

**Business Model Innovation in the Social Entrepreneurship
sector of South Africa**

Student number: **13009738**

A research project submitted to the Gordon Institute of Business
Science, University of Pretoria, in partial fulfilment of the
requirements for the degree of Master of Business Administration.

04 March 2025

ABSTRACT:

Social enterprises play a vital role in addressing South Africa's socio-economic challenges, yet many struggle with financial sustainability and scaling impact. Business Model Innovation (BMI) is a key enabler of growth, helping social enterprises develop sustainable revenue streams and adapt to changing conditions. However, limited research exists on BMI's role in developing economies like South Africa.

This study explores how BMI supports the scalability and sustainability of social enterprises in South Africa. Using a qualitative approach, semi-structured interviews were conducted with twelve social entrepreneurs across various provinces. Thematic analysis examined BMI implementation, key barriers, and external influences.

Findings reveal that while social enterprises adopt BMI, many lack a structured approach. Challenges include financial constraints, limited funding access, regulatory barriers, and balancing social impact with financial sustainability. Successful enterprises leverage technology, strategic partnerships, and diversified funding models including impact investing, digital platforms, and hybrid revenue structures to overcome these barriers.

This research bridges the gap between BMI theory and practice in a developing country context. It offers practical recommendations for social enterprises to adopt structured BMI frameworks, policymakers to create supportive regulations, and investors to develop tailored funding mechanisms. An enabling environment for BMI is crucial to fostering sustainable, high impact social enterprises in South Africa.

KEYWORDS:

BMI (Business Model Innovation), Social Entrepreneurship, Financial Sustainability, Scalability and South Africa.

PLAGERISM DECLARATION:

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Student Name: _____ Date: 04 March 2025

LIST OF FIGURES:

Figure 1: Data Saturation

LIST OF TABLES:

Table 1: Description of Participants

Table 2: Overview of Research Question One Rank, Codes, and Frequency

Table 3: Overview of Research Question One Themes and Sub-Themes

Table 4: Overview of Research Question Two Rank, Codes, and Frequency

Table 5: Overview of Research Question Two Themes and Sub-Themes

Table 6: Overview of Research Question Three Rank, Codes, and Frequency

Table 7: Overview of Research Question Three Themes and Sub-Themes

Table 8: Overview of Research Question Four Rank, Codes, and Frequency

Table 9: Overview of Research Question Four Themes and Sub-Themes

TABLE OF CONTENTS:

ABSTRACT:	ii
KEYWORDS:	ii
PLAGERISM DECLARATION:	iii
LIST OF FIGURES:	iv
LIST OF TABLES:	iv
TABLE OF CONTENTS:	v
ABBREVIATIONS:	vii
CHAPTER 1: INTRODUCTION TO RESEARCH PROBLEM	1
Introduction:	1
Problem and Purpose Definition:	2
Research Scope:	5
Research Aim:	6
Research Objectives:.....	6
Conclusion:.....	6
CHAPTER 2: LITERATURE REVIEW	8
Business Model Innovation (BMI).....	8
Theoretical Frameworks on Business Model Innovation:.....	8
Resource Based View (RBV) and Business Model Innovation:.....	9
Dynamic Capabilities Theory and Business Model Innovation:	10
Institutional Theory and Business Model Innovation:.....	10
Scaling Social Enterprises through Partnerships.....	14
Digital Transformation in Social Enterprises	14
The Role of Digital Tools in Enhancing Social Impact	14
Challenges in Digital Adoption	15
Challenges in Scaling Digital Innovations	16
Digital Platforms and Social Enterprise Growth	16
Challenges and Barriers to Business Model Innovation in Social Enterprises	17
Financial Constraints: Limited Access to Capital and Grants.....	17
Mitigating Financial Constraints.....	17
Regulatory and Policy Barriers: Compliance Issues and Government Support Gaps	18
Regulatory and Policy Barriers.....	18
Market Competition.....	19
Navigating Market Competition	19
Scalability Issues: Balancing Social Impact and Financial Sustainability	19

