the division of the strategies and tactics as shown in the figure below. Varadarajan (2010) argued that division of these two important aspects can result in confusion since strategy should be the continuous variable throughout the value chain and tactics should act as a ladder to reach the strategy (Mitchell 2011, 8).
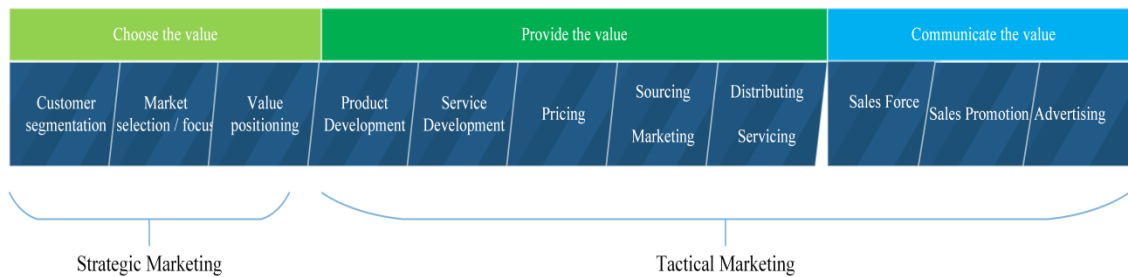
Figure 6   Value creation process (Kotler, Kotler, & Cunningham 2006; Mitchell 2011, 8)

Varadarajan and Jayachandran (1999) suggest that marketing stretgy shoud synchronize with the corporate and business strategy in oreder to achieve a sustainable competitive advantage. They further explained the imprtance of marketing suggesting that marketing should not be specified to product or promotion level rather it should be involved in the other other functions of the business (Varadarajan & Jayachandran 1999, 121). As Porter defined sustainable competitive advantage as tailoring all the firm activities to the business strategy and a systematic outcome wihich results due to the interatction of all the firm activities (Porter 2008, 65).

This study focuses on the conceptualization of marketing in social enterprises not as a side activity rather as a whole. Hence before investigating the answer that if the social enterprises in Pakistan use marketing concept as a whole or not, this section provides a brief introduction of marketing in regards to this particular study. Therefore this section will focus on the basic definition of marketing, defining the different P's used and later on focusing on the market orientation concept.

2.3.1   Defining marketing

Discussion about marketing is not new in literature rather it has been there for decades and there lies a plethora of data only for defining the work marketing. Different authors and organizations have defined the term in many different ways. The first official definition by American Marketing Association (AMA) was first published in 1948 which was taken from a version adopted by National Association of Marketing teachers in 1935. The first definition by AMA was used for 50 years until it was revised in 1985

(Gundlach 2007, 243). Chartered Institute of Marketing, UK defined it *"as a process of identifying, anticipating and satisfying customer requirements profitably"* (Simpson et al. 2006, 361). In addition McDaniel et al. (2006) defined it as *"an organizational function and set of processes for creating, communicating and delivering value to customers and for managing relationship in a way that benefit the organization and its stakeholders"* (McDaniel et al. 2006, 6)

The main purpose of marketing is to increase the profitability of the organization as seen in above definitions or in other words to improve the company's bottom line (Pope et al. 2009, 391). However it is inappropriate to always relate marketing to profitability for example Clarke and Mount (2000) defined marketing *"as individual or organizational activities that facilitate and expedite satisfying exchange relationships in a dynamic environment through the creation, distribution, promotion and pricing of goods, services and ideas"* (Clarke & Mount 2000, 79). Also the recent definition by AMA on their official website refers marketing to an activity which offers value to society at large, as it states;

"Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large". (Amercian Marketing Association, 2013)

The above definition by AMA is very wide in its domain and scope as it discusses many different aspects of marketing. The definition can be divided in to two parts, one where marketing conducts actions of creating, communicating, delivering and exchanging offerings, while the other part where marketing concerns with performing these actions with the customers, clients, partners, and society. In the former part, marketing is emphasizing on product, promotion, distribution and people aspect of the business while in the later part marketing is concentrating on all the stakeholders. The interesting aspect of this definition is that AMA considers society as a stakeholder which contradicts with all those authors who defined marketing in terms of profitability concept. Although profit is defined subjectively in the literature but in this discussion profit is considered as financial benefit in terms of increase in revenue. This definition also gives a base to our study since social enterprises, as mentioned in the previous section, lie in the quadrant where social mission is more important or equally important then the profit mission (Massetti 2008, 5).

This aspect of society is widely criticized in theoretical discussion since 2004 when AMA announced a definition of marketing where creating, communicating and delivering value to customers was limited for the benefit of the organization and stakeholders ignoring the societal benefit (Gundlach 2007, 243). As Mick argued that the new definition of marketing ignores the moral responsibility the business has on the society and also suggests that marketing can play a vital role in the common good of society if it encompasses the socioecological aspect in its goal (Mick 2007, 289). Hunt also supports

the argument by suggesting that it is a responsibility of a marketer to understand the society and respond in a positive way (Hunt 2007, 280). Wilkie and Moore argued that the definition proposed by AMA in 2004 is not only lacking the moral terms, rather it also ignores the competitive edge that business cannot get unless it focuses on the societal and political issues (Wilkie & Moore, 2007, 272). All these agreements and disagreements do create confusion in the literature of marketing, but at the same time provide a pavement for the scholars to enter into new fields of research as mentioned by Lusch that it is important to study society in marketing literature as a new institution otherwise this research will be left for scholars outside business field (Lusch 2007, 267). Furthermore it will not be wrong to say, after the inspection in literature, that the recent exploration of marketing in social enterprises is a product of these new thoughts (Shaw 2004, 203).

The above discussion catered the later part of the definition, however it is important to discuss the former part as well in order to give the meaning to main concept. AMA definition mentions about understanding the creation, communication, deliverance and exchange component of marketing which in literature is referred to as "marketing mix". Although there is a huge literature on this topic, this study will just give a brief introduction of this concept because it is important to know the basic terminologies which will be used further in the study. This term "marketing mix" was first coined by a professor in Harvard business school in 1940's to refer a number of activities to influence a customer's purchasing decision (Joseph & Jimmie 2003, 6). In the beginning there were four basic P's (P is used for each component of the mix); product, price, place and promotion, however authors have shared contrasting views on this by relating to the changes in marketing activities that exist in varying industries and companies. However a recent issue of Chartered Institute of Marketing UK has mentioned 7 p's which a marketer can use to influence the customers decisions; product, price, place, promotion, people, process and physical evidence (Chartered Institute of Marketing UK 2015, 5)

Regardless of new changes, the product is always the first P of the marketing mix since there is no point to develop a product that nobody wants. Marketer's first step is to identify the need in the market and then find a solution to satisfy that need regardless of any industry. A product can be tangible or intangible but it should entail characteristics which will provide value to the customers or society as mentioned by the new definition of marketing by AMA. After the right product, the second matter which concerns a customer is the price so it is very important for the organization to determine the price of product which is competitive but the same time not so cheap as sometimes customers value a product with a reference to the price. After price, Place also plays a vital role in the consumers decision. The product has to be on the right place at the right time, in the right quantity and this is an important concern for the manufacturer as well as the marketer.

While placement gives an opportunity to customers to see a product, promotion plays a vital role to explain what a product does and what its benefits are. Promotion can be performed in many different ways; advertising, PR, corporate identity, social media outreach, sales management, special offers and exhibitions. Every person who comes in direct or indirect contact with the customers plays a vital role in whole value chain so people play an important role in the whole marketing strategy. Recently, the wide surge of internet has made it possible for customers to reach a large scale of people and any bad aspect of the organization can spread widely in just couple of second. It is very important to put the right people handle for different activities. Another trend which is experienced nowadays, especially in terms of nonprofit or social enterprises, is the importance of process since customers do not only buy the product rather they invest in the whole process starting from how the product is manufactured and delivered. This has emerged new themes, for instance "green products", and customer put a huge emphasis on these small details nowadays. Finally, physical evidence also plays an important role, since it is important for consumers to feel safe with the product either by feeling the physical product or by analyzing the feedback which comes after the product. Hence it is very important for a marketer to deal with this mix and integrate all the activities with a coherence to not leave any gaps. No one element is individual, for instance, you cannot earn profit by just making a right product unless it reaches the right market.

2.3.2   Conceptualization of market orientation:

The alternatives for a company to achieve sustainable competitive advantage are discussed in literature for decades now. Different authors have suggested a variety of ideas to managers to explain the ways to excel in a competitive market. Shaw (2004) suggested the idea of entrepreneurial marketing to bring some innovative change and deliver value to customers in a better way. Drucker (1954) also suggested that marketing should be an essential part of the business by saying that "creating customer is the business" (Drucker 1994, 417). One of the new idea which is continuously being researched in last decades is the concept of market orientation. The importance of this new idea in commercial and other organizations sector has been extensively researched in last decade and has been noted to act as a catalyst in performance overall (Govan et al. 2001, 6). However, this new concept has grown evolutionary replacing the older concept of product orientation and sales orientation which was prevalent in 1950s to 1970s (Lehman 2005, 29). Briefly, marketing orientation is nothing more than implementing the marketing concept in the organization, as Kotler mentioned that success depends widely on how companies determine the needs and wants of customers and deliver satisfactions more effectively and efficiently than their competitors do (Kotler & Levy 1969, 13).

Marketing orientation is not a new concept rather it encompasses the basic marketing philosophy which states that organizations should adopt marketing concept in their whole structure instead of making it one of the business function. The literature reveals many different attributions of market orientation, for instance, Felton (1959) and McNamara (1972) referred it as to involve the executives in the marketing planning, while Kanopa and Calabro (1971) suggested to focus more on customers then the products cost, as well Viebranz called for leadership role to marketing (Kohli et al. 1993, 468). However traditionally, market orientation encompasses following three principles;

1. The focus on the customers.
2. Focus on coordinated effort.
3. Focus on the profitability, though it is much subjected since different types of organizations have different profit missions as mentioned in the social entrepreneurship matrix by Massetti.

Narver and Slater (1990) also related marketing orientation with three similar behavioral components which are as follows;

1. **Customer orientation**- understanding the needs and wants of customers in a better way to respond to the bigger market and to create superior value. As mentioned in the previous section of marketing mix, it is important to arrange all the tools in a synchronized fashion.
2. **Competitor orientation**- understanding the current position of the organization in the competitive market, by identifying one's own strengths and weaknesses, while at the same time assessing the strategies of the competitors,
3. **Inter functional coordination**: coordinating all the firms' resources in a harmonized manner to create superior value for the customers throughout the value chain. (Narver & Slater 1990, 20)

In addition to these behavioural components, they also proposed that organizations should have long term focus on their decisions and they should not forget the aspect of profitability. Profitability, in specific is suggested as the main element of market orientation, however some view it as bigger market share and higher revenues and others use it as a word for the completion of their social missions. For instance, Kotler and Andreasen related profitability with survival, generally by gaining enough revenues to focus on long tern organizational objectives. Narver and Slater's point of view about marketing orientation was more about the cultural variable, suggesting that it gives the employees an understanding of the organization and how to behave in different situations. However, Kohli and Jaworski (1990) disagreed by suggesting market orientation as specific activities which help the organization to adopt the marketing concept philosophy in to practice. According to them market orientation is composed of three activities; achieving marketing focus by the generation of marketing intelligence determining customer's needs, dissemination of the information across different

departments, and finally giving a response to the intelligence by developing and executing plans (Padanyi & Gainer 2004, 44).

The focus of this study is to understand the marketing in social enterprises sector with a reference to market orientation, and since social enterprises do not focus on the competition or profitability in terms of revenue, the definition by Kohli and Jaworski best fits which is as follows;

"The organization-wide generation of market intelligence pertaining to current and future needs of customers. Dissemination of intelligence hrizontally and vertically within the organization, and organization-wide action responsiveness to market intelligence" (Kohli & Jaworski 1990, 3)

Kohli and Jaworski (1990) explained market orientation in to three simple steps; generation, dissemination and responsiveness (Table 1). The authors suggested that in order to adapt the marketing philosophy in the organization , it is very important for all the members to understand each and every step of market orientation activities.

Table 1   Explaining market orientation actions and activities (Kohli & Jaworski 1993, 468)

Actions	Activities
Intelligence generation	-collection and assessment of customer needs and preferences -collection and assessment of forces that influence customer needs, e.g task and macroenvironments -development of plans engaging all the departments
Intelligence dissemination	-formally and informally disseminating information -dissemination of information horizontal and vertical departments of the organizational hierarchy

Responsiveness	-taking action by responding to the intelligence generated and disseminated -development of marketing plans by focusing on the market segments and their needs. -planning and assessing the speed and co-ordination to implement marketing plans

According to the authors, generation of ideas are first role of market orientation philosophy. In this role, organizations collect and assess data related to the customer's needs and preferences since, as mentioned before, customers play the vital role in organization's survival. It is necessary to know what a customer wants, however in addition to this, it is important to figure out all those forces which effect the purchase or buying behaviour of the customers, for instance changes in macroeconomic environment. In addition while developing these plans, it is important to consider all departments and engaging them in order to get the inter departmental suggestions. After the generation of ideas, organizations should formally and informally disseminate the information in horizontal and vertical integration of the hierarchy of organizations. After identification and disseminating the information, the next is to take action. One way of doing suggested by authors is to develop marketing plans while focusing on the customer and the market segments and planning the speed and coordination of marketing plans (Kohli & Jaworski 1993, 469)

The above definition by Kohli and Jaworski (1990) give a more holistic view on market instead of focusing on customers and competitors, puts focus on interdepartmental communication based on the intelligence collected and gives feedback on that intelligence so to take actions according unlike Narver and Slater definition where the concentration is on customers and competitors. One of the reasons of choosing this definition (Kohi and Jaworski) is because it has been widely used in the non profit sector and can be articulated in to social enterprises with little changes.

In addition to Kohli, Jaworski, Narver and Slater, Lehman (2005) divided market orientation in to three subcategories; 1) basic or product orientation states the organization should produce products which sell because they offer quality, performance, 2) sales or functional states that sales should be the main focus of the organization regardleess of the relationships with the customers and 3) strategic or market orientation states that an organization should make a balanced mix of focusing on needs of customers while also focusing on the competitive environment in order to develop a corporate culture of delivering best value to customers (Lehman 2005, 30-31) .In order to develop detail understanding of the marketing orientation concept in

reference to social enterprises, the next section focuses specifically on how marketing concept has been perceived by social enterprises according to the literature.

2.4   Marketing of social enterprises: existing literature

Current literature about social enterprises focuses more on defining the term by relating it to commercial organizations. The basic difference, suggested by literature, between social enterprises and commercial enterprises is that the former focuses on the social value while the later focuses on the economic gain and profit in terms of revenue (Dees 1998, 57). This difference results in an assumption that social enterprises do not prefer economic objectives over social missions, which however has been supported and argued by many scholars in past. Many authors like Eikenberry, Kluver, Foster, Bradach, Weisbrod supported this argument suggesting that emphasizing on the economic objectives may damage the status of social enterprises due to conflicting priorities (Liu et al. 2013, 269). However Powell and Osborn argued by saying that social enterprises perform better than other organization because of their business techniques and models which are more rigorous and adaptable due to constraints by public and government (Powell & Osborn 2014, 24). Dacin (2011) also argued that having a social value creation mission does not mean that social enterprises diminish the need of economic objectives, rather (as suggested by many other authors) in order to continuously innovate and bring entrepreneurial strategies to their projects, social enterprises must develop survival strategies by adopting economic value creation objectives (Dacin 2011, 1206; Liu et al. 2013, 270). Thus in order to take advantage and to survive in current marketing situations where funding opportunities are decreasing day by day, social enterprises have to adopt the strategies of two world and gain advantages from the economic and social value creation strategies (Dennis 2009,155)

However, it is very important to understand the audience of social enterprises and what influences the strategies of these enterprises before understanding the marketing literature. In following section, this study will explain how marketing in social enterprises has been articulated from the marketing in nonprofit organizations (NPO's); however before that it is important to establish a structure for social enterprises by understanding the audiences who will be targeted or who will get affected by marketing and also because different audiences require different marketing (Dolnicar & Lazarevski 2009, 277). Since social enterprises are quite related to nonprofit organizations, their stakeholders are same as well. Bruce (1995) divided nonprofit customers or beneficiaries (since these customers receive benefit) in two groups; end customers (clients, volunteers, workers, trustees, committee members, local community), and intermediary customers or beneficiaries for instance government agencies (Bruce 1995, 77). Figure 7

represents the audiences or beneficiaries of social enterprises adapted from the context of beneficiaries identified by Bruce for nonprofit organizations.
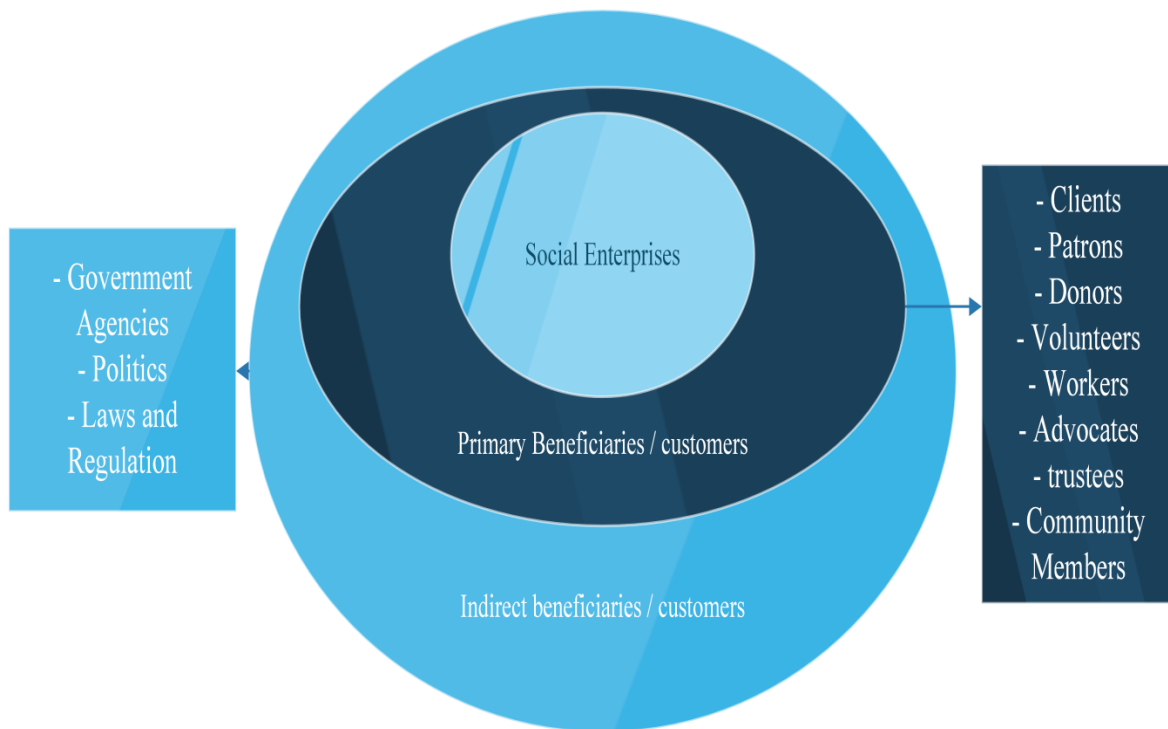
Figure 7   Audience/beneficiaries of social enterprises from nonprofit organizations (Bruce 1995, 77)

The first circle encompasses primary customers of social enterprises which an enterprise can directly influence, however the outer circle contains beneficiaries who are indirectly benefited or affected by social enterprises strategies.As mentioned above, social enterprises structure is quite related to nonprofit organizations due to their involvement in commercializing activities in recent past. In addition to that, low sources of funding and increased competition have made these organizations to invest in economic activities used traditionally. Dees (1998) gave a number of reasons for social enterprises to be undertaken by nonprofits. Firstly, in order to tackle with scarcity of funding, social enterprises offer sustainable sources of funding and also reduce the dependency on donations. Secondly, social enterprises can benefit from wide variety of skills of their human work force since it will be easy to handle workforce without worrying much about the expenses that it entails (Smith et al. 2010, 112).

2.4.1 Literature of marketing in nonprofit organizations

Continuing with the discussion on nonprofits and before developing a theoretical framework on marketing of social enterprises, it is very important to explain briefly about the research on nonprofit organization's marketing strategies. Marketing in nonprofit organizations is not a new idea; rather it dates back to 1960's to 1970's. As Kotler and Levy argued that marketing is not only about selling, it is more about bringing out a social impact either radically or incrementally. Later, Kotler with Zaltman also argued that marketing techniques can help organizations with social missions to advance more successfully than those who do not involve in marketing. They emphasized more on marketing thinking and planning instead of taking it as a small function (Jungbok 2015, 1). As mentioned above, AMA's definition also emphasized on the importance of marketing in its recent definition as the previous definition lacked the word of society in the official definition and had been criticized widely.

A number of authors have researched about different features of nonprofit organizations with reference to marketing. These studies mostly include the characteristics, strengths, weaknesses, fund raising activities, cause- related marketing and marketing strategies of nonprofit organizations (Jungbok 2015, 1-4). While researching on characteristics, Octon divided NPO's in UK into public and voluntary sector. In order to build marketing strategies it is important to understand how organizations work in both sectors, for instance, in voluntary sector the separation between the financial donors with customers is quite confusing (Octon 1983, 46). Yorke while analyzing the differences between nonprofit and for-profit organizations explained that component of marketing mix differs in both companies since managers have to tackle with limited finances while keeping the objectives in mind (Yorke 1984, 20). While these constraints create problems for NPO's, they also bring opportunities for these organizations as well, as suggested by Selby that these weak characteristics should be a source of strength. For instance, though limited finances decrease the opportunity to offer incentives to managers, but at the same time better marketing techniques can increase motivation of managers since they will realize they are delivering better service (Selby 1978, 94). As McNeal and Lamb mentioned in their study about nonprofit hospitals that 90% of these use more than one measure of patient satisfaction, thus delivering better service as large for-profit business do (McNeal & Lamb 1980, 30).

