

# Index

	<i>pag.</i>
<b>Preface</b>	XI
<b>Acknowledgements</b>	XIII
<b>Introduction: scaling social entrepreneurship in Africa</b>	XVII
<b>1. Social entrepreneurship in Africa: concepts and context</b>	<b>1</b>
1.1. Social entrepreneurship in Africa: the need of conceptualization and contextualization	1
1.2. Conceptualizing social entrepreneurship	4
1.2.1. Historical roots of social entrepreneurship in the public and private spheres	4
1.2.2. Definitional aspects of social entrepreneurship	5
1.2.3. The relevance of hybridity in conceptualizing social entrepreneurship in Africa	11
1.3. Contextualizing social entrepreneurship: challenges and opportunities to scale in Africa	13
1.3.1. Africa as a land characterized by severe challenges	14
1.3.2. Opportunities in Africa: the potential of social entrepreneurial action	15
Box 1.1. A comparison between Uganda and Ghana	17
1.4. Scaling social enterprises in the stormy sea of Africa	18
1.4.1. Why scaling matters in social entrepreneurship	18
1.4.2. Definitions of scaling in social entrepreneurship	19
<b>2. Embracing hybridity in business models for scaling</b>	<b>23</b>
2.1. Sustainable business models for scaling social enterprises	23
2.1.1. Business models in the field social entrepreneurship	23
2.1.2. Sustainable business models and hybridity for scaling	25

	<i>pag.</i>
2.2. A framework to embrace hybridity in sustainable business models	26
2.3. Embracing hybridity in integrated hybrid business models	31
2.3.1. Base of the Pyramid Social Enterprise (BoP)	33
2.3.2. Case study of BoP: Totohealth in Kenya	35
2.3.3. Microfinance Social Enterprise (MFSE)	36
2.3.4. Case study of MFSE: Tugende in Uganda	38
2.4. Embracing hybridity in differentiated hybrid business models	39
2.4.1. Work-Integration Social Enterprise (WISE)	41
2.4.2. Case study of WISE: COREC in Kenya	44
2.4.3. Fair Trade Producer Social Enterprises (FTPSE)	45
2.4.4. Case study of FTPSE: Burton and Bamber in Kenya	48
2.5. Hybridity in community-based and environmental enterprises	50
2.5.1. Community-based social enterprises (CSE)	50
2.5.2. Environmental social enterprises (ESE)	51
2.5.3. Combining biodiversity conservation and community development: the case of CTPH in Uganda	52
<b>3. Scaling challenges in Africa: a context-based typology</b>	<b>55</b>
3.1. Assessing scaling challenges in Africa	55
3.1.1. Scaling challenges and the level of analysis	55
3.1.2. Classifying scaling challenges by nature	57
3.2. A context-based typology of scaling challenges of social enterprises in Africa	58
3.3. Scaling challenges related to resources and hybridity	61
3.3.1. Scaling challenges related to severe resource-constraints in Africa	61
3.3.2. Scaling challenges related to social-commercial trade-offs	65
3.4. Scaling challenges related to African market conditions	67
3.4.1. Market information and knowledge	67
3.4.2. Infrastructure and distribution networks	68
3.4.3. Customer relationships: lack of loyalty and trust	69
3.5. Scaling challenges related to African institutional context	70
3.5.1. Barriers to scaling from formal institutional voids	72
3.5.2. Barriers to scaling from informal institutional voids	74
3.6. A focus on impact investing to enhance scaling: a research on investors in East Africa	75
<b>4. Strategic and organizational enablers for scaling in Africa</b>	<b>81</b>
4.1. The importance of strategic and organizational enablers for scaling in Africa	81

	<i>pag.</i>
4.2. The role of entrepreneurial bricolage in Africa	82
4.2.1. Relevance of entrepreneurial bricolage for social enterprises	83
4.2.2. Drivers of entrepreneurial bricolage	85
4.2.3. Process and types of entrepreneurial bricolage	85
4.2.4. Outcomes of using bricolage in scaling social enterprises in Africa	87
4.2.5. Perils and boundary conditions of bricolage in scaling	89
4.3. Hybrid harvesting strategies: a social bricolage perspective	91
4.3.1. Strategies of social partnership and social networking	93
Box 4.1. How social intermediaries enable scaling in social enterprises: a brief example	95
4.3.2. Strategies of inclusive employment, local cluster development, customer empowerment	97
4.4. Dual mission management practices	99
4.4.1. Dual mission management practices to prevent and avoid mission drifts	100
4.4.2. Institutional works practices to overcome institutional voids	104
4.5. Technology exploitation	106
4.6. Community embeddedness	111
4.6.1. Strategies to foster embeddedness with local communities	112
4.6.2. Embeddedness with community as enabler for scaling in Africa	115
<b>5. Strategies for scaling of social enterprises in Africa</b>	<b>119</b>
5.1. Preparing for scaling: scalability and business model fit	119
5.1.1. Ensuring scalability of the hybrid business model: replication and adaptation	120
5.1.2. Assessing the fit of the business model components for scaling	122
5.2. Scaling strategies in social enterprises: the quest for the best pathway	125
5.2.1. Scaling depth vs scaling breadth	126
5.2.2. Process of scaling: sequence and multiple strategies for social enterprises in Africa	128
5.2.3. Scaling through the Ansoff Matrix	130
5.3. A framework to scale social enterprises in Africa	131
5.4. Scaling strategies of integrated social enterprises	132
5.4.1. Market penetration	133
5.4.2. Market development	135
5.4.3. Product development	136
5.4.4. Diversification	139
5.4.5. Scaling integrated social enterprises: the case of AFRIPads	140
5.5. Scaling strategies of differentiated social enterprises: toward a new holistic framework	142

	<i>pag.</i>
5.5.1. Social impact penetration	145
5.5.2. Social impact spreading	147
5.5.3. Social impact bundling	148
5.5.4. Social impact diversification	150
5.6. Scaling differentiated social enterprises: the cases of Meru Herbs and Corec	151
5.6.1. Description of the research and data	151
5.6.2. Toward a four-phases model for scaling differentiated social enterprises	153
5.6.3. Contributions to research, limitations and future research	157
5.7. Implementing scaling strategies: organic, partnership and franchising modes	158
5.8. Ongoing practices to ensure dual mission balance at scaling	162
<b>Conclusions</b>	165
<b>References</b>	173