Strategies for Scaling Social Enterprises	20
Social Impact and Business Model Innovation	21
Sustainability in Social Enterprises	21
How Sustainability Principles Drive Innovation in Business Models	22
Key Sustainability Principles Driving Business Model Innovation	22
Challenges in Implementing Sustainability Oriented Business Models	22
The Role of Collaboration and Partnerships in Business Model Innovation	23
Corporate Collaborations for Scaling Impact.....	23
The Role of Universities, Incubators, and Accelerators in Promoting Business Model Innovation.....	23
Universities as Drivers of Business Model Innovation.....	23
Incubators and Accelerators in Supporting Social Enterprises	24
Challenges in University and Incubator Partnerships.....	24
Social Entrepreneurship in South Africa	24
Conclusion.....	25
CHAPTER 3: RESEARCH QUESTIONS.....	27
Introduction:	27
Research question one:.....	27
Research question two:.....	27
Research question three:	28
Research question four:	28
Conclusion:.....	28
CHAPTER 4: RESEARCH METHODOLOGY	29
<i>Choice of research design.....</i>	<i>29</i>
<i>Purpose of research design</i>	<i>29</i>
<i>Philosophy</i>	<i>29</i>
<i>Research Approach.....</i>	<i>30</i>
<i>Methodological choice.....</i>	<i>30</i>
<i>Strategy</i>	<i>30</i>
<i>Time Horizon</i>	<i>31</i>
<i>Target Population</i>	<i>31</i>
<i>Unit of analysis</i>	<i>32</i>
<i>Sampling method and size</i>	<i>32</i>
<i>Measurement</i>	<i>32</i>
<i>Data Gathering.....</i>	<i>34</i>
<i>Data Analysis</i>	<i>34</i>
<i>Quality controls</i>	<i>35</i>

Credibility	35
Dependability	36
Confirmability	36
Transferability	37
Research Limitations	37
CHAPTER 5: FINDINGS	39
Introduction:	39
Description of participants:.....	39
Data Saturation.....	40
Research Question One: How Do Social Enterprises In South Africa Make Use Of BMI To Scale Their Business Models And Increase Their Market Share?....	41
Research Question Two: What Key Challenges Do Social Entrepreneurs In South Africa Face In Sustaining Or Scaling Their Business Models?.....	47
Research Question Three: How Do External Environmental Factors Influence The Development And Growth Of Social Enterprises' Business Models?	53
Research Question Four: What Strategies Do Social Enterprises Employ To Overcome Challenges To Achieve Sustainability That Can Lead To Better Impact?.....	62
Conclusion of Findings:	69
CHAPTER 6: DISCUSSION OF RESULTS	71
Discussion of results for Research Question One:	72
Discussion of results for Research Question Two:	74
Discussion of results for Research Question Three:	77
Discussion of results for Research Question Four:	78
CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS	82
Limitations of the Study:	84
Recommendations	85
Increased Financial Sustainability:	85
Using Business Model Innovation to Drive Growth:.....	85
Tackling Institutional and Regulatory Barriers	86
Furthering Support from the Ecosystem	86
A Path for Future Research:.....	86
Conclusion.....	87
REFERENCE LIST:.....	88
APPENDIX A: Interview guide	99
APPENDIX B: Consistency Matrix	101
APPENDIX C: Atlas.TI Codes	103

ABBREVIATIONS:

BMI: Business Model Innovation

BM: Business Model

SE: Social Enterprises

RBV: Resource Based View

SDG: Sustainable Development Goals

PBO: Public Benefit Organisation

SARS: South African Revenue Services

ESG: Environmental, Social, and Governance

CHAPTER 1: INTRODUCTION TO RESEARCH PROBLEM

Introduction:

South Africa struggles with longstanding socio-economic issues, such as high unemployment rates, widespread poverty, and inequality. This has led to an urgent demand for new sustainable solutions capable of filling in the gaps left by the government and other ways that have historically failed to impact society. In this context, social entrepreneurship has come to the forefront as a transformative and innovative approach to tackling these challenges, all while maintaining a goal of financial sustainability. Although social enterprises have gained increasing recognition in South Africa, there is little exploration of the ways in which social enterprises can both scale, sustain their impact and increase their market share.

