ABSTRACT

These days there is a change in mindset to map Indian entrepreneurship, may it in conventional industrial arena or in the upcoming social enterprises. Entrepreneurs are adorned for the work they have been engaged in and game-changing potentials of their work rather than in brain-numbing statistics rolled out on end-results. Heartening to note a brigade of social entrepreneurs is filling the development space in a big way the State as well as the Non-Government Organizations (NGOs) failed to do. Called as reformers and revolutionaries across wide spectrum of society, these social entrepreneurs make fundamental changes in the way things are to be done in the social sector. Though they may act locally, their actions have the potentials to gain attention national as well as global level, may it be in education, healthcare, environment, arts, or any other social sector.

In this paper an attempt is made to analyse social venture thru VRIO model which is normally used to gauge the strategic resource-based view of business firms. Normally the basic strategic process begins with a vision statement, percolates through objectives, internal and external analysis, strategic choices and strategy formulation and finally strategy implementation. VRIO is an acronym for: the question of Value, the question of Rarity, the question of Imitability and the question of Organization, a framework developed by well-known management guru Jay Barney.

This paper tries to assess Dr.M.Mohan Alva’s educational initiatives in a small town Moodubidire in Dakshina Kannada district of Karnataka State by applying VRIO model. He made some revolutionary changes in higher education in short span of time by establishing various educational institutions in Moodubidire. He has vision to transform this less-known historical temple town into a thriving educational-hub. Today, he has a vast array of institutions in various disciplines where social transformation is becoming a reality which India was waiting for long. Alva’s Education Foundation (R) name is synonymous with discipline, punctuality, humility and fulfillment.

Keywords: Social Entrepreneurship

INTRODUCTION

Social entrepreneurs are rare species in the genus entrepreneur. They are entrepreneurs with a social mission. However, because of this mission, they face some distinctive challenges and any definition ought to reflect this. For social entrepreneurs, the social mission is explicit and central. This obviously affects how social entrepreneurs perceive and assess opportunities. Mission-related impact becomes the central criterion, not wealth creation. Wealth is just a means to an end for social entrepreneurs.

These days there is a change in mindset to map Indian entrepreneurship, may it in conventional industrial arena or in the upcoming social enterprises. Entrepreneurs are adorned for the work they have been engaged in and game-changing potentials of their work rather than in brain-numbing statistics rolled out on end-results. Though they may act locally, their actions have the potentials to
gain attention national as well as global level, may it be in education, healthcare, environment, arts, or any other social sector.

An entrepreneurs’ ability to attract resources (capital, labour, equipment, etc.) in a competitive marketplace is a reasonably good indication that the venture represents a more productive use of these resources than the alternatives it is competing against.

OBJECTIVE

The main purpose of this paper is to highlight the success story of Alva’s Education Foundation with reference to Alva’s College which is attracting the students all over the country and abroad and is organizing various academic and non-academic activities since its inception in 1998. While doing so, this paper also tries:

1. To understand the zeal of the Foundation to provide free education i.e. adoption scheme to meritorious students on the basis of marks, sports and cultural achievements, backward communities, physically challenged students etc.,
2. To understand the capacity of the college to execute non-academic activities such as sports, cultural etc., in addition to the academic activities.

SOCIAL ENTREPRENEURSHIP

Social entrepreneurs play the role of change agents in the social sector by adopting a mission to create and sustain social value (not just private value), Recognizing and relentlessly pursuing new opportunities to serve that mission, Engaging in a process of continuous innovation, adaptation and learning, Acting boldly without being limited by resources currently in hand, and Exhibiting heightened accountability to the constituencies served and for the outcomes created. One can note the difference between the ubiquitous business entrepreneurs and that of new breed – social entrepreneurs:

1. For social entrepreneurs, the social mission is explicit and central. This obviously affects how social entrepreneurs perceive and assess opportunities. Mission-related impact becomes the central criterion, not wealth creation. Wealth is just a means to an end for social entrepreneurs.
2. With business entrepreneurs, wealth creation is a way of measuring value creation. This is because business entrepreneurs are subject to market discipline, which determines in large part whether they are creating value. If they do not shift resources to more economically productive uses, they tend to be driven out of business.

ALVA’S EDUCATION FOUNDATION: AN OVERVIEW

Private sector initiatives in the business of providing education in critical disciplines of contemporary relevance have started making their presence felt. With private unaided education providing nearly half of the higher education in the state, it has been proved that there is considerable paying capacity within the Indian middle-class presumably, because of the high value attached to higher education. Alva’s Education Foundation is a private unaided institution which has contributed immensely to the society with various academic and non-academic activities with the following motto.