Mindak & Bybee while researching on fund raising activities of NPO's concluded in their study that marketing techniques do play a vital role in raising funds (Mindak & Bybee 1971, 28). Furthermore Riggs also identified strong connections between fundraising and marketing techniques in high technological products. Their research shows that value recognition is very important whether it is carried out for customers or donors. Like customers, donors are also influenced by a particular set of values for in-

stance recognition, association and leverage effect (Riggs 1986, 65). Furthermore studies by Schlegelmich suggest that awareness plays a vital role in raising funds. It is suggested to understand the difference between donors and non-donors and what kind of variables influence non-donors to donate and donors to keep donating (Schlegelmich 1988, 33). Petroshius et al. also examined the behavior of donors and concluded in their study that the better the reputation of the firm, the more donations it receives (Petroshius et al. 1993, 14).

In addition to fund raising, a number of authors have studied about the cause related marketing (CRM) in respect to nonprofit organizations. CRM is a form of marketing activities used to improve the reputation of the products or services of the organizations by giving a perspective to customers that they are spending for a better cause (Jungbok 2015, 3). Varadarajan and Menon play an important role explaining CRM and its characteristics in both for and not for profit companies. According to them, CRM is a mix of marketing tools and helps the company to increase sale, build up company's image, increase market share, and increase customer base (Varadarajan & Menon 1988, 14). Ross, Stutts and Patternson research supports the above argument as it explains that CRM plays an important role in purchase decision. According to their research 50% of the customers purchased products with a special cause and more than 50% agreed that they will buy a new product if it is promoted through CRM (Ross et al. 1992, 95). CRM plays a vital role in the reputation of the sponsors as Barnes research suggests that 91% of the cooperation's thought that CRM plays an important role in enhancing the image of the sponsors (Barnes 1991, 30). In another study, Barnes and Fitzgibbons examined the charities' attitudes and opinions concluding that charities are aware of the importance of CRM. Furthermore the authors also suggested organization the proper planning of CRM by following properly designed steps (Barnes & Fitzgibbons 1991, 25).

In addition to fundraising and CRM, studies suggest the role of marketing strategies also play a vital role in a nonprofit organization. In order to be successful, nonprofit organizations should balance the mix of products, customers and promotion (Jungbok 2015, 4). Gwin suggested a paradigm to analyze the needs of all the groups in the organization so that the needs of each of the group are properly taken care of (Gwin 1990, 45). Kotler also argued that marketing should be a part of the main strategy by appointing marketing committee, hiring an advertising agency and marketing consultant, and appointing a marketing director (Kotler 1979, 39). In this way marketing will not be carried out unconsciously rather a systematic approach will support the organization in complex social environments (Razis & Razis 1993, 175).

Summarizing the above discussion, one of the important reasons for which nonprofit organizations have involved in marketing practices is the increased competition experienced in last three decades NPO's have grown tremendously which has created a burden of competition on the shoulders of these organizations because of limited amounts of

funding from donors and funding foundations (Clark & Mount 2000, 81). However, among almost all the researchers it has been widely suggested that marketing is important for NPO's but no one agreed on how to approach marketing has been reported. One of the reasons of this gap is difference of the mission of NPO's from traditional organizations which creates obstacles to use proven marketing techniques discussed only for profit organizations (Pope et al. 2009, 185). Another important reason for this confusion lies in the fact that it is challenging to explain what performance means in nonprofit organization. As for profit firms use financial data as a measure of performance, NPO's lack this since the main goal is nonfinancial and cannot be measured in numbers (Gallagher & Weinberg 1991, 38). Furthermore, NPO's have to tackle with different kinds of markets and creating a marketing strategy to serve these different types of markets or developing variety of strategies for different markets is a big challenge and it requires time and money. In addition Pandanyi & Gainer divided NPO's markets in to three different types; Clients or customers, volunteers and donors or funders (Padanyi & Gainer 2004, 45).

In order to tackle these markets different marketing practices have been observed in recent past from nonprofit organizations. Tabaku and Mersini study in Albania suggested three kinds of marketing practices which are frequently used by the nonprofit organization; online marketing, public relations and offline practices. Online marketing is considered as one of the basic tools of reaching out to nonprofit organization's audiences. Good websites give a good image of the organizations since mostly it is usually the first business customer interaction. In case of NPO's websites are designed to attract donors by emotional messages. The basic purpose of online marketing is to increase organization's reliability, its credibility and to educate the audience about company's mission. Epner suggested anther point of view arguing that online marketing also reduce fundraising costs through online donations (Epner 2004, 18). For instance, Emails are cheap ways if contacting the donors and if used properly, then they can also help in building a loyal relationship with the donors. Since the nonprofits are usually small companies with limited budget, internet marketing saves time, money and expertise since tools developed by third parties can be used for marketing for example forums (Hooper & Stobart 2002, 330). Hence internet marketing offers a variety of tools and plays a vital role in connecting with the rest of the world.

Public relations are one of the ways of strategies used by companies nowadays. NPO's mission is for the benefit of the society; however this mission has to be delivered to the community so that funding can be availed. Public relations can be another marketing technique to do this, but it is not cost friendly as internet marketing. However, if the right tools and activities are used with planning public relations can also be tackled in a cost effective way. For instance, media outlets in events and using newspapers can be very helpful (Tabaku & Mersini 2014, 76). In addition to online marketing and pub-

lic relations, another marketing technique used by NPO's currently is offline practices. For instance, print materials, networking, and word of mouth play an important role in marketing of NPO's. Word of mouth plays a significant role in marketing NPO's since more people know about the mission of NPO's, more chances of funding can be expected (Tabaku & Mersini 2014, 77)

In addition to marketing practices, there is a considerable amount of literature on marketing orientation of nonprofit organization mosty in museums and charity sector. Since Kotler and Levy (1969) proposed marketing to be used as an important function in NPO's, the usage of marketing techniques have flourished in all types of nonporfit firms (Balabanis 1997, 584). This surge of marketing techniques in these firms accepted the marketing philosophy in the organizations which are also called as customer-cantered organizations by Kotler and Andreasen (1991). The authors defined customer cantered organizations as the ones who use all the resources to sense, serve and satisfy the clients/publics within the budget (Kotler & Andreasen 1991, 43). Making marketing as the philosophy of the organizations can benefit the company largely by increasing the funds from donors, which is important for the survival. Benneet (1998) in his research about small and medium sized nonprofits in UK concluded that marketing orientation play a vital role in fundraising performance (Benneet 1998, 169). Kirca et al. (2005) also supported the argument by concluding in their research that marketing orientation can be helpful in service oriented firms (Kirca et al. 2005, 24). Pratik Modi (2012) analysed innovativeness, resource scarcity, and funding source in order to understand the performance of non profit organizations which are market oriented. In order to find how the perfromance is effected because of the above mentioned variables, he assumed thirteen hypothesises.

The initial hypothesises deal with the non-profit performance in respect to the beneficiary satisfaction and gaining more resources from donors and assuming that these variables are positively affected by market orientation in the firm. Furthermore marketing orientated NPO's develop a repute among the fellow NPO's and it also improves the mission and goal achievement. Regarding innovativeness and performance Modi assumes that market orientation play a considerably important role in enhancing the innovativeness and also this innovativeness further conciliate the relationship with beneficiaries, increase their satisfaction and mediates the effectiveness. Modi further assumes that this beneficiary satisfaction is directly related to mission accomplishment, and reputation which increases resources attraction which eventually increase effectiveness. Furthermore, Modi hypothesizes that nature of funding source mediates the relationship of market orientation with performance relationship (Modi 2002, 5). However results of this study are quite similar to the hypothesis suggesting that marketing orientation plays a vital role in improving beneficiary satisfaction, reputation amongst peers and innovation capabilities. Furthermore the study results suggest that innovativeness and market

orientation should go hand in hand while making decisions in the firm. The author suggests that managers should focus on the balanced mix of activities since more than marketing orientation, networking also play a vital role in attracting tangible and intangible resources like volunteers or funds (Modi 2002, 7).

Garcia et al. 2012 proposed a framework (Figure 8) while studying effectiveness of NPO's in relation to marketing.
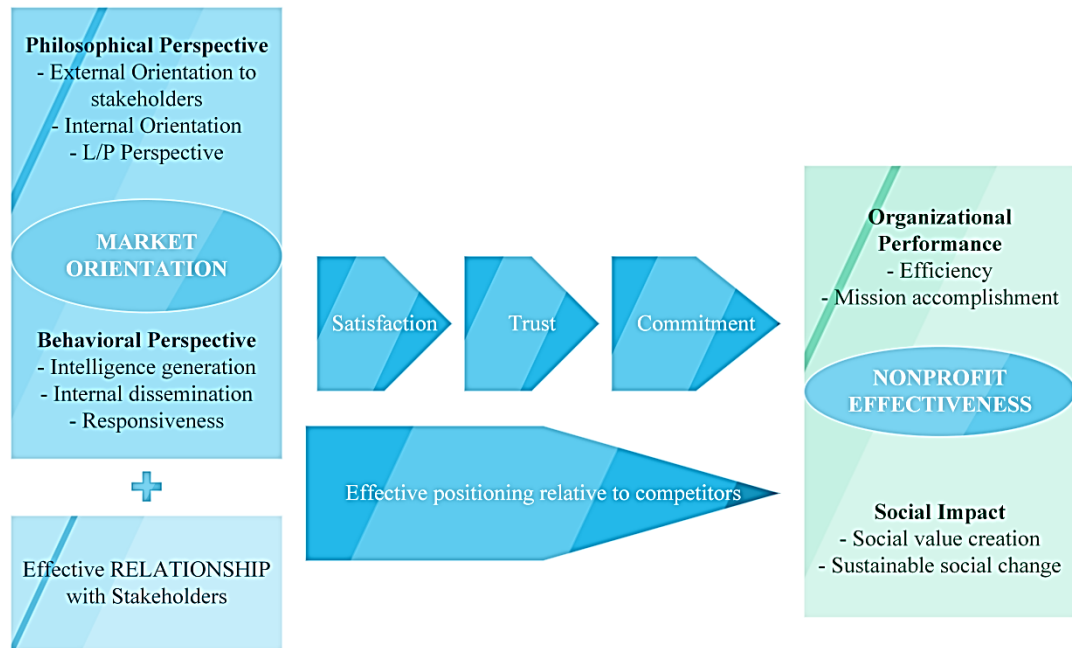
Figure 8   A marketing-based framework for evaluating nonprofit effectiveness
                (Garcia et al. 2012, 97)

The framework suggests the importance of marketing orientation in a non-profit organization since it helps to build and maintain a good relationship with all the stakeholders (customers, partners, donors, internal stakeholders and regulators) of the organizations. In addition to that, the organizations will be able to satisfy the stakeholders by recognizing their expectations which will develop trustworthiness, thus leading to commitment and completion of goals (Garcia et al. 2012, 95). The proposed framework has the holistic ability to be applied in any kind of nonprofit organizations regardless of what they offer is tangible product or intangible service. Furthermore the framework delivers efficiency in terms of benefits and costs captured through value concept, effectiveness in terms of creation of mission-related value, and impact in terms of sustainable societal change (Garcia et al. 96). In addition to holistic attribute, the framework is also very dynamic since it mediates the relationship between market orientation and stake-

holders. Furthermore the framework considers the scarcity of resources to achieve the social mission in long term and consider multi stakeholders focusing on four basic ones; customers/beneficiaries, donors, partners and competitors. Finally the framework recognizes the marketing orientation of the organizations considering their missions while concentrating on the needs and wants of the stakeholders.

However, at the same time many authors have disagreed with the adoption of marketing concept in the organizations due to different problems. Andreasen and Kotler suggested three stigmas in this respect (Mitchell 2011, 12).

- It is a common belief that marketing requires a large amount of financial sources and since NPO's have scarcity of finances, marketing is considered as a waste of money and time.

- Marketing require a considerable amount of research on the needs and wants of the customers, which may seem lie intruding in privacy of others and burdening on the individuals with huge databases.

- Advertising campaigns need to be very well planned or they can result in the wrong image of the organization since many donors fund in order to satisfy their conscience while being a part of the social mission. Bad execution of marketing activities can lead to bad reputation of the organization among peers and stakeholders.

Summarizing the above discussion, it can be concluded that the literature about marketing of nonprofit organizations is very diverse and the authors have both supported and argued the adoption of marketing in these firms. Marketing has been assumed as an important aspect for majority of nonprofits, however scarcity of resources act as a major barrier. Authors like Pope, Isely and Asamoa-Tutu have suggested increasing funding for the marketing operation but it has been argued by many authors like Slater that investment on marketing activities instead of social mission can be scrutinized by public. However regardless of all these issues, the above discussion can be concluded in a way to not bias the existing literature suggesting that nonprofits are adopting marketing strategies in their operations with time while considering the cost and benefits. After the review on nonprofit organizations, next section will concentrate on the existing literature on marketing of social enterprises and how social enterprises tackle with marketing related issues with scarcity of resources.

2.4.2 Literature of marketing in social enterprises

Deducing from the previous discussion, it can be concluded that traditional nonprofit organizations aim at philanthropic channels with no intention to gain profit (Dennis et al. 2009, 154). Thus the increase in large number of organizations limits the funding

sources due to high competition. In order to tackle with this high competition, one of the responses founded in literature is to use marketing philosophy and influence the market by creating awareness about the mission of the NPO, attracting the donors, customers and volunteers. However unlike nonprofit organizations, social enterprises focus both on the social mission and also on the profit making in order to support that mission, thus using traditional business practices has been found to play a vital role in the success of social enterprises. Further creating the argument, according to Bagnoli & Megali, social enterprises face different challenges; demonstrating financial performance, social effectiveness and institutional legitimacy (Bagnoli & Megali 2009). These challenges are creating a force for these enterprises to use traditional business practices in order to tackle with the profit mindset. As discussed previously in the section of marketing that an organization's main motive is to acquire and satisfy the customers (beneficiaries or stakeholders in social enterprise context) and provide them value, marketing can be one of these practices that social enterprises can use. For instance, Chew suggested using the positioning strategies at organizational, product/service and brand level can enhance the image of the social enterprise in front of its audience as shown in Figure 5 (Chew 2006, 340).

Another approach to use marketing practices to tackle the above mentioned challenges is the focus of social enterprises on opportunities and unmet needs. Since social enterprises basic strength is to meet those needs which were ignored by other bodies, and the first step in marketing is to identify the untapped needs, it can be concluded that social enterprises can exploit the resources using marketing techniques (Gilmore et al. 2011, 12). Despite of the importance of marketing in social enterprises sector little research has been carried out in this sector. Main contributions include Shaw (2004), Bull and Crompton (2005), Bull (2006), Liu et al. (2013), and Powell and Osborne (2014). According to Boschee, an organization should consider following six questions in order to create a marketing strategy in the organization (Mitchell 2011, 11);

- Who are the customers?
- What are their needs?
- Does our product/service tackle those needs?
- Should we provide our products/services?
- What should be the positioning strategies?
- Will we be successful?

Furthermore, Boschee suggests that after answering these questions, social enterprises can incorporate themselves in to two marketing strategies; market push by introducing a product which has been tapped yet and market pull by developing a product according to the needs of the market. At first the companies will be pulled by the market to produce products which they need and later on companies will be able to push the products in to the market.

Shaw (2004) was amongst the first authors who discussed marketing in the context of social enterprises arguing whether it is entrepreneurial or not. After conducting interviews from eighty UK social enterprises, Shaw developed four themes; opportunity recognition, entrepreneurial effort, entrepreneurial organizational culture and networks and networking (Shaw 2004, 2002) . Shaw founded that opportunity recognition is the first step that a social enterprise takes. The basic mission of a social enterprise is to identify the unmet need and try to come up with a solution for that. This solution can be derived with the entrepreneurial effort which is restricted to satisfy those needs. In addition to the recognition and the effort, it is important to have an organizational culture which is entrepreneurial, creative and open to suggestions without giving importance to profit and nonprofit missions. Finally, all these themes are supported by using local networks and contacts to identify and meet social needs and build credibility. Shaw outlined three sectors through her findings; local embeddedness, a not for profit orientation and challenges posed by social inclusion (Shaw 2004, 203). On the basis of these themes and sectors, Shaw established three findings;

- Firstly, though social enterprises have been found to involve in marketing either consciously or unconsciously but the above mentioned sectors influence their marketing activities.
- Secondly, because of the scarcity of resources and the challenges posed by social exclusion, these enterprises have to use marketing in a creative and innovative way to resolve the social problems.
- Thirdly, the limited usage of marketing word in the interviews suggest that though marketing is not consciously applied but still it is there in the organizational culture unconsciously or in an ad hoc fashion, as it occurs in small enterprises.

Bull and Crompton (2005) suggested the same yet however a different argument regarding the marketing practices in social enterprises. They argued that marketing exists in social enterprises but due to lack of resources they found it difficult to carry out those activities efficiently. In their project about business practices in social enterprises, they concluded in their findings in following themes; financial, learning and growth, customer, internal business process and visioning and strategy (Bull & Crompton 2005, 38). The findings suggest that social enterprises are considering the sustainability issues and focusing more on the accountability of their social value. They are using proactive measures to use marketing in their social mission and delivering products/services. However another finding suggests that since many funders are exploiting these enterprises over financial contracts because they can be easily compromised for service delivery and at the same time, the management training is poor in social enterprises (p.22-25). Due to these reasons, the application of marketing techniques is not effective and becomes problematic due to less finances and limited marketing experience. Findings

also suggest that social enterprises are more concerned with the brand image since their main selling point is to focus on the uniqueness of the idea (p.27). Regarding internal business process, informality and flexibility and short term funding also plays a vital role in noncooperation of marketing activities (p.28). Lastly, the social enterprises rarely use business plans which make it difficult to implement marketing plans (Bull & Crompton 2005, 37). Furthermore Bull (2006) suggests that marketing in social enterprises is more focused towards relation building instead of developing a competitive advantage due to their less capacity in investing in marketing. This puts them in danger of falling back in competition against private sector contractors (Bull 2006, Powell & Osborne, 29).

Liu et al. (2013) findings are quite similar to Bull and Crompton suggesting that social enterprises should choose their marketing activities in a selective manner specifically according to their performance objectives. Their study mainly focuses on the specific marketing capabilities which a social enterprise can use in order to identify and satisfy the needs, raise funds by targeting right funders/donors, acquisition of volunteers and cooperating with the other businesses in the market (Liu et al. 2013, 268). The authors focused on establishing a link between marketing capabilities and performance relying on resource based and market based perspective specifically in United Kingdom and Japan markets. Resource based view suggests that organizations should effectively and efficiently manage their valuable resources in order to achieve competitive advantage however market based view suggests that a company should concentrate on the needs and wants of customers in order to take a bigger share in the market (p.268). The authors suggest that previous literature refers marketing as one of the options to exploit both market and resources. Furthermore the authors started their argument with the explanation of Austin et al. (2006) that in order to survive in the market, social enterprises should focus on identifying and exploiting opportunities using entrepreneurial practices. The authors based their research on two hypotheses; 1) marketing capabilities of social enterprises is positively related to its social performance and 2) the marketing capabilities of social enterprises are positively related to its economic performance (p.272-273). The findings of this study suggest that not all the marketing capabilities result in positive effect towards social enterprise's economic and social performance. Hence social enterprise should not copy paste all the marketing capabilities used by traditional organizations rather act selectively according to the organizational objectives. Furthermore authors suggests in their findings that social enterprises in United Kingdom should focus on pricing, product and market information management capabilities, whereas product, channel management and marketing planning capabilities should be the focus of social enterprises in Japan (Liu et al. 2013, 286).

In addition, Powell and Osborne (2014) researched about the contribution of marketing for the sustainability of social enterprises in United Kingdom. The authors focused

on four case companies and conducted semi-structured interviews from the chief executives (Powel & Osborne 2014, 24). While analyzing the semi structured interview, the authors identified three broad themes; 1) the tension that exists in social enterprise's business strategy in relation to social and economic aims, 2) the scope of marketing knowledge within social enterprises, and 3) the scale of marketing across social enterprises (p, 31-35). The findings from this study suggest that marketing plays a vital role in the sustainability of these enterprises, yet the concept of marketing is still undermined by the practice of "product dominant logic". Product dominant logic means that the company's main focus is to sell the products. The article suggests that social enterprises can use marketing if they shift their focus from product dominant logic to service dominant logic and transactional marketing. Furthermore though the companies do not use marketing consciously, it still exists unconsciously in their operations and daily activities. In other words, authors called this unconscious marketing as the "intuitive marketing" specifically in the way of relationship marketing approaches used by managers. In addition to unconscious use of marketing, the leaders of social enterprises also lack the expertise in marketing since most executives referred to marketing as product dominant logic. This lack of expertise was also accompanied by the lack of business values and usage of formal business plans. The authors mentioned it as "disjuncture between adoption of social enterprise label and practice of enterprising organizational management" (p.36).

