

# Role of Social Entrepreneurship in Building Craftsmanship at Conflict-Hit Tourist Destinations: A Content Analysis

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## Abstract

The study aims to put forward a view on how social entrepreneurship can help in building craftsmanship. A Content analysis approach was used, making logical conclusions based on available data in different forms. To stimulate the research, an element of tourism destination was added to the search criteria while searching the databases to obtain relevant information in the literature review process. The study generated four key themes that assist social entrepreneurship in building craftsmanship of a region viz innovative approach, authenticity, modern marketing techniques, and holistic development. Academicians can utilize the outcome of the research study, research scholars for theory building, and further analysis in the subject area.

**Keywords:** Social Entrepreneurship, Conflict, Crisis-Hit Destinations, Jammu and Kashmir

## Introduction and Background

Social Entrepreneurship is a blend of passion for social mission, and an image of a determined, innovative business concern, the parlance of social entrepreneurship may be new, but the concept of Social entrepreneurship is not (Johnson, 2000). Social entrepreneurship extends as a contemporary approach for dealing with complex social problems and has increased attention (Cho, 2006). Dees, 1998 argues that though the idea of “social entrepreneurship” is attracting many towards it, social entrepreneurship has different connotations to various

individuals and organizations, which can be a perplexity situation. Also, Social entrepreneurship many times is confused with a normal NGO or a Not for profit organization. A social enterprise is more than that. It is a business concern that functions like any other business enterprise, but there is a difference in its primary motives. SE operates to earn and grow in wealth and economic benefits, but its main aim is to create an innovative approach towards a positive societal change. Apart from exclusively associating SE with not-for-profit organizations, many believe that any business enterprise includes an element of social responsibility that also comes under the ambit of social entrepreneurship (Dees, 1998). Social change can be in terms of economic benefits, environmental benefits, or alike, but the most imperative objective of SE is to create a positive impact on society and the world at large. It is about assessing, acknowledging, and utilizing the opportunities that lead to a social value (Austin et al., 2006) and provides a considerable innovative approach towards tackling the society’s problem (Hechavarria & Welter 2015).

Various parallel approaches exist in theories that aim to describe SE; though there is no explicit agreement, there seems to be a sign that the favorable societal implication of social entrepreneurship has assisted in stimulating scholarly endeavors (Cho, 2006). In today’s world, social entrepreneurship is a great way to bridge the gap between scattered economic distribution and the concentration of wealth among few individuals or corporates. It is a means

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to development and not the end itself; therefore, this study aims to gauge how social entrepreneurship helps build craftsmanship and its impact on society.

Apart from being a famous tourist destination, the Kashmir region has been recognized for its crafts and craftsmanship. Still, there seems to be a decline in craftsmanship and their allied works due to various reasons. Some are even considering switching to different job profiles to finance their requirements (Klamer, 2012). Today's economy calls for special skills to enhance the concept of creativity (Chartrand, 1988). The craftsmanship that includes handicrafts is paramount and contributes to the region's growth and other related sectors regarding economic benefits and employment generation. Craftsmanship being less capital intensive and more inclined towards labor can boost the economy of Jammu and Kashmir if planned strategically. There is a need for a proper plan in action to benefit from the industry most efficiently and effectively possible (Kramrisch, 1958); according to many authors, the crafting culture is also referred to as a cultural heritage, and the art of crafting is majorly transferred from one generation to another. The researcher explored the existing literature on social entrepreneurship and how it helps build its craftsmanship in the present research work. The study takes into account the academic works and focuses on how social entrepreneurs can assist the craftsman in earning and building their business while simultaneously taking care of society as well.

## Social Entrepreneurship

Social entrepreneurship may be defined as a mission-oriented, innovative approach for mutual benefit undertaken by individual social entrepreneurs, not-for-profit organizations, or a collaborative venture of both non-profit and for-profit enterprises (Pomerantz, 2003). It aims to identify the opportunities and create successful business enterprises to help the society and people living therein, especially in the countries of utmost poverty and shortage of opportunities. Also, the kind of impact business entrepreneurs have on the economy their social counterparts have on society (Mukkelli, 2015; Sofi & Authoy, 2016).

