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## Requirements of scaling international social enterprises

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### Abstract

The paper aims to identify the requirements for social enterprise to scale internationally. The explicit research objective is to explain which requirements enable to scale social ventures internationally with success. The study employs multiple case study analysis based on systematic literature review used to identify papers examining international social enterprises. At total six cases were analysed using criteria of organisational capabilities included in the SCALERS model. The analysis showed that the most significant for scaling social enterprises internationally are: earnings-generation and alliance building; next staffing, communicating, and replicating. The less significant are lobbying and stimulating market forces. Existence of strong business model, neutral from market sources, well-resourced, recognised in public sphere associated with scaling up. The paper contributes by revealing that capabilities for ISEs scaling are differentiated in terms of their significance. Presented results go along with the observation that prior to scaling social impact basic operational model must show its viability.

**Keywords:** social entrepreneurship; internationalization; scaling; SCALERS

**JEL codes:** L31, F23

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## INTRODUCTION

The paper aims to identify the requirements for social enterprise to scale internationally. As most of the scholarship concentrates on national social entrepreneurship good practices and national settings, the issue of internationally operating social enterprises seems to be not-well researched. The 'social' aspect in the context of international entrepreneurship is also not always distinguished in the research (cf. Jones, Coviello, & Tang, 2011; Keupp & Gassmann, 2009). This was the main reason why this topic was chosen for consideration.

The explicit research objective is to explain which requirements enable to scale social ventures internationally with success. For this purpose the SCALERS model was chosen as the analytic framework (Bloom & Chatterji, 2009; Bloom & Skloot, 2010; Bloom & Smith, 2010a). In this exploratory research first the systematic literature review was employed in order to identify papers about international social enterprises (ISEs). At total six cases were recognised and coded according to the SCALERS criteria. These cases are: Benetech, Fairtrade International, KickStart International, Teach for All, Vestergaard Frandsen, and Viva Rio. The most significant factors were established after content analysis based on their joint description in secondary scholar papers.

The papers is structured as follows. First theoretical background was presented about international social entrepreneurship and the SCALERS model. Next the research method and materials are discussed. After it results are presented covering each of the main capabilities derived from the SCALERS model: staffing, communicating, alliance-building, lobbying, earnings-generation, replicating, and stimulating market forces. The limitations of the study and direction of future research are discussed in the last section of the paper.

## LITERATURE REVIEW

### International Social Enterprises

In spite of growing body of literature about international entrepreneurship (cf. Jones et al., 2011; Keupp & Gassmann, 2009), its social side is still unrecognised. One of the potential reason lies in different nature of social entrepreneurship. Desa notes that 'descriptions of social entrepreneurship differ widely across international contexts from the narrow to the all-encompassing' (Desa, 2012, p. 728). Matching two separate issues: international entrepreneurship (IE) and social entrepreneurship (SE) leads to intersection consisted of social aspect of doing business taken from SE and international taken from IE. The results of this intersection are international social ventures providing blended value, i.e., 'blends of financial, social, and environmental values' and aiming at social change (Zahra, Newey, & Li, 2014, p. 140). The seminal definition of IE was provided by Oviat and McDougall who argued that IE is 'the discovery, enactment, evaluation, and exploitation of opportunities - across national borders - to create future goods and services' (Oviat & McDougall, 2005, p. 250). Other offered definition is based on synthesis of previous scholarship characterises ISE as:

*'the process of creatively discovering and exploiting social entrepreneurial opportunities overseas with the application of business expertise and market-based skills, with innovative social goods and services, either with or without profit orientation,*

*but with the pivotal objective of creating societal value rather than shareholder wealth in the overseas territories where the enterprise functions.*' (Tukamushaba, Orobia, & George, 2011, p. 258).

Within this context three aspects influencing the cross-border business are worth to mention: cross-border uncertainty, limited resources, and network dynamics (Sarasvathy, Kumar, York, & Bhagavatula, 2014). It establishes initial set of problems which ISEs must face.