MOULDING A BETTER TOMORROW

Alva’s Education Foundation (R) established in 1995 with the vision of the founder chairman Dr. M. Mohan Alva, and has succeeded in making Moodubidire an educational hub in the south canara region, with 17,000 students pursuing various courses ranging from high school to post graduate courses in social sciences, pure sciences, engineering and management. AEF has become the centre of learning for the entire state of Karnataka. There are 18 institutes functioning under the banner of AEF and it also has students from countries like Sri Lanka, Nepal, Bhutan, Sudan, Switzerland etc. The commitment of AEF towards the society is evident from the level and quality of infrastructure created for the purpose of imparting traditional as well as contemporary education.
Moodubidire being a small town, the people around it found it very difficult to get quality higher education in professional and non-professional courses. They had to travel a long distance of 40-50 kms for graduation. Realising this difficulty, Dr. Mohan Alva thought of establishing institutions providing basic education starting from high school, pre-university, degree courses in general, then we also established institutions in medical sciences in particular, Ayurveda, homeopathy, naturopathy and yoga at graduate level and post graduate courses, Ayurveda and para medical courses like nursing, physiotherapy and medical laboratory technology. To fulfill this dream project Dr. Alva established AEF in the year 1995.

Dr. Alva has done all this in an age of liberalization, commercialism and consumerism. When entrepreneur look for profit maximization, he has channelled scarce resources to optional self-less social service. With his holistic view, he has contributed greatly to the social, cultural and economic growth of the society. Dr. Alva is that rare personality who is fully devoted and dedicated to social cause.

AEF aims at imparting quality education and to equip the young generation with all those skills and competence needed to cope with the fast changing phase of modern life. Emphasis here is always on high ethos, integrity and social commitment. It is a living philosophy here that the people from our society must be for the society.

The total education setup under AEF has been distributed under Mangalore University, Rajeev Gandhi University of Health Science, Vishweshwaraiyah Technical University, P U Board and Nursing Council of Karnataka. There are 3 medical courses, 4 paramedical courses and about 35 other courses in AEF.

Altogether 17,000 students are getting quality education at different institutions in AEF under the dynamic leadership of the founder chairman Dr. Alva. The teaching methodology here does not limit to the syllabus but it is extended to make students perfect by training regularly under personality development, cultural activities, sports and games, fine arts and other social training towards national integration under expertise and trained faculty. Indeed, the most unique plan of providing complete education which is rare and one of its kind provided under AEF setup.

Alva’s College is a unit of AEF founded in 1998 with the aim of training students through formal collegiate education and preparing them for life. The life here is a journey through education sprinkled with a variety of academic and non-academic learning. It is heartening to note that the majority of students are taking active participation in most of the programmes organised by AEF.

**VRIO FRAMEWORK**

The VRIO framework, in a wider scope, is part of a much larger strategic scheme of a firm. The basic strategic process that any firm goes through begins with a vision statement, and continues on through objectives, internal & external analysis, strategic choices (both business-level and corporate-level), and strategic implementation. The firm will hope that this process results in a competitive advantage in the marketplace they operate in. VRIO falls into the internal analysis step of these procedures, but is used as a framework in evaluating just about all resources and capabilities of a firm, regardless of what phase of the strategic model it falls under. VRIO is an acronym for the four question framework you ask about a resource or capability to determine its competitive potential: the question of Value, the question of Rarity, the question of Imitability (Ease/Difficulty to Imitate), and the question of Organization (ability to exploit the resource or capability).

1. **The Question of Value**: “Is the firm able to exploit an opportunity or neutralize an external threat with the resource/capability?”
2. **The Question of Rarity**: “Is control of the resource/capability in the hands of a relative few?”
3. **The Question of Imitability**: “Is it difficult to imitate, and will there be significant cost disadvantage to a firm trying to obtain, develop, or duplicate the resource/capability?”
4. **The Question of Organization**: “Is the firm organized, ready, and able to exploit the resource/capability?”
The VRIO framework can be used to assess the future success of a firm’s current resources and capabilities as well as assessing the success of potential changes to the firm. The easiest way of applying the VRIO framework is go through each question in order to assess the competitive implications and economic implications. Below is a chart that goes through the different possibilities and outcomes of applying the VRIO framework.