Finally the authors concluded their research with four conclusions. Firstly, it has been found that there is a lack of engagement between theory and practice of marketing in social enterprises. Secondly, there exists a lack of understanding of marketing in services sector, assuming marketing to be more product dominant then service dominant. Thirdly, the study identifies the usage of unconscious marketing which undermines the real output of marketing that can be achieved in social enterprise sector if managed and used formally. Finally the authors suggested a model (Figure 9) on the basis of study to use the relationship marketing concept while focusing on service dominant logic.
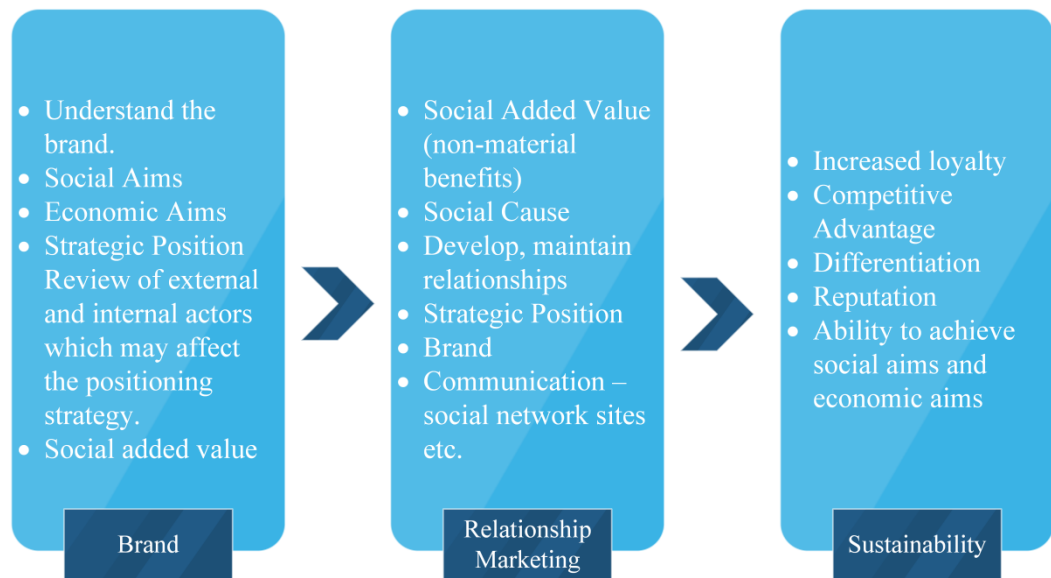
Figure 9   A suggested relationship marketing approach for social enterprises (Powel & Osborne 2014, 39)

The first step in the model is to understand the brand, social and economic aims, strategic position and social added value. After this development of understanding the leader of social enterprises can carry out relationship marketing effectively with a focus on social cause, strategic position, and social added value. Finally this will result is increase loyalty and good reputation which will act as a competitive advantage and lead to the sustainability of the enterprises (Powel & Osborne 2014, 40)

Furthermore many other researchers suggested as well that in order to survive in the market, social enterprises should incorporate entrepreneurial value creation activities in their plan. This value creation does not only include social value rather economic value is as important (Dacin et al. 2011, 1210). Marketing, for instance, is one of these value creation activities which can be availed to gather, analyze and respond information about the resource providers (Macedo & Pinho 2006, 552) and clients concerns (Wood et al. 2000, 220). Summarizing the above discussion, it can be concluded that marketing does play an important role in gathering and dissemination of information, recognizing business opportunities, support innovation, delivering product offerings and serving needs, in a way to create value for the society, which is the basic mission of these enterprises (Web et al. 2011; Hitt et al. 1999; Cano et al. 2004; Slater & Narver 199; Morgan 2012; Murray et al. 2011) . In addition to the marketing capabilities, there is a considerable amount of research on marketing orientation for social enterprises which is the main focus of this study and discussed in detail in next section.

2.4.3   Conceptualization of market orientation in social enterprises

As discussed previously in the case of marketing of social enterprises, there is again a considerable amount of literature on market orientation for nonprofit organizations (Modi 2012; Govan 2001; Dolnicar & Lazarevski 2009) where little has been discussed in social enterprises (Shuayto & Milkovich 2014; Miles et al. 2013). The topic of marketing orientation has been extensively discussed by authors in last decades and research has been done on answering the question "what effects marketing orientation plays on the performance of organizations?" (Sivaramakrishnan et al. 2008). Some authors did suggest in past that marketing orientation has little or no effect on the performance of organizations, for instance Henderson (1998) argues that marketing orientation influences the performance of firms less than 10 percent Henderson 1998, 604). In addition to that, Harris and Watkins (1998) concludes that in order to understand the effect of marketing orientation, it is important to first define the term specifically as many authors use different terminologies for instance marketing orientation, market orientation, customer-led, market-led (Harris & Watkins 1998, 224). Harris (1998) further suggests marketing orientation is embedded in the culture thus making it a part of organizational cultural framework. Furthermore he concludes that any weaknesses in marketing orientation arise because of the problems in organizational framework (Padmore 2006, 368).

In the private sector, many authors like Kohli and Jaworski (1990), Slater and Narver (1994) and Harris and Watkins (1998) have researched marketing orientation, in order to define or further explain the concept, with the perspective of traditional for profit firms. One of the assumptions concludes that marketing orientation is a response of the evolutionary process starting from production orientation to sales orientation (Lehman 2005, 29). Thus it will not be wrong to say that marketing orientation is the advance form of previously used marketing techniques. However, if put in theoretical terminologies, marketing techniques used in traditional firms can be simply defined as being customer oriented, satisfying customer's needs, integrated marketing while focusing on profitability (Miles et al. 2013, 551). Furthermore in order to simply explain the relationship of marketing orientation with marketing we will take the definition of marketing orientation by Kohli & Jaworski (1993) mentioned above and relate it to the usage of marketing in traditional organizations (Table 2). The table is to give an argument that the concept of marketing orientation already exists in the traditional usage of marketing in the traditional firms, thus the main concept is not a new one and can already be seen in existing practices. For instance, the intelligence generation is similar as gathering and of marketing information which the employees require to assess the needs of customer. Similarly, intelligence dissemination demonstrates the role of marketing in coordinating

and collaborating with other functional departments. Finally, responsiveness relates to the exploitation and delivery of product offerings.

In case of nonprofit organizations, researchers have also agreed for the importance of marketing orientation (Tabaku 2014; Gonzalez et al 2001; Macedo & Pinho 2006; Gainer & Padanyi 2005). One of the reasons of significant changes in nonprofit sector recently is due to high competition, which is resulting in unavailability of funds, volunteers and support from public or government. Now nonprofit organizations are moving towards the approaches used by traditional firms, for instance marketing orientation (Bennett & Sargeant 2005, 465). As discussed above, there are two schools of thought for marketing orientation; 1) it includes certain marketing activities (Jaworski & Kohli 1993), and 2) embedding the marketing orientation culture in the organization (Narver & Slater 1990). In the case of nonprofit organizations, literature suggests that these organizations implement the marketing orientation concept by Kohli et al. since it does not require radical alterations. However, at the same time, there is less evidence that this shift in nonprofit sector was willingly since the vital mission of nonprofit organizations is to focus on the social value (McDonald 2007, 276). Furthermore, the implicit assumption of using same techniques of marketing orientation in all kinds of nonprofit organizations is challenging and have been criticized by several authors (Govan et al. 2001;Bennett 2005; Gainer & Padanyi 2005; Kara et al. 2004).

Table 2   Relationship of existing marketing activities in private firms with marketing orientation concept

Existing marketing activities	Marketing orientation activities
Accessing information: -Gathering of information -Understanding the needs and wants -Gathering information about untapped needs. -Assessing strengths and weaknesses -Assessing opportunities and threats -Assessing competitors -Conducting market research about size, share, and profitability expectations.	**Intelligence generation:** -collection and assessment of customer needs and preferences -collection and assessment of forces that influence customer needs, e.g task and macro environments -development of plans engaging all the departments
Coordination: -collaborating with the other functional departments -delivering marketing information to the	**Intelligence dissemination:** -formally and informally disseminating information -dissemination of information horizontal

head of departments -delivering marketing mission among the employees -Making advertising and promotional plans -coordinating with financial department for funds	and vertical departments of the organizational hierarchy
Responsiveness: -implementation of marketing plans -exploiting marketing opportunities -delivering product offerings -responding to the competition by gaining competitive advantage -gathering feedback for further improvement	**Responsiveness:** -taking action by responding to the intelligence generated and disseminated -development of marketing plans by focusing on the market segments and their needs. -planning and assessing the speed and co-ordination to implement marketing plans

For instance Govan et al. (2011) while studying the nonprofit organizations in Victoria suggested that organizational size has a direct link with fundraising performance, yet when market orientation was expressed it showed improvement in organizational performance. Further, the study shows that there are certain activities which lead to better performance for organizations of all sizes (Govan et al. 2011, 16). In another study Balabanis et al. (1997) while researching on 200 British charity organizations, concluded that donor-market orientation is very low but still has increased all types of charities. Further, it was found that bigger the size of the organization, more reluctant it was to implement marketing orientation (Balabanis 1997, 599). Vazquez et al. (2001) also emphasized in the results of their study that market orientation play a vital role in performance if the three types of behavior (intelligence generation, intelligence dissemination and responsiveness) in the study are properly executed (Vazquez et al. 2001, 1040). In another study by Padanyi and Gainer (2004) suggests that nonprofit organizations hold multiple orientations which vary in strengths with varying organizations. Further their study gives an unexpected finding suggesting that market orientation has different effects on profit and nonprofit organizations. For instance, in case of profit organizations, marketing orientation results in financial performance, whereas peer reputation and client satisfaction for nonprofit sector. In addition to that, their study also suggests that client orientation and government orientation play a significant effect in the performance of the nonprofit organization. Though NPO's with limited financial resources

find it difficult to fully apply the marketing orientation concept in their structure (Padanyi & Gainer 2004, 55).

Though there is extensive amount of research on profit and nonprofit organization with the perspective of marketing orientation, there is a limited number of authors who discussed the relationship of social enterprises and marketing orientation (Shuayto & Milkovich 2014; Miles et al. 2013; Gidron 2013; Ma et al. 2012, Miles et al. 2013). This particular study focuses on the conceptualization of marketing orientation in social enterprises so it is important to discuss the literature that is discussed for this concept. Miles et al. (2013) contribution towards marketing orientation is cited mostly in respect to social enterprises. Their research was based on the work of St Vincent which they referred as "Vincentian marketing orientation" (VMO). During 1600s, St Vincent de Paul founded a Ladies of Charity who mission was to serve the poor and at the same time earn and use commerce to support the actions. It was referred to as the "theology of business ethic" by Bowes (1998) as being an organization which was serving the social mission by concentrating on the financial gain as well and this act of Vincent is referred by many authors as the emergence of social enterprises. The Vincentian perspective does not only serve poor or people who are below the poverty line rather it also entails effective and efficient use of resources to carry out business operations with an appreciation to value management (Miles et al. 2013, 550). According to Kara et al. (2004), Kohli et al. (1993), Vazquez et al. (2002) and Miles et al. (2013) marketing oriented social enterprises have three basic attributes;

- Firstly they focus on the beneficiaries but at the same time they put an emphasis on the stakeholders and their donors,
- Secondly other than social mission, they also strive to be economically and environmentally viable,
- Finally, they focus on creating long term and healthy relationship with the donors, beneficiaries and other stakeholders as shown in the Figure 5.

The study conducted by Miles et al. suggests that companies with VMO deliver strong social performance with a strong emphasis on the beneficiaries and donors without a lot of financial investment. Furthermore the authors suggest that social enterprises involved in VMO should concentrate more on understanding the needs of beneficiaries and donors instead of spending huge amount of finance on the promotion (Miles et al 2013,555). Gordon also analyzes the concept of market oriented social enterprise with the perspective of social welfare and argued that they exist is three different levels; on the level of welfare policy, on the organizational level and on the individual level. The paper concludes with the stress that market oriented social enterprises challenge both the profit and nonprofit sector so it is very important to not to confuse both the concepts (Girdon 2013, 16). In addition to that Ma et al. (2012)t studied the relationship between entrepreneurship, market orientation, and social performance of social enterprises. Their

study suggests that entrepreneurship has a positive effect while innovation yielded negative results. Furthermore market orientation improves social performance of social enterprises (Ma et al. 2012, 63).

With this brief overview of marketing literature with the conceptualization of marketing orientation, the next section focuses on the social enterprises in Pakistan. The above description act as a theoretical framework of the study which will be concluded with existing studies on social enterprises of Pakistan.

2.5   Social enterprises in Pakistan

Pakistan is a lower-middle-income country of Asia lying at the intersection between Central Asia, the Middle Asia and South Asia. It is the worlds' seven largest country with respect to population which was recorded as 199.1 million in 2015 and ranked 146 in the United Nations development program's human development index (HDI). Though the HDI determines the poor public service yet the gross domestic product (GDP) has shown an increase recently. According to World Bank there has been an increase of 5.4% in GDP with a positive forecast in future (Ali & Darko 2015, 4). Pakistan is divided in to four provinces (Balochistan, Kyber Pakhtunkhwa, Punjab and Sindh), disputed land of Azad Jammu and Kashmir, an independent territory (Gilgit-Baltistan), a federal capital territory and tribal territories which is managed by the federal government (CIA world factbook and ADB country indicators). Furthermore Pakistan has seven ethnic groups which are Punjabi (44.68 %) which are usually referred to people from Punjab or speak the regional language Punjabi, Pashtun (15.42%) referred as the group of Pathan, Sindhi from the Sindh province (14.1 %), Saraiki (8.38 %), Muhajirs (7.57 %), Balochi (3.57 %) and others (6.28 %). Pakistan is the Muslim majority country (96.4 %) with a minority of Christians and Hindus (3.6 %). The biggest economic cities of Pakistan are Karachi called as the "financial centre" which is also the biggest city in the country with a population over 20 million and it generates over 25% GDP for the country. Lahore is the second biggest with a population of over 9 million and Peshawar and Quetta are also the major cities of Pakistan with Islamabad as the capital city of Pakistan.

   With this tremendous population and poor public service, Pakistan is falling back in social and economic development however at the same time it provides a platform for social entrepreneurs to identify the untapped needs in the Base of Pyramid (BoP) and find solutions to satisfy these needs (Ali & Darko 2015, 5). BoP was first coined by Prahalad and Hart in 1998 which refers to the billions of people living less than $2 per day. Prahalad (2009) defines it as lowest income segment of the population which is ignored and undeserved by the private sector (Prahalad 2009,). Muhammad Yunus, the

inventor of microfinance concept in Bangladesh is considered as one the biggest advocate of BoP and suggests supporting the poor in that area to solve social issues (Yunus 2010). In Pakistan, there are over 21 million people living in this sector constituting 12.4 % of the whole population living below the poverty line ($ 1.90 a day as suggested by the World Bank). These drastic statistics do make the Pakistani economy an unattractive one, yet has emerged many NPO's in recent years because of the immense philanthropy behavior observed in the country. According to the studies by Ayub (2012) 87 % of the nongovernment organizations (NGO's) in Pakistan gather funding from local population (Ayub 2012, 22). This philanthropic nature of the population was studied by Armesh (2010) who suggested that one of the reasons of this behavior is triggered by the religious values of the country which promotes an emphasis on the concept of charity (Waqf in national language) (Armesh 2010, 183). Therefore Zakat fund (Zakat is the word used for charity in Islamic religion) is one of the channels to receive however there is certain mistrust on this formal organization. Furthermore, another prominent funding channel is the Corporate Social Responsibility (CSR) mainly by multinational corporations which amounts to PKR 3.3 billion in 2010 accompanying smaller informal channels.

This philanthropic behavior has triggered the development for many micro, small and medium enterprises (MSME's) and nongovernmental organizations (NGO's). MSME's constitute of 90% of all business in Pakistan which has been motivated by the establishment of small and medium enterprise development authority (SMEDA) in 1998 and the formalization of the policy in 2007 (Ali & Darko 2015, 6). Though the structure of the MSME's are well developed in Pakistan, it has been hindered by the bureaucratic, law and regulation problems. Likewise MSME's, NGO's have also emerged in a large variety with an estimated of approximately 45,000 in 2014, though many of these are not legally registered. However in past due to bureaucratic imperfections, many of these nonprofit organizations have been closed (108 closed in 2015). Another reason of these closures was the unavailability of funding from government, as suggested by the studies conducted by Gishkori (Gishkori 2015,).

These imperfections and unavailability of funding have recently triggered many entrepreneurs to use the concept of social entrepreneurship and social enterprises to avoid the reliance on private or public sector. Unlike the developed countries, the identification of social enterprises is a challenge since there is no legal identification yet. The literature about social enterprises in Pakistan is very limited with very few research papers published. One of the biggest contributions is by Lee Kuan Yew School of Public policy in Singapore which provides an overview of social enterprise activity in South, East and South East Asia. The handbook for social enterprise in Pakistan published in 2012 discusses the strength and weaknesses with an overview of social entrepreneurship in the country. However, after the establishment of Ashoka in 1997 who has supported

47 fellows in past has put awareness to the concept of social enterprises. It was after Ashoka that first microfinance institution was established in Pakistan called as Kashf foundation, followed by many others like Youth Engagement Services (YES). Furthermore, in 2012 UK-based Economic Policy group (EPG) published a paper to understand the potential of social entrepreneurship in the country, which was followed by Acumen who discussed enterprises philanthropy where the authors challenged the concept of philanthropy as the long term funding source in the growth and development of the social enterprises. Furthermore GIIN and Dalberg in 2015 discussed the regulatory framework for impact investment in South Asia.

In addition to the literature on the social enterprise structure in Pakistan, there is a limited number of articles on the market orientation of the for profit companies. Ahmad and Iqbal (2013) studied the impact of market orientation and brand orientation on strengthening brand performance with the insight of beverage industry in Pakistan. The authors also focused on the Narver and Slater concept of market orientation focusing on the customers focus, competitors focus and interfunctional coordination (Narver & Slater, 1990; Celuch et a. 2002). Their study suggests that market orientation, brand orientation and brand performance are related to each other. Furthermore, customer orientation and interfunctional coordination have a positive effect on the brand performance resulting in better performance whereas competitor orientation does not play an equally important role, thus concluding that companies who are customer oriented perform better than the companies who focus on competitor orientation (Ahmad & Iqbal 2013, 131).

In addition to that, authors have also research on the relation marketing, viral marketing and microfinance activities in Pakistan suggesting the existing of usage of these marketing models by companies. For instance, one paper by Khaleequzzaman and Shirazi (2012) on Islamic microfinance suggests it plays an important role in alleviating poverty from the country and focusing on innovation, diversification and downscaling by Islamic banks and linking microfinance institutions can play a vital role in easing the micro financing activities in the country. Thus concluding the above discussion, it can be seen that there is a limited amount of research on social enterprises, but no concentration has been paid to the fact that how much focus these social enterprises give to market orientation which is the basic mission of this study.

2.6   Summarizing the literature review

This main goal of this chapter was to familiarize the readers with the basic concept and develop a theoretical background. The discussion started with defining the social entrepreneurship, social enterprises, marketing and market orientation as shown in the Figure

10. The concepts of social entrepreneurship and social enterprise are interconnected so they have been placed in one section while marketing and market orientation has been placed in anther. All the topics merge in to the main theme which is to understand the marketing of social enterprises which is also the first sub question of this study. Since there is a limited amount of literature on the marketing and market orientation of social enterprises, the connection has been made after understanding the same concepts in nonprofit sector since it is the closest model and can be related to social enterprises easily. After the understanding of all the concepts, an overview of social enterprises in Pakistan has been discussed relating with the theories of authors in other sectors since once again the literature on marketing of social enterprise has been discussed before. The arrows signify the direction of literature for instance there in a double sided arrow for social entrepreneurship and social enterprises which shows that the concepts are evolved using literature of each other and same is the case for marketing and market orientation.

3 RESEARCH DESIGN

In order to plan the research and understand what methods and procedures are reliable for the study, research design is of great importance. It provides the researcher with a road map to decide where to lead (Myers 2013, 19). The initial purpose of the research design is to understand the questions like what (descriptive research) and why (explanatory research) is a phenomenon going on? These questions help the researcher to get started with the research question by setting a scope in order to use the resources (time and money) efficiently and the researcher does not drift from the main research problem by using the knowledge and right skills in the best possible way (Marshall & Rossman 1999, 9; Galvis 2014, 38). The research design plays a vital role in the qualitative research since it requires continuous back and forth movement in different components of design (Fisher 2010, 4). Eisenhardt (1989) proposed a research design process in his research on case study method by reducing the scope of research in every single step which fits best for this research as shown in Figure 8 (Eisenhardt 1989, 533).

According to Eisenhardt, with every step the researcher gets closer to the main goal of the thesis as every step defines different milestones. The researcher starts from the topic selection or in specific the theme selection by focusing on the interests as in this study, the main theme social entrepreneurship with a focus on the social enterprises. After this step the researcher steps deep in to the literature while selecting the cases or target markets and focusing on crafting instruments which strengthens the theoretical knowledge which is also been collected at the same time. In the case of this study, the researcher focused on Pakistani market because of easy accessibility due to the similar background and the boom of social enterprise sector in the country. In addition to market selection, instruments for analysis are selected as in this study the researcher collects data through semi structured interviews and conducts analysis using coding techniques with the help of thematic networks. These steps familiarize the researcher with the whole study while forcing to investigate the evidence by looking beyond the initial impressions. Eisenhardt suggests that this is the step where hypotheses are formulated however in this study this step has been replaced to making conclusions and discussing about the results which sharpens validity and measurability and confirms, extends and sharpens theory.

Continuing with this step the researcher focuses on enfolding the literature by raising theoretical level, sharpening the results and reaching to the closure. The closure in this study means reaching the final goal by concluding the whole discussion and suggesting implications of the research (Eisenhardt 1989, 534). As mentioned earlier, Fisher suggests that in qualitative research the researcher drifts back and forth throughout all the steps which are identified by the arrows in the Figure 11. For instance, the main theme does not entirely change while conducting literature review but more focus changes the

way of looking things, as in this study the focus on the marketing orientation concept has been identified by a detailed overview on the literature of marketing of social enterprises.