The distinction between for-profit and not-for profit ISE leads to formulate propositions based on literature review (Yang & Wu, 2015). For-profit ISEs choose more safe scaling up mode, while they do not experiment with operational modes focus and the choice of products. Expansion to other countries is based on two grounds: the for-profit ISEs choose those countries where similar environment exists (or customers can be met), while not-for profit ISEs try to answer to similar problems as in original setting.

The literature review on ISEs allows to confer that this kind of business venture is quite new in scholarship although in recent years it has been started to gain interest. This attention was raised mainly due to the project aimed at investigating cross-national setting such as International Comparative Social Enterprise Models (ICSEM) (Abbou et al., 2017; Brouard & Elson, 2014; Defourny & Nyssens, 2017).

There is no official nor unofficial data about the number of operating ISEs. Based on the cases identified for the purpose of this study, discussed in 'methods and material' section, one can conclude that only a few ventures become successful in expanding business internationally. It urges to investigate the reasons of thriving beyond original settings.

### **The SCALERS model**

In this paper I discuss the scaling social impact issue what gains international interest (e.g., Bradach, 2010; Dees, Anderson, & Wei-Skillern, 2004; Galera & Borzaga, 2009; Walske & Tyson, 2015; Weber, Kröger, & Lambrich, 2012; Westley, Antadze, Riddell, Robinson, & Geobey, 2014). But first the meaning of scaling (up) social entrepreneurship needs to be explained. Searching for spreading the impact of social entrepreneurs leads to distinction of dissemination, affiliation, and branching (Dees et al., 2004). These ways of growth are quite well described in literature though framing parts of the most appropriate strategy are still questionable. Other similar expressions are: transferability, replicability, and adaptability (Weber et al., 2012).

Since the last twenty years a new research development proved to be worth to consider as potentially explaining success factors for scaling. Cases described in the literature give one piece of puzzle: number of staff. It spotlights the issue of resources and brings back to discussion the resource-based theory as potentially capable to explain the scaling in social enterprises. Such change happened in KaBOOM! what is an example of the 'bricks-to-clicks' model (Bradach, 2010).

Scaling strategies were grasped by Ch. Weber, A. Kröger, and K. Lambrich (2012). The Authors distinguished four modes: capacity-building, relationship defined by an ongoing agreement, diffusion of knowledge, and one adjacency move (Weber et al., 2012, p. 7). In the context of strategies, the individual decision making path appears as a sign of successful working of basic operational model. It means that first this model must prove its viability.

Residing in the scope of interest in research next issue is driven by the assumption about the place where potential to scaling up appears: inside or outside organi-

sation. Taken the most significant feature of social enterprises – social value provision, the shift from internal to external conditions appears what finally brings mixture of these two approaches.

Currently the most popular model explaining the success of scaling social impact is the SCALERS model developed by Bloom and Chatterji and for the first time explained in 2009 (Bloom & Chatterji, 2009; Bloom & Smith, 2010a). It is still in theory-testing phase and needs confirmation of the validity (Cannatelli, 2017).

The SCALERS model explains a success at scaling social impact as the results of development in seven independent capabilities from which the acronym SCALERS come from, i.e.: Staffing, Communicating, Alliance-building, Lobbying, Earnings-generation, Replicating, and Stimulating market forces in certain situational contingencies (Bloom & Skloot, 2010, p. 5). As the components of the SCALERS model are well described in mentioned sources, only short presentation will be given (see Table 1). The SCALERS model stresses importance of external environment. It assumes that organisation's success depends on its ecosystem. The situational contingencies are: labour needs, public support, potential allies, supportive public policy, start-up capital, and dispersion of beneficiaries. For the presented study it is important to note that success in scaling does not depend on excellence in all indicated by the model factors (Bloom & Smith, 2010a, p. 14). In fact it could vary.