Business Model Innovation (BMI), the secret sauce to social enterprise success, can help social enterprises adapt their operating model continuously, as new opportunities or challenges arise. One of the key enablers of social enterprise success is with BMI where organisation leaders have the greatest opportunity to disrupt their existing eco-systems by continuously adapting to ensure the long-term viability and sustainability of their social impact. BMI demonstrates a systematic approach to help social enterprises manage resource constraints, build strategic competitiveness, and adjust to dynamic market conditions. The extent to which BMI may facilitate market share growth and lasting sustainability in South African social enterprises is however still not well-known. Previous studies have primarily engaged in examining social enterprises in context to developed economies, where they enjoy relatively elaborate institutional support, funding options, and regulatory frameworks. However, the social enterprises in South Africa work in a complex and resource constrained environment, therefore, the role of BMI is even more important.

Business models have long been considered as fixed business data-behaviour relationships, but literature suggests that businesses must innovate their business models to prevail (Pieroni et al., 2019). Social enterprises (SE) must iteratively evolve their model to adapt to changing socio-economic needs, to strengthen their financial resilience, and to grow their impact. However, the relationship of this BMI to the ability of social enterprises to scale both market share and impact remains

underexplored in a local context. Consequently, limited empirical knowledge exists regarding how social enterprises can utilise BMI to create sustainable growth.

This study aims to investigate and contribute to this body of knowledge by examining how social enterprises in South Africa leverage BMI to scale their impact, capture market share and create effect sustainable change in the long run. The study moves forward by investigating BMI as a potential strategic growth enabler, presenting not only theoretical contributions but also managerial implications as BMI has turned out to be a very crucial issue for social enterprises in the context of financial sustainability and positive social impacts. In addition, the findings will provide suggestions to social enterprises on how they can remain competitive to traditional for-profit organisations while staying true to their inherent social mission.

Considering how social entrepreneurship has been identified as crucial for addressing South Africa's socio-economic challenges, it is important we understand how BMI plays a role in improving financial sustainability, expanding the base of beneficiaries reached and ensuring that the social enterprise ultimately lasts in the long term. The relevance here is that this study will not only contribute to the academic literature, but will also provide useful findings for social entrepreneurs, policymakers, and ecosystem stakeholders looking to facilitate cost-effective and scalable solutions in South Africa's social enterprise sector.

Problem and Purpose Definition:

Problems such as high levels of unemployment, poverty and inequality have troubled South Africa, the government and established businesses have struggled to come up with solutions that work to address these issues. Social enterprises have risen to the challenge, becoming important contributors in addressing these issues with innovative and sustainable solutions. Nevertheless, social enterprises in South Africa do experience some of the most difficult barriers given that they must earn their income as well as tackle socio-economic challenges, so they struggle to become financially sustainable, scale their operations and grow their market share.

One of the significant gaps in the literature on social entrepreneurship is the lack of understanding of how BMI can be used to facilitate the growth and sustainability of social enterprises in developing economies, such as South Africa. Additionally, whilst BMI has been widely researched in mainstream business contexts and developed

countries, little is known about the South African social entrepreneurship ecosystem. However, with an incomplete understanding of how BMI can be used effectively by social enterprises many of them are unable to strike a balance between their social impact goals and the need for financial viability and long-term sustainability.

Some of the socio-economic challenges that South Africa faces ranging from poverty, unemployment rates and inequality, require urgent and sustainable solutions to address these problems. Now, social entrepreneurship has also emerged as a valuable approach to the needs and socio-economic challenges that people experience in South Africa. Social entrepreneurship has gained considerable academic attention, especially in the context of developing nations. On the other hand, research aimed at social entrepreneurship in developing countries is still rare, which leaves an important gap in the literature. As Gupta et al. (2020), expressed this is especially concerning in developing countries like South Africa where socio-economic challenges are widespread.