<table>
<thead>
<tr>
<th>Valuable?</th>
<th>Rare?</th>
<th>Costly to imitate?</th>
<th>Exploited by the organization?</th>
<th>Competitive implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td>Competitive disadvantage</td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
<td>Competitive parity</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>Temporary competitive advantage</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Unexploited competitive advantage</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Sustained competitive advantage</td>
</tr>
</tbody>
</table>

**ASSESSMENT OF AEF WITHIN VRIO FRAMEWORK**

An attempt is made here to assess Alva’s Education Foundation (AEF) within VRIO framework.

1. One, the question of ‘Value’. For this purpose, the question is rephrased: “Is the college is able to exploit educational opportunity or neutralize an external threat with the resource/capability?” In these years, AEF has made special efforts in value additions to conventional degree course which other institutions are not giving. They are: Coaching(CPT, IPCC, CS, Banking Exam) Cultural performance training, Mini Research Projects, Personality Development Workshops, Industrial Visits and Tours, Student-Faculty Programme etc.

2. Two, question of ‘Rarity’. The rephrased question is “Is control of the resource/capability in the hands of a relative few?” It is the privilege to mention the rare resources Alva’s College possess that other institutions are finding it very difficult to fetch. They are the location, beautiful campus, infrastructural facilities, and dynamic leadership. Apart from these, the rarest of these initiatives is the student’s adoption scheme. A step ahead from providing education is “free education” with free food, accommodation and total fees exemption. In the year 2012-13, out of 17,000 students of our institutions, 2,500 students are brought under this scheme. This facility is provided from 1st year till the end of their course. This scheme is open to all the deserving students irrespective of their caste, creed, religion, community etc. Beneficiaries are chosen under the following 5 categories viz., Meritorious category, Excellence in Sports category, Excellence in cultural performances category, Physically challenged category and Socially Backward category.

3. Three, question of ‘Imitability’. “Is it difficult to imitate, and will there be significant cost disadvantage to other colleges trying to obtain, develop, or duplicate the resource/capability?” Of course, it is quite difficult for others to do it. One can say that Alva’s college has created its own niche in the field of education where others can’t imitate so easily. They can be listed as: students from abroad, abundant talent, costly for others, sustained competitive advantage etc. Can a degree college employ 22 physical directors/coaches to train athletes?

4. Four, question of ‘Organisation’. “Is the college organized, ready, and able to exploit the resource/capability? Answer is yes. It is privilege for the Alva’s college that it has well-structured organization which has social acceptance of its own in the field of education. Able leadership, organization structure, library, auditoriums, transport facilities, labs, social acceptance organizational synergy, reporting system, organization control system, decent compensation packages and others.
SNAPSHOTS OF MAJOR ACHIEVEMENTS OF AEF

**Academic Achievements:** In the past 14 years, Alva’s College has been training young men and women through formal collegiate education and preparing them for life. The Alva’s College was established in 1998 by AEF and the students here get an opportunity to be trained and develop intellectually, physically and spiritually. The life at Alva’s College is journey through education, sprinkled with a variety of academic and non-academic learning.

In academic section, the college has been getting more and more ranks and good percentage of results (above 90%) since its inception and it is the privilege to mention that in the recent years, the college is getting highest number of ranks and stood First in Mangalore University results. In academic year 2011-12, the college got 29 ranks both in UG and PG courses.

**Alva’s Virasath – A Cultural extravaganza:** It is a national cultural festival held during January every for the last 19 years. This cultural festival comprises music concerts in the first session and dance performances in the second. Artists of national and international renown from all parts of India are invited to perform. In music also classical, vocal and instrumental and glorious folk varieties are rendered on this occasion. It is Dr. Alva’s conviction that art has an importance place in human life. It has become a much awaited cultural festival and this vocation is graced by many art loving foreign nationals. Alva’s Virasath Award is given in the recognition of the Artist’s contribution to Indian culture.

**Alva’s Nudisiri:** Generally, the literary meets held at district, state or national levels ignore the concerned. Dr. Alva realizing this injustice, thought of organizing Alva’s Nudisiri and interested people can participate in this 3 days kannadasahithyasammelana regularly held in the last week of Nov. every year. This is the most ideal and systematic event which other institutions can follow. Free food and accommodation is provided to the delegates and invitees and the most eye catching stage setting, exhibition of books, painting and antiques, attractive cultural performances by artists from different parts of the state are being arranged here. Special honour and felicitations to great personalities of the state who have recorded outstanding achievements in different fields like kannada literature, theatrical music and dance, folk arts is done. Totally this event aims at creating awareness among youth regarding the protection and promotion of the development of kannada language which has the great heritage and supremacy of its own.