In this paper the research subject constitutes international social organisations which have already succeeded in scaling. In the SCALERS questionnaires the interviewers are asked to evaluate own organisation's performance for the last three years and with comparison to other organisation (Bloom & Smith, 2010a, p. 25). It is also a limitation of this study as established descriptions were adjusted to particular category not related to other organisations. It can be justified by international character of the research subjects as it would be not suitable to match up to any other ISE.

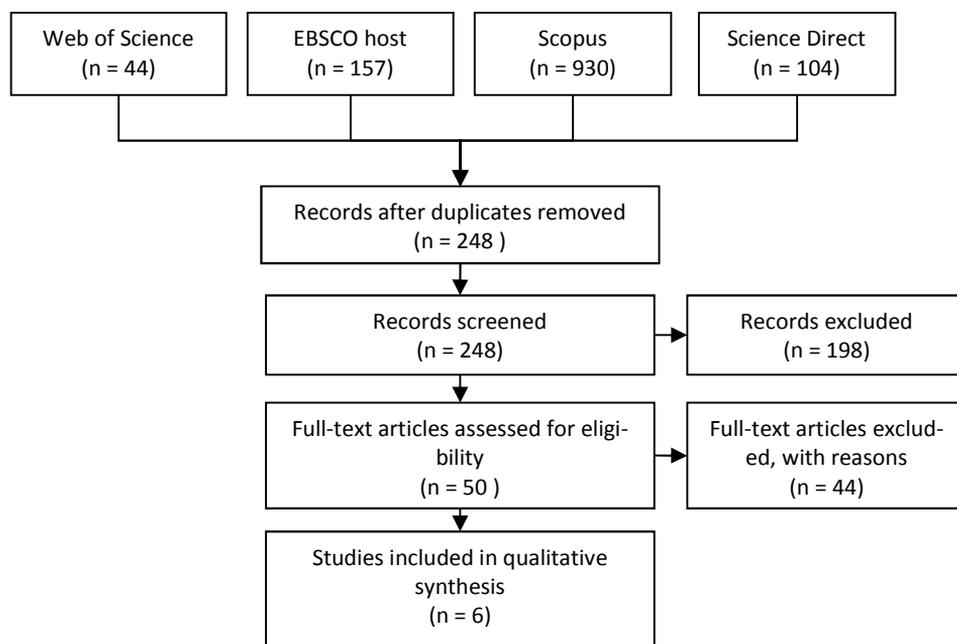
**Table 1. The description of the SCALERS drivers**

Driver	Depending situational contingency	Explanation
1. Staffing	labour needs	Hired staff (employees or volunteers) possessing necessary skills for given job positions
2. Communicating	public support	Successful persuading key stakeholders (donors, own personnel, beneficiaries, consumers, general public) to support organisation in its change
3. Alliance-building	potential allies	effectiveness in creating partnerships (coalitions, joint ventures, etc.)
4. Lobbying	supportive public policy	gaining support from public administration institutions in introducing change
5. Earnings-generation	start-up capital	having revenue exceeding organisation's expenses
6. Replicating	dispersion of beneficiaries	reproducing (copying) the programs and initiatives
7. Stimulating market forces	availability of economic incentives	creating incentives to convince pursuing social interests by people and institutions

Source: own elaboration based on (Bloom & Smith, 2010a, pp. 12–17).