According to Dees 1998, Social entrepreneurs play an essential role in the progress of society and counter the various challenges in the way with absolute dedication

to being the changing agent with high accountability and at the same time being socially vigilant. Their main objective is to keep abreast with all the existing social problems and tackle them accordingly, to help elevate the society and its people from the present state of affairs towards betterment. People often hold the social entrepreneurs in a place of reverence because they allow society in several positive ways, leading to a dignified quality of life and security in terms of other aspects (Zahra, 2008). By combining new and innovative ideas, social entrepreneurs can help secure funds from public and private institutions for solving their complex social problems. Implementing strategies to solve pre-existing societal challenges is difficult (Babu & Pinstrip 2007). Local entrepreneurs undertaking economic activities in an innovative style form the basis for the development of a society (Valentina, 2015). Generally, craftsmen are oblivious to how innovation can help and increase the scale of their crafting business. Social entrepreneurs can assist the craftsman in realizing how beneficial an innovative approach is if properly utilized without any concession made towards the authenticity of the products. Many times tourists look forward to an original and authentic experience instead of the usual tourism activities; they try to escape from the new and modern methods and are curious to know how things are made by the craftsman using their traditionally inherited crafting art. Upholding cultural authenticity and respecting the traditional legacy is considered a prerequisite for better collaboration and understanding (Fons et al., 2011).

To encourage social entrepreneurship and its promotion, training, and development with modern marketing techniques must boost the business start-up culture and management traits to resolve the social issue and transform it into a better society (Alonso & Trillo, 2014). (Chandra, 2017) highlights that SE as an imperative organizational form allows social entrepreneurs a state of freedom in decision making and goes beyond the only aim of profit and wealth maximization. It also creates an opportunity for social welfare by providing a platform for utilizing shared resources for generating social value.

Although there is a contrast in commercial and social entrepreneurship objectives, several scholars state a relation between these practices (Austin et al., 2006; Peredo & McLean, 2006). Social entrepreneurship may work and involvement in economic activities,

but these activities are not the sole aim of the social enterprise; instead, it paves a way towards fulfilling a long-pending social change. The monetary gains earned are majorly utilized to attain the social objective for which the social enterprise came into being. The financial assistance required for running a social entrepreneurship model can either be earned by economic activities or by securing funds. The funding for social enterprises is provided for different reasons that may include interests in a social change or financial gains from the activities of a social enterprise or both. Based on funding, SE can be grouped under two main headings, i.e., for-profit and not-for-profit social enterprise, wherein social change and social mission is of paramount importance in both cases.

Although non-profit organizations run on similar lines to help bring about a positive social transformation, yet the style of operations differ as the SE model does not always rely on the funding for cause, relatively the profoundly rooted objective of positive social change and value addition is achieved by operating in the economic business environment and securing the surplus to help the cause of social change and transformation rather than multiplying it for increasing personal wealth. SE helps a significant way by acting as a catalyst and drive communities towards achieving sustainable development goals, yet there has been no mention of social entrepreneurship and the role it plays in societal development; the reason may be that there is still no consensus of definition and it has not been clearly stated as to what it uniformly means to everyone (Horne et al., 2020). Though SE has widely been in talks for its positive impact on society, it has been repeatedly quoted in public and political speeches. Little efforts are made to incorporate it in sustainable social development formally. To encourage social entrepreneurship and its promotion, training and development must boost management traits and business start-up culture to take up the social issue and transform it into a better society (Alonso & Trillo, 2014).

The activities undertaken by a social enterprise may include any of the opportunities earlier launched by entrepreneurs in any field they failed or succeed in, or else it can entail various other activities to earn and sustain the mission of adding social value (Masseti, 2008). In addition to the definitions above, SE is perceived and understood in different ways by authors and researchers;

there has been no widely accepted definition that could be referred to for uniformity in understanding (Dees, 1998).

## Craftsmanship

In today's economy, there is an increased shift towards the quality and authenticity of products and services, distinguishing it from the rest (Klamer, 2012). As defined by many authors, craftsmanship is a skilled activity by which the craftsman makes something of use by the skills he possesses, and generally the skills, and unique techniques are transferred or learned by a master of the craft. In India, in many instances, the crafting culture is transmitted from tradition and is carried from one generation to another. Due to urbanization and large-scale development of products and services, the craftsman feels neglected and cannot market their products at the prices expected for the hard labor they put in for its quality and authenticity (Kramrisch, 1958). The explosive growth and mushrooming of industries has led to a state of quality compromisation and further marginalized the craftsman by leaving them with few or no options to find buyers for their well-crafted products (Chartrand, 1988).

