



Conscientization: A Subversive Response to Social Dilemmas

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ABSTRACT

In the recent years, social enterprises have become center of attention both for researchers and practitioners around the globe. Social enterprises primarily work for creating social value in order to benefit the society while being self-sustainable. However these social enterprises face several unique resources challenges as compared to their commercial counterparts because of their dual mission base. There is a vast array of literature addressing financial and human resource challenges of social enterprises while challenges associated with respect to other types of resources particularly the intangible resources such as corporate reputation and image have been largely ignored. Considering the need to expand the repertoire of resources the researchers have studied so far and drawing the inference from resource based view this study explains how social enterprises are trying to overcome the challenge of building goodwill and reputation in communities of interest using multiple holistic case study design. The findings of the study also unveils how conscientization made these social enterprises more subversive and resilient in the face of continuous stress posed by the social dilemmas and mental deadlocks prevailing in underserved communities.

Keywords: Social Enterprises, intangible resources, conscientization

INTRODUCTION

The ever widening gap in public services as a result of increased demand and severe resource constraints particularly in developing countries is promoting the emergence of social enterprises using innovative products and services (Placek et al., 2026; Vickers, Lyon, Sepulveda & McMullan, 2017). Social enterprises play an important role in promoting inclusive growth by bridging the widening gap between the rural and the urban as well as rich and poor in the developing economies by bringing products and services most suitable for that particular market (Angeli et al., 2018). However just as commercial enterprises rely on resources whether physical, human, financial and others, similarly resources are also critical for the survival of social enterprises. Just as tangible and physical resources play vital role for the survival of any organization intangible resources are crucial for its survival as they are non-replicable and serves as source of competitive advantage for any organization (El Nemar et al., 2025). But the mobilization of these resources is more difficult for social enterprises as they are mostly located in resource constrained environments serving the underserved (Doherty et al., 2014; Janssen et al., 2018; Linna, 2013; Tate & Bals, 2018). The scarcity of resources is further aggravated when these social enterprises step into developing countries (Doherty et al., 2014; Manning & Bejarano, 2017; Janssen et al., 2018) like Pakistan with huge burden of social issues and marked by extreme poverty, lack of infrastructure and weak political and regulatory system which makes it difficult for them to achieve sustainability in their operations (Ali et al., 2026).

Recently there has been an increase of interest by researchers in resources needed and challenges associated with their mobilization by social enterprises owing to the fact that they usually operate under condition of resource scarcity as their mission is to serve the underprivileged people therefore they are inherently located in markets where there is scarcity of needed resources.

However majority of the studies highlighting the resource challenges of social enterprises such as Austin et al.(2006); Battilana et al.(2012); Besharov and Smith (2014); Doherty et al.(2014); Gras and Lumpkin (2012); Sunley and Pinch (2012); Tate and Bals (2018); Urbano, Ferri, Alvarez, and Noguera, (2017) etc., have focused on challenges associated with respect to financial and human resources while challenges associated with respect to other types of resources particularly the intangible resources have been largely ignored, therefore considering the need to expand the repertoire of resources the researchers have studied so far and drawing the inference from resource based view this study aims at determining different challenges associated with the mobility of intangible resources faced by the social enterprises and their unique response towards addressing these challenges.

LITERATURE REVIEW

Social enterprises are different from commercial ventures at organizational level in a number of ways and these are the differences that account for increased number of challenges for social enterprises. Review of literature on social entrepreneurship highlighted multiple works on resource challenges of social enterprises. Literature shows that many authors have highlighted different challenges that social enterprises face.

Battilana, Lee, Walker and Dorsey (2012) in their work —In Search of the Hybrid Ideal highlighted that hybrid organizations may face several distinct challenges because of thriving for both social and economic objectives simultaneously that may hinder their survival and growth. Legal recognition, availability of capital, labor and access to markets are few of the challenges that these social enterprises face (Battilana et al., 2012).