## MATERIAL AND METHODS

The methodology used for this research belongs to comparative analysis based on multiple case study approach. The analysed data come from a systematic literature review (SLR). The SLR was performed in order to identify papers examining international social enterprises. First we applied queries using phrases ‘international social enterprise\*’ and ‘international social entrepreneur\*’ in abstract and full body of the full-text papers indexed in journals databases: EBSCO host, Scopus, Science Direct and Web of Science what gave in total 1235 articles. Elimination of duplicates provided 248 papers. Next we performed content analysis of each of the paper. This phase of research resulted in excluding 198 ones as not referred to the topic ‘social enterprise/entrepreneurship’ working internationally. Finally 50 papers were qualified for thorough analysis. This phase resulted in identification of six cases included in detailed analysis using the SCALERS model. The reasons to reject papers from further examination were: not covering particular ISE enabling to evaluate it according to the accepted model, dealing with internationalisation of SE but without references to factual enterprise, describing only hypothetical venture. Figure 1 depicts the procedure of selecting these cases and Table 2 contains short description of them.



**Figure 1. Stages in studies selection process**

Source: own elaboration.

The described cases come from recent papers (2012-2016). It supports inference about novelty of undertaking problem although the ISEs have been operating since '90s. What these ISEs have in common is putting above social aim which is helping disadvan-

taged people. As the main purpose of the paper is to concentrate on drivers, the detailed presentation of each company was omitted.

**Table 2. Description of ISEs included in the research**

No.	Name of ISE	Year of est.	Country of origin	Business domain	Area of operation	Source
1	Benetech	1989	USA	reading machine for blind people	worldwide	(Desa, 2012)
2	Fairtrade International	2004	Germany	certification of fair trade standards	worldwide	(Bennett, 2016)
3	KickStart International	1991	USA	irrigation technology	Africa	(Galvin & Iannotti, 2015)
4	Teach for All	2007	USA	education	worldwide	(Friedrich, 2014)
5	Vestergaard Frandsen	1957	Suisse	products for disadvantaged people	worldwide	(Agrawal & Gugnani, 2014)
6	Viva Rio	1993	Brasil	preventing violence	Brasil, Haiti	(Davis, 2016)

Source: own elaboration.

Based on the content analysis of identified articles I have coded particular phrases referring them to scaling social enterprises operating internationally. As codes I used names of organisational capabilities included in the SCALERS model. Analysis of each case showed lack of information about each of detailed criteria incorporated in the SCALERS model. Therefore the following data treatment was used. For each of the measure the depiction from particular case was inserted and marked with numbers (in brackets) from Table 2 what allows to trace to which case they refer to. The further analysis is done separately towards each of the seven drivers.

## RESULTS

The first capability in the SCALERS model refers to Staffing (table 3). It starts with meeting labour needs with skilful people. In this area there is a lack of full explanation about it. We can conclude then having own workers was just a core, a base for operating the company, while operating business requires trained workers and in two examined cases such inference can be drawn. The second criterion in the Staffing refers to availability of capable volunteers. In two identified cases the access was limited and ISE was based on full-time workers. The last condition pertains to possessing proper skills by managers to scale up. In this field we can observe having skilful managers in four cases. Their competences were secured thanks to selection procedures. Overall we can state about general importance of staffing in ISEs with strong emphasis on formal HRM practices aimed at possessing competent workers.

The second part of the SCALERS is Communicating which can be expanded to external communication and public relations. The first point is about communicating to key stakeholders. Examples derived from three cases proved that the branding was crucial.

For that purpose ISEs used classical advertisement means such as ads and campaigns with the goal to create the image of professional organisation, worth to trust. The next section pertains to informing the individuals. Here the same tools as in previous part was used, altogether with a mass communication (declared in the one case). The last communication is aimed at donors. In two cases we see strong commitment to taking part in international venues showing transnational orientation of the social enterprises. Taken as a whole this organisational capability presents as important for ISEs (see Table 4).

**Table 43. Staffing in international social enterprises**

Staffing	Examples
Effective meeting labour needs with people who have the necessary skills.	not fully explained; only mentioned that there was not strong leadership (2) selected top university graduates without any previous pedagogical course work (4) organisation's staff working together with local trained staff (5)
An ample pool of capable volunteers available to help us meet our labour needs.	mostly based on full-time workers (5) in replication the volunteers were engaged in the project (6)
Individuals in management positions who have the skill to expand our organization, program or principles.	specialised skills but also volunteers (1) operating own internal monitoring department in order to measure outcomes on the lives of buyers (3) the selection procedures of the corps members (4) using a public relations team, organisation created publicized partnerships (6)

Source: own elaboration.