In the unique context of South Africa, with high unemployment rates and deep rooted poverty, it makes it a unique case to file it in this domain to find out how can social enterprise meet these needs that the government cannot integrate into its solution (Engelbrecht, 2020). This research gap is evidenced by the fact that there have been only a handful of studies carried out in this area compared to research in Europe where social enterprises have positively impacted employment including the rise in female workers (Zainea et al., 2020). Studying the specific context of South Africa in terms of social entrepreneurship will not only add to the academic body of literature but also practical insights on how social enterprises can address some of our greatest challenges in inspiring and references ways, leading to a greater market share and, ultimately, impact.

In response to these persistent issues, new solutions are needed, which can only be cultivated through the innovative adaptation of business models. The importance of unravelling how BMI is embedded in social enterprises which flourish under South Africa's unique socio-economic environments is therefore both academically and practically relevant. Pieroni et al. (2019) argue that BMI positions social enterprises to navigate changing economic landscapes, a key consideration in aligning operations with their social mission. In South Africa, the need for this flexibility is imperative for social enterprises to truly drive social change.

Although BMI is becoming popular, many of the studies are based on developed countries, and there is little information about the implications of BMI on new economies. Social Enterprises specifically face an issue in a complementary challenge of balancing social vs. financial objectives as well as the pursuit of increasing market share — particularly in resource constrained countries, such as South Africa (Tykkyläinen & Ritala, 2021).

Social entrepreneurs, by definition, are drawn to creatively solving social problems. Social entrepreneurs aim to address problems like challenges or gap in services provided by government through social enterprises (Canestrino et al., 2020). They do so but require business models that are able to harmonise social impact and balance business sustainability (Bublitz et al., 2021). BMI positions social enterprises to build this balanced approach and use it to increase their impact. As noted by Tykkyläinen and Ritala (2021), BMI helps address tensions between social and financial objectives by showcasing innovative models so that long-term viability can be secured.

In view of this information gap in the literature regarding BMI in developing countries, this study investigates how and why BMI is used as a tool by South African social enterprises to increase their market share and better compete with traditional for-profit organisations. As observed by Weerawardena et al. (2021), business models are not set in stone, they should adapt to the changing environments. Specifically, this state of business model dynamicity does not go without relevance for South Africa as multiple socio-economic challenges leave South African social enterprises in pursuits of the link between BMI and market share growth in South Africa as largely uncharted territory (Pieroni et al., 2019).

In social entrepreneurship market share growth means not only revenue growth but also a relative increase in the scale of the social impact which the social enterprise produces. Moreover, social enterprises measure their market share growth in terms of the number of beneficiaries they can reach (Saebi et al., 2019). Their roles can facilitate the design and optimal combination of a firm's BMI strategies that enable firms to tap into new organisations and achieve their growth objectives (Saebi et al., 2019).

Investigating BMI in a South African context potentially presents a learning opportunity for social entrepreneurs in terms of practical insights into how to overcome constraints in resources, scaling operations and penetrating the market. The research study represents a chance to give social entrepreneurs valuable and useful insights that they can apply in their environments and context thereby enriching both academic literature and practice around social entrepreneurship within other developing countries like South Africa.

Research Scope:

In South Africa, the social enterprise sector is experiencing growth and the increasing need for sustainability and market development prompts the examination of the contribution of Business Model Innovation (BMI) here. Considering the socio-economic challenges overall of the country including high unemployment, long-term inequality, and insufficient access to resources, social enterprises have become important for economic and social transformation. However, while many of these companies may grow, they still struggle to become profitable over the long run.

The study will focus on:

- The ways that social enterprises in South Africa are using BMI to grow their operations and enhance market share.
- The barriers that social enterprises encounter in sustaining or scaling their business models.
- The external environment (economic, regulatory, technological) of factors affecting the evolution and innovation of the business model of social enterprises.
- Social enterprises' strategies for overcoming barriers towards sustainability and maximising social impact.

