

"A man is
great by
deeds, not by
birth"

-Chanakya

Welcome to IIMK



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Working Paper

IIMK/WPS/256/STR/2018/06

March 2018

**Keeping Multiple Swords in One Sheath: Stakeholder Engagement
in Social Enterprises**

Pradeep Kumar Hota¹

Sumit Mitra²

¹ Doctoral Student, Strategic Management, Indian Institute of Management Kozhikode, Kozhikode, India. IIMK Campus P.O., Kozhikode, Kerala 673570, India; Email: pradeepkh06fpm@iimk.ac.in

² Professor, Strategic Management, Indian Institute of Management Kozhikode, Kozhikode, India. IIMK Campus P.O., Kozhikode, Kerala 673570, India; Email: smitra@iimk.ac.in, Phone Number (+91) 495 2809108.

Abstract

Social enterprises are organization with dual mission of social value creation and financial sustainability. Owing to their dual mission, social enterprises have a wide range of stakeholders with diverse and conflicting interests. Hence, understanding of stakeholder engagement is a critical aspect of social entrepreneurship. However, stakeholder engagement has not received adequate attention from social entrepreneurship scholars. In this paper we try to address this by analyzing the process of stakeholder engagement in a school established for educating poor children .We employ an inductive qualitative approach to understand stakeholder involvement at different stages of the social enterprise development. Based on our analysis, we propose a model of stakeholder engagement with three distinct stages of development namely formation, planning and, operation. The process study arrives at a set of propositions that need further exploration to contribute to theory development in the nascent area of stakeholder involvement in the proposed phases of social enterprise establishment.

Research Office

Indian Institute of Management Kozhikode

IIMK Campus P. O.,

Kozhikode, Kerala, India,

PIN - 673 570

Phone: +91-495-2809238

Email: research@iimk.ac.in

Web: <https://iimk.ac.in/faculty/publicationmenu.php>