Craftsmanship which includes handicrafts, i.e., crafting with hand or handmade tools using inherited techniques, contributes a significant share to the economy of Jammu and Kashmir. There are various types of handicrafts in which both males and females work to earn their living, including *shawls making, silverware, carpet weaving, paper machie, gabba making, namdha making, wood carving*, and more. Though there has been a pool of craftsmen, yet the opportunity for earning a decent living from the crafting business could not be encased for a reason being poor accessibility, hilly terrain, harsh climatic conditions, inadequate infrastructure, and most importantly the political unrest which time and again hampers any activity and not just the crafting business (Rafiq, 2019). Since the handicraft profession has more to do with labor than being capital intensive, most people practice it even today either for their full-time income or part-time (Teeli & Mir, 2020). Suppose the products produced by the artisans with utmost precision are marketed appropriately. In that case, it will benefit them and allow them to secure good income and flourish crafting culture manifold (Shah, 2019). Right now, the environment is such that the next generation is not ready

to accept their ancestral heritage, transmitted from one generation to another and carry forward the traditional legacy of craftsmanship for the reason that it is not considered as valuable as it was before in terms of market availability and or economic benefits.

## Research Methodology

In the current study, secondary data was used, collected from various national and international academic journals. Also, some relevant data was interpreted by reviewing various international magazines on management practices and online research articles on social entrepreneurship using a content analysis approach. The method of content analysis for this study was adopted from the works of Krippendorff (2004), which assisted in the analysis of selected literature and allowed the aggregation of various statements under common themes.

## Content Analysis

Content analysis is a methodology used in research to bridge the gap between abstract ideas and logical conclusions. (Gheyle & Jacobs, 2017) mentions that content analysis helps amalgamate various data sources like texts, images, etc., into meaningful inferences. It is often referred to as a research method that allows obtaining reliable and valid inferences from analysis of different texts and data sources (Krippendorff, 2004), and in this study design, the procedure proposed by (Krippendorff, 2004) has partly been incorporated, and the categorization has been done accordingly.

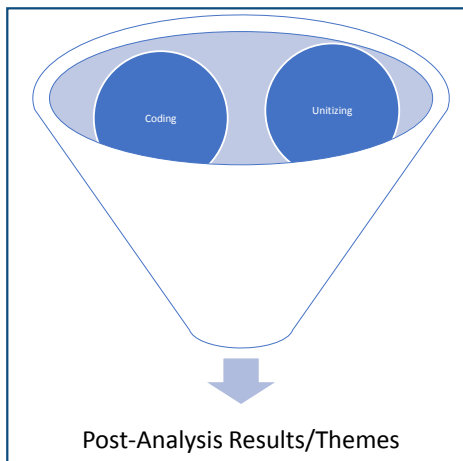


Fig. 1

- Unitizing:** This is the selection of segments for analysis of the study, which represent the population in its entirety, and to obtain reliable outcomes, relevant units must be selected which are about the research objectives (Krippendorff, 2004). Various academic journal articles, peer-reviewed articles, academic works emphasizing social entrepreneurship and how it helps impart positive synergy among artisans were selected. Based on the general outlook 147 articles, research papers were selected out of 270 in total after properly refining the search criteria according to the research objectives of the study, and the most appropriate academic work in consonance with the research objectives was taken into account for further analysis with an element of crafting culture.
- Sampling:** The method of purposive sampling was incorporated in the study for selecting the published work. The selection was made basis the relevance of the work and its linkage to the research objectives (Krippendorff, 2004). The review of the literature was done from 2001 to March 2021. Three main keywords, Social entrepreneurship, Craftsmanship, and Tourism destination, were searched for related articles in the databases, i.e., Sage Database, Science Direct, and others. To avoid duplication of citations, references were merged. A detailed database record and the appropriate search criteria were maintained with the number of articles included and excluded during the review process.