The research will focus on South African social enterprises working in diverse sectors such as education, health and job creation efforts. This will be using a qualitative research method. The project will also investigate how these businesses balance the competing demands of financial sustainability and social impact in a resource-constrained context.

Research Aim:

This research focuses on how Business Model Innovation (BMI) allows South African social enterprises to gain scale, increase market share and provide long-term value. The research aims to offer practical insights and theoretical contributions. The research will provide social entrepreneurs an opportunity to improve their business models for higher profit margins while maintaining their social mission and financial sustainability.

The primary aim of this study is to explore how Business Model Innovation (BMI) enables social enterprises in South Africa to scale, increase market share, and sustain long-term impact. By analysing different business models and innovation strategies, the research seeks to provide practical insights and theoretical contributions that can help social entrepreneurs optimise their business models for greater social and financial sustainability.

Research Objectives:

To address the research aim, this study will fulfil the following main objectives:

1. To explore the role of Business Model Innovation (BMI) on the growth and sustainability of social enterprises in South Africa.
2. To identify the fundamental challenges that South African social enterprises face in scaling and increasing their market share.
3. Identify how external environmental factors (e.g. economic, regulatory, technological) have impacted the nature of social enterprise business models.
4. To study the innovative business models that social enterprises employ to face obstacles to sustainability and to scale their impact.
5. To generate insights and recommendations that inspire social entrepreneurs to live out their social mission and improve their business models for the future.

Conclusion:

Identifying the research problem highlights the socio-economic challenges in South Africa, the need for increasing social enterprises, and the role of BMI. While interest in social entrepreneurship continues to snowball, relatively little research exists on

how BMI allows social enterprises to increase market share, scale operations, and achieve sustainability in a developing country setting.

This chapter described the research problem, scope, aim, and objectives, which provided a foundation for exploring how BMI could help social enterprises address financial, regulatory, and operational issues. This research is ultimately aimed at providing an evidence-informed value proposition that translates from theory to practice and may help inform business model approaches, influence policy-makers strategies and the sustainability of social enterprises in South Africa.

The next chapter will illustrate an extensive literature review of existing studies on Business Model Innovation, market share growth strategies and social enterprise sustainability. It will lay down the theoretical background so that readers could locate this research on the academic map.

CHAPTER 2: LITERATURE REVIEW

Business Model Innovation (BMI)

Theoretical Frameworks on Business Model Innovation:

BMI is defined as the process of transforming from one business model to another to create new value propositions, this process occurs by embedding innovation into either the entire business model or individual components (Shakeel et al., 2020). This shift is particularly relevant for social enterprises, which are tasked with creating dual value, both social and financial while operating in often resource constrained environments. For social enterprises in South Africa, where economic conditions are volatile and socio-economic inequalities are noticeable, BMI provides a mechanism for scalability and increased impact (Hultberg & Pal, 2021). The purpose of BMI is to create innovative strategies that can transform existing industry standards, create new markets and disrupt existing markets to create greater market share (Teece, 2018).

BMI has emerged as a crucial strategy for social enterprises in South Africa, a nation grappling with significant socio-economic issues. The foundational theory of business models (BMs) dates to the 1970s, but it has evolved substantially, reflecting the need for continuous innovation to remain relevant in a fast-paced business environment (Pieroni et al., 2019). In an era where societal challenges are increasing, business model innovation offers a pathway for social enterprises to create value for their beneficiaries while maintaining financial viability (Shakeel et al., 2020).

Furthermore, the literature highlights that BMI can support social enterprises overcome traditional business model limitations by adopting new approaches that can address complex societal problems. Collaboration with key stakeholders, including corporates and institutions, strengthens the ecosystem, enabling social enterprises to achieve greater social change (Pieroni et al., 2019). The urgency for such innovation is underscored by South Africa's socio-economic landscape, where unemployment and poverty continue to challenge both government and private sector efforts.

Business Model Innovation (BMI) is a complex and mixed concept that is influenced by different theoretical frameworks. Theories such as the Resource Based View (RBV), Dynamic Capabilities Theory, and Institutional Theory. These theories provide valuable insights into how social enterprises can develop and adapt their business models in response to the ever-changing business environment. These theoretical lenses enable a deeper understanding of how social enterprises innovate to balance financial sustainability and social impact.