Getting started by defining a research question
topic identification (social entrepreneurship), knowledge gap foundation (imited literature on marketing of social enterprises)

Choosing the market and selecting cases
(Choosing Pakistani market and searching the database of social enterprises in pakistan)

Crafting instruments and protocols
(qualitative research method, case study methodology, thematic networks)

Entering field
(desingning the operationization table)

Analyzing data
(analysing the primary and secondary data)

Shaping hypotheisis
(coming up with results and discussions)

Enfolding literature
(connecting findings with literature)

Closure
(conclduing the study)

Figure 10   Research Design adapted by Eisenhardt's process of building theory from the case study research (Eisenhardt 1989, 534)

Above figure shows the research design adapted by Eisenhardt, though other authors explained this in a much simpler way. As mentioned by Galvis (2014), research design constitutes six steps; 1) topic selection, 2) research plan, 3) literature review, 4) develop theoretical framework, 5) data collection and analysis, and 6) interpretation of the material and conclusions (Galvis 2014, 38). Summarizing the discussion, Yin (2003) defined research design as;

"It is a logical plan for getting from here to there, where here may be defined as the initial set of questions to be answered, and there is some set of conclusions about these questions" (Yin 2003, 20)

3.1   Debate on epistemology and ontology and research approach

Where research design gives a road map and structure to the researcher, research approach provides a sense of looking at things and conducting research. However, there is a debate among researchers about what it is possible to discover through epistemology (study of nature of knowledge) and ontology (study of nature of reality). In addition to that, there is a dispute on the basic of Orthodoxy and Gnosticism. Orthodox way of research believes that there is an objective truth which is simple, transparent and agreed body of knowledge with a transparency in the language. Where, gnostic believe that truth is subjective and hidden which is gained through personal struggle with ambiguousness in the language (Fisher 2010, 18). These different views resulted in the development of different ways of performing research for instance positivism, realism, critical realism, and interpretivism as being the most used ones. This study exists somewhere between the critical realism and interpretivism with a focus on the later one since the aims of this study is suited by the interpretive approach.

There is couple of terms used for this approach for instance phenomenology, constructionism and naturalistic research is the most common ones. This research approach believes that the reality is not simple and it is formed by group of people and societies using their own interpretation of reality, other people's interpretation and the compromises and agreements which arise due to different negotiations. Researchers using interpretive approach are more inclined towards the gnosticism as they do not accept the standard interpretation of the truth and believe in the complexity of issues. Furthermore, researchers under this category see an indirect link between the understanding and action which is created by the people's norms and values since the complexity of this world does not allow obvious clarity in the options for action. For this reason, interpretive research seeks to understand reality by taking account of what people make sense of the world (Fisher 2010, 58-60). Considering this, it means that reality is defined by complex and organized pattern of ongoing actions (Eriksson & Kovalainen 2008, 19-21). Moreover, researchers with this view give more importance to the context and develop meanings from contrasting situations (Myers 2013, 38). In addition, interpretive researchers often take a *"processual perspective"*, assuming processes to be not linear and sequential with complexity and dynamism (Fisher 2010, 61). As Dawson (1994) suggested that, *"processes cannot be viewed synoptically because random events during the process of change may serve to impede, hasten or redirect the route to change"*

(Dawson 1994, 170; Fisher 2010, 60). Furthermore, researchers are usually the participants in this research but that is not a case in every research, although the level of researcher's engagement with organizations and managers is observed since research is mostly conducted collaboratively by connecting the practitioner's experience and theoretical academic knowledge.

Based on aforementioned reasons, this study is conducted under the interpretive approach for following reasons;

- The research follows the interpretive perspective by giving more importance to the context and realizing how people give importance and make sense out of the world around them using different processes and structures in social enterprises in Pakistan, since the sector is not properly structured in Pakistani market yet (as mentioned in section 1.5).

- In addition to that, using processual perspective, how managers in social enterprises perceive marketing and how market oriented these organizations are.

- Furthermore, the engagement of manager through Skype interviews has a huge importance, since the findings and conclusions are defined using the theoretical knowledge and practitioner's experience.

- Last but not the least, since the literature and knowledge gap suggests that there exist unconscious marketing techniques in the social enterprise and nonprofit sector, this research intends to find the reality which is not visible, not concrete and hidden.

Using this perspective, this research focuses on the qualitative methods of research analyzing text instead of numbers. Literature guides the researchers to focus on qualitative methods as it yields achievable results and can be used to answer appropriate questions dealing with new phenomenon and processes (Garcia & Gluesing 2013, 424). Eriksson & Kovalainen (2008) argued that qualitative method yields appropriate results if the researcher is trying to understand the contexts which is the focus of this study (understanding the marketing of social enterprises with the context of marketing orientation (Eriksson & Kovalainen 2008, 05). In addition to understanding the contexts, these methods can help the researcher to peep in to the dynamics of those contexts concentrating on articular groups for instance it has wild applications in the field of anthropology focusing on ethnographic traditions (Trotter & Potter 1993, 25; Garcia & Gluesing 2013, 425). Another important contribution of qualitative methods is its ability to holistically define the whole process with multiple level of analysis. For instance in this study, the researcher is trying to understand the marketing of social enterprises in Pakistan focusing on one case company but at the same time holistically contextualizing the results for whole social enterprise sector of the country (Brannen & Salk 2000, 455). For these aforementioned reasons, qualitative research is best used for the questions starting with "how" describing and explaining different events and their contexts (Van

de Ven & Engleman 2004, 355; Galvis 2014, 42). Hence summarizing the above discussion, qualitative researcher can be defined as being emergent rather than tightly prefigured and it is fundamentally interpretive where qualitative researcher is the one who views social phenomenon holistically using complex reasoning that is multifaceted and iterative (Rossman & Rallis 1998, 09).

3.2 Research methods

Qualitative and quantitative research is carried out using different tools and instruments, amongst which experiment, survey, archival analysis, historical analysis and case study are most common ones (Fisher 2010, 72). All these tools have different strengths and weaknesses so none of them can be considered as the best one for every situation, rather each one of them fits in for different goals. However in order to achieve the goal of this study, case study approach has been chosen for reasons explained further in the next section.

3.2.1 *Case study approach*

Case study approach is best used when the research questions start with "how" and "why" or the focus is on explaining or exploring the phenomenon or events (which is the focus of this study), and also this approach represents that a researcher has a little control over the events (Aleem 2015, 45). Case studies are found in all the disciplines whether it is social work (Gilgun 1994) or business (Ghauri & Gronhaug 2012; Yin 2003; Eisenhardt 1989). Yin (2003) defined case study as;

"The essence of case study, the central tendency among all types of case study, is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result" (Yin 2003, 12)

This definition focuses on the "decisions", which in other situations is also referred as processes, events, programs, neighborhoods, institutions or organizations. Furthermore, Eisenhardt termed it as "a research strategy which focuses on understanding the dynamics present within single settings" (Eisenhardt 1989, 534). In addition to the defining this concept, there is a plethora of literature, on how many case studies should be chosen for a good research, with different authors having different point of views. Yin (1989) suggests that single case can be chosen if it reflects the critical test of well-formulated theory or if the case is rare, unique and relevant in nature (Yin 1989, 50;

Galvis 2014, 42). However it is not always best to choose one case company, rather the researchers can choose multiple case studies if the situation allows for instance in the case of multiple case studies the number between four and ten can be well used and justified. But at the same time, the concept of number of case studies is very crucial since it defines the research sample which will be used in the analysis, using available time and resources (Eisenhardt 1989, 537).

The analysis of too many case studies can be critical since multiple case studies means "a huge amount of data" which is equal to a considerable amount of information to process. Yin (2003) suggests a model of three steps which can help the researchers to organize the case study process as shown in the Figure 12.
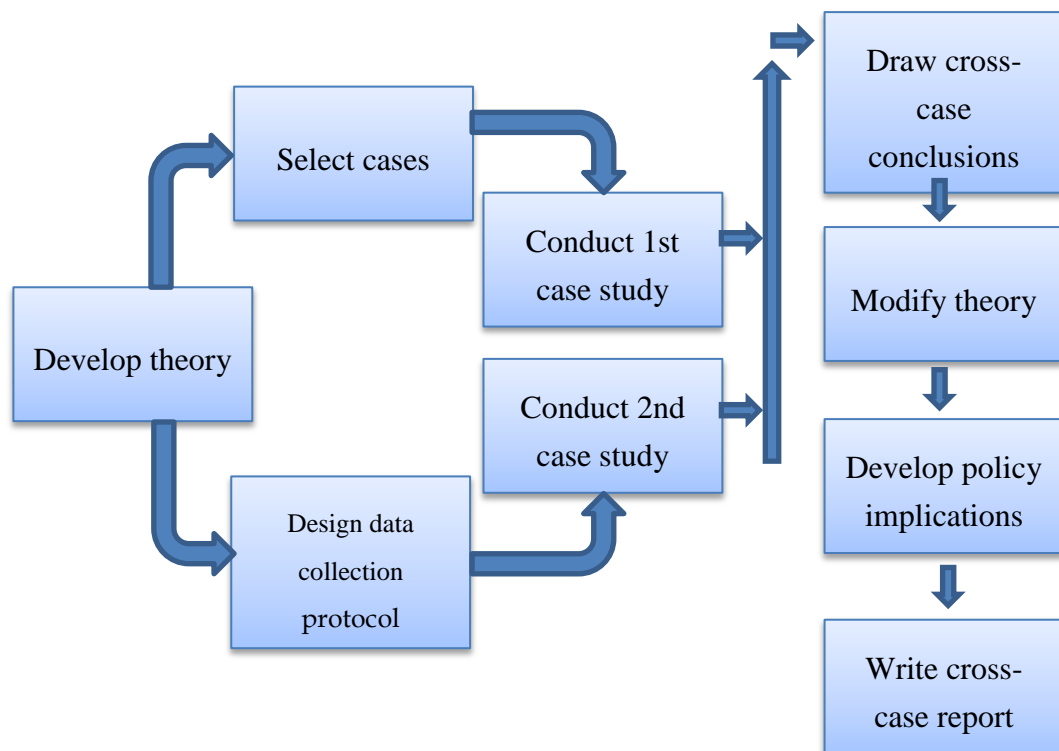
Figure 11   Case study method (Yin 2003, 50)

The model consists 1) defining and designing, 2) preparing, collecting and analyzing, and 3) analyzing and concluding the information gathered from the case studies. However, while mentioning the data collection protocol in the model below it is important to know what different options are available. Yin (2003) also gave six sources of evidence which are, 1) documentation, 2) archival records, 3) interviews, 4) direct observations, 5) participant observation, and 6) physical artifacts. However for this study, the focus is on the interviews (semi structured) which is discussed in the following sections.

Summarizing the above discussion, following reasons prove that case study approach best fits for the research approach of this study. Firstly, the aim of this study is to understand the dynamics of a new and emerging phenomenon (marketing of social enterprises in Pakistan), this method deems to best fit as mentioned by Eisenhardt (1989). In addition, this research is an exploratory study based on finding answers about the marketing of social enterprises and how social enterprises in Pakistan account marketing in their enterprises; case study method best fits the category. Furthermore, single case study method is used for this study considering the relevance of case (as it is one of the first social enterprises in Pakistan) and available resources (time and money). As mentioned by Eriksson & Kovalainen (2008), the case study design is chosen not to generalize the whole situation but to present empirical data to the reader which synchronizes with the theoretical background. This study also tries achieving the same goal as it explores the dynamics of marketing literature on social enterprises in literature and compares it with the case company (Eriksson & Kovalainen 2008, 122). Since the basic goal of case study approach is to generate theoretical propositions for future quantitative testing, this study employs the same approach which is another reason of choosing this method (Welch et al 2011, 746)

3.2.2   Case companies selection

As mentioned before, case selection or how many cases to select plays an important role in reaching the main goal of the research as it sets the entities from which the research sample is drawn. Pettigrew (1998) suggested in his study that cases should be selected with proper attention while avoiding random selection. It is important to note that though random selection is used in various studies yet it is neither referable nor necessary. Furthermore, cases should make sense to the theory while replicating the emergent theory (Eisenhardt 1989, 537). In addition to that, the characteristics of the case should give an opportunity to the researcher to learn but at the same time they should be accessible on the terms of sources of information and the time available for learning process (Stake 2005, 537; Galvis 2014, 43). Transparency plays a critical role in the selection of cases and a researcher should make sure to choose cases which are not biased and do not reflect any self-interest as this may damage the results and findings. Additionally, the number of cases to choose is also an important decision to make while selection of cases. While choosing one case, as for this study, it is important to note that the case study must be able to stand on its own and it has the ability to replicate the phenomenon in depth with detail comprehension (Easton 2010, 19).

This study considers single case to replicate the emergent theory and is studied in detail to understand the phenomenon of social enterprising in Pakistani market. Section

1.5 introduces the Pakistani market with the brief introduction of the social enterprise sector which is on its inception but is recently booming in the country. Although there is no legal word used in Pakistani legislation for social enterprises, the organizations are self-proclaiming themselves as social enterprise by following social enterprise models. As mentioned above, the inception of Ashoka in 1997 invoked the model of social enterprise in Pakistani market and also supported 47 fellows, who later on established organizations working with social enterprises model. The initial search of case companies of this study is started by contacting the organizers of Ashoka in Pakistan and asking them to send a database or a list of companies who operate under this category. The list contained 11 companies, amongst which seven were contacted since other four did not have websites or information on internet, as the researcher is residing in Finland so due to unavailability of resources contact through internet was the only possibility. Amongst those seven companies, three companies responded positively agreeing for the Skype interview, however due to the scarcity of time, researcher decided to choose the company with the earliest date of inception. The reasoning for this is that the company with the earliest date of inception has the most experience and will be more in condition to answer the required questions and it will provide more depth in the phenomenon. The main reason of choosing Pakistani market was that the researcher is originally from the same country, which facilitates the research process as the research has the knowledge of laws and regulations, cultures, norms and values (Dyer & Wilkins 1991, 616).

The case enterprise chosen for this study is Youth engagement services (YES) network which was established in 2002 by Ali Raza Khan, who is the fellow and organizer of Ashoka in Pakistan. The enterprise offers the youth to start their own business by guiding them throughout the process with a vision of using the youth as the most promising resource available to develop the society and make sure that this youth will be viewed as the equal partners to improve the life standards and development of the community. As stated in the enterprise's records the mission of the company is, *"to be the first choice of all young people for breaking their barriers and isolation, discovering their entrepreneurial potential, re-branding their image and assuming a central leadership role in their communities"*. The enterprise engages with 1200 technical, vocational, educational, and training schools and colleges across Pakistan with over 200,000 youngsters were trained in five years. Furthermore, 175 technical and educational institutions have introduced the concept of social entrepreneurship due to the awareness created by the enterprise and 30 leading universities are engaged in creating social entrepreneurship activities for students. The enterprise is widely recognized by many institutions like USAID, ASHOKA, and The Commonwealth and has been awarded in many different categories (Source: official webpage of the enterprise). Over the period of time, the enterprise uses the model of social entrepreneurship introducing micro capital to student competitors for social entrepreneurship competitors and by gaining grants

from internal and external investors (Ali & Darko 2015, 20). In addition to that, the enterprise, which is self-proclaiming as social enterprise, is striving to introduce the word of social enterprises in law so that new organizations can register themselves in this regard.

Hence, the above case study is chosen for two main reasons. As mentioned above, the case company/enterprise has a considerable amount of experience in social enterprise sector and has been continuously participating in similar activities. Hence choosing this case will provide the researcher with the deep understanding of social enterprises sector in Pakistan further easing to understand the marketing function. Secondly, in last two decades, the enterprise has been actively participating in creating awareness in the society about the importance of social entrepreneurship models and also been using different models. This function of the company relates to the marketing literature since marketing is also about creating awareness of the product. Hence, the researcher believes that the interview with the founder of this enterprise can unravel about the marketing function of the company.

3.3 Data collection

Data collection can be carried out using different protocols from which the most common ones are interviews, observations and archival sources where researchers can use some or all of them which largely depends on different fields of study and situations. While collecting data, the main focus of the researcher should be on finding evidence which is concrete and transferrable to replicate with the theory. For this purpose the researcher can use both qualitative and quantitative methods since both of them have their own advantages and using both at the same time creates synergetic results (Eisdenhardt 1989, 538). Mintzberg (1979) suggests that usage of both soft and hard data can help the researcher to acquire data which is rich and helps in building better relationships. According to him, the hard data uncover all kinds of relationships and soft data helps in explaining them (Mintzberg 1979, 587). However, the kind of method to choose depends largely on the research theme and topic and the availability of resources and data (Myers 2013, 119). For this study, both primary and secondary methods have been used, where semi-structured interviews are considered as the perfect choice for primary data collection and articles, journals, scholarly articles, master's thesis and official web sites of organization have been used for the secondary data collection as shown in Figure 13.

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┌─────────────────────────────────────────────┐
│             Data collection                  │
└─────────────────────────────────────────────┘
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Primary data collection
Semi structured interviews

-focused semi structured interview
-conducted with the founder (Ali Raza Khan from YES networks) of the company
-the interview lasted for 60 minutes
-27 interview questions were based on four themes;
1- the conceptualization and introduction of the company 2- the marketing concept in the company (in general)
3- the customer orientation of the company
4- the competitor orientation of the company
5- the inter-fucntional

Secondary data
Using secondary resources like articles and scholarly journals

-Databases used
    -ABI/INFORM Global (proquest), - Google scholars
    -Business source complete (EBSCO)
-Codes used
-social entrepreneurship
-social enterprises
-marketing of social enterprises
-marketing of nonprofit organizations
 -Pakistani social enterprises

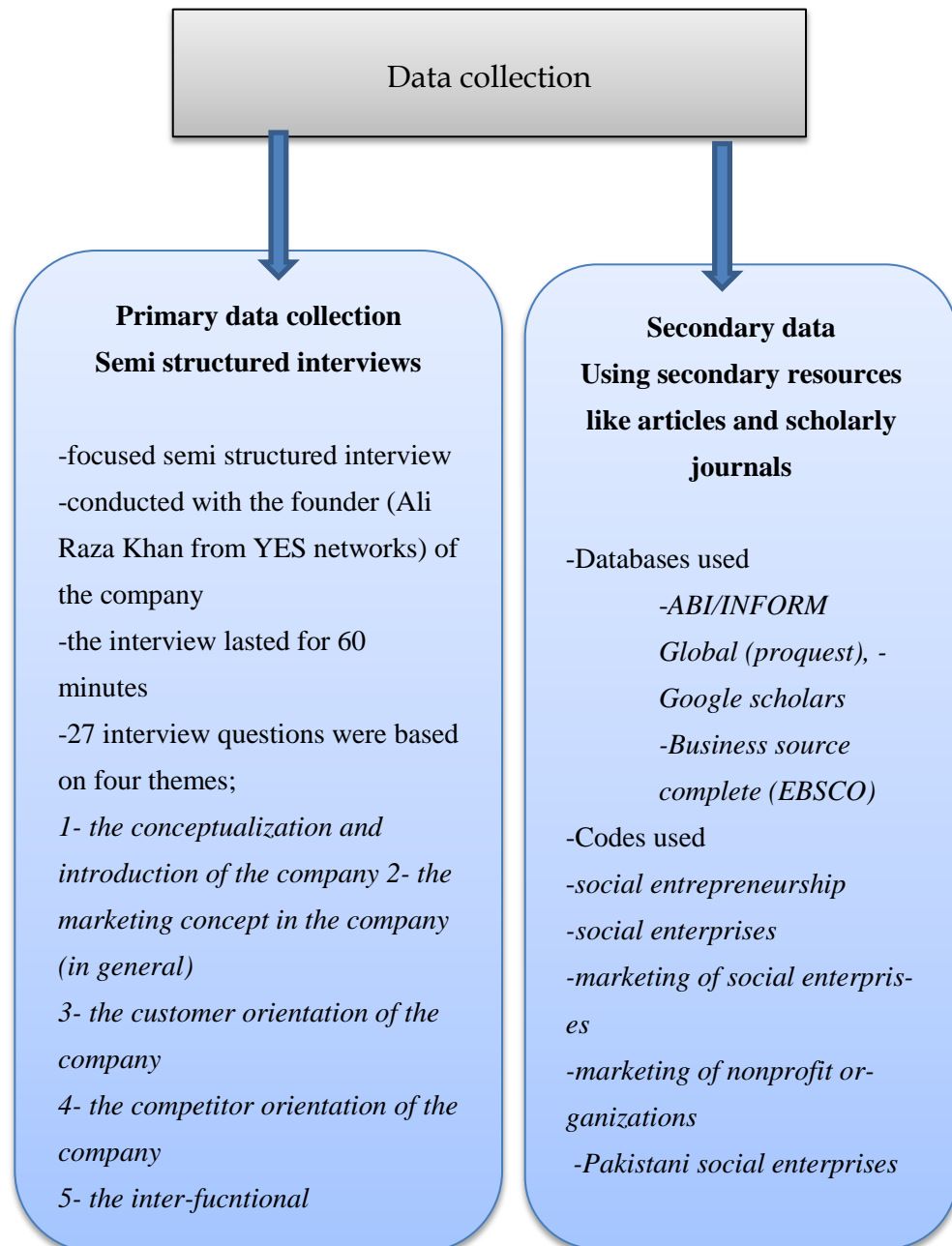Figure 12   Data collection tools

3.3.1 *Semi-structured interviews*

Semi structured interviews are one of the most common ways of tackling with case study approach since it provides the researcher with the individual perspective of the interviewee while having a two way communication. This approach establishes a room for more flexibility and insights for the interviewee to step in to different contexts

(Aleem 2015, 46). In addition to that, it also provides a room for interview to conduct the interview in an informal and controversial manner although the interview was properly structured following specific themes (Eriksson & Kovalainen 2008, 82; Galvis 2014, 46). In literature, authors have discussed many different advantages and disadvantages of this method. One of the major advantage of this tools is the focus that it provides to the researcher in order to stick to the case study topic while getting different insights in to casual connections (Yin 2003, 86). There is a debate on the usage of interviews instead of questioners as it has many advantages. Remenyi suggests that it is possible to gain the idea about the interviews in the first interview which helps in asking better question in the future interviews which is absent in the case of questioners (Aleem 2015, 46). Additionally, unlike questioners, interviews provide a room for the researcher to twist the questions at the time of taking interview and go around the corners of the same theme. However, interviews also have some disadvantages, amongst which the existence of response bias and reflexivity (giving the interviewer what he/she wants) are the most common ones (Yin 2003, 89).