**Table 4. Communicating in international social enterprises**

Communicating	Examples
Effective at communicating what we do to key constituencies and stakeholders.	operate in politically unstable countries (1) ads (4) the ability to create and circulate a broadly defined group identity that appeals to multiple sets of potential supporters (6) brand itself as a development subcontractor specializing in community-based interventions within precarious regions (6) communication campaigns to spread word of their struggles to commiserating international audiences (6)
Successful at informing the individuals we seek to serve about the value of our program for them.	using billboards in target counties (2)
Successful at informing donors and funders about the value of what we do.	very successful at branding itself as a transnationally oriented NGO that can work in multiple local contexts (6) very active in a variety of international civil society meetings and summits in Brazil and beyond (6)

Source: own elaboration.

The third part of the SCALERS refers to partnership and is called 'alliance-building'. It starts with successful partnership building with win-win situations. It can be a form of receiv-

ing donation of unnecessary equipment for the donors or supporting activities with the same social aim. Cooperation with others in new initiatives exists, but it was not often reported. Nevertheless it appears to be more frequent in undertaking everyday actions (Table 5).

**Table 5. Alliance-building in international social enterprises**

Alliance-building	Examples
Built partnerships with other organizations that have been win-win situations for us and them.	<ul style="list-style-type: none"> <li>• received donations of the hardware which were not necessary for giving company (1)</li> <li>• reaction to the call for projects which allowed to funding organisation realised its goal while ISE created image as leading company in operating in developing world (5)</li> <li>• build strong connections with local NGOs instead of focusing on single issues (6)</li> <li>• co-sponsorship of other NGO projects in the country (6)</li> <li>• financing other actions or projects which have similar goal (6)</li> <li>• networking with large NGOs has provided strong support (6)</li> </ul>
Rarely try to 'go it alone' when pursuing new initiatives.	<ul style="list-style-type: none"> <li>• collaboration with other organisation working in the same areas (human rights groups) (1)</li> <li>• launching a project with other partners (5)</li> </ul>
Accomplished more through joint action with other organizations than we could have by flying solo.	<ul style="list-style-type: none"> <li>• working with other NGOs and foundations (1)</li> <li>• cooperation with country government workers (5)</li> <li>• absorbing benefits from collaboration on the relationship between building ties with local communities and assessing what type of intervention the community requires (6)</li> </ul>

Source: own elaboration.

The Lobbying, the fourth section of the SCALERS model, was not expressed often in the examined texts. We can reason that lobbying partially is covered by public-partner partnerships. In the area of engaging government agencies for financial support was perceived as recognition that official agencies were not successful to solve given problem as ISEs were. No observation was made about creating legal frameworks supporting ISEs activities in identified cases. The last part of lobbying is about rising the cause to a higher place on public agenda. One observation proved that it has happened through escalating the problem to international audience who put pressure on local government (Table 6).

The fifth part of the SCALERS models is Earnings generation. Deducing from the number of phrases referring to this topic, we can state that it is important issue for ISEs. First section describes stream of revenues from selling. Due to financial situation of the customers whose buying potential is weak, the sale is subsidised by donors (private or government). In one case the customer's credit was introduced. The second segment of earnings-generation reflects donors and funders who have been major sources of revenue. It is strongly true in investigated companies. Next factor, ways to finance ISEs activities, also found clear evidence as showed by the case of Viva Rio. It was claimed that evolution from local to national to transnational NGO has been facilitated by sizable grants from large multilaterals, national governments aid programs, international foundations, CSR actions, and sizable allocations from municipal and state governments (Davis, 2016). The ability to find difference sources of finance seems to be the crucial ISE's capabilities (Table 7).