Resource Based View (RBV) and Business Model Innovation:

The aim of the Resource Based View (RBV) Theory is to describe the internal sources of an organisations competitive advantage and how an organisation gains their competitive advantage by leveraging unique internal resources and capabilities that are valuable, rare, inimitable, and non-substitutable (Cuthbertson & Furseth, 2022). In the perspective of social enterprises, the RBV is especially relevant, as these type of organisations rely on a mix of financial, human, and social capital to achieve their economic and social objectives (Guldmann & Huulgaard, 2020). Unlike traditional organisations that prioritise profit, social enterprises utilise their unique value proposition and resources such as networks and community engagement to drive business model innovation.

Research has highlighted how social enterprises in South Africa leverage their unique capabilities to innovate and remain sustainable in resource constrained environments. It has been found that social enterprises that effectively utilise social capital and community trust are better positioned to introduce innovative revenue models and achieve financial resilience (Bacq & Lumpkin, 2020). Additionally, access to funding from impact investors and government grants plays a crucial role in enhancing the ability of social enterprises to innovate (Lang & Fink, 2019).

However, RBV also acknowledges that resource limitations can hinder organisational innovation, especially for social enterprises operating in underserved communities. As a result, successful organisations often adopt a collaborative approach by forming strategic partnerships with corporations, non-profits, and governmental institutions to compensate for resource shortages (Del Giudice et al., 2019).

Dynamic Capabilities Theory and Business Model Innovation:

Teece et al. (1997) introduced the Dynamic Capabilities Theory, that further expands on the RBV theory by highlighting an organisation's ability to adapt, integrate, and reconfigure internal and external capabilities to sustain a competitive advantage in unstable markets (Teece, 2018). For social enterprises, this theory provides a foundation for understanding how they may continuously innovate their business models in response to everchanging social and economic conditions.

In the South African context, where social enterprises operate under volatile economic and institutional constraints, the ability to sense, seize, and transform opportunities is critical. Eikelenboom & de Jong (2019) suggest that social enterprises that develop strong learning mechanisms and adaptive strategies are better equipped to respond to challenges such as funding shortages and policy changes. Furthermore, it has been argued that digital transformation has become an essential dynamic capability for social enterprises, enabling them to scale operations through technology-driven business models (Vézina et al., 2019). Social enterprises that engage and collaborate with stakeholders including beneficiaries, policymakers, and investors can enhance their innovative capacity. Through stakeholder engagement, they not only secure funding and operational support but also curate sustainable solutions that align with market and social needs (Bocken & Geradts, 2020).

Institutional Theory and Business Model Innovation:

The Institutional Theory suggests that organisations are shaped by regulatory, normative, and cultural forces that define their legitimacy within a given environment. This perspective is particularly useful for analysing how social enterprises navigate complex institutional landscapes and how external pressures influence their business model innovation (Risi et al., 2023).

In South Africa, institutional constraints such as policies, regulatory burdens, and socio-political instability significantly impact social enterprises' ability to innovate (Plagerson et al., 2019). For example, rigid non-profit regulations and tax policies often limit the ability of social enterprises to attract investments, leading many to adopt hybrid business models that balance for-profit and non-profit activities in order to remain sustainable (Cecere et al., 2020).

Moreover, pressures such as increasing expectations for sustainability and social impact are driving social enterprises to integrate circular economy principles into their business models (Rodríguez-Espíndola et al., 2022). Institutional logics also play a role, as organisations are often required to align with government programs or international development frameworks, such as the United Nations Sustainable Development Goals (SDGs), to secure funding and legitimacy.

Despite these challenges and constraints, some social enterprises have leveraged social entrepreneurship to drive regulatory change and encourage more enabling environments for business model innovation (Bacq & Lumpkin, 2020). By actively engaging with policymakers and advocating for regulatory reforms, social enterprises can reshape institutional norms to better support social innovation.