Interviews can be of two main types, *open ended nature and focused. Open ended nature* interviews are the ones where you can as the interviewee about the facts and opinions about the matter. This helps the researcher to enquire about more insights which will provide to ask new questions reflecting same themes but will generate many new themes. However, *focused interviews* are more structured in a way that they do not divert from the main themes while following a case study protocol. These interviews are do not consume a lot of time (for instance one hour) and are conducted in a conversational and open ended manner allowing the interviewee to extend his/her point of view (Yin 2003, 90). The interviewee selection plays a vital role in the interviews whether they are open ended or focused. It is very important to choose the interviewee who can provide the researcher with deep insights and different perspectives on the phenomenon being researched.

For this study *focused semis structured have* been chosen considering the limited time and resources the researcher had. There were two phases of interaction with the company, where first the company was contacted through emails and information of the company has been enquired by requesting them to provide with reports on the company. Second phase was the official interview, which was conducted through Skype and it lasted for 60 minutes. The interviewee was selected using *purposeful sampling*, a technique mentioned by Maxwell (1996) which concentrates on choosing persons who can provide better insights which cannot be obtained from other sources (Galvis 2014, 46). Keeping this technique in mind, the founder of the company was asked to participate in the interview by initially sending him the questions and executive summary. The interview questions were focusing on five different themes, 1) the conceptualization and introduction of the company, 2) the marketing concept in the company (in general), 3)

the customer orientation of the company, 4) the competitor orientation of the company, and 5) the inter-functional coordination of the company. The last three themes and the questions for those themes were conceptualized using marketing orientation models (MARKOR) identified by Modi (2012) and Kohli et al. (1993) . There were overall 27 questions mostly starting with *what* and *how,* as these questions leads to open ended discussions.

3.3.2   *Data collection through secondary resources*

Secondary resources have played an important part in the collection of data for both theoretical background and company records. Different directories have been researched in order to gain understanding on all the aspect of social entrepreneurship, the marketing literature in this field, and marketing literature on the social enterprises of Pakistan. Databases for instance ABI/INFORM Global (proquest), Google scholars, and Business source complete (EBSCO) were used to conduct the search of articles, scholarly journals, masters thesis's, and reports while using "*social entrepreneurship*", "*social enterprises*", "*marketing of social enterprises*", "*marketing of nonprofit organizations*" and "*Pakistani social enterprises*" as the codes in the search panels. In addition to that, the official webpage, the news articles, and the research of Bushra Ali & Emily Darko (2015) have been used in detail to understand more about the company, its operations and its achievements in last 13 years.

3.4   Data analysis

Dey (1993) defined data analysis as "a process of resolving data into its constituent components, to reveal its characteristic elements and structure" (Dey 1993, 31). According to Eisenhardt, analyzing theory is the heart of building a theory but it is the most difficult and time consuming process (Eidenhardt 1989, 539). Miles and Huberman (1994) suggest that data analysis process consist of three phases: 1) data reduction, 2) data display, and 3) conclusion. The first phase of data reduction reduces the long written transcript which has been gained from the interviews. The step focuses on simplifying and dividing the data in to themes and it is believed that in this step, the researcher has already started analyzing and interpreting the data by taking out meaningful inferences. The second phase of data display means to present the data in a way that it will bring ease for the researcher to deduce meaning and themes out it. At this point it is very important to consider the form of data display which is preferable if it is compact and accessible for instance Leonard-Barton used tabular displays and graphs of infor-

mation about each case (Eisenhardt 1989, 540). The last phase is drawing conclusion out of the whole data and it is the point where the researcher has to synchronize the collected data with the theoretical background (Miles & Huberman 1994, 56)

Although data analysis has a huge importance, the literature lacks a huge amount of research in this reference. Since qualitative research produces meaningful and constructive outcomes, it is important to know how to use the large amounts of data which has been gathered by the researcher. One of the reasons of this huge gap of knowledge is because the published studies usually focus on research findings more than the data collection and analysis methods. Miles and Huberman (1984) described this situation as, *"One cannot ordinarily follow how a researcher got from 3600 pages of field notes to the final conclusions, sprinkled with vivid quotes though they may be"* (Miles & Huberman 1994, 16). Furthermore, the literature does suggest the methodological analytical tools but there is still a big knowledge gap for the tools and ways on recording, systemizing and disclosing the methods (Stirling 2001, 386). For this study thematic networks suggested by Stirling (2001) have been chosen to conduct the analysis which has been explained in the section below.

3.4.1   *Thematic networks*

The technique can be related to many other methods used by different authors in past so it is hard to build specific conceptual foundations of the method for instance Glasser & Strauss (1967), Corbin & Strauss (1990) and Ritchie & Spencer (1994) introduced different frameworks to conduct the analysis. However this theory was specifically based on the argumentation theory introduced by Toulmin (1958) which states that, argumentation is described as the *"progression from accepted data through a warrant and claim"* (Stirling 2001, 387). In this definition, *"data"* means evidence which supports the claim, where claim is *"conclusion"* using *"warrants"* which are the arguments used to build the claim. Furthermore there are *backings* (supportive arguments for warrants), *qualifiers* (elements of doubt in claims), *rebuttals* (conditions which falsify the claim and *"alternative claims"* (Stirling 2001, 387, lines 15-25). According to Stirling, thematic networks are web like networks which is another way of organizing the data using three different levels/themes as shown in Figure 14.
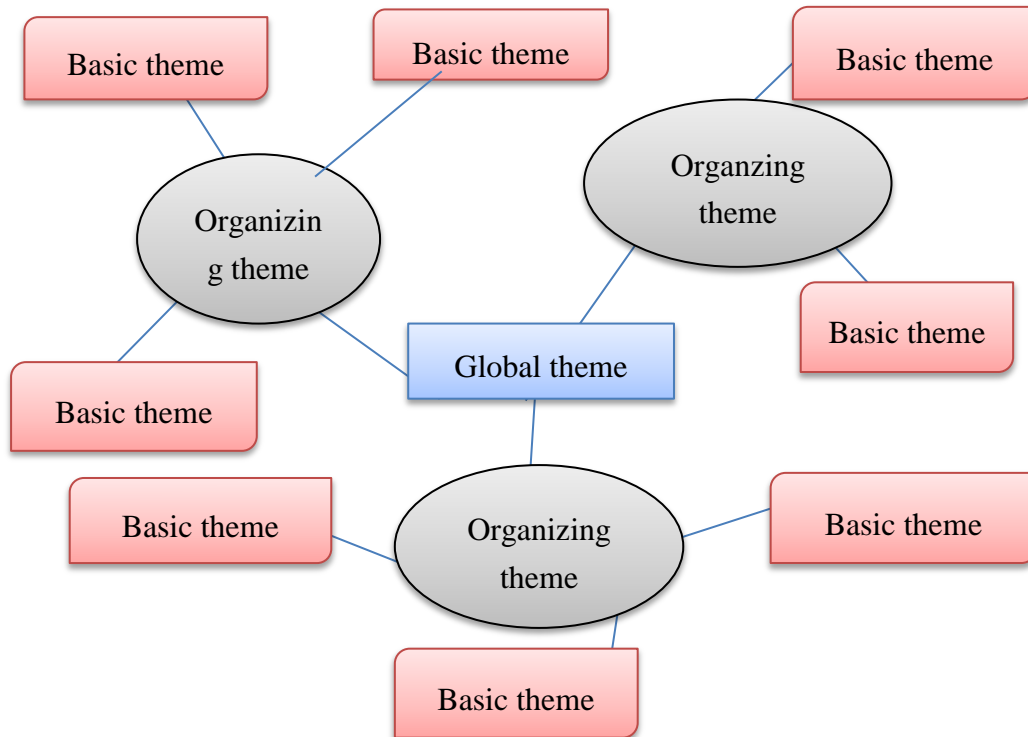
Figure 13   Thematic networks (Stirling 2001, 388)

The Basic theme is the most lower-order theme, which is derived from the statement focusing on the central notion and helps in connecting with the middle themes (organizing theme). Basic themes define the simplest characteristics of the data and cannot be generalized to describe the whole data. Many different basic themes contribute in the construction of the organizing theme. Whereas organizing theme is the middle-order theme which is constructed using the basic themes. Since these are middle level themes so they describe more about the data than the basic themes and their basic purpose is to enhance the meaning of global theme which is constructed using a couple of organizing themes. Lastly, global themes are the super-ordinate themes which represent the whole data by providing a sense to the whole thing. These themes are the summaries of all the other levels and provide the crux of the whole data as they are the core of thematic network.

There can be more than one thematic networks describing the data (for instance in this study) and they all describe different perspectives of the textual data. However, it is important to note that thematic networks is not the analysis itself, rather it is the way of analysing the data by displaying it in a better way. Stirling (2001) also provided the researchers with a step to step recipe to formulate thematic networks. The first step to make the thematic network is to do the coding of the material by devising a coding framework and dissecting the text into text segments using coding framework. The

second step constitutes of identifying and refining the abstract themes which are then constructed in to the thematic networks. While constructing the networks, it is important to arrange the themes fisrts and select basic, organizing and deducing the global themes. The next step describes and explores the thematic networks taking each network in turn explain all the different contents with detail descriptions. At this stage, the researcher instead of reading the basic themes first describes the whole situation by starting from global theme and then going down to other levels. The next step summarizes the whole networks which is followed by the interpretation. The interpretation is the last ste where the synchronization of the themes with the theoretical background tales place. It is this te which compares the data in terms of the research questions.

3.5   Construction of the operationalization model

Jeni L. Burnette (2007) defines operationalization as a process of defining fuzzy concepts in to measurable outputs, or in other words shaping the research in to a framework which can be well understood (Burnette 2007, 2). Thus the above two chapters connect the theory with the methodology allowing this research to construct an operationalization model as shown in Figure 15. The main components of this model are main research question, sub questions, main themes or dimensions, sub themes or sub dimensions, concepts used in the literature and interview questions. The model shows the connection between the sub questions with the sub themes proving an overview to the reader that how different themes identified serve the purpose of answer the sub questions which in the end answer the main research question. Further the sub themes or sub dimensions are connected with the concepts which has been discussed in the theoretical framework and interpreted in the interview questions. The main idea of this model is to connect the whole research in an organized fashion so that reader can get an overall understanding on how the research has been conducted and how different facts and figures have been connected to each other.
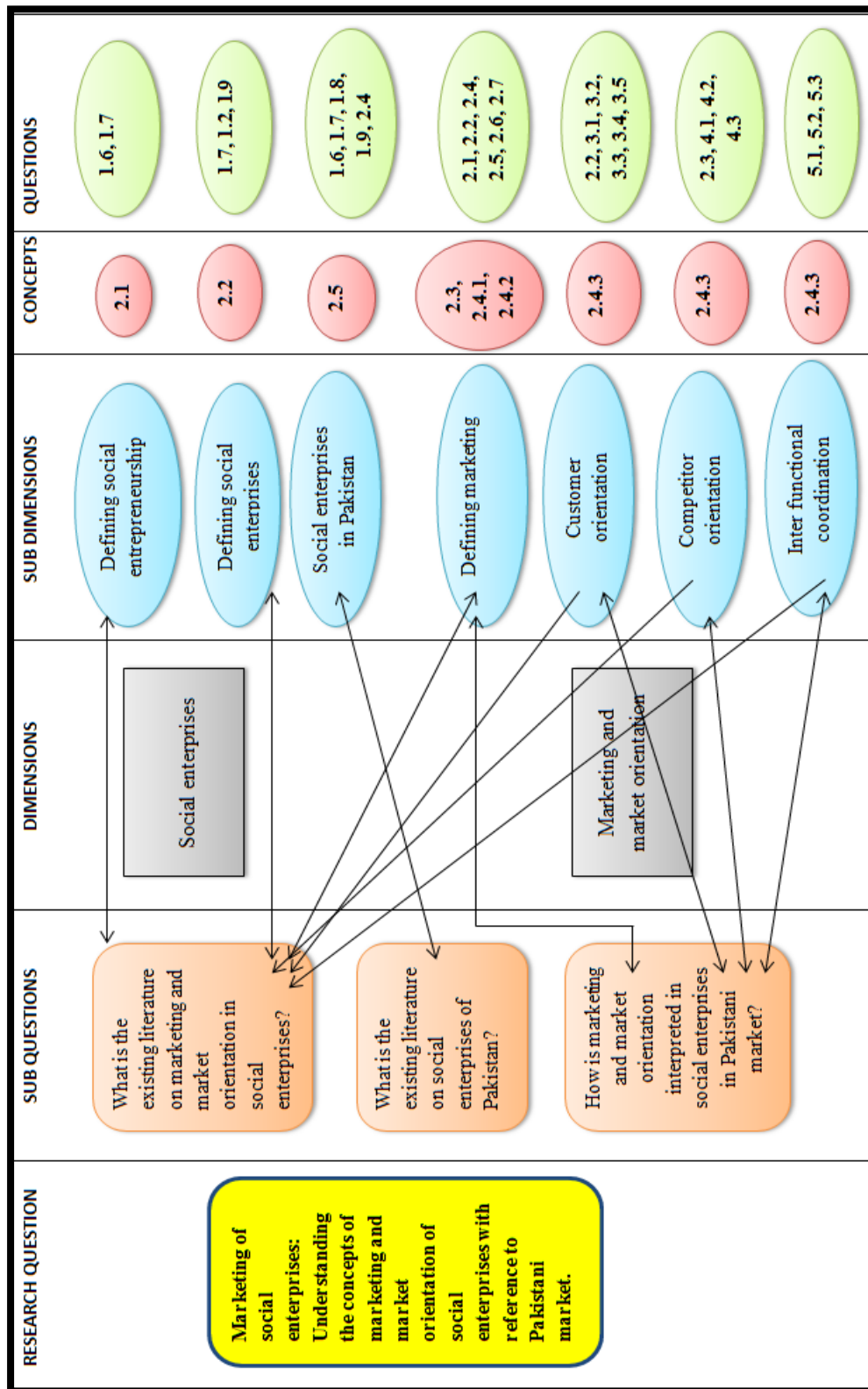
Figure 14   Operationalization model

4 FINDINGS AND ANALYSIS

After the process of coding and putting the themes in to networks as suggested by Stirling (2001), two global themes have been found; ***structure of the social enterprise,*** and ***marketing orientation of the social enterprise***. The themes have been found after transcription of the interview conducted from Ali Raza khan, the founder of the YES networks, which accounts 35 pages in total. Firstly, all the themes were noted down which were then analyzed individually allotting them with highest or lowest order to arrange them in the networks. As mentioned earlier, the interview was based on five themes which are;

- the conceptualization and introduction of the company
- the marketing concept in the company (in general)
- the customer orientation of the company
- the competitor orientation of the company
- the inter-functional coordination of the company

However, after conducting the thematic analysic, the four themes have been minimized in to two big themes which does not justify that above mentioned themes have been ignored rather their existence have been identified in the deep analysis of so many new themes which will be seen in the next sections. Furthermore, the first theme is related to the first part of the second research question while the second theme is related to the third research question. This chapter of the study explains the two global themes and all the organizing and basic themes which lie inside the network which will be interpreted with the relevant theory (Stirling 2001, 394).

4.1 Social enterprise structure

The first global theme explains the structure of the social enterprise by concentrating on the conceptualization of the vision and the mission, focusing on the stakeholders of the enterprise, and enterprise registration of the company as can be seen in Figure 16. As shown in the network each organizing theme has been formed by connecting different global themes. The next sections will explain each basic theme in detail while connecting it to the organizing and global themes.
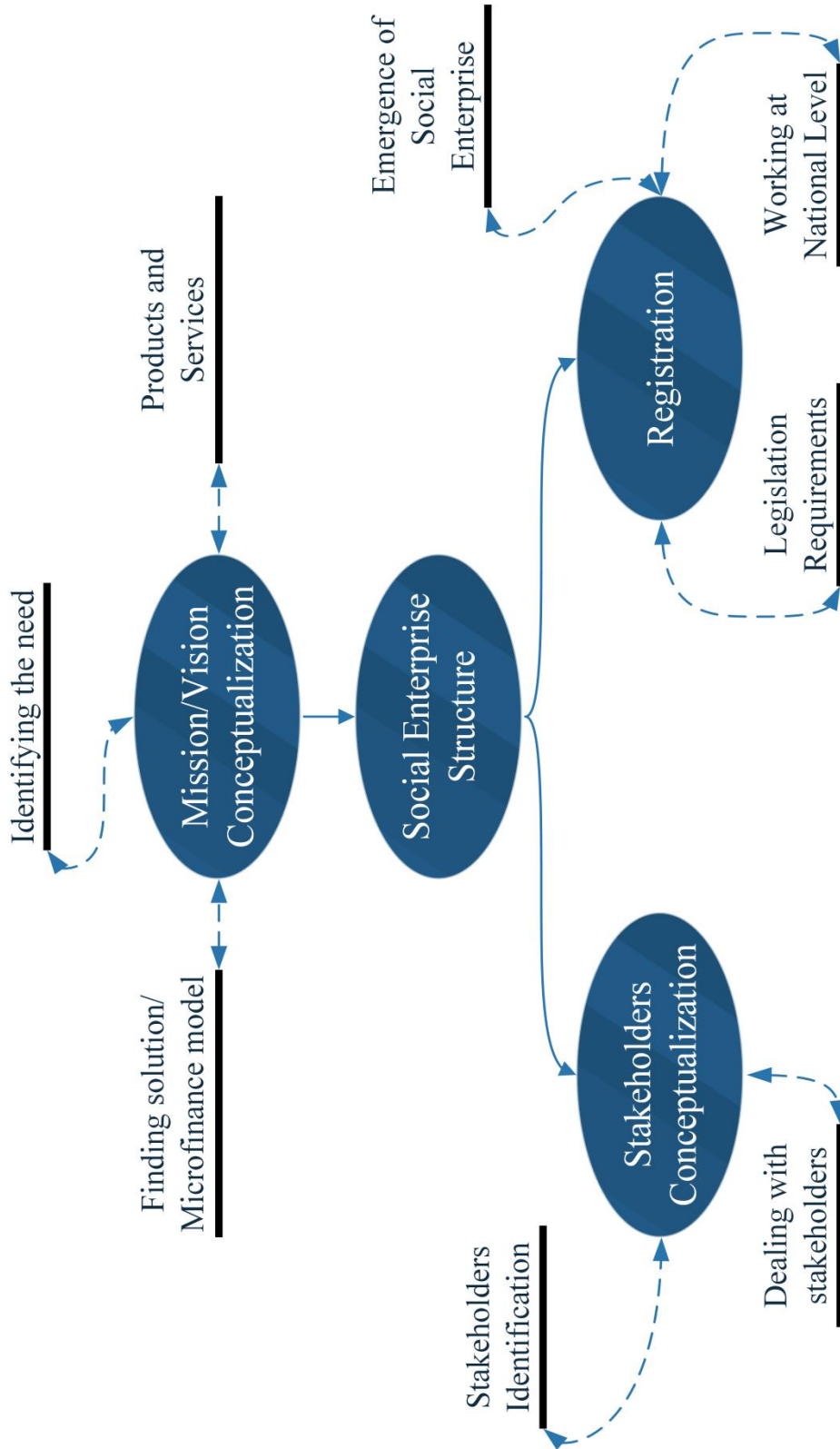
Figure 15   Thematic network of social enterprise structure

4.1.1 Conceptualization of vision and mission triggered by the past experience

The first basic theme which was identified during the data analysis was also the focus on the conceptualization of the vision and mission by the interviewee using the personal and past experiences. In other words, the interviewee was explaining considerably very much on how he came up with the idea of the company and how this idea flourished allowing the enterprise to emerge. The basic themes under this category were as follow;

- Identifying the need
- Identifying the solution by coming up with a microfinance model
- Products/services conceptualization.

The first theme identified from the data is very much related to the conceptualization of the social enterprises discussed in literature review while explaining the basic definitions. However there is a new theme which has not been identified in the definitions above, which is the conceptualization of the social enterprises triggered by the personal experiences of the entrepreneur. For instance, the interviewee or the social entrepreneur was when asked about the idea generation or conceptualization for the social enterprise, he related it to the personal experiences that he had in his previous job. However, as mentioned by Austin et al (2006), social entrepreneurship is an innovative social creating value activity, in this particular case, the interviewee identified a need and found an innovative solution for that. The interviewee, who is the founder of the social enterprise, was previously working in one of the biggest nonprofit organization in Pakistan dealing with youth development and giving sexual education to the youth and that was the first point where he identified a need which has not been tapped yet. As he mentions in the interview;

"And I was interacting with so many young people especially from the under privileged back ground ...that for me was kind of very emotional, because every time I used to go I conduct or monitor session on sexually productive system... you know the kind of information you give them has no place, honestly speaking, in their lives at the moment..... It is very important information for them but the timing is not right for them because they have so many other worries and what we are trying to do is to focus on their physical development and emotional development"

This realization of delivering something which is not worth to the target population has been in the mind of the entrepreneur from the very beginning but it has been triggered by one event which happend when his team was delivering the information in a very small village and a young boy started shouting asking them to come up with something which is of value. As mentioned by Ali in the interview;

"one guy stood up and start shouting and you know what he asked me that you are providing this information about AIDS and sexual productive organs and we are dying here without food and not going to school and why don't you address these issues"

This event made the entrepreneur realize that there is no point of delivering this information while the target population needs something else. At this instant, the identification of the need was realized by Ali, and he started searching for models where he can find some solution. The next step was not the simple one either, because the entrepreneur had to come up with an idea which could solve these issues. The interviewee described that he collaborated with the same population and asked them what are their needs which shows that the interviewee was involved in some aspect of marketing from the very beginning which is the identification of need and providing the solution. The interviewee explained that after discussing the issue with so many different stakeholders, he realized that the only way to tackle this whole situation is by engaging the youth in a way that they are equal partners, as he explains in his vision and mission statement,

Our mission is to be the first choice of all young people for breaking their barriers and isolation, discovering their entrepreneurial potential, re-branding their image and assuming a central leadership role in their communities"

With this mission, the interviewee opened this enterprise focusing on a microfinance model which has not been used in Pakistani market yet. The interviewee explains that youth has been an untapped resource in Pakistan until now and this model gives an opportunity to youth to explore and grow their opportunities using different business techniques and get proper guidance for that throughout the process. The enterprise foucses on its customers by collaborating with them and teaching them how to handle youth. When the interviewee was asked about the products, he explained that they have many products and services amongst which providing services to youth serving institutions and youth to engage them in community development process and entrepreneurship creation.