Similarly according to Battilana et al. (2012) depending upon the type of social need that these hybrid organizations address it becomes difficult for them to integrate economic revenue generation and social value creation in one transaction which makes it important for these social enterprises to differentiate between their beneficiaries and customers. Also building such organizational culture which is committed to social mission while being operating effectively and finding people having experience of working in hybrid organizations are also among those challenges highlighted by Battilana and his colleagues. Moreover review of literature shows a major stream of research on mission drift, one of the major challenges that the hybrid nature of social enterprises is responsible for. Austin et al. (2006); Battilana et al. (2015); Carroll and Stater (2009); Doherty et al. (2014); Stevens, Moray, and Bruneel (2015); Jones (2007); Pache and Santos (2010) explained how hybridity may lead to mission drift, whereby social mission of the social enterprise is sacrificed for financial sustainability (Brandsen & Karré, 2011; Ebrahim, Battilana, & Mair, 2014). This mission drift occurs when social enterprise focuses heavily on one dimension of its mission as compared to the other one, leading to undermine their social purpose (Battilana, Besharov, & Mitzineck, 2017; Battilana & Dorado, 2010; Micheline & Fiorentino, 2012). Attempts to maximize and enhance both social and financial outcomes may also lead to managerial tensions (Battilana & Dardo, 2010, Bruneel, Moray, Stevens, & Fassin, 2016;

Doherty et al., 2014). This shift in social enterprise's mission from social to commercial orientation effects perception of stakeholders about social enterprise legitimacy (Nicholls, 2010). Staessens, Kerstens, Bruneel, and Cherchye, (2019), explained that how social enterprises may encounter different types of mission drifts and found that despite of the fact that top performing social enterprises are socially and economically efficient than their low performing counter parts but these top performers also have strong economic orientation thus shedding new light on how social enterprises strive to maintain a balance in their social and economic missions.

Doherty et al. (2014), in their review highlighted various challenges owing to the hybrid nature of social enterprises such as mission drift, acquisition of human and financial resources and management complexities involved in same and cross sector partnerships. Moreover literature also highlights that social enterprises have to deal with diverse stakeholders having competing expectations from the social enterprises owing to their dual mission base. These competing demands from diverse stakeholders makes it more difficult and challenging to have access to those resources that their commercial counterparts have (Doherty et al., 2014). It has also been found that literature has highlighted the challenges particularly relevant with the mobilization of human and financial resources. Literature shows that for social enterprises one of the major challenges associated with human resource is to find out people with right set of skills that are good enough to support their dual mission base.

Santos (2012) highlighted this challenge and argued that since social enterprises have to pursue both economic and social objectives simultaneously, they need people having experience and understanding of both commercial and social sectors. Thus owing to the complex human resource needs of social ventures. Zahra et al. (2009) argued that social enterprises have to strive hard in order to find the people who are not only experts in their respective fields but must be having strong passion towards the social mission pursued by these social enterprises.

Furthermore Battilana et al. (2015) in their study also highlighted another important issue associated with the human resource aspect of the social enterprises and that is the lack of competency on their part to effectively handle a relatively new type of business model i.e. a hybrid one. Therefore it can be argued that attracting relevant workforce is much more difficult for social enterprises than purely commercial or philanthropic ventures. Moreover Tracey and Phillips (2007) highlighted another important challenge associated with work force in social enterprises. Tracy and Philips argued that when social enterprises hire people with strong passion towards social mission of the venture and mostly with philanthropic background, it leads to the trouble with employees in recognizing the commercial side of the venture. As also emphasized by Doherty et al. (2014) that the social aspect of these ventures can serve as a motivation for potential candidates. Thus it can be argued that social aspect of social enterprises attracts candidates that have strong passion for social mission of these ventures rather than having focus on the particular expertise needed to pursue its economic goals which may result in a compromise over financial stability of these social enterprises. In the same vein Hynes (2009) also highlighted challenges associated with the compensation and benefits of the social enterprise work force. Hynes argued that owing to the financial limitations the social enterprises may not be able to offer competitive packages or salaries at rates prevailing in the market to its workforce as compared to their commercial counterparts. Hynes argument was further strengthened when Zahra et al. (2009) pointed to the ethical issues that may arise in social enterprises with respect to the allocation of resources in social ventures, as offering higher salaries may lead to the less availability of financial resources to be reinvested for pursuing the social mission of the enterprise. However this problem can be to some extent mitigated by the social enterprises through capitalizing on their social mission and using non-financial incentives for motivating the employees as compared to their commercial counterparts (Austin et al.,2006; Hynes, 2009).

Doherty et al. (2014) further strengthened the argument by emphasizing the role of social component of the social enterprises in mobilizing the efforts and increasing the satisfaction of employees.