**Independence Day Celebration:** AEF celebrates a grand Independence Day function at Vidyagiri Campus every year. The media claim that this stands next to the celebration at Redfort New Delhi in terms of no. of people participating. In the year 2012-13, 3000 students came dressed in the tri-colour and created a spectacular event.

**Alva’s Chithrasiri:** A three days state level art camp is organized every year as a curtain raiser prior to the Alva’s nudisiri. It has been a great platform for younger artists to display their talent. The artists create paintings on the spot throughout the day and there are landscapes, portraits, modern arts, sculpture, water colours, graphics etc., Every year, Alva’s chithrasiri award will be conferred to the renowned artists of the country.

**Alva’s Deepavali:** It is being celebrated every year and the importance of this festival will be made known to the students by performing the rituals of Deepavali and the story and theme of Deepavali will be provided to the students by performing the cultural programmes.

**Alva’s IftarKoota:** This is being celebrated during the occasion of Ramzan, the holy festival of Muslims. The Iftar begin with namaz breaking of the daily fast in true spirit of the tradition. The event will be ended with meals and thousands of people including the students of diverse culture and religions participate in the iftar meet every year.

**Alva’s Teacher’s Day Celebration:** Every year the Teacher’s Day will be celebrated on 5th Sept. where the Best Teacher award will be given by inviting the famous teachers for their outstanding performance in the undivided south canara district.
Alva’s Graduation Day: It is celebrated every year and the final year students of different institutes of AEF participate in this day. The students dressed in the traditional attire were presented a scroll by the various dignitaries to make the completion of their graduation. It is an annual feature of the AEF’s Academic calendar for the past 10 years and parents of the graduating students also participate in the function.

Alva’s Pragathi- Placement: The banner of AEF has again reached the heights of achievements by achieving this – a cause driven placement drive. Alva’s pragathi-2012 has witnessed over 15,000 job aspirants applying for various positions in 163 companies who participated in this placement drive. ChikkaballpurUdyogaMela2012 is a cause that aims at connecting thousands of unemployed rural and semi urban youths to the opportunities offered by the fast growing economy.

Alva’s YakshaganaAdhyayana Kendra: Seven years ago AEF started a study centre. The students who learnt yakshagana previously are adopted by the AEF and along with the academics, they practice yakshagana every day in the evening from 4-30 to 6-30p.m. Every year, nearly 15 students are adopted based on their performance. There are three categories in Alva’s Yakshaganacentre viz. Junior Team from high school section, semi juniors from P.U College and senior team from U G and P G students. Our senior team has made a great achievement in this field. They have won the first prize consecutively from the last 5 years which was conducted by the Mangalore University. It is small token of gratitude to the great art from AEF so that it will be carried forward to the next generation.

Alva’s RangaAdhyayana Kendra: It is a unique school of study of theatre along with the curriculum which helps overall development of the students. For the last 10 years, the dramas have been enacted with the great success. The theatre has been giving opportunities to thousands of students to showcase their talent on the stage. The centre has honoured hundreds of artists. Makkala Mayaloka, Ekadashanana, Devavruddaru have won national and international awards and also won Rangaprashasthi Award. The plays staged by Kendra have won 6 consecutive national awards during University youth festival. The centre also arranged training in Purulio- Lion dance of west Bengal, Indian musical instruments, material arts and mime. The students of the centre have performed at various places all over the country and abroad.

The infrastructure facilities available at the Kendra include photographs, stage settings, various musical instruments, costumes, masks from various regions as well as numerous books of dramatics provide much needed aid for study at the centre.

Alva’s Cultural Team: The cultural team of Alva’s college has performed various shows covering all most all districts of Karnataka state, many parts of India and abroad. The college team has bagged the overall championship in the following competitions, fest etc., during the year 2011-12. Inter collegiate music competition held at University College, Mangalore, Vivekananda Jayanthi variety competition held at Vivekananda College, Puttur, Inter collegiate cultural festival held at Mangalagangothri, Karaoke competition held at yugapurushakinnigoli, Fisco festival, variety competition held at Fisheries College, Mangalore etc.,

Programmes in Abroad: Over 80 student artistes from the AEF presented a spectacular heritage cultural festival in Dubai, Abudabi and Bahrain in the month of January 2013.Decennial Nudisiri as ‘VishwaNudisiri’ a ‘World Kannada Conference’ and ‘VishwaVirasath’ Cultural meet is scheduled next year from 19th to 22nd December 2013 at Moodbidri. As part of VishwaNudisiri, Units (Ghataka) will be set up in Gulf Countries like Dubai, Muscat, Bahrain etc to spread Kannada language and its cultural heritage where more number of Kannada lovers exists.