Based on the above mentioned reasons, it can be suggested that *past and personal experiences* play a vital role in the conceptualization of the mission and vision of a social enterprise and its inception. Many authors (Bhaduri & Worch 2007; Ratui et al. 2014; Pate & Wankel 2014) in the literature have regarded the past experiences as a motivator for an entrepreneur to open up a new business, however limited research focuses on the effects of the past experiences on a social entrepreneur as the findings clearly suggest that these experiences do play a vital role in the conceptualization of the social enterprise. For instance, according to Bhaduri & Worch, educational background

and past experience are key determinants of entrepreneurship and they effect all the three dimensions of entrepreneurship which responsiveness to emerging uncertainty, discovering and exploiting new opportunities, and decision making related to the firm operation. From this case study, it can be suggested that the interviewee relates all his experiences with the above mentioned dimensions, since his last experiences provoked him to leave his previous and come up with a business model which will help the youth and engage the different youth serving institutions in a tight knot.
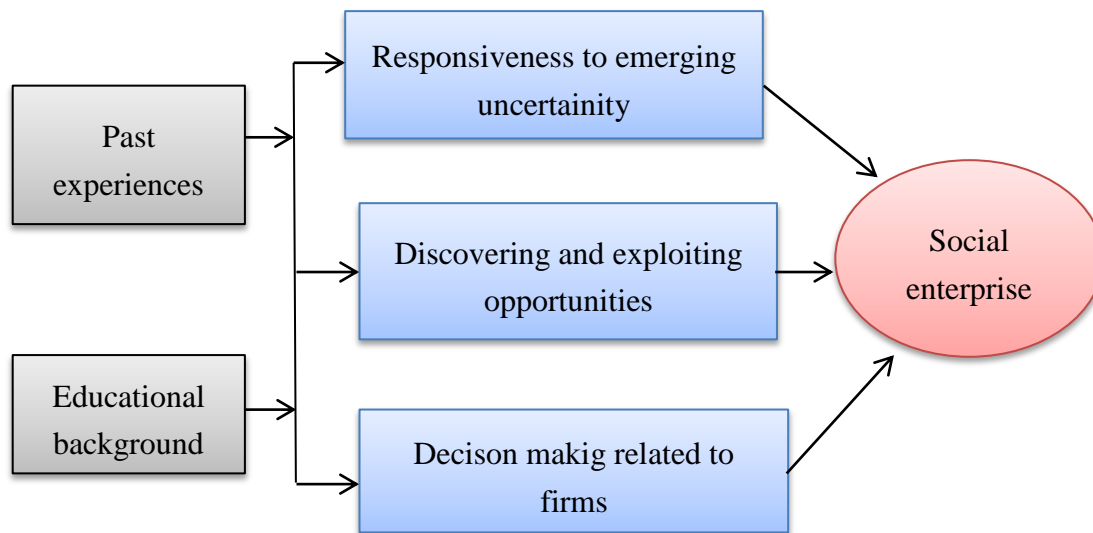
Figure 16   Past experiences and educational background triggering the conception of a social enterprise

4.1.2   *Conceptualizing stakeholders by combining customers and suppliers*

Carrol (1993) defined stakeholders as individuals or a group of people who can affect or get affected by the actions and decisions of an organization. Furthermore, Galvis (2014) explained that there are two types of stakeholders, internal (founding members, volunteers, support staff) and external (community, government agencies, donors or private institutions) stakeholders. However, while explaining the customers and beneficiaries of nonprofit organizations in the above sections, Bruce (1995) divided them in two main groups, end customers and intermediary customers. Figure 6 represents the audience and beneficiaries of the social enterprises after relating them to nonprofit organizations. As shown in the figure, the social enterprise market is composed of primary (Clients,

donors, patrons, volunteers, workers, advocates, trustees, community members) and indirect customers or beneficiaries (government agencies, policies, laws and regulation).

Another theme which has been found after data analysis is that, in this case, the interviewee combines both the customers and suppliers as its stakeholders suggesting a new way of looking at the concept of stakeholders. As the interviewee suggests,

"Basically all those institutions who are dealing with youngsters, whether they are religious institutions, or technical institutions, or all those institutions who are engaging the people in an organized and systematic manner in activities where they can explore the potential not for themselves but for the society…"

This definition displays an image that for YES networks, their stakeholders include both end customers (youth) and suppliers (youth institutions) as the both these individuals are the customers and suppliers for the company at the same Hence, considering the definition of stakeholders by Carrol and the interviewee it can be suggested that for social enterprises, stakeholders and not only those individuals who are involved in the operations of the enterprise, rather they also include those individuals who get effected as the end product, for instance in this case it is youth. It is very important to identify and define the stakeholders of the company because it helps the firm to decide how to deal with them. There is a plethora of literature suggesting, how to deal with stakeholders in an organization and especially in the social enterprise as stakeholders play a vital role for instance by providing donations. While reviewing the literature of social entrepreneurship with reference to marketing, one important point has been raised by many scholars, which is to reduce marketing practices in order to gain more donations. Since the concept of social enterprise in many cultures is to get involved in the social activities, and social enterprises are also confused with the nonprofit organizations, authors have suggested to minimize the marketing activities as these activities can create a negative impression to the stakeholders. For instance, a donor will be more inclined to support an organization financially and emotionally who is involved in social creating activity instead of commercializing its operations.

A hint of this behavior has also been seen in the analysis when the interviewee was asked about the registration of the company. The interviewee showed the preference of registering as a nonprofit organization rather than profit organization (as there is no legal registration as social enterprises in Pakistan which will be discussed in the next section) since it will reduce the funding opportunities for the enterprise even if its mission is social welfare. As interviewee describes,

"...you can also register as a for-profit but then again you encounter many problems because you will defy yourself from many public funding and because the investors prefer to fund organizations that are kind of registered as nonprofit…"

Thus based on aforementioned reasons, it is important to decide how to deal with different stakeholders, especially in the case of social enterprise whose operations are effected by the actions of stakeholders more than the usual. From the marketing perspective, this study finds that it is wise to come up with marketing practices which will satisfy the needs of the stakeholders whether they are internal or external in nature.

4.1.3   Emergence of social enterprise concept allowing more room for innovation

The concept of social entrepreneurship was first officially introduced by Ashoka in 1997 that then supported 47 fellows to put awareness throughout the country. The case chosen for this study is one of the first cases taken over by Ashoka as the company was unconsciously involved in operation of a social enterprise. The interviewee mentions in the interview that he was contacted by Ashoka and was made fellow member because the microfinance model which the interviewee was using is one of the best way to provide social benefit for the community. This theme has been discussed by the interviewee in many different instances during the interview so this theme has been categorized in to three different subthemes, the emergence of social enterprises, the legislation requirements in the country and the notion of working at the national level.

When asked about the social enterprises, the interviewee replied saying,

"it has already started taking place… recently planning commission of Pakistan has established a social entrepreneurship centre… and many organizations are jumping in to support and build the concept… "

This statement shows that there is no existing infrastructure for social enterprising in the country which provide barriers to the entrepreneurs but at the same, as mentioned by the interviewee, this untapped market leaves many opportunities for the entrepreneurs allowing them more room for innovation. The interviewee further explained that Pakistani market is a well suited market for social entrepreneurship for two main reasons, 1) it is not explored yet and there are no models of social entrepreneurship available yet, which gives more room to potential entrepreneurs to experiment different models and bring innovative change in the market, 2) furthermore the market has many social evils which has been taken care of yet so there are many untapped ideas which can be explored and exploited easily. Although there is a drawback as well, because the newness

of this idea creates a fear for the entrepreneurs to start a business as donors are reluctant to invest in these projects.

In addition to the fear of failure, the government does not have a legal word for this enterprise in the legislation either. The interviewee explained that many of these enterprises who have models of social entrepreneurship are *self-proclaimed social enterprises.* They mostly follow the model of nonprofit organizations for their survival and are also registered within the same category. For this reason the YES network is also registered as the nonprofit organization in order to gain the advantage of funding and donors' attention but all the models that the enterprise follow are based on the concepts of social entrepreneurship. However, the interviewee explains further that he registered the company under the society's act which gives the opportunity of working on the national level. The other option was to register the company as social work, however in that case the entrepreneur has to stick to a to a specific region or a province which was not suitable to the vision of the company.

4.1.4   Emerging themes from the first global theme

Though the main themes are mentioned in Figure 16, but the table below provides a summary of all those emerging themes which are hidden and have been evolved after relating the findings with the theoretical background. Table 3 provides the reader quotations that the interviewee has been said in order to explain the hidden themes.

Table 3   Emergent themes with interviewee's quotations

Emergent themes	Interviewee quotations
Past experiences and previous academic background	*Story begins when I completed my masters in political science from Government College Lahore...* *But what happened in the mean time I got the opportunity from one of the largest non-profit organizations in the country i.e family planning association of Pakistan. My job was to facilitate youth and development section in terms of planning and monitoring sexual reproductive health projects for them...* *So then i started this company and a movement which was first launched in 2002 officially but the idea when i first met that young guy who was screaming at us...*

Stakeholders in case of social enterprises (customers and suppliers at the same level)	*"Basically all those institutions who are dealing with youngsters, whether they are religious institutions, or technical institutions, or all those institutions who are engaging the people in an organized and systematic manner in activities where they can explore the potential not for themselves but for the society..."*
Donors reluctance to provide funding	*"Since this concept is new, so the donors are not available either..."* *"You can also register as a for-profit but then again you encounter many problems because you will defy yourself from many public funding and because the investors prefer to fund organizations that are kind of registered as nonprofit..."*
Self-proclaimed social enterprises	*"You know there are so many enterprises that are actually social enterprises but they are registered as nonprofit organizations since there is no alternative model available as it is available in UK..."*
More room for innovation	*"For me Pakistan is ideally suited for social entrepreneurship because the kinds of challenges we are facing make business entrepreneurship difficult but social entrepreneurship can flourish widely...."* *"Since there is no law so we have more room to experiment in this area..."*

4.2   Market orientation of social enterprises

As mentioned earlier, the interview was based on five themes, among which three of them are on the context of market orientation as it is the primary purpose this study. Hence while data analysis, market orientation is to be found as the global theme and customer orientation, competitor orientation, and inter functional coordination are found as organizing themes. Furthermore as market orientation is more about the marketing philosophy of the company, another organizing theme is related to the marketing ideology in general with respect to the chosen case study. It is also be noted that these themes are based on the interview and have been found out because the semi structured interview was focused and was revolving around these themes, however there a couple of hidden themes which emerge during the analysis. This section focuses on the global

themes and analyzes those hidden emerging themes which are not easily visible on Figure 18.
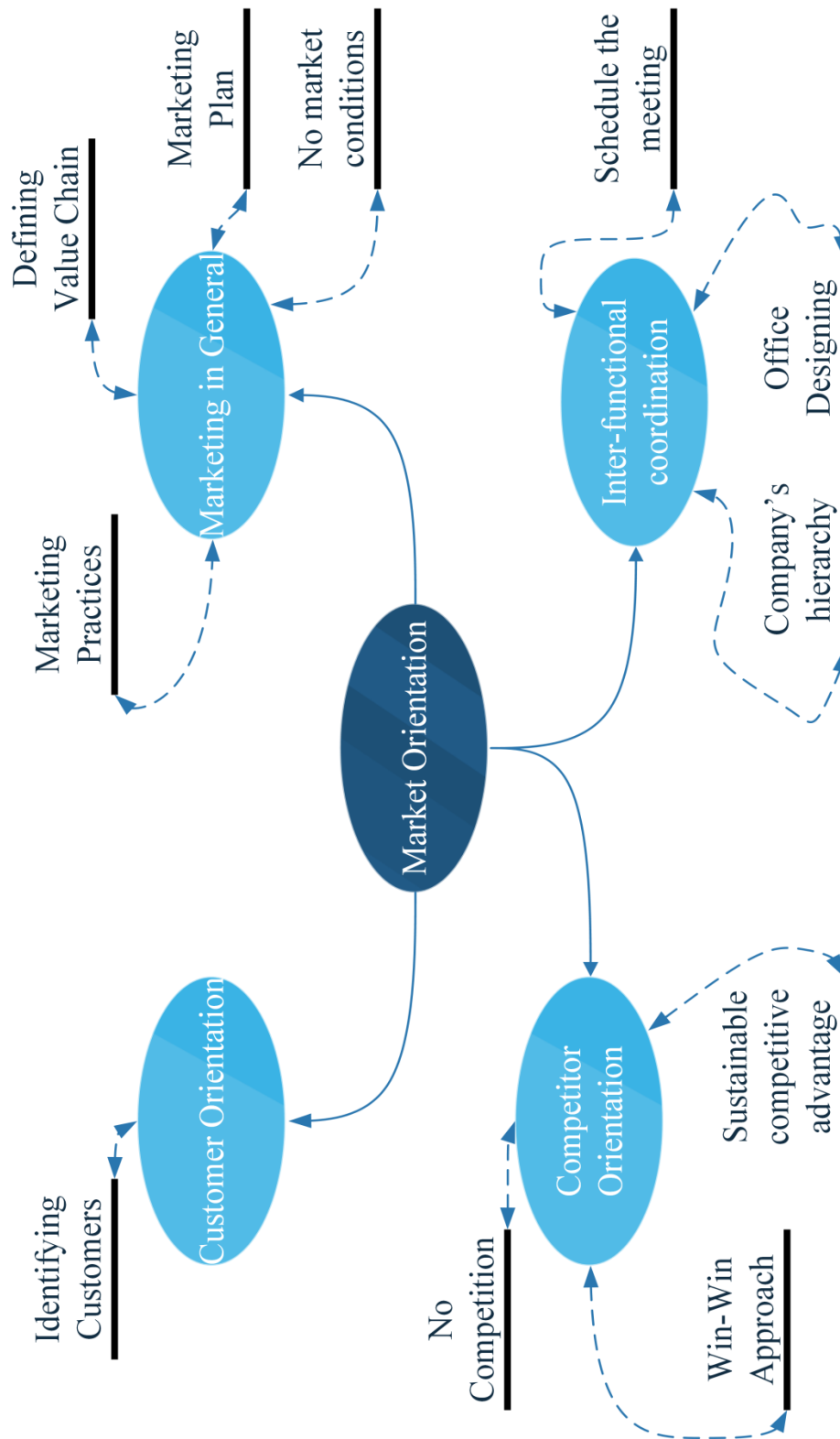

Figure 17　　　Thematic network for market orientation

4.2.1 *Marketing, marketing practices, and value chain*

American marketing association defines marketing as *"the activity of creating, delivering, and exchanging offerings that provide value to customers, clients, partners, and society at large"* (AMA 2013). This definition gives special importance to customers, clients, partners, and society who are the stakeholders of a social enterprise and deserve proper consideration. When the interviewee was asked to define the concept of marketing in the same way but he focuses more on the needs of the society and the delivery of value to that society.

According to the interviewee, marketing is not about the creating awareness rather it is about delivering the value in a way that people will join you. Furthermore, the interviewee explains that in a social enterprise, there is no need of marketing plan or people who will carry out the marketing actions, rather he argues that all the stakeholders in the social enterprise are considered as the marketing agents because all these people who get services from the organization act as a tools for marketing of the company if look at the literature this kind of approach has been called as *"word of mouth marketing"*. Andy Sernovitz (2012) defines word of mouth marketing as the activity where the company gives a reason to the audience to talk about its products or services and use strategies to make this conversation happen more often. Furthermore, Sernovitz suggest four easy ways to the carry out word of marketing, 1) Be interesting, 2) Make it easy and simple, 3) Make people happy, and 4) earn trust and respect (Sernovitz 2012, 1-3). If we compare this simple definition with the actions of the chosen social enterprise and the comments of the interviewee, we observe that the company is unconsciously involved in carrying out this marketing activity with no written marketing plan.

Although there is no official marketing department in the company, yet the company is involved in many different marketing practices consciously and unconsciously. The interviewee mentions that the company uses social media as the basic source of marketing for instance using documentaries to deliver the main idea of the company and getting involved in publications. In addition to that, it has been observed that company has also been using some marketing activities unconsciously as well for instance word of mouth marketing (as mentioned above), personal selling, usage of written letters and usage of third parties. The interviewee explains that company personals reach to the youth institutions and pitch their company's services in order to market the product which fits the definition of personal selling. In addition to that, in one instance the interviewee shared sending letters to the leading universities with the business idea and received a response from 70-80 universities in a very short period of time. Furthermore, the company has been involved with many different international organizations that act like third parties and promote the company on their behalf.

However, when the interviewee was asked about the marketing department, he explains that the company's marketing activities are carried out by all those people who are attached to the company directly or indirectly. As he quotes,

"Basically what happens, we do not have the separate marketing department for marketing… basically everyone who is working with YES as a beneficiary is part of our marketing team…"

This shows that there is an idea of marketing in every single member of the company yet there is no official marketing department developed. Similarly, the interviewee explains that there is no marketing plan for the enterprise, but there is a research department who seeks out markets with public failure and in response the company provides opportunities.

Another important theme that was found during the analysis is the "*idea of no market conditions*". The interviewee explains that there is no market for the enterprise or in other words no specific market for the enterprise and it has to create its own market and provide opportunities in return. The social enterprise understands that it has to work under no market conditions, low market conditions or no profit conditions at a specific point in time especially in a market like Pakistan where the idea has not been flourished and legalized yet which brings confusion for the stakeholders. As the literature suggests, social enterprises are in a dilemma of originality where people have doubts about the very existence of the firm as the basic ideas of the firm do not relate to the conventional models of profit or nonprofit organizations. The data also suggests the same behavior in Pakistani market but with more influence since there is no research on this topic and the idea is completely new.

Hence in order to tackle with this issue, the interviewee explains that a social enterprise should have a clear understanding of the social value it is offering to the market by focusing on the value chain. The interviewee defines value chain as,

"Value chain starts how you create a sustain value… it is all about what is the process adopted to create value in the society… suing a holistic approach"

The interviewee suggests that instead of using an isolated approach, the social enterprises should focus on the whole market with a holistic approach, engaging all the different actors in the value chain after giving them the whole idea of the enterprise. For instance, in the chosen case study, the founder explains that in the beginning YES networks was targeting only the youth and the community by communicating them benifits, however in order to bring a desired change the enterprise drifted and started using the institution appraoch focusing on the institutions , engaging faculty members,

donors, and young students all together. The interviewee or the founder of the enterprise explains that this holistic approach to the value chain also acts as a marketing practice since all these activities hels in making a sustainable image which leads to sustainable competitive (discussed in following sections). Furthermore, the enterprise is able to reduce exenses since instead of personally reaching the clients and marketing the services, the actors in the value chain does this action.

4.2.2   High focus on customers

Narver and Slater defined customer orientation as identifying and satisfying the needs and wants of customers in order to create superior value (Narver & Slater 1990, 20). The data shows that the chosen case study put huge emphases on its customers since its customers act as its stakeholders and marketing agents at the same time (as mentioned in previous sections). However, when the interviewee was asked to explain the customers of the company, he suggest youth as the end customers. It is very important to understand the concept of customers in social enterprises and after the analysis of the data it is suggested that there are two types of customers in a social enterprises as shown in the Figure19.
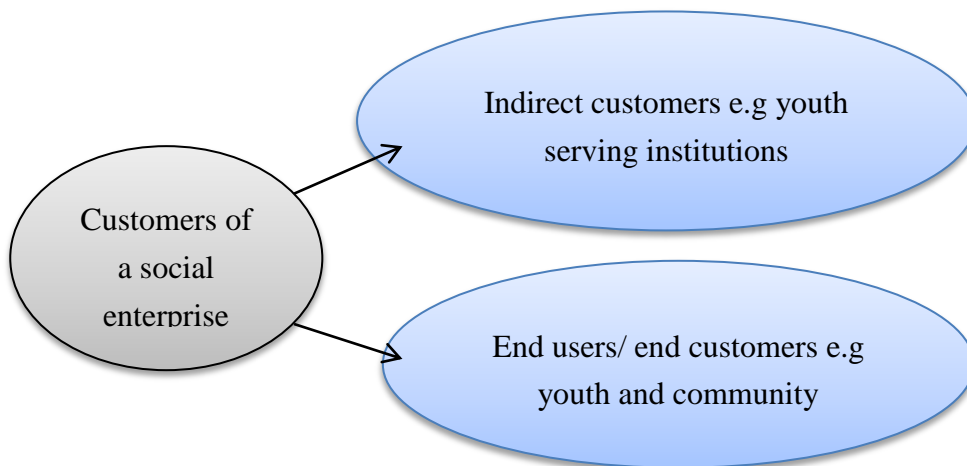
Figure 18   Types of customers in a social enterprise

Indirect customers are those customers which a social enterprise works with in order to give the value to the end customers. Though these can also be regarded as distributers in a conventional or profit business models, but this study suggests that in case of social enterprises they do not only act as a role of distributers rather their actions are more related to the customers. For instance, in the chosen case study, the social enterprise

collaborates with youth serving institutions by providing them with services or in other words selling them services, whereas in return these institutions increase the value of those services which benefit the youth and the community who act as the end users of that value. In this sense these youth institution are not only acting as distributers rather as equal partners providing value to the youth. The enterprise pays special focus on both customers providing them opportunities through different services, for instance training, emotionally and financially helping individuals to who have innovative ideas, and joint venturing with students to give them confidence of handling the business. Similarly the enterprise also puts equal emphasis on the indirect customers by providing them trainings, arranging funds for them and helping them throughout the evolution of change.