Furthermore Battilana et al. (2012) argued that while hiring employees it is not possible for social enterprises to focus exclusively on people having combined experience in both commercial and social sectors, hence posing a challenge for managers of social enterprises to strike a balance in hiring people from different backgrounds. Managers can hire the employees with commercial background, which according to Battilana et al. (2015) may result in an increase in the economic productivity of the enterprise. Battilana and colleagues further argued that this increase in economic productivity has the positive impact on the social performance of the enterprise as more funds will be available for

investing in the social cause of the enterprise. However despite of this advantage there is also a downside of this approach i.e. hiring of people with commercial background may result into the mission drift (Battilana et al., 2012), as employees with commercial background may ignore the social dimension of the enterprise. On contrary, the social enterprises can pursue hiring people having background and work experience of social sector, which may strengthen the social mission of the enterprise but however it fails to realize the importance of economic stability of their organization (Battilana et al., 2015). Thus owing to the advantages and disadvantages of both the approaches discussed above many scholars and researchers have emphasized the need that managers of these social enterprises must strive for a balance of people from both the commercial and social sector (Liu & Ko, 2012). This approach can help in bringing a balance of expertise and skills from both sectors but this approach may lead to conflict among employees working together but from two different backgrounds (Battilana et al., 2012). Owing to the potential conflict among the employees from two different backgrounds, Besharov and Smith (2014) argued that candidates without having any prior experience in either of the two sectors can easily adapt to the dual mission base of these social enterprises. However this approach can negatively influence the early growth of the enterprise (Battilana et al., 2012). In short, hiring the right combination of workforce with an understanding of both economic and social dimension of the social enterprises and cost benefit analysis of maintaining and compensating this workforce is one of the major challenge associated with human resource mobilization of social enterprises.

Another dominant theme in the literature regarding the resource challenges of social enterprises is associated with financial resources. It has been observed that among many other challenges social enterprises also face challenges particularly associated with the mobilization of financial resources (Urbano et al. 2017). Sunley and Pinch (2012) argued that there is a strong sense of feeling among social enterprises that the potential venture capitalists actually underestimate their social mission and long term financial performance. Sunley and Pinch also highlighted the cultural aversion among the social enterprises towards loans.

It has been found that social enterprises can serve as a less attractive avenue for the investors because of committing lower rates of return than their commercial counterparts (Lumpkin, Moss, Gras, Kato, & Amezcua, 2013). Therefore it usually becomes difficult for the social ventures to secure finances by availing loans from banks or through venture capitalists (Lumpkin et al., 2013). Even though these social enterprises seek to be for profit ventures, their potential to make significant investments for their social cause hinders their ability to offer higher rates of return to the venture capitalists. Furthermore the simultaneous pursuit of dual mission by these social enterprises makes their categorization difficult which creates confusion on part of the financial investors (Doherty et al., 2014; Minkoff, 2002). Doherty and his colleagues argued that this can result in the loss of legitimacy by these social enterprises which further hinders their access to financial resources. In the same vein Hynes (2009) further argued that the unquantifiable and intangible nature of the social value created by the social enterprises further hinders their ability to mobilize financial resources from commercial investors. Consequently social enterprises have to rely on a mix of different sources of finance.

These may include earned income in form of revenues as well as unearned income such as grants and donations (Lumpkin et al., 2013). However in order to be financially stable and sustain their operations social enterprises must strike a balance between these alternative sources of funding as grants and donations are particularly vulnerable sources in case of economic crises or downturns. Literature have also highlighted the risk of mission drift when social enterprises continuously face pressure from venture capitalists to increase their revenues and focus on economic growth of their venture (Bastida & Mas-Machuca, 2019). Haugh (2007) argued that social enterprises are mostly dependent on non-economic exchanges and try to obtain the needed resources at lower market rates through volunteers or sponsorship.

This emphasizes the importance of relationship building and network management by the social enterprises to acquire the needed resources that mostly lie beyond their control (Austin et al., 2006). However despite of all these challenges, social enterprises have to strive hard and work to meet the widening gap in addressing the social needs of the underserved people around the globe in a more sustainable manner. There is a vast array of literature addressing financial and human resource challenges of social enterprises while challenges associated with respect to other types of resources particularly the intangible resources such as corporate reputation and image have been largely ignored. Considering the importance and the need to expand the repertoire of resources the researchers have studied so far and drawing the inference from resource based view this study attempts to find out what specific challenges social enterprises are facing in mobilizing the intangible resources such as corporate reputation and how they are trying to overcome the challenge of building goodwill and reputation in communities of interest.

Methods

Case study strategy has been used for this study while taking influence from interpretivism as underlying research paradigm. Three different small, early stage self-sustainable social enterprises from health care sector working in different parts of Pakistan have been selected using a multiple holistic case study design. The widening gap between public and private sector and the devastating health care conditions of the country (Islam, 2018; Muzafar, 2020) owing to the scarcity of resources make it one of the most suitable sectors to study.