Table 1: Key Themes for Search

Database: Science Direct 2001 – 2021' (Advanced Search)				
Keywords	Fields	Search Criteria	No. of Articles	Articles Included
Social Entrepreneurship and Conflict Tourism and Definition and Handicrafts	Key-word-Handicrafts	Research Articles 1990-Present	45	22
Social Entrepreneurship and Craft-manship,	Not Specified	Research Articles 1990-Present	28	8

Tourism destination and “social entrepreneurship” and artisans	Full Text-Tourism destination	Research Articles	38	7
<i>Database: Sage Database Nov 20 – Mar 21’ (Advanced Search)</i>				
“Social entrepreneurship” and Crafting and Artisans and tourism.	Not Specified	Research Articles 1990-Present	19	6
Craftsmanship and social entrepreneurship	Keyword – Tourism	1990-Present	8	6
<i>Database: Other Database Nov 20 – Mar 21’ (Advance Search)</i>				
“social entrepreneurship” and artisans	Not Specified	1990-Present	9	3

- **Recording/Coding:** Recording eliminates and minimizes the gap between an idea and inferred from the meaning of its text or images by different authors/authors in the review process (Krippendorff, 2004). In Content analysis, coding is the same procedure as it is done in coding various answers in the survey method. The researcher meticulously reviewed each item, and in the process, specific vital terms/ideas evolved, which were common in all the literature with different connotations. The researcher amalgamated various statements in the literature reviewed into codes using MS-WORD. They further communicated a shared meaning (category), giving rise to four different themes in this study. The various ideas that communicated the same purpose using different terminology were categorized under a common theme under a specific subdivision.
- **Inferring and Narrating:** Comprehending the results better, questions posed by the research must be answered during content analysis ( Krippendorff, 2004). In the review process, four different themes evolved, having a common ground in the relevant literature included for this research’s study purpose. Innovative Approach, Authenticity, Modern marketing techniques, and Holistic Development are the key terms

that germinated during the literature review, and the researcher enumerated the various ideas having common ground for the development of craftsmanship by way of social entrepreneurship. The inferences from the relevant texts imply that for the better development of crafting culture in a tourist destination, Social entrepreneurs must be acquainted with innovative approaches rather than only relying on the traditional practices. The new and upgraded marketing strategies with paramount importance for securing authenticity of the product was detailed out during the study and how it helps build a conducive economic environment to help craftsman earn as well as fulfill the first and foremost objective of a social enterprise, i.e., solving the social problem by the monetary gains so made. The researcher has narrated the outcomes after due inferences from the literature review and presented the same by way of four major themes in the research study.

### Discussion

In the content analysis process, the items were selected during the literature review, and in turn, ideas were generated after a thorough review. The ideas and items communicating the same meaning using different terminology were categorized under a common theme to represent them under a specific subdivision. The generated themes were then discussed in line with previous literature and the work done by various authors related to these ideas. The main themes from the review are innovative approach, authenticity, modern marketing techniques, and holistic development.

### Innovative Approach

The implementation of a new and innovative approach towards resolving the pre-existing social issues that are complicated can be addressed better by minimizing/eliminating the traditionally adopted strategy with a new and modernized innovative strategy. The innovative approach can also help a social enterprise to solve complex and challenging social problems (Zhang et al., 2020), and it is imperative to have a creative spark in the functioning of social business enterprise and not be limited to specific methods only (Ahmed et al., 2020). Incorporating innovative techniques in the functioning of social entrepreneurship can help the social entrepreneur

assist craftsmanship better by providing them with new and updated technical know-how to increase production by efficient utilization of resources.

Parthiban et al. (2020) argues that to develop a product in collaboration, rather than individually by an enterprise and when the customers request a product innovation, they face severe resentment from the artisans as it harms their customer's beliefs. So, to benefit from the innovative approach, the social entrepreneur must incorporate the innovative methods in sync with the thoughts and customs of the craftsman. Due to the shortage of avenues, social entrepreneurs aim to provide a practical and innovative solution to resolve the social problems along with the development of craftsmen, but social entrepreneurs should also try to help the craftsman to produce more and take into account all the relevant input from stakeholders with minimal negative impact. Keeping the traditional legacy intact and without hurting the sentiments and beliefs of the craftsman. The methods adopted should be such that they add to the productivity and marketing factor and at the same time not contradict with the customs and old style of crafting to avoid any resentment by the craftsman. The literature suggests that implementing new and improvised methods in the crafting culture can help rebuild the craftsmanship and their traditional legacy, as the age-old practice of craftsmanship has turned obsolete and needs proper up-gradation to attract customers.