4.2.3   *Easy formal and informal inter functional coordination*

Another important aspect of marketing orientation philosophy is the focus on the inter functional coordination which is defined by Narver and Slater as, *"coordinating all the firm's resources in a harmonized manner to create superior value for the customers throughout the value chain"* (Narver & Slater 1990, 20). Considering this definition, it can suggest that company's hierarchy plays a vital role in the communication. Literature suggests two basic types of hierarchies, tall and flat organizational structure. Both the structures have their own pros and cons. For instance, flat structure provides a benefit of easy control over the departments empowering employees however tall structures are hard to manage giving less autonomy to the employees.

  In the case of chosen study both formal and informal coordination between the firms has been observed. YES network is comprised of seven board of directors who are responsible in taking decisions regarding the operation of the enterprise. In addition to that, there is a chief executive officer, managers, and YES ambassadors involved in the companies hierarchy. The enterprise has seven departments (as shown in Figure 20) who are in continuous close contact because of the office designing where all the cubical are arranged in a big hall as mentioned by the interviewee. This type of structure has been referred as flat organizational structure which is explained by the interviewee that the managers have autonomy to take quick decisions and discuss them in the monthly meetings. The interviewee explains that there are monthly meetings among the departments where the real ideas and different information is discussed based on varying agendas. Furthermore, other than these departments, the enterprise also has part time or contractual employees. There is a special department of human resources which deals with all the employees whether inside or outside the enterprise.
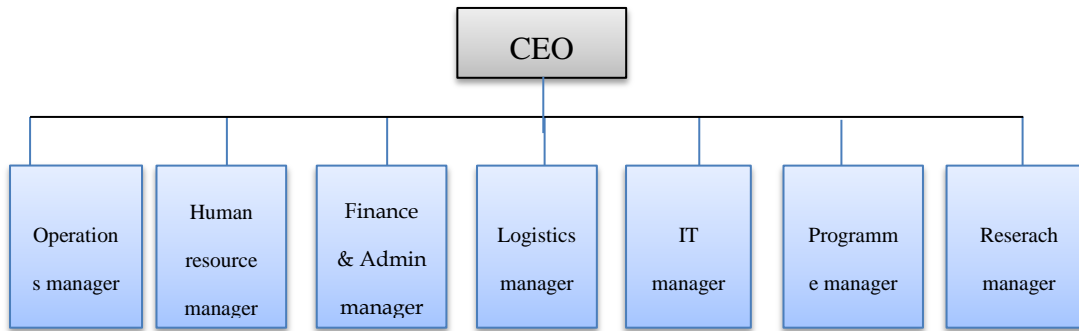
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                              ┌──────────┐
                              │   CEO    │
                              └──────────┘
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| Operation s manager | Human resource manager | Finance & Admin manager | Logistics manager | IT manager | Programm e manager | Reserach manager |

Figure 19   Enterprise organizational structure (official webpage of YES networks)

4.2.4 *Win-win approach for competition*

Another important aspect of market orientation is the focus on the competitor orienta-tion which was defined by Narver and Slater as *"understanding the current position of the organization in the competitive market, by identifying one's own strengths and weaknesses, while at the same time assessing the strategies of the competitors"* (Narver & Slater 1990, 20). Competitors have a vital importance in literature with the context of social enterprises. As mentioned in the theoretical discussion, one of the triggers of adopting a model of social entrepreneurship from nonprofit organizations is the high competition that exists in the market and due to which these nonprofit organizations are unable to receive funding from many different donors. In the case of Pakistani market, this factor also played an important role. Though the entrepreneurs in Pakistan were not aware of social entrepreneurship models, yet unconsciously they shift towards this con-cept because of the scarcity of resources. However in any case, competition and com-petitors does play a vital role in the survival and success of any enterprise regardless of which model the firm follows. While analyzing the data from the interview, there were three new themes which have been identified, 1) no competition, 2) win-win approach, and 3) sustainable competitive advantage.

One of the factors which were observed during the analysis is that there is no compe-tition for the chosen case enterprise in Pakistani market. The interviewee explains that the idea is really new in this market, and there are no competitors who follow the same business model as this enterprise uses. This factor gives the opportunity for the enter-prises to work without any fear or pressure and also gives an edge to the firm in front of the donors. The interviewee explains that although there is a need of more marketing since the idea is new, but whenever he contacted the founders of leading universities, he always received a positive response and appreciation. Regarding competitors the inter-viewee explains,

"You know so far, honestly which I can see as competitor are many organizations that working for concept of youth development, but they are not trying to achieve what we are doing…"

As mentioned in the above statement, that the firm considers all the youth engaging firms as its competitors, but at the same time they have the first mover advantage of focusing on the need of those institutions by pre and post services. Pre services include when the institution has been asked about their needs and wants, what they want to achieve, and what finances they have, where post services include giving those institutions training according to their needs. The interviewee explains that this fist mover advantage gives a competitive advantage to the firm. Being acquainted with all these donors, clients and customers, the firm has this edge of more contacts and networks which a new entrant will lack. The interviewee explains in order to sustain this competitive advantage, the enterprise focuses on all the stakeholders making them realize that they are the equal partners for the enterprise, not a beneficiary. Furthermore the interviewee explains that the firm has a huge scope and the business model allows the firm to excel in to different markets. As he mentions that,

"You know, we can go anywhere, any market in Pakistan, where we can mobilize people, and tell them that we are here to work as partners not to work as competitors"

Another important theme which has been observed in the interview is that win-win approach while considering the competition. The interviewee explains that being a founder of a social enterprise and working on youth development, he believes in a win-win approach towards competition. It can be argued that the social enterprises appreciate competition because their model is to bring a posstive change in the society and if this change is brought up through more firms with good ideas then this is a good thing. The same thought has been provoked by the interviewee as well, while he was asked about the competition and he explained that his model of enterprising is based on helping youth to get involved the business activities and opening up a business. As he exlains,

"I will be more then happy to see more people in this field… since my institution is created to encourage, to promote and flourish institutions…"

The ineterviewee further explains that the donors are reluctant to fund money to firms in this field, but through the image which has been created by our firm leave a good image in Pakistani market and the donors are more inclined t invest in the firms

who follow social enterprise models. However this approach can not be generalized for all the social enterprises in the world but it leaves a question mark on the social entrepreneurship model since if it concerns about the betterment of the society so competition should be appreciated in the market with a win win approach. This theme opens up the whole concept of competition in general as the social enterprises focus on bringing an overall change in the markets and believe in the synergetic outcomes. These ideas are further discussed in the conclusion and managerial implications section where this study begins to deduce the conclusions from this chapter.

4.2.5   *Emerging themes from the second global theme*

Once again Table 4 gives an overview of all the hidden themes which has been discussed in the previous section with the specific quotations of the interviewee.

Table 4   Emerging themes from the second global theme

Emergent themes	Interviewee quotations
Word of mouth marketing & Personal selling	*"We have tried to market our product … it is because of the reference of previous clients… Basically everyone who is attached to YES is a part of our team… you know we just see that how we are going to engage them in a way to advance the agenda of youth development"*
Idea of no market conditions	*"I know that I have no market conditions, low market conditions or no profit conditions…You know, we can go anywhere, any market in Pakistan, where we can mobilize people"*
A holistic approach to value chain	*"Value chain starts how you create and sustain value… I started with a very holistic approach concentrating on everybody who is connected with the organization"*
Flat organizational structure	*"We have eight departments, and all the departments are closely connected… for example head of the research has some*

	issue so he goes to department and ask for resources…"
Win-win approach to competition	*"I will be more then happy to see more people in this field... since my institution is created to encourage, to promote and flourish institutions..."*
Sustaining competition	*"You know so far, honestly which I can see as competitor are many organizations that working for concept of youth development, but they are not trying to achieve what we are doing..."*

5   DISCUSSION AND CONCLUSIONS

The basic purpose of this this study was to give a detail understanding on the concept of social entrepreneurship and social enterprises with an overview of marketing literature in this sector. However, instead of giving a holistic view of marketing and considering the wide scope of marketing, this study focused on the market orientation concept which is booming in last decade. Furthermore, in order to relate theory with the practical world, this study focused on the social enterprises in Pakistani market and tried to analyze how these enterprises interpret marketing or market orientation. There were two basic reasons for which this study has been conducted;

- Firstly, the goal was to explain the existing literature on marketing and market orientation of social enterprises by giving a detailed overview on all the topics and understanding the concept of social entrepreneurship in more detail.
- Secondly, as it has been discussed in above sections, that social enterprises and market orientation both are in the stages of definition, hence this study has been conducted to give a better understanding of both concepts so that the researchers can come up with better theoretical models in the future.

For this reasons the study was conducted with the main question as, *marketing of social enterprises: Understanding the concepts of marketing and market orientation of social enterprises within the context of Pakistani market.* In order to discuss the conclusions of this study, the entire sub questions will be discussed one by one relating the theory with the findings. The sub questions of this study are as follows;

- What is the existing literature on social entrepreneurship, social enterprises, marketing and marketing orientation in social enterprises?
- What is the existing literature on social enterprises in Pakistan?
- How is marketing and marketing orientation interpreted in social enterprises in Pakistani market?

5.1   What is the existing literature on social entrepreneurship, social enterprises, marketing and market orientation in social enterprises?

The first time the word society was used with a reference to marketing was when American marketing association implemented the idea of delivering value to society in its definition, *"Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large".* (American Marketing Association, 2013) Different authors in the past have been discussing society with the reference of society;

however this definition gave a new dimension to the research in the marketing sector. This study also focuses on finding the connection between the society and marketing with a special reference to market orientation. There is a plethora of literature on the topic of marketing so this study focuses only on the concept of market orientation. Likewise social enterprise sector, marketing orientation is also a new concept which has been recently explored in the literature. Among these, Narver, Slater, Kohli and Jaworski are the most renowned ones discussing market orientation in their work and this study also focuses on concepts and theories proposed by them. Kohli and Jaworski defined market orientation as,"*The organization-wide generation of market intelligence pertaining to current and future needs of customers. Dissemination of intelligence horizontally and vertically within the organization, and organization-wide action responsiveness to market intelligence*" (Kohli & Jaworski 1990, 3). They explained market orientation into intelligence generation, its dissemination and responsiveness. The first step of intelligence generation is the collection and assessment of customers needs and preferences which was disseminated formally or informally through the departments inorder to come with an action plan. However, Narver and Slater (1990) explained market orientation in terms of focus on the customer, competitor and interfunctional coordination while considering profitability as the main component of market orientation. Both Kohli & Jaworksi and Narver & Slatersuggested different point of views where former focused on the philosophy of marketing in the enterprise, and the later focused on the profitability. However, this study combines the concepts of both studies to give a new understanding of market orientation which will be discussed in the following sections.

While concluding about the marketing in social enterprises, the literature suggests only limited research however it has been widely discussed in the non profit sector. Since social enterprises are close to nonprofit organizations, this study conducted some research on marketing in nonprofit organizations. A number of authors have researched about different features of nonprofit organizations with reference to marketing. These studies mostly include the characteristics, strengths, weaknesses, fund raising activities, cause- related marketing and marketing strategies of nonprofit organizations (Jungbok 2015; Octon 1983; Yorke 1984; Selby 1980; Mindak & Bybee 1971; Riggs 1986; Schlegelmich 1988; Petroshius 1993). Authors have noted that one of the triggers towards the usage of marketing in nonprofit sector is the increased competition which has caused difficulties for these organizations to acquire better sources of funding. However most of the nonprofit organizations that use marketing are either museums or hospitals. For instance, Mindak & Bybee (1971) while researching on fund raising activities of NPO's concluded in their study that marketing techniques do play a vital role in raising funds (Mindak & Bybee 1971, 28). In addition to fund raising, a number of authors have studied about the cause related marketing (CRM) in respect to nonprofit organiza-

tions (Jungbok 2015,03). Literature suggests that in order to be successful, the NPO's should use a good marketing mix selecting activities which will benefit the company's operations and should not concentrate on conventional models of marketing. For this reason, some authors suggest that NPO's can use marketing techniques like online marketing, public relations, printed materials and networking (Tabaku & Mersini 2014, 77).

Likewise marketing, nonprofit organization also shifted towards a new model of social entrepreneurship so not to rely on funding only. Since social enterprises are more promising in terms of their revenue model and rely less on the funding from donors, many authors have discussed this shift in their studies. However, social enterprises also face the same dilemma because of two reasons. Firstly they face competition from both profit and nonprofit organizations since their survival is based on donor's funding and their own profits and secondly social enterprises face these identity crises where they have the responsibility to convey their enterprise social and financial goal to its stakeholders. For these reasons, literature suggests that marketing can be one of the remedies for these enterprises however very little have been researched in this regard (Chew 2006; Bagnoli & Megali 2009; Gilmore et al. 2011; Shaw 2004; Bull & Cromptom 2005; Bull 2006; Lui et al. 2013; Mitchell 2011). Shaw (2004) suggests that social enterprises have been involved in marketing either consciously or unconsciously however due to the scarcity of resources and identity crises these enterprises should be innovative and creative while adopting marketing. Furthermore, Bull and Crompton (2005) supported the above argument by agreeing that firms use marketing but due to limited resources these activities are not implemented efficiently. In order to tackle these limited resources, Lui et al. (2013) suggested that these enterprises should chose marketing activities in a selective manner according to their performance objectives. However both nonprofit organizations and social enterprises face a dilemma where they feel pressure from the stakeholders to not to involve in commercial activities like marketing, for instance donors prefer giving funding to companies who are more focused on their social problem instead of getting involved in marketing their products.

One answer to this pressure was the adoption of relationship marketing while another way is to use the market orientation concept which is the main purpose of this study. There is a considerable amount of literature on the market orientation of nonprofit organizations yet little has been discussed with the perspective of social enterprises (Modi 2012; Govan 2001; Dolnicar & Lazarevski 2009;Shuayto & Milkovich 2014; Miles et al. 2013). Miles et al. (2013) studies market orientation referring *"Vincentian marketing orientation"* (VMO), which is the earliest example of social enterprises using marketing to serve the poor and earn and use commerce to support the actions. Kohli et al. (1993), Vazquez et al. (2002) and Miles et al. (2013) marketing oriented social enterprises have three basic attributes. Firstly they focus on the beneficiaries but at the same time they put an emphasis on the stakeholders and their donors. Secondly other than social mis-

sion, they also strive to be economically and environmentally viable. Finally, they focus on creating long term and healthy relationship with the donors, beneficiaries and other stakeholders

Summarizing the above discussion, it can be concluded that social entrepreneurship and social enterprises is a new topic which is still in the defining stage. However this study focuses on the marketing function of these enterprises suggesting that marketing can play a vital role in this sector. Secondly the research suggests that marketing has been found as a part of nonprofit organizations, however it is mostly carried out unconsciously without any formal planning. This study suggests the use of market orientation concept in social enterprises, which has been rarely discussed in previous literature. This study argues since these enterprises have limited resources, so instead of using marketing techniques it is better to integrate the marketing philosophy in the organizational culture.

5.2   What is the existing literature on social enterprises in Pakistan?

Social entrepreneurship is a new idea in Pakistani market and research shows that the word social enterprises do not even exist in the legislation. As suggested by the interviewee, the companies who follow the social entrepreneurship model self-proclaim themselves as social enterprise otherwise they are registered as nonprofit or profit organization. For instance, the cast company is also registered as a nonprofit organization under the society's act of Pakistan. Further, the interviewee further suggests that a company has choice between to two registration options, profit or nonprofit. Since the donors are reluctant to give funding to companies who are registered under for profit category, these self-proclaimed social enterprises usually choose to get registered as a nonprofit enterprise. The word social entrepreneurship or social enterprises was first coined in Pakistan when Ashoka developed its first branch in Karachi in 1997. Although nonprofit organizations have been widely researched in the literature in Pakistan, yet there is very limited amount of research on the social enterprises, since this idea is completely new in the country and there is no legislation identity. However, since last decade, Pakistan has seen many different models of social entrepreneurship as Ashoka supported 47 fellows to put awareness of the concept in the market. Due to this support, companies like Kashf foundation (a model based on micro financing empowering women of Pakistan) and YES networks (using social enterprise models to empower the youth of Pakistan) came into being. Hence, YES network has been selected for this study to get a better perspective of this concept. Furthermore, in 2012 UK-based Economic Policy group (EPG) published a paper to understand the potential of social entrepreneurship in the country, which was followed by Acumen who discussed enterprises philanthropy

where the authors challenged the concept of philanthropy as the long term funding source in the growth and development of the social enterprises. In addition to that, GIIN and Dalberg in 2015 discussed the regulatory framework for impact investment in South Asia.

Unlike social enterprises, there is a considerable amount of literature on nonprofit organizations since Pakistan was the hub for these organizations in recent decades. Authors have discussed about their conception, processes, marketing and market orientation (Ayub 2012; Armesh 2010; Gishkori 2015). In addition to that, some literature can also be found on the market orientation of the for profit organizations, yet nothing is researched in relation to social enterprises (Iqbal 2013; Ahmed & Iqbal 2013). Ahmad and Iqbal (2013) study the impact of market orientation and brand orientation on strengthening brand performance with the insight of beverage industry in Pakistan. Their study suggests that market orientation, brand orientation and brand performance are related to each other. Furthermore, customer orientation and inter functional coordination plays a positive effect on the brand performance resulting in better performance whereas competitor orientation does not play an equally important role, thus concluding that companies who are customer oriented perform better than the companies who focus on competitor orientation (Ahmad & Iqbal 2013, 131). This phenomenon has also been found in this study, as the interviewee mentions that new competitors in the market is not a big for the social since the basic goal of these enterprises is to bring a better change in the society and more competitors equals to more companies working for the benefit of the society. In relation to marketing, literature suggests that companies mostly focus on relationship marketing in these nonprofit sectors and using these models can help alleviate the poverty from the country. From the above discussion, it can be concluded that the social enteprise literature in Pakistani market is on the inception stage, and since the idea is being accepted recently and in the process of being accepted legally, limited research can be found on this subject. Furthermore, there is huge knowledge gap since almost nothing has been researched on the marketing or market orientation of these enterprises, hence suggesting that a better understanding of these concepts can help in defining the social enterprise term in this market.

5.3   How is marketing and market orientation interpreted by social enterprises in Pakistani market?

Likewise the whole world, marketing is under rated in Pakistani market as well for social enterprise sector. While analyzing the data, it has been found that the interviewee suggests that social enterprises in Pakistan do not give direct importance to marketing as there are no formal marketing plans; however data shows that marketing was being used

unconsciously since the inception of the company. As the main goal of marketing is to identify the needs of the customers and provide solutions to deliver that need, the concept of social enterprise follows this from its very conception. So it can be assumed that marketing is found in social enterprise structure from the beginning. Furthermore, it is suggested by the interviewee that donors are reluctant to provide funding to companies who earn profit, marketing can play a vital role in solving the issue of identity crises in front of all the stakeholders by creating an awareness that social enterprise model try to achieve both economic and social aims. However, marketing is interpreted as a luxury for many companies especially in social enterprise sector, since these companies have limited financial and human resources.

The data shows that although marketing is not widely appreciated in the social enterprise sector, but it can be unconsciously in the operations. The data suggests a new definition of marketing focusing on the delivery more than creating awareness. The interviewee suggested that in case of social enterprises, marketing activities should be focused on the delivery of services rather than creating awareness. Hence all the marketing practices which have been found in the data are concerned with the delivery of services instead of advertising. Word of mouth marketing has been found as the most commonly used marketing practice in social enterprises, as the interviewee suggest that the basic way of marketing for his company is through word of mouth marketing assuming that all the stakeholders are involved in marketing and act as ambassadors for the company. Another marketing technique that has been found in the data is the personal selling which is done when the product is not simple and the company reaches the customers personally explaining the product or services. In the chosen case company, the interviewee suggests that the managers reach out the youth serving institutions and prose them their services. Furthermore, another marketing activity which was found in the data was the networking as the case company has mostly business-business operations. The interviewee suggests that the company's employee's use networking to connect with the stakeholders and these stakeholders further create more networks which act as an important marketing tool for the enterprise. Although these activities are not planned by the marketing department and no formal marketing plan is made for this reason, still the companies unconsciously carry out these activities.

In addition to that, another reason for social enterprises in Pakistan to not get involved in marketing is that there is no market for social enterprises as the idea in still in the inception stage. The data shows that social enterprises in Pakistan operate in no market conditions where they first have to develop a market and create opportunities. For this reason, the social enterprises focus on the holistic approach towards the value chain, engaging all the different actors in the value chain after giving them the whole idea of the enterprise. For instance, in the chosen case study, the founder explains that in the beginning YES networks was targeting only the youth and the community by

communicating them benefits, however in order to bring a desired change the enterprise drifted and started using the institution approach focusing on the institutions , engaging faculty members, donors, and young students all together. This type of value chain also plays a role of marketing of company by creating awareness about the company from top to bottom level which also solves the issue of identity crises.