In the present study, as there is no logical sub unit and only single unit of analysis has been taken in each case, that is, the three health care social enterprises that are selected as cases also serves as unit of analysis. While social enterprises are the unit of analysis, social entrepreneurs (CEOs or Founders) and other key team members as recommended by the social entrepreneurs (CEOs or Founders) served as the unit of observation for the present study as shown in table 1.

Table 1

Overview of Case Study Strategy for the Present Research

Case(s)/Unit of Analysis	Social Enterprises
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Unit of Observation	Social entrepreneurs (CEOs or Founding Fathers) and other key team members as recommended by the social entrepreneurs (CEOs or Founding Fathers)
Context	Health care sector of Pakistan.
Case Study Design	Multiple case study design

Initially the social enterprises were contacted through email and analyzed through publically available information and their online documents. Semi structured interviews were used to collect data from each respondent and the information so obtained was later triangulated by using other secondary sources such as policy documents, presentations and other publically available information about these social enterprises. Pseudonyms are used for each social enterprise to maintain the anonymity while each respondent is referred by using his or her case number. Table 2 summarizes the details of the sample studied.

Table 2
Social Enterprises (cases understudy) Profile

S.NO	Social Enterprises (Pseudonyms)	Services	No of Interviews	Interviewees Code /Duration of each interview	Designations and
1	Alpha	Eye care	04	<i>Interviewee 1:</i> Administrator/Cofounder/Ophthalmologist (50 mints) <i>Interviewee 2:</i> Cofounder/Ophthalmologist (48mints) <i>Interviewee 3:</i> Cofounder/Ophthalmologist (40 mints) <i>Interviewee 4:</i> Optometrist (20mints)	
2	Omega	Mental health	03	<i>Interviewee 1:</i> Chief Officer/Founder (48mints) <i>Interviewee 2:</i> Wellness Councillor (32mints) <i>Interviewee 3:</i> Advocacy Manager (40 mints)	Operating

3	Java	Diabetes 03 care	<i>Interviewee 1:</i> Co-Founder/Head of operations (50 mints) <i>Interviewee 2:</i> Co-Founder/Endocrinologist (27 mints) <i>Interviewee 3:</i> Head of planning and development (30 mints)
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Data Analysis

A general framework of qualitative data analysis inspired by Miles and Huberman (1994) is being used for this study consisting of data condensation, data display, verifying and drawing conclusions. As Miles and Huberman claimed this data analysis approach to be consistent with interpretivist view, therefore this approach is in line with the underpinning philosophical assumptions of this study. All the interviews were translated in English and transcribed verbatim (also sometimes referred to as naturalized transcription in the literature) by the researchers

themselves, before subjecting to analysis in order to reduce the possible researcher's biases and the limitations of relying merely on interviewer's memory and intuitions (Azevedo et al., 2017). Similarly for coding purpose a more integrated approach has been adopted by using more inductive descriptive and in vivo codes in first cycle of coding letting the researcher to value participant's voice and contextual nuances that emerged along the way during data collection. While pattern codes were used in the second cycle, which together with analytical memos let the development of major themes from the data and the formation of theoretical constructs and processes (Miles & Huberman, 1994).

Findings

The data analysis process resulted in a three-level data structure diagram (figure 1) indicating aggregate dimension, second-order themes, and first-order concepts. The three levels of the data structure show how the researchers progressed from the primary data to the abstract theoretical level. The purpose is to maintain a high level of qualitative rigor (Gioia, Corley, & Hamilton, 2013). First order concepts are based on respondent-centric terms while second order themes and aggregate dimension is based on researcher centric terms/concepts.

First order concepts	Second order themes	Aggregated dimensions
Trust deficit		
Lack of consumer awareness		
Misperceptions about the quality of service	Reputational resources	Intangible resource

Religious sensitization

Using social proofs

Conscientization

Subversion

Advocating and educating people

Intangible Resources

Just as tangible and physical resources play vital role for the survival of any organization intangible resources are crucial for its survival as they are non-replicable and serves as source of competitive advantage for any organization. The analysis across all the cases understudy unveiled how social enterprises are striving hard with building one of the most crucial intangible asset i.e. their reputation and are facing multiple challenges in this respect owing to the unique socio cultural dynamics of the country.