## Authenticity

It is not only the crafts and the art of craftsmanship that has been transmitted over time from one generation to another but also the cultural identity of the craftsman (Daya, 2014). The cultural instincts and innate qualities of artisans differentiate their work from others in the business. Social entrepreneurship must incorporate a proper mechanism to safeguard and uphold craftsmanship and its traditions to distinguish it from an unauthentic source or not genuine. By preserving the traditional aspects of craftsmanship and allied activities in any business environment, including the one that exists in a tourist destination like Kashmir, does not imply that you need to modify the established history, but to help provide the customers with authentic and genuine products with an improved design signifying the traits of the ancestral legacy of the craftsman. Social entrepreneurs can help build in small scale joint ventures;

wherein many craftsmen can develop their products under the same roof and in turn that can be showcased and turned into a tourist attraction wherein tourists can even participate in an authentic experience of creating products by way of Paper Machi, Willow work, etc., or else a craft tour in the downtown area of Kashmir can include visits to crafting places and gives the tourist a real-life experience of the crafting activity. Apart from just visiting a craft manufacturing unit, tourists can even participate in the crafting activities and purchase the product from a genuine and first-hand authentic source.

Busch and Palmas (2016) mention that you need to be careful with the presumptions about the term authenticity as, in many cases, it is overhyped, and the meaning is confused with different connotations. There is an increased interest of tourists regarding an authentic experience limited to tourism activities and about visiting places specifically to observe and know the crafting culture and participate in it.

## Modern Marketing Techniques

The marketing methods employed should be dynamic and best suited to include appropriate elements in the marketing mix to retain already existing customers and acquire new customers (Purohit, 2020). Modern marketing techniques not only provide viable avenues but also helps a social enterprise to build value in society (Srivetbodee & Kraisornsuthasinee, 2017). New generation ideas can benefit from the blend of traditional crafting culture and modern marketing techniques to enhance productivity and market share. When a social enterprise integrates innovative ideas in the marketing techniques, it not only boosts and enhances their market image but helps them grow immensely. To promote Kashmir as a tourist destination, many marketing promotional campaigns are launched in different parts of the country and world by the Department of Tourism and allied organizations. Social entrepreneurs can encash this opportunity by sponsoring the events and help develop and strengthen their visibility to assist the ancient crafting culture to attain national and international recognition, which is otherwise difficult and compete with the new age modern artforms.

By providing modern marketing techniques, a social entrepreneur can provide the craftsman an international platform to showcase and market their products at a

higher price. Also, implementing new and improved marketing techniques fosters growth and assists in developing a tourist destination. According to Chatterjee (2020), socially innovative marketing techniques not only helps value creation for an enterprise but the change that is followed leads to a decline in poverty and lack of opportunities.

### Holistic Development

The positive impact of social entrepreneurs on society magnifies the development in all aspects of society and strengthens the crafting culture through economic and social benefits. Social capital so procured is utilized by building a sound and viable social business enterprise that can accommodate the local community practices. The craftsman can inculcate the traditional legacy and ancestral crafting culture to have an environment of holistic development in the region. Zhou (2017) states that local community participation and perception are prerequisites for the region’s overall development. The

progress within society results from many efforts by different stakeholders, and social entrepreneurs and artisans play an essential role in the development of society. The social enterprise aims to counter the critical yet imperative challenges of the community in an efficient way. In the process, it creates a conducive environment for operating any business concern. Social entrepreneurs can bring stability and help artisans with the overall expertise and management traits that would otherwise have been unavailable for the crafting people.

According to Santos et al. (2017), involving the community in social entrepreneurial activities leads to a sustainable organization, which helps improve human capital and the progress of society. Practicing tourism activities responsibly is of paramount importance, and to develop crafting culture by way of social entrepreneurship, a holistic strategy by the social enterprise is required, as it will assist in the progress of community development and increase the scope of market size for the craftsman to showcase their authentic products.

