

Growth strategies and long-term profitability of Social Enterprises

Learning Unit #21

University of Patras

Content

01 Social enterprises' growth and scaling up

02 Barriers to growth for social enterprises and ways to manage them

03 Growth strategies for social enterprises: Income Generating activities etc.

04 Strategic partnerships and the role of social enterprises in public/private partnership

05 Multiple Helix Approach

Parameters of Social Enterprises' growth

Social Impact growth

Hybrid Organizations

Multiple stakeholders



Mission Drift Risk



Viable business models



Survival over threats

Barriers to SEs' Growth

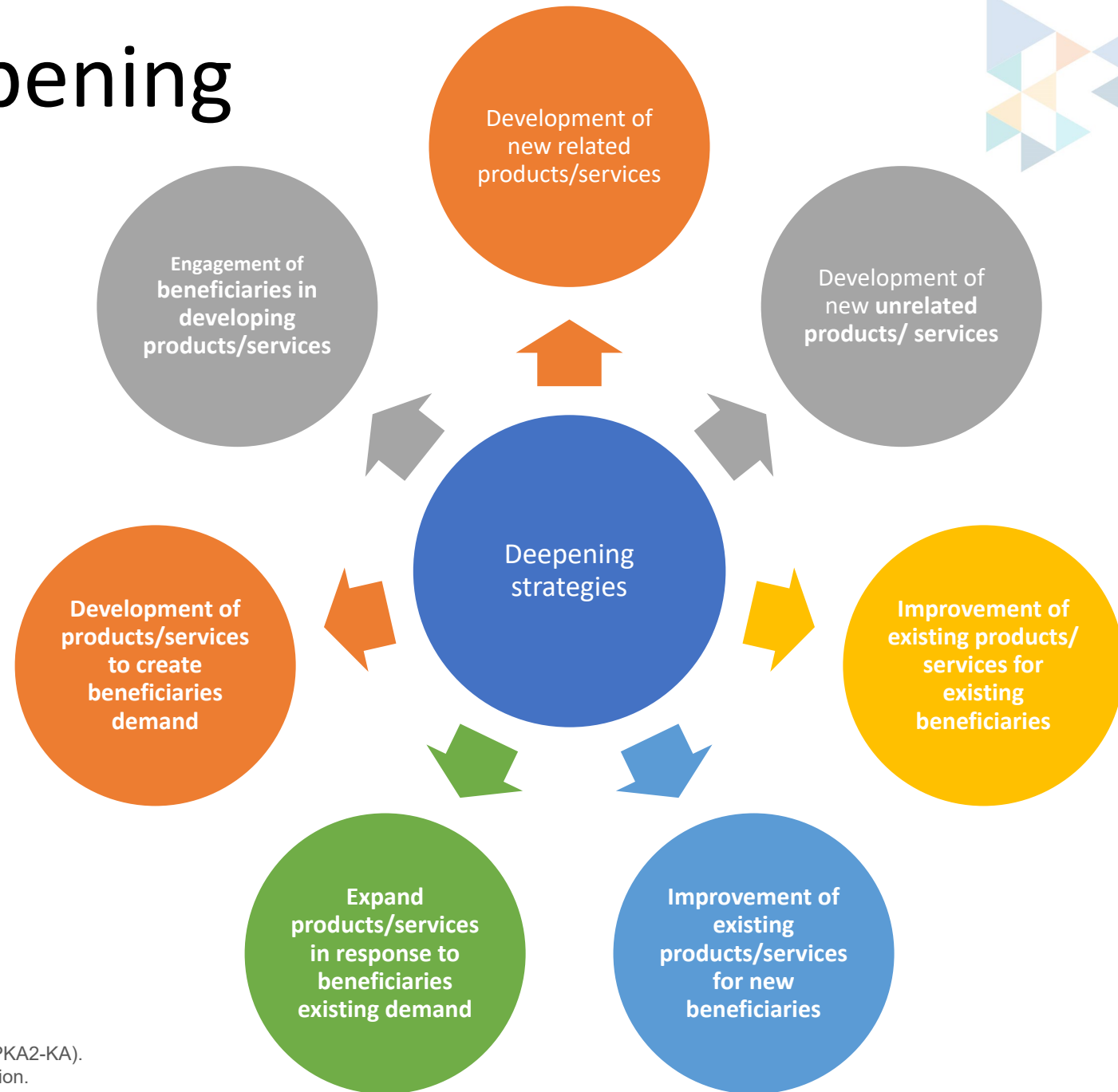




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Deepening



Branching

Creation of own local
branches

Preferable when
quality aspects and
knowhow is difficult
to be communicated

Resource consuming
and needs more
central coordination

Affiliation

Creation of **networks and relationships** with organisations that share a common social mission