**Table 6. Lobbying in international social enterprises**

Lobbying	Examples
Successful at getting government agencies and officials to provide financial support for our efforts.	<ul style="list-style-type: none"> <li>• Showing that undertaken action brings financial benefits for the government (5)</li> <li>• Showing that organisation can successfully act in areas where others institutions do not. Proving access to these areas (6)</li> </ul>
Successful at getting government agencies and officials to create laws, rules, and regulations that support our efforts.	–
Able to raise our cause to a higher place on the public agenda.	<ul style="list-style-type: none"> <li>• Through convincing strong partners to pressure from international audience on local authorities (6)</li> </ul>

Source: own elaboration.

**Table 7. Earnings-generation in international social enterprises**

Earnings-generation	Examples
Generated a strong stream of revenues from products and services that we sell for a price.	<ul style="list-style-type: none"> <li>• customers credit (1)</li> <li>• not so important comparing to legitimacy. (2)</li> <li>• heavily subsidized through donor financing (3)</li> <li>• each local 'Teach for ...' program is funded by public-private partnerships.</li> <li>• support through grants from the governments of countries where ISEs operate (4) (5)</li> </ul>
Cultivated donors and funders who have been major sources of revenue for us.	<ul style="list-style-type: none"> <li>• Business partners allowed for delayed payments (1)</li> <li>• Tentativeness to achieve financial independence from grants and donations (3)</li> <li>• Grants funding from a couple of donors (3)</li> <li>• Using reputation and companies' CSR budgets for sponsorship many such programs (4)</li> <li>• Using funding from the city government (6)</li> </ul>
Found ways to finance our activities that keep us sustainable.	<ul style="list-style-type: none"> <li>• sold business (1)</li> <li>• financing coming from grants, (3)</li> <li>• venture philanthropy 'microlending' (4)</li> <li>• evolution from local to national to transnational NGO has been facilitated by finance from difference source (6)</li> </ul>

Source: own elaboration.

Second to last driver for scaling social enterprises is Replication. Products or services offered by identified companies showed to work effectively in multiple locations or situations as the name of the first factor indicates. Their products proved to function in different countries or – after adaptation – in different situations. For example reading systems working in English operates also in other languages (case #1). Solution elaborated for preventing violation become base for manual, guidebook (case #6). These illustrations show operational modes focused on product/service transactions between countries. They assume universal nature of problem for fighting with. Only the scale of occurrence of the issue demonstrates solutions usefulness. Next point in replication is its ease. This issue is complex as some products/service depends on individual attitude of customers who is willing to take benefit from

it. It is especially visible for mindset changes but thanks to elaborated procedures, programmes, and guidebooks, replication understood as launching the product in new environment is quite easy. The description of controlling and coordinating programs in multiple locations is missing. In one case we can point out such possibility (Table 8).

**Table 8. Replicating in international social enterprises**

Replicating	Examples
'Package' or 'system' that can work effectively in multiple locations or situations.	<ul style="list-style-type: none"> <li>• reading systems for the blind first for English, then outside the US (1)</li> <li>• the products aimed at preventable diseases in developing countries (5)</li> <li>• publication of 'Youth at Risk: The Fight for Peace Methodologies Manual', a guidebook for combining sports and civic education that has been translated into six languages (6)</li> <li>• creation of eight permanent environmental protection centres that offer training classes on conservation, recycling, gardening, and ecotourism and include greenhouses in which to cultivate seedlings to be replanted (6)</li> </ul>
Easy to replicate our programs.	<ul style="list-style-type: none"> <li>• individual-led change is a central element in the appeal of the Teach for All model for potential recruits (4)</li> <li>• Viva Rio's experience worked with transnational gun-control organisations (6)</li> </ul>
Successful at controlling and coordinating our programs in multiple locations.	<ul style="list-style-type: none"> <li>• launching or providing support for a series of community-based initiatives in favelas (6)</li> </ul>

Source: own elaboration.