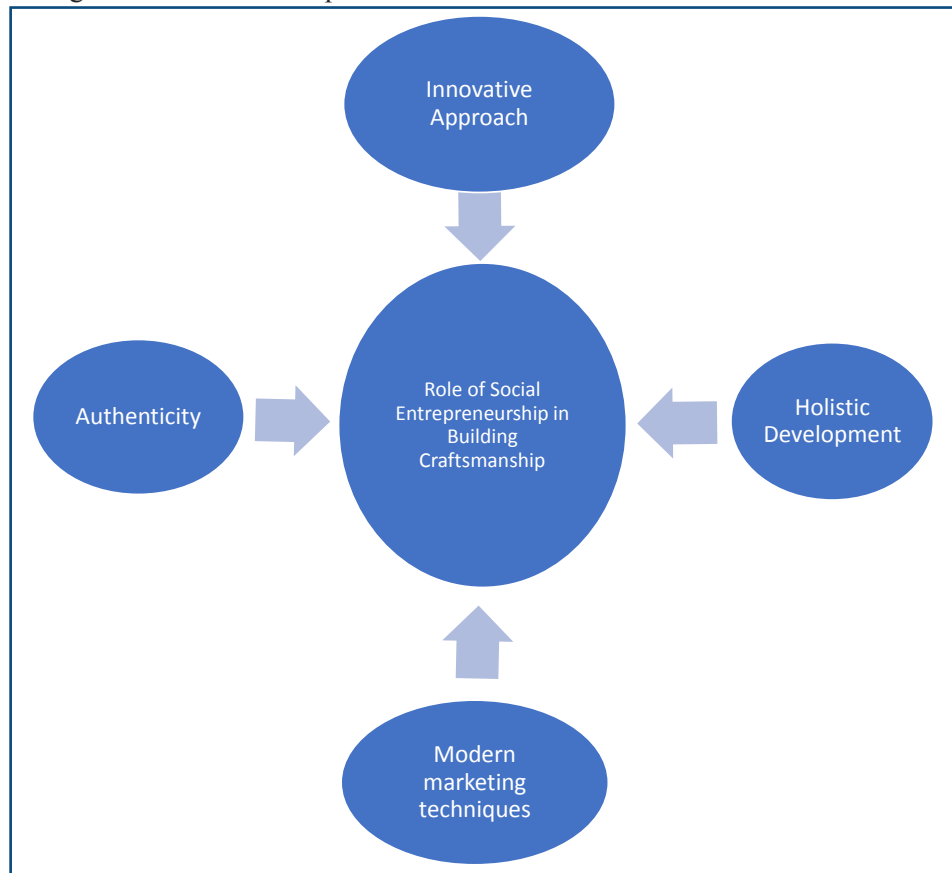


Fig. 2

## Conclusion

The study was conducted to understand better how social entrepreneurship helps build craftsmanship in a tourist destination; it included a content analysis approach given by Krippendorff (2004) to analyze the available literature on the topic. The content analysis technique gave rise to different uniform themes to most social enterprises and assist in the development and progress of craftsmanship. Furthermore, the analysis of the literature enabled us to know how the mentioned four themes/key terms converge and help a social enterprise through; Innovative Approach, Authenticity, Modern marketing techniques, and Holistic Development to stand out of the crowd to help the enterprise earn and utilize the earned profit for the betterment of the cause/objective it started for in the beginning. As discussed, the practices of social enterprise run parallel to their business-oriented brethren. Still, there are significant differences in both the terms' parlance (Shaw & Carter, 2007).

Social entrepreneurs have to be vigilant and updated with the technology and latest trends to benefit from the resources available. Instead of just following the traditional business model, a hybrid of traditional and modern methods can help the social enterprise and turn the craftsman significantly. Social entrepreneurship tries to converge all its resources to support and improve the society to solve a long pending problem/challenge, and in doing so, it becomes a means to provide various opportunities to the relevant stakeholder associated with it.

## Limitations and Directions for Future Research

Although the study provides specific critical themes on the uniformity of social entrepreneurship, there is a further scope to investigate and broaden the research area. Also, there has been limited access to the available literature. The time constraint did not allow the researcher to have in-depth interviews with the potential stakeholders to understand their situation better. In the present study, social entrepreneurship and craftsmanship association were assessed based on the previous literature using content analysis (qualitative technique). So, future research should be carried out to determine the relationship of social entrepreneurship with other variables

like incentives provided by the government to help social entrepreneurs progress, etc., using a quantitative method or mixed-method approach. To grasp a more detailed version of how much immediate impact social entrepreneurship has on society, future research based on quantitative methodology will help better comprehend its impact on society and the craftspeople. It will also help us analyze the problems, if any, and know the various avenues available to assist social entrepreneurs in building a viable crafting concern. The other techniques that could be incorporated in future research studies can include Bibliometric analysis or metSEM, wherein a detailed mixed method approach could be adapted better to ascertain the relationship between the variables in the study.

## Acknowledgment

This research was funded by the Indian Council of Social Sciences Research (ICSSR), New Delhi, under Research Programme sanctioned (F.No:02/26/2019-20/MJ/RP) Dated: 3-12-2019)

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