Regarding market orientation of social enterprises in Pakistan, it has been found that they put an emphasis on the customers and inter functional coordination; however a very limited focus has been made on the competitors. The data suggests that the main focus of social enterprises is on the customers or beneficiaries since it is the very first goal of these companies. In the case of chosen company, a huge emphasis is put on the youth while coordinating with the youth serving institutions since the desired change can only happen if the youth will be satisfied and taken care of. Furthermore, the data shows that inter functional coordination, especially in terms of coordination among departments play a vital role in the efficient delivery of services. The chosen company has a flat organizational structure with seven departments with an office design which is more communicative and all the employees are interconnected to each other. However, the study finds a different approach towards the competitors' of the company. The data suggests that social enterprises are not very much competition oriented which is due the social mission they start with. As these enterprises focus on the benefit of the society and more competitors means more people working for the society, the competitor threat becomes really less. These enterprises are more focused on the win-win approach to competition instead dealing with it through innovative marketing techniques. although, there has been a discussion on achieving sustainable competitive advantage since donors prefer companies with a better social mission so these enterprise do involve in marketing activities not to get a benefit over the other companies but to achieve a sustainable competitive advantage focusing on their strengths and finding new opportunities and surviving in the market. Hence, it can be concluded that firstly, marketing is unconsciously used in the social enterprises with no formal marketing plan or a marketing department. Secondly, in terms of market orientation, social enterprises focus more oriented towards customers and inter functional coordination rather than competitors.

5.4 A three layered model of social enterprises with the reference to marketing

Finally in order to answer the main question of this study, a model has been proposed composed three main layers as shown in Figure 21.

Marketing layer
1. Customer orientation
2. Competitor orientation
3. Inter functional coordination
4. Marketing practices

Social enterprises layer
- Actors interconnected with each other

Management layer
1. Board of directers and departments involved in making a bridge between the two layers
2. Intellugence generation
3. Intelligence dissemniation
4. responsiveness

--- Blurry boundaries showing the interaction between layers
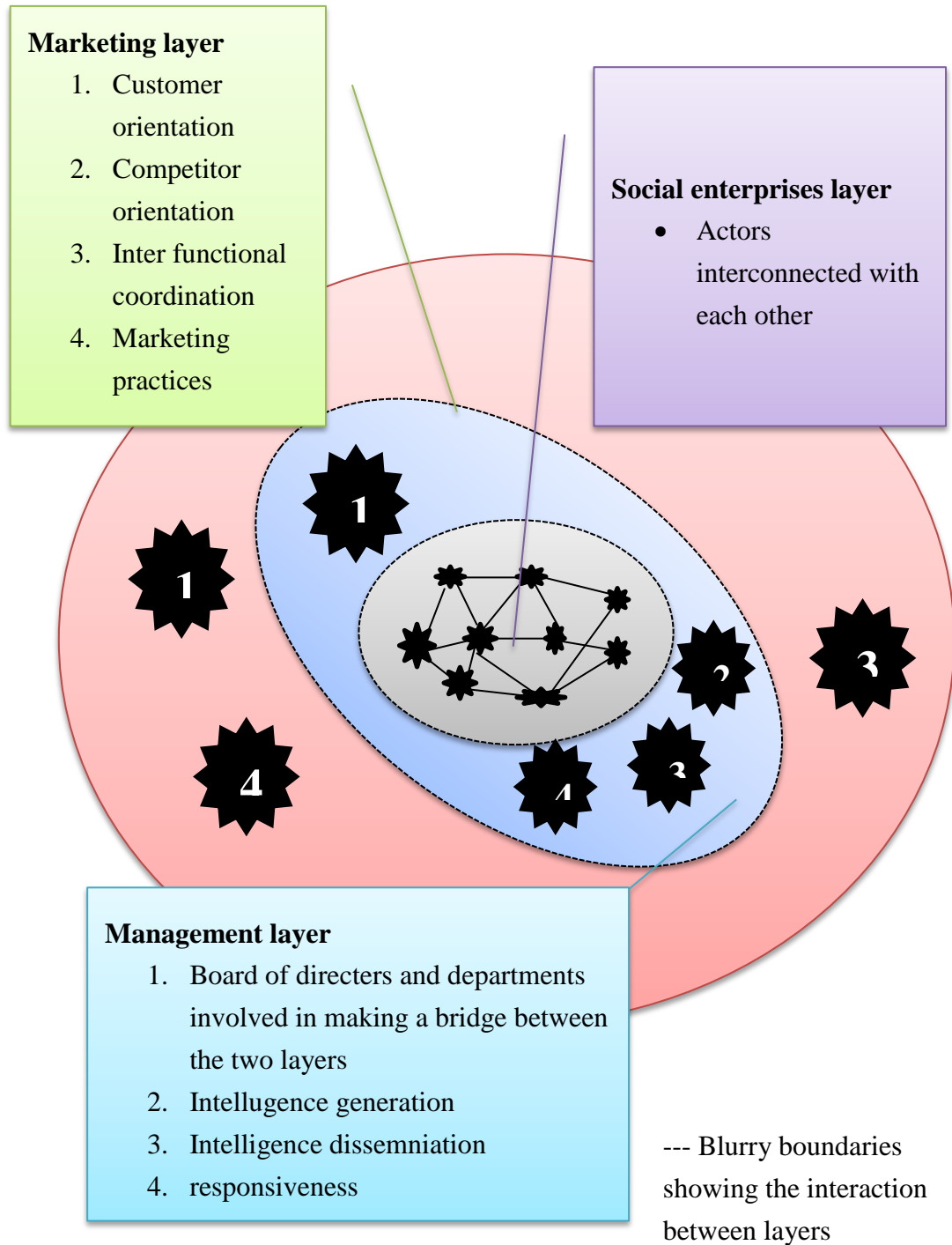
Figure 20   Three layer model for marketing of social enterprise

5.4.1 Social enterprise layer

Social enterprise layer is composed of all the actors which take part in the conception and survival of the social enterprises. This layer includes clients, patrons, donors, volunteers, advocates, trustees, community member, government agencies, policies, contractual employees, competitors and all those end users who get benefited from the enterprise's social mission. It is proposed that all these actors are connected to each other in dyad, triad or multiple relations since all of them are connected to each other throughout the processes and a small change in one relation can bring a change in the whole network. For instance, in case of Pakistani market, if the law and government agencies introduced the word of social enterprises in the legislation, the point of view of donors will change and they will be more inclined in sharing funds with these enterprises which will affect the performance of the enterprise benefiting the employees and the end users. Hence this layer shows that all the actors who play a role in the conception of the social enterprise are interconnected in several ways and dimensions. This layer is more related to the conceptualization of the social enterprise focusing on all the tangible and intangible resources of the company and the interconnection between them.

5.4.2 Management layer

The second layer which encompasses the first layer is the management layer since it is involved in management of all the interconnected relationships in the first layer. This layer includes board of directors, the individual departments, and all those actors who facilitate the relationships between the different actors. There two basic roles of this layer, 1) Firstly this layer develops a bridge between the first and third layer while sustaining the company's operations and 2) Secondly this layer is involved in all the activities which makes the bridge strong between other two layers strong. It is for this reason; the boundary line of this layer is doted in order to give an idea that there is no concrete boundary diving the two other layers. The management layer is based on the idea pointed out by Kohli and Jaworski (1990) for market orientation suggesting three main activities;

- *Intelligence generation:* The first activity this layer is involved in is the generation of intelligence while collecting and assessing the customer's preferences and needs which influence the actors in the first layer. Furthermore, this layer also focuses on developing plans for the engaging all the departments in an organized fashion.

- ***Intelligence dissemination:*** In addition, this layer also performs the function of formally and informally disseminating the information gathered in to horizontal or vertical hierarchy of the organizations.
- ***Responsiveness:*** Finally after collection and dissemination of the information, this layer takes action by responding and developing marketing and management plans focusing on market segments for both social enterprise layer and marketing layer.

5.4.3   Marketing layer

The marketing layer is based on the idea of Narver and Slater (1990) focusing on three main components;

- ***Customer orientation:*** This component focuses on the needs and wants of the customers of the company by developing marketing plans to respond to those needs and create superior value.

Competitor orientation: Competitor orientation will focus on the competitors of the company by not focusing on win-lose approach rather win-win approach and building sustainable competitive advantage

- ***Inter functional coordination:*** Finally inter functional coordination will focus on arranging all the firm's resources in a way to create superior customer value throughout the value chain.

Furthermore, marketing practices and techniques will also be generated and evaluated in this layer giving an idea how marketing activities can be implement in limited resources. The basic idea behind this model is to give an overview of all the activities which happen in the social enterprise sector by suggesting that marketing can play vital role in efficient delivery of services with the perspective of market orientation. furthermore, these layers do not have to exist tangibly in the social enterprise, neither does this model suggests a new organizational hierarchy, however this study is trying to propose that these layers exists intangibly in the enterprise and both future theorists and managers can build upon their findings and operation basing the argument that marketing does play a vital role and yield better results.

Summarizing the above discussion it can conclude that this study provides a detail overview on the literature of different concepts related to social entrepreneurship, social enterprises, marketing and marketing orientation of social enterprises. The study focuses on the literature which was discussed in last two decades and after the complete overview of theoretical knowledge this study relates the practical world with the example of case company. This study concluded with a model which expands the work of different authors in following ways;

- The social enterprise layer extends the work of Bruce (1995) who proposed the possible stakeholders for a nonprofit organization. This study, after reviewing the social enterprise in detail uses the same stakeholders with some changes and proses the first layer of the model.
- The second layer is formulated by extending the work of Kohli and Jaworski (1993) who defined market orientation in three steps, intelligence generation, intelligence dissemination, and responsiveness. However the model relates these steps with the marketing perspective of social enterprises literature.
- Finally, the third layer extends the works of Narver and Slater (1990) that defined market orientation in to three components, customer orientation, and competitor orientation and inter functional coordination. This layer once again relates their work in the social enterprise literature and adds another component of marketing practices.

Although the literature suggests that both theories (Kohli and Jaworski; Narver and Slater) mentioned above have disagreed with each other in some levels, this study propose a new model combining both theories by concentarting on the benefits and strenghts of each theory.

5.5 Managerial implications

This study gives profound findings for the theorists as well as managers. Starting from the theory to practicality this study focuses on giving an understanding of what a social enterprise is and how it operates especially in terms of marketing. As mentioned above, this study focuses on introducing the idea of marketing and market orientation with deep analysis of the theory; hence this study leaves many lessons for the managers. One of the important lessons that manager need to learn is to understand what their social enterprise s about and what kind of model they want to follow. As suggested by the founder of the chosen company, social entrepreneurs should develop a plan from the beginning by setting short term and long term goals, for instance in the context of chosen company, the founder set the goal from the beginning that he wants to work on the national level for which he chose the right type of registration process. However, summarizing the whole study, this study contributes for both managers all around the world and in Pakistani market.

There is a plethora of literature on social enterprises and social entrepreneurship and on the importance of these models in our daily life. Social entrepreneurs have been widely appreciated in recent decades since they are considered as the change makers who provide solutions to problems, which other sectors (for profit, nonprofit, government) have failed to do. In addition to that, marketing is considered as one of the remedies of deal-

ing with the problems of the world as the main goal of marketing is to identify and satisfy the need. The authors throughout the research have proposed, that marketing should not only be assumed as a tool of creating awareness and advertising of the product rather it has much more to offer. This study proposes to combine two different concepts in a way that they support each other in their mission and provide a way for the social entrepreneurs to get the best out of marketing. According to the literature, social enterprises due to scarcity of resources have been unable to use marketing activities in their business operations; this study instead of proposing marketing techniques gives the concept of using marketing g philosophy which is known as market orientation, so to deal with the limited resources. Furthermore, the findings from this study suggest the social entrepreneurs to focus on the stakeholders of the company as they are all interconnect with each other and one change in the network can bring changes in the whole environment. In addition to that, it is proposed that social entrepreneurs should focus on the competitors, customer and inter functional coordination with management of all the information through identification, dissemination responding to the information gathered. The proposed model suggests the social entrepreneurs to use marketing as an important aspect of their organization since it can provide;

- Better understanding of the products
- Better understanding of the customers
- Better relationship with the stakeholders
- A sustainable competitive advantage by focusing on the core competencies while working with the competitors instead of working against them

Social entrepreneurs in Pakistan also play a vital role not only in the introduction of this new idea in the market but also to tackle with all the problemes the country is facing currently.as mentioned in the methodology section, Pakistani market was chosen for this study for two reasons, firstly the researcher has the origins from there , and secondly Pakistani market can be considered as one of the best markets for social entrepreneurship models since hundreds of nonprofit organizations are already operating in the market yet struggling for their survival. Hence with the social entrepreneuship model, entrepreneurs do not have to rely of public funding which is very competitive in this market recently. This study gives an understanding to all the potential social entrepreneurs of Pakistan to understand what is th emeaning of these enterprises and ho wthey operate and also how marketing can be used for the advantage of the company. The model proposed in the study provides an overview on how to build and maintain relationships with the stakeholders and to gain more funds from the donors. Furthermore, this study suggests that Pakistani market is the best market to experiment different models as social entrepreneurship has been completely defined in the market hence giving more room for innovation and creativity. This study suggests

that managers or social entrepreneurs can contribute to the betterment of the Pakistani society by using social improvement models, for instance social entrepreneurship can contribute alot for the reduction of terrorism in the country since evidence suggests that un-noticed youth's potential is mostly exploited by terrorists organization and more social enterprises like YES networks can provide a raod map and direction to the young generation.

5.6 Limitation and Future research

Based on the aforementioned research, the first limitation that this study lies in the main question which is the combination of two wide ideas that has been done before. Since both concepts (social enterprises and market orientation) are on the defining stage in the literature, this study has the limitation to come up with a single definition which can explain both phenomenon in simple words. This is considered as a limitation for this study but it also gives an opportunity for future researchers to define social entrepreneurship and social enterprises while studying different functions which is the basic argument of this thesis. In addition to that, the combination of two ideas suggested by Kohli and Jawarski and Narver and Slater has not been done before so this study steps in to a new theory which has not been defined in detail understanding but at the same time it provides an opportunity for future researchers to look upon the proposed model and define market orientation with respect to social enterprises in a more understandable way. Furthermore, marketing concept has a huge scope, hence only the concept of market orientation has been defined in this study. However as mentioned above, there has been some literature on the relationship marketing with respect to social enterprises so this study provides an opportunity for future research to follow different marketing concepts and further peep in to this field since not much has been explored yet. For instance, the new craze of viral marketing and social media marketing can be applied to social enterprises by coming up with a model which will focus the scarcity of resources. This study defines marketing briefly by focusing on the definition of marketing giving a holistic view instead of peeping in to the huge literature which encompasses different marketing theories. Similarly, the study defines stakeholders based on subjective perceptions by focusing on different theories suggested by different authors in the past. In addition to that, the study suggests that since the concept of social enterprises is not new hence it provides the researchers with a huge potential to create new ideas and combine different theories in an organized fashion.

The study has a problem of generalizability for two reasons. Firstly, the study focuses on one company in Pakistani market which cannot be generalized for the whole world since different markets have different norms and values. Furthermore, when qual-

itative researchers focus on small number of informants, as in this study there is only one informant, there is an element of biasness where informant's views are not typical. The future research can focus on studying many social enterprises in different markets to create some level of generalizability with some empirical evidence. Since the idea of social enterprises is not completely developed in Pakistani market, future research can focus on the identification of all those organizations in the market who use social entrepreneurship model and study their management and marketing functions while proposing a model which will work in Pakistani market. Furthermore, there is a lack of research on the marketing techniques that the social enterprises use, future researchers can focus on well developed markets, study the marketing techniques which they use, and propose models for social enterprises who work in underdeveloped economies for instance Pakistan.

6 SUMMARY

The aim of this study was to investigate new concepts of social entrepreneurship, social enterprises, and market orientation by combining them and explaining it within the context of Pakistani market. The study starts by explaining the main concepts and adding on the literature of market orientation in terms of social enterprises which has not been discussed by authors in detail. In order to further elaborate the discussion and provide a clear view to these concepts, this study focuses on the social enterprises in Pakistan and how they use marketing philosophy in their routine business activities. For this reason, this study focuses on single case company and one of the oldest self-proclaimed social enterprises of Pakistan. The word "self-proclaimed" is used as the literature suggests that in Pakistan there is no word as social enterprise legally, yet different companies claim themselves as social enterprises on the basis of business models that they are using as the have received this awareness from the social entrepreneurship support organizations in the country.

The study defines the market orientation concept as a construct of three main parts, *customer orientation*, and *competitor orientation* and *inter-functional coordination*. These three concepts are used for the basis of collecting data and the interview questions. Furthermore in order to understand the marketing, the interview also includes questions related to the general view on marketing in social enterprises. The theoretical background of this study gives a wide number of concepts related to this study which are not matured yet in terms of definition. The first mission of this study is to provide the readers with a better understanding of these concepts and develop a theoretical background. As the concepts of social entrepreneurship, social enterprises, marketing and market orientation has been defined in many different ways in past, the theoretical background also explained how these concepts are defined in terms of this study. It is important to understand that the marketing and market orientation are two different concepts, where marketing is the main field and market orientation is a new concept in this field. In order to combine the theoretical background with the findings from the interviews and organize and analyze the data, this study used the thematic analysis using thematic networks.

The results showed that marketing is used in the social enterprise sector like in any other business sector but mostly it is carried out unconsciously. Two main themes were found from the thematic networks, 1)social enterprises structure and 2)market orientation. The study showed that social enterprises put an emphasis on the stakeholders of the company as they affect the mission and vision of the company. It is concluded from the findings that in terms of social enterprises, the customers and suppliers are at the same level and both serve the same purpose. Furthermore, with a reference to Pakistani market, the study showed that although *"social enterprise"* is a new concept in the

market but the idea is flourishing rapidly and it solves many problems and social evils of the society. In addition to that, the study showed that social entrepreneurship models can be very successful in Pakistani market and all the related markets because there is a huge demand of these businesses as they contribute to the benefit of the society. Since this idea is new so there is a room for innovation but at the same time there is unavailability of funding as donors are not aware of this idea. In addition to that, the study showed that the chosen case company put a huge emphasis on the customers but a low emphasis on the competitors. The concept of win-win approach to competition is found in the study suggesting that the main mission of a social enterprise is to improve society and more social enterprises in the society means more social benefit. Furthermore, the study also found that the case company did not have a separate marketing department yet all the employees were unconsciously involved in the marketing activities such as word of mouth marketing and personal selling.

Hence the study provided the theorists and managers with a number of suggestions for future research. The idea of limited focus on the competitors gave a new platform to the future theorists to study competition in terms of social enterprises. In addition to that, this study suggested that it is important to understand the market orientation concept in social enterprise sector, since it dictates the idea of marketing philosophy in the organization using limited resources which is a perfect scenario for social enterprises. Lastly this study showed a pathway to managers to focus on innovation and come up with new business models within social entrepreneurship concept as it is a good option in the developing countries like Pakistan where resources are limited.

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APPENDIX

SEMI STRUCTURED INTERVIEW

Interview Questions

Dear Madam/Sir, Thank you for agreeing to be interviewed for my Master's thesis concerning *"understanding the concepts of marketing and market orientation in social enterprises in Pakistan".* Please find the executive summary and interview questions below, for your perusal in advance. Also, please be so kind so to complete the background information to ensure efficient use of timing during the actual interview.
You will receive a rough written manuscript of the interview within a week after the interview for inspection to ensure no factual misunderstandings occur, and also the final version of the thesis once completed. I will be grateful to receive any additional information you would deem appropriate to provide which might complete what is discussed during the interview.

Kindly address me what time and day will be suitable for you to conduct the interview through Skype.

Your time and contribution is greatly appreciated. I will be happy to answer any queries you might have.

Kind regards,

Muhammad Hamza Siddique
Masters student in International Business
Turku School of Economics
Finland

Executive Summary

There is a plethora of literature about entrepreneurship and how it has been evolving in past decades. Authors have suggested variety of ways of how entrepreneurs behave in different situations and come up with effective solutions. Social entrepreneurship is also a product of one of these innovations which has been in discussion in recent business literature. This study concentrates on this new concept and forwards the discussion of

defining social entrepreneurship and social enterprises by focusing on the marketing behaviour of social enterprises. As social enterprises are organizations who have a social mission and at the same time strive for economic stability by the profit that they earn, this study focuses on the marketing function of these organisations. However, instead of understanding the marketing practices, this study tries to build an understanding of marketing philosophy in these organizations to create a platform where marketing can be extensively discussed in future, as there is a limited amount of research on this issue. Thus the research topic of this thesis, "understands the concept of marketing and marketing orientation in social enterprises", where a company is marketing oriented if it gives an essential importance to customers, competitors and interdepartmental coordination. For the purpose of primary data, this research focuses on Pakistani social enterprises as Pakistan is a very good market for the inception of these enterprises due to the economic and bureaucratic challenges which firms are facing in Pakistani market. This research strives to contribute in literature of social enterprises by looking at these firms with a new angle of marketing. Furthermore, it is believed that by the end of this journey, this research will also provide an insight to the managers of social enterprises to answer the question, "if marketing is important for social enterprises or not?".

Introduction of the company
- What is name of the organization?
- What is the legal status of the organization?
- What is the year of founding?
- What is the professional position of the respondent?
- What are the years of experience of respondent in the company?
- What is the mission of the company?
- How would you explain the word social enterprise?
- If your company is not legally registered as social enterprise, how would you explain your company is a social enterprise?
- Tell me the story of inception of your company? What were the triggering reasons to open up this business?

Marketing in the company
- What is your product/service?
- Who are your customers?
- How do you describe your competitors in the market?
- How would you describe your stakeholders?
- How would you define marketing in general?

- How do you explain marketing in your company? Do you have a marketing department or any marketing personal?
- Do you think marketing is important for your organization? Explain your answer?

Customer orientation

- How would you define value chain for your organization?
- Who gets into contact with the customers?
- What do you think about market research? How often do you carry this?
- How do you measure dissatisfaction? And how do you react to it?
- How much preference do you give to customer feedback and after sale services?

Competitor orientation

- How do you collect industry information?
- How often do you carry out SWOT (strengths, weaknesses, opportunities, threats) analysis?
- How do you respond to competition?

Inter functional coordination

- How do you communicate inter departmental?
- How often do you have meetings?
- How does documents circulation takes place?