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Muskaan: How to Ensure Sustainability

9B18M101

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Case (PDF) • 10 pages

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▼ About This Product

Muskaan, a social enterprise based in Delhi, India, trained adults with intellectual disabilities to help bring them closer to mainstream society. The organization firmly believed that the “human mind is designed for learning,” and that everyone, including those with intellectual and developmental disabilities, had the potential to succeed in doing great things in life. Muskaan had two revenue sources: grants, and income from the sale of goods produced by intellectually disabled craftspeople. In 2016, more than 11,000 Indian non-governmental organizations lost their licenses to receive foreign funding. Dr. Shanti Auluck, Muskaan’s founder, worried that the funding needed for her business model might also soon dry up. To survive, grow, and ensure the sustainability of her social enterprise, Auluck had to change her business model and prepare a new business plan.

▼ Learning Objective

The case can be used in a graduate or postgraduate-level program in courses on traditional or social entrepreneurship to demonstrate how social entrepreneurs can be successful in the face of challenges posed by societal, economic, and cultural constraints. After working through the case and assignment questions, students will be able to do the following:

- Understand the ecosystem of a social enterprise.
- Understand value creation and market orientation in a social context.
- Analyze and address the various challenges of social entrepreneurship.



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