The last part of the SCALERS model is Stimulating market forces. This element was less often recorded in investigated cases. Only individual instances appear for sub-criteria; in one case even none. Therefore it is difficult to 'demonstrate that business can make money through supporting ISEs' activities'. In the case #1 it was possible to prove the business as for-profit is possible. In the next issue the approach applied in case #3 is interesting as it emphasises not product by itself but the final result to which this product contributes. The last topic – able to trust market forces to help resolve social problems – was not covered in papers describing cases (Table 9).

**Table 9. Stimulating market forces in international social enterprises**

Stimulating market forces	Examples
Able to demonstrate that businesses can make money through supporting our initiatives.	in the absence of supportive institutional environments (1)
Able to demonstrate that consumers can save money through patronizing our products and services.	the product is not the pump but rather a successful, rural family enterprise (3)
Able to trust market forces to help resolve social problems.	–

Source: own elaboration.

Based on the above descriptions of each organisation capabilities we can evaluate its significance. The table 10 shows the result of such analysis. Each sub-criterion was marked as: not much significant (+), just significant (++), and very significant (+++).

Where there was no note about given topic then the question mark was used (?).

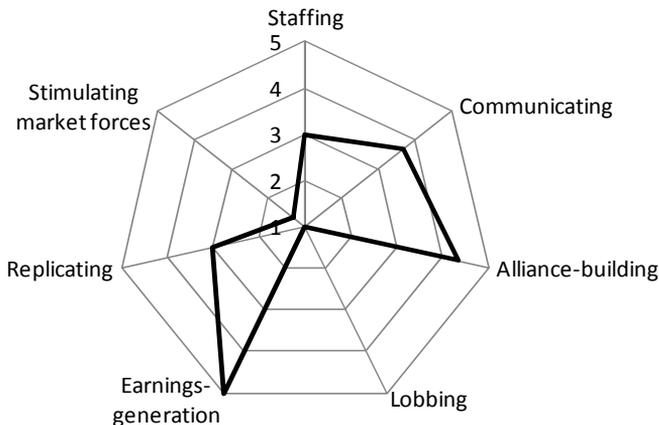
We can notice that some of the criteria in a given group are more significant comparing to others. Trying to generalise this finding the following inferences can be drawn. There is a differentiation in sub-criteria in each main the SCALERS's capability. The most consistent evaluation is in earnings-generation and alliance building. The next almost coherent evaluation appears in communicating and stimulating market forces. The rest drivers have got diverse significance such in the case of staffing and replicating.

**Table 10. Significance of capabilities for scaling international social enterprises**

	Significance
<b>Staffing</b>	
Effective meeting labour needs with people who have the necessary skills.	+
An ample pool of capable volunteers available to help us meet our labour needs.	++
Individuals in management positions who have the skill to expand our organization, program or principles.	+++
<b>Communicating</b>	
Effective at communicating what we do to key constituencies and stakeholders.	+++
Successful at informing the individuals we seek to serve about the value of our program for them.	+
Successful at informing donors and funders about the value of what we do.	+++
<b>Alliance-building</b>	
Built partnerships with other organizations that have been win-win situations for us and them.	+++
Rarely try to 'go it alone' when pursuing new initiatives.	++
Accomplished more through joint action with other organizations than we could have by flying solo.	+++
<b>Lobbying</b>	
Successful at getting government agencies and officials to provide financial support for our efforts.	++
Successful at getting government agencies and officials to create laws, rules, and regulations that support our efforts.	?
Able to raise our cause to a higher place on the public agenda.	+
<b>Earnings-generation</b>	
Generated a strong stream of revenues from products and services that we sell for a price.	+++
Cultivated donors and funders who have been major sources of revenue for us.	+++
Found ways to finance our activities that keep us sustainable.	+++
<b>Replicating</b>	
'Package' or 'system' that can work effectively in multiple locations or situations.	+++
Easy to replicate our programs.	++
Successful at controlling and coordinating our programs in multiple locations.	+
<b>Stimulating market forces</b>	
Able to demonstrate that businesses can make money through supporting our initiatives.	+
Able to demonstrate that consumers can save money through patronizing our products and services.	++
Able to trust market forces to help resolve social problems.	?