Loose coalitions or formal partnerships between organisations which share common goals, practices and procedures

Agreements specify guidelines

Social franchising (rapid geographical expansion in a cost effective way)

Licensing, joint – venturing, micro-assignments

Dissemination

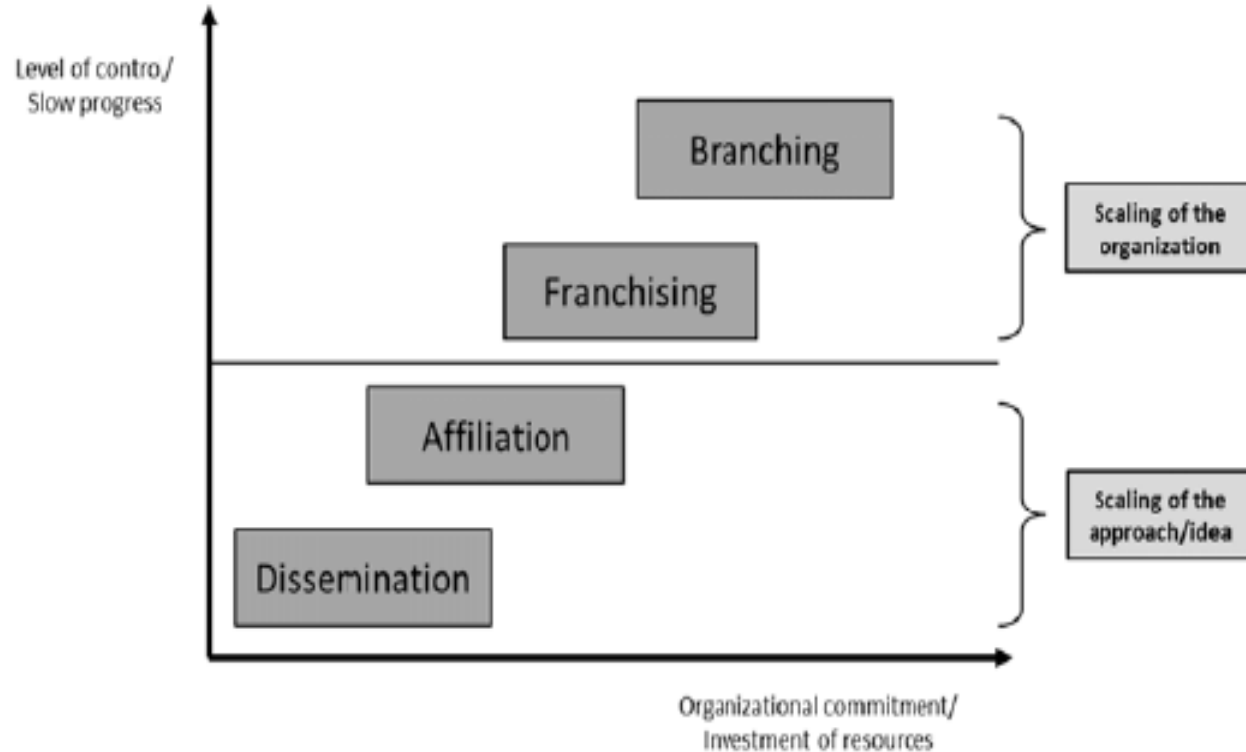
Promotion and sharing
to other entities ideas
and solutions for social
problems