Alva’s Sports Arena: The sports activities in the college have grown leaps in bounds in terms of number and level of performance. Dr. Alva, who is the moving force behind the exemplary performances of athletes, has assiduously worked for the past 25 years to make Alva’s force to reckon within the sports arena. In the academic year 2012-13, 210 students from UG and PG courses have been adopted for sports scholarships. Students of the college have bagged 12 medals at national level athletic meets held at Pune and Cochin in the year 2012. In Nov. 2012, AEF hosted the 32nd sub junior
national ball badminton championship. Subsequently AEF hosted the league matches of All India Women Ball Badminton championship at Moodubidire. The table given below summarises the Achievements in University Level in 2012-13:

<table>
<thead>
<tr>
<th>Sl No.</th>
<th>Events</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Athletics</td>
<td>Winners</td>
<td>Winners</td>
</tr>
<tr>
<td>2</td>
<td>Cross Country</td>
<td>Winners</td>
<td>Winners</td>
</tr>
<tr>
<td>3</td>
<td>Weightlifting</td>
<td>Winners</td>
<td>Winners</td>
</tr>
<tr>
<td>4</td>
<td>Badminton</td>
<td>--------------</td>
<td>Runners</td>
</tr>
<tr>
<td>5</td>
<td>KhoKho</td>
<td>Winners</td>
<td>Winners</td>
</tr>
<tr>
<td>6</td>
<td>Best Physique</td>
<td>Runners</td>
<td>--------------</td>
</tr>
<tr>
<td>7</td>
<td>Kabaddi</td>
<td>III Place</td>
<td>Winners</td>
</tr>
<tr>
<td>8</td>
<td>Wrestling</td>
<td>Winners</td>
<td>Winners</td>
</tr>
<tr>
<td>9</td>
<td>Chess</td>
<td>--------------</td>
<td>III Place</td>
</tr>
<tr>
<td>10</td>
<td>Handball</td>
<td>Winners</td>
<td>Winners</td>
</tr>
<tr>
<td>11</td>
<td>Powerlifting</td>
<td>Winners</td>
<td>Winners</td>
</tr>
</tbody>
</table>

Source: Compiled from College Physical Education Dept.

The college has carved a niche for itself in state level sport and games. It can be summed up as follows: State championship in junior state amateur athletic meet held at Bangalore, Winners in Karnataka State Junior weightlifting championship both men and women section held at Sri Dhavala College, Moodubidire, Women Ball Badminton team secured I Place and women’s kabaddi team bagged I Place in State Dasara Championship, Men’s KhoKho team secured II place in State Dasara Championship, State Champions in junior state amateur athletic meet held at Davanagere, Winners in Karnataka State sub junior power lifting championship in women section held at Kundapur etc.

Tulu Samskruti Adhyayana Kendra: The college has started this centre in March 2013 for the study and development of Tulu language and culture etc.,

CONCLUSION

Social entrepreneurs are special breed of leaders and they are recognized as such. This definition preserves their distinctive status and assures that social entrepreneurship is not treated lightly. There is a need for social entrepreneurs to assist civil society find new avenues toward socio-economic progress.

Entrepreneurship requires ample number of productive human resources with multiple skills for a sustained period of time that can transform opportunities, provided by the economy, at the local, national and global levels. Three interconnected areas provide possibilities for mutually beneficial synergies through the flow of ideas and wealth, which could generate high level of dynamism. Entrepreneurs generally agree on the utility of education. However, there is potential to improve the relevance of subjects of study.

Alva’s College has reached a milestone in the field of higher education by making a tremendous development within the short span of time which no other institution could achieved in the history of
Karnataka. By applying VRIO model, it has been concluded that the institute has tried to retain the various values which are very rarely found in other institutions and one can assume that others cannot easily imitate them. With this, one can say that Alva’s is a strongest organisation where one can see able leadership, cordial relationship between employer and employee, human relationship with the society by maintaining social contacts through the various programmes.

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