- **Reputational Resources**

Reputational resources refer to the organizations and brand image and reputation in the market. They are intangible image-based assets (Hall, 1992; Nkgowe et al., 2025) and can serve as a source of competitive advantage and product or service differentiation in the market (El Namer et al.,2025). However the analysis across all three cases showed that these social enterprises are struggling with several challenges associated with building reputational resources. Trust deficit owing to the local mindset and mental deadlocks is one of the major factors found to be prevalent in the cases (understudy), thus creating a barrier for these social enterprises in building their reputation and positive image in the communities where they are working.

Also there is a mental deadlock in the country, people usually don't trust social purpose organizations because they perceive them to be foreign funded agents having some hidden agendas, as was evident in Case 1 and 3. Also most of the people in the country trust more on faith healers than seeking advice from health care professionals even if it is free of cost because of assigning different reasons and causes to their illness.

Another factor adding to the challenges associated with reputational resources is the lack of awareness among the general public about various issues like owing to the low literacy rate and local mindset, people in general are not aware about the consequences and complications associated with certain diseases like mental health disorders and diabetes as was found to be evident in Case 2 and 3 respectively.

“Well honestly speaking our people doesn't even know what depression is, they take it so casually because they really don't know where it [depression] could lead them” (Case2).

Moreover misperceptions about the quality of services and products that these social enterprises are offering is further adding to their challenges associated with building reputation. There is a dominant thinking pattern in the country that people usually perceive quality in terms of price so when healthcare social enterprises provide free or low cost solutions to their healthcare problems people in general usually doubt their quality as was found to be evident in Case 1.

“Yet another issue is that those who can afford to pay are often reluctant to visit us as they think we might not be as good as any other private setup and you yourself must have experienced this thing that even if you are getting something of quality at low rates

from a discount shop you are in doubt till the very end that whether it will work or not, so this is how it goes on here” (Case 1).

Hence from the analysis across all three cases (understudy), it can be observed that these healthcare social enterprises are struggling with establishing their market reputation and image due to several factors such as trust deficit, lack of consumer awareness and misperception about the quality of service stemming mostly from local culture, mental deadlocks, low literacy rate and less exposure of the people in the country.

Subversion

It is one of the two aggregate dimensions explaining how social enterprises understudy are trying to overcome the challenge of building goodwill and reputation in communities of interest.

Subversion can be described as the process by which social enterprises attempt to change and transform established social hierarchy associated with local mind set and conventional ways of mobilizing needed resources. Through with-in and subsequent cross case analysis, it has been observed that the all three cases understudy showed subversive attitude against different challenges posed by the scarcity of intangible resources such as reputational resource and socio-cultural environment of the country by actively engaging in Conscientization of different stakeholders. The analysis showed that Conscientization made these social enterprises more subversive and resilient in the face of continuous stress posed by the resource environment and the socio-cultural context of the country.

- **Conscientization**

It refers to the act of developing, reinforcing and/or changing consciousness. Through cross case analysis Conscientization was found to be prevalent across all cases in different forms such as sensitizing people religiously, using social proofs and aggressive engagement in advocating and educating people as a mean to subvert different social and cultural dilemmas, local mindset and challenges associated with building reputation among the communities of interest.

Use of religious references and rhetoric is found to be prevalent as a mean of conscientising and generating faith sensitive humanitarian responses in order to persuade different stakeholders such as using references from Quran, highlighting the importance of saving someone’s life in Islam.

Similarly in Case 1 and 2 using a faith centric appeal to subvert the social dilemma associated with gender discrimination in access to healthcare and misperceptions about mental health respectively by motivating people religiously and making them realize that women deserve equal care and treatment by highlighting the importance of women in Islam ,the role that women play in building their families and making them realize that just like any other illness mental health problems need equal attention and treatment and should not be perceived as punishment from God or Jinn possession etc.

Similarly though the use of religious sensitization was not found to be prevalent in Case 3 but conscientization unfolded rather somewhat differently i.e. in form of using social proofs such as asking their beneficiaries to share their experiences with others through video recorded messages etc. Use of social proofs as means of conscientizing

people in general and different stakeholders in particular to reassure about the quality and type of services that these social enterprises are offering was also found to be prevalent across other cases such as use of testimonials and involvement of local dignitaries in advisory boards or decision making bodies using their referent power was evident in Case 1 and use of stories of success and hope in Case 2.

Another way through which social enterprises are conscientizing the communities is by means of aggressively engaging themselves in educating the people through both formal and informal advocacy programs in an effort to subvert the misperceptions associated with different types of diseases and the associated consequences as evident in all the three cases under study.