Might imply diffusion,
spread, and open-
source change making
etc

Contributes to high
speed of change by
applying limited
resources

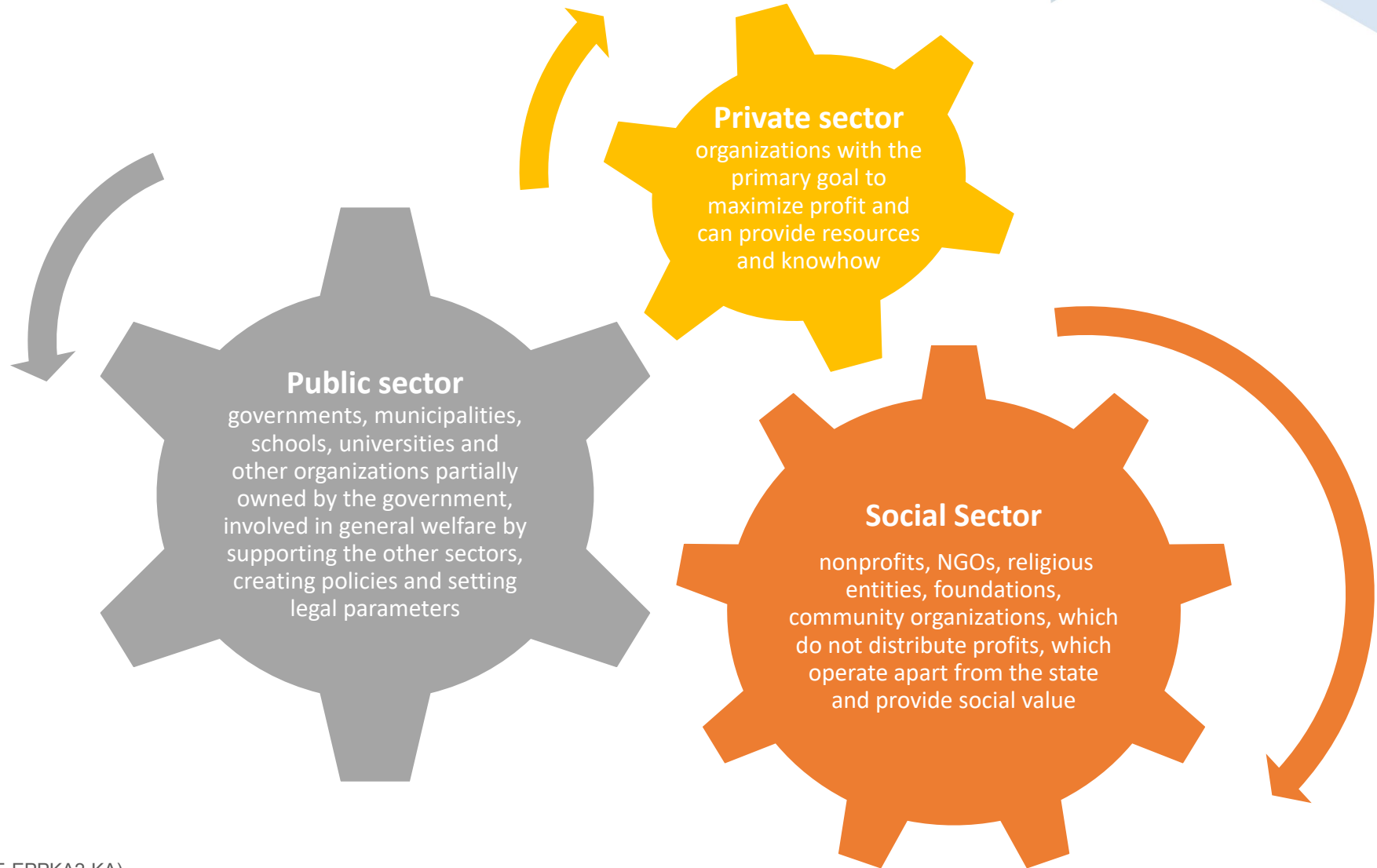
Even though it doesn't
require size expansion,
results in little control
over the new locations

How SEs decide about their growth strategy



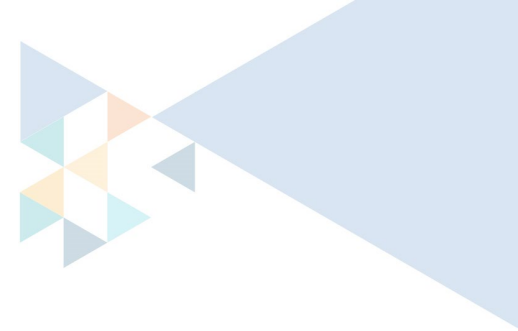
Source: Heinecke & Mayer (2012, p198)

Strategic partnerships



Benefits from Strategic partnerships





Thank you for your attention!