Source: own elaboration.

In order to receive more general view on scaling ISE the qualitative scale was re-scaled using the scale 1-3-5. The final picture of averages for each of main organisation's capabilities is depicted on Figure 2. From this illustration the most significant for scaling social enterprises internationally are: earnings-generation, and alliance building. Second group of drives constitutes staffing, communicating, and replicating. The less significant are lobbying and stimulating market forces.



**Figure 2. Significance of the SCALERS dimensions for international social enterprise**

Source: own elaboration.

## DISCUSSIONS AND CONCLUSIONS

Presented results go along with the observation that prior to scaling social impact basic operational model must show its viability (Weber et al., 2012). In each case, the beginning of expanding operation into foreign countries was done after success in the country of origin.

Capabilities for ISEs scaling are differentiated in terms of their significance. It supports Bloom and Smith's comment that the appearance of capabilities is not set and 'in some situations, effective deployment of all the SCALERS may be needed for successful scaling' (Bloom & Smith, 2010b, p. 13). In the case of ISEs this observation was proved with limitations described in the next part of the paper.

We note differentiation what allows to conclude about existence of strong business model, neutral from market sources, well-resourced, recognised in public sphere associated with scaling up. The last issue covers three dimensions (communicating, lobbying, and alliance buildings). It refers to embeddedness which is understood as 'the nature, depth and extent of an individual's ties into the environment' (Jack & Anderson, 2002) and transposed to a level of organisation means 'the degree of connection and interaction with local actors or stakeholders in the community' (Yang & Wu, 2015, p. 39). We observe rather strong significance of alliance building and communicating together with weak lobbying. Albeit these terms are interrelated, these antecedents for scaling up were included in earlier studies on this phenomenon as part of political skills embracing: coalition formation, networking, advocacy, and lobbying (Frances & Antadze, 2010).

Strong significance of earnings-generating comes from all six cases included in the study. We can notice different approaches in this area due to type of ISE (for-profit/not for-profit). Inclusion of this aspect in description of each case corroborates its significance. It is one of the main feature of social enterprise which expresses its hybridity (Doherty, Haugh, & Lyon, 2014).

Staffing was also found as significant factor. It is linked to proposition about existing correlations between the managerial global vision elements and the company internationalisation scale (Kowalik, Danik, Král, & Řezanková, 2017).

The less visible factor for ISE in scaling up is stimulating market forces. It would be false to state that this element was absent, but it was not fully reported. Provision of products by ISEs captured in the study relates to at least two of sub-criteria. Especially in case #3 it is exemplified as for the company not selling goods is its main business logic, but to offer through its product development of family enterprise. This observation guides us to the limits of the study described in the last section of the paper.

### LIMITATION AND FURTHER RESEARCH

The research described in the paper as every kind of scientific procedure has its own limitations. To the main one I count relying solely on secondary data taken from papers picturing cases with different aims than one established in this article. Another limitation is due to conducting coding by myself what could increase the risk of subjective evaluation of data which could lead to discrepancies and fault conclusions. The next limitation stems from merging descriptions of different organisations which were treated as one case.

Limitations pointed out above can be overcome by the following directions of future research. First, it is recommended to collect primary data from ISEs which scaled up successfully using structured forms like the SCALERS model. Next suggestion is to analyse data by a team of researchers whose cooperation will strengthen internal validity thanks to triangulation used. Third, the scaling process should be reconstructed and attempt to investigate the influence of national settings on scaling up.

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