Types of Business Model Innovation in Social Enterprises and Value Proposition:

Business Model Innovation (BMI) in social enterprises involves redesigning existing models to enhance impact and financial sustainability. Unlike traditional businesses that focus solely on profit maximisation, social enterprises must balance financial sustainability with social value creation. Business model innovation in this sector generally falls into several key categories: hybrid model, fee-for-service, community based model and subscription based model (Tykkyläinen & Ritala, 2021). Each of these dimensions plays a crucial role in shaping how social enterprises operate and scale impact.

Value Proposition Innovation in social enterprises entails redefining the way social enterprises create and deliver value to underserved communities. Unlike traditional firms that prioritise customer-centric value, social enterprises align their business models with broader social challenges, including poverty alleviation, education, and healthcare (Tykkyläinen & Ritala, 2021). A well-defined value proposition is important for gaining stakeholder trust, acquiring funding, and improving scalability. Successful social enterprises co-create value with their beneficiaries, leveraging local insights to design solutions that address real-world social problems.

Furthermore, social enterprises are increasingly integrating technology into their value propositions to enhance service delivery and be more efficient in their enterprise. Technology and digital platforms allow social enterprises to extend their

reach beyond geographic constraints, thus amplifying their social impact (Del Giudice et al., 2019).

Challenges in Value Proposition:

Finding an optimal business model to maximise value proposition while remaining sustainable is a challenge that social entrepreneurs are faced with and are often required to adjust their existing business models to mitigate the challenges that they are faced with. Continuous innovation is critical for social enterprises (Randhawa et al., 2021).

Despite its advantages, value proposition innovation in social enterprises often faces resource constraints and policy barriers. Limited financial resources limit social enterprises' ability to invest in research and development (R&D) for innovative solutions. Additionally, social enterprises must align their value propositions with government policies and donor expectations, which can sometimes restrict their flexibility in designing innovative solutions and limit their service offering for their beneficiaries (Randhawa et al., 2021).

Sustainable Funding Models:

Revenue Model Innovation is critical for social enterprises, as they must balance financial viability and sustainability with their social missions. Unlike traditional businesses that rely on sales revenue, social enterprises adopt and utilise diverse funding models, including impact investing, crowdfunding, and hybrid models (Hommerová & Severová, 2019).

Investments in Business Model:

In recent times, impact investing has gained attention and importance as a sustainable revenue model for social enterprises. This approach involves investors funding social enterprises based on measurable social returns, alongside financial returns (Lall & Park, 2022). In South Africa, impact investors are increasingly supporting enterprises that address pressing challenges such as youth unemployment and healthcare access however, managing the tension between financial sustainability and social impact continues to be a challenge that social entrepreneurs are faced with (Mogapi et al., 2019).

Crowdsourcing is emerging as an innovative collaboration model that enables social enterprises to leverage collective intelligence, co-create solutions, and secure

funding from diverse sources Embracing crowdfunding has become a powerful tool for social enterprises to raise capital while engaging communities in their mission (Anwana & Anwana, 2020). Crowdsourcing allows social enterprises to gather ideas, skills, and resources from the public to drive innovation. Crowdfunding platforms such as Backabuddy, GoFundMe and Kickstarter allow for social enterprises to reach a local and global audience by linking investors to social enterprises by securing funding for innovative projects. As a result, new innovative mechanisms such as blockchain-based financing are gaining traction, offering a decentralised and transparent method of funding options that previously did not exist in the social entrepreneurship sector (Rejeb et al., 2025).

Hybrid business models, which combine for-profit and non-profit elements, have also emerged as a key revenue innovation strategy. These models allow social enterprises to generate earned income from commercial activities while reinvesting profits into social programs (Gupta et al., 2020).

Revenue model innovation in social enterprises is constant challenge as it is faced with multiple challenges, including donor dependency, inconsistent cash flows, and investor scepticism. Many investors hesitate to support social enterprises due to perceived risks and difficulties in implementing and measuring social impact (Rawhouser et al., 2019). To overcome these barriers, social enterprises must develop clear