Hence, analysis across all cases (under study) showed that social enterprises are actively engaged in conscientizing different stakeholders through religious sensitization, use of social proofs and aggressively engaging themselves in advocating and educating people as a mean to subvert different social and cultural dilemmas, local mindset and challenges associated with building reputation among the communities of interest.

DISCUSSION

Resources serve as the lifeblood of any organization owing to their crucial role in the development and sustainability of any organization (Penrose, 1959; Villanueva, Van de Ven, & Sapienza, 2012). Though majority of entrepreneurs face scarcity of resources (Baker & Nelson, 2005), however this problem is even more severe for social entrepreneurs and their ventures as they are inherently located in such markets that are marked by extreme poverty and resource constraints (Desa & Basu, 2013; Janssen, Fayolle & Wuillaume, 2018). Owing to the crucial role of resources for the survival and growth of social enterprises and the complexities of their operating environment, the present study by building upon the Dollinger's (1995) definition of resources identified several distinctive challenges associated with the mobilization of regulatory resources in the context of health care sector of Pakistan, a developing country with its unique socio-cultural and economic background, thus expanding the menu of resources the researchers have studied so far.

Reputation is one of the most important category of resources that could serve as a source of competitive advantage (El Namer et al., 2025) but unfortunately not well documented in studies addressing social enterprise resource constraints such as Doherty et al. (2014); Gras and Lumpkin (2012); Besharov and Smith (2014); Sunley and Pinch (2012); Urbano et al. (2017) etc. They are intangible image-based assets (Hall, 1992). The findings of the present study shows that health care social enterprises are striving hard to build reputation among the general public due to lack of customer trust which is consistent with the findings of Ciambotti and Pedrini (2019) and customer awareness with somewhat different causes that are deeply rooted in mental deadlocks that exist and misperceptions about the quality and the intentions of the social purpose organizations working in the country.

Through conscientization health care social enterprises are aggressively refusing to be constrained (Di Domenico et al., 2010) by different social and cultural dilemmas, local mindset and challenges associated with building reputation among the communities of

interest.

There is an array of literature highlighting the importance of moral and ethical aspects of Islamic values for promotion of sustainable causes and their use as a persuasive tool across both Muslim and non-Muslim countries such as DeHanas (2009); Rifat, Toriq and Ahmed (2020); Saniotis (2012) etc., however till date social enterprise literature appears to be silent on using Islamic and/ or more generally religious appeals to persuade different stakeholders. Given the fact that Pakistan is an Islamic state and majority of the population is Muslim (Khan, Najmi, Ahmed, & Aman, 2019), the findings of the present study suggest that health care social enterprises are playing around this fact and sensitizing the people religiously using Devine and social reinforcement to persuade and convince different stakeholders.

Moreover use of social proofs is found to be a dominant practice used by social enterprises not only to persuade different stakeholders but also as a mean to overcome different challenges associated with building their reputation. The use of social proof is quite dominant in marketing and social advertising, where it is used as a persuasive tool (Zarouali, Poels, Walrave, & Ponnet, 2018). Through findings of the study it is evident that health care social enterprises made use of social proofs such as testimonials, success stories etc. to influence its stakeholders, also social enterprises are found to be using the referent power of local dignitaries by involving them in decision making and advisory boards to increase their credibility. Hence it can be argued that at times involvement of few stakeholders particularly those having referent power could serve as a social proof for other stakeholders increasing their confidence on the social enterprises.

Moreover healthcare social enterprises are also found to be engaged aggressively in educating and advocating the people about the cause which is consistent with the findings of scholars such as Azmat et al. (2015); Di Domenico et al., (2010); Preece (2014).

CONCLUSION

The present study expanded the repertoire of resource challenges faced by the social enterprises by identifying several distinctive challenges associated with building reputation and goodwill among communities of interest which are not well addressed in the literature and are peculiar to the social enterprises working in health care sector of Pakistan with its unique socio-cultural dynamics.

The study also provides detailed account of persuasion activities and proposes *conscientization* entailing religious sensitization, social proofs and educating and advocating different stakeholders about the cause, as a major persuasive tool for social enterprises particularly working in religiously bound and culturally sensitive countries like Pakistan

The study also has some limitations such as its qualitative nature limits the generalizability of its findings. Moreover the findings of the study are also limited to health care sector of Pakistan hence calling for more cross sector studies in future. Finally, the study also sets ground for future researchers to focus more on comparative studies across both developed and developing countries by highlighting several contextual nuances that could lead to varying results across the two worlds having different socio-cultural and economic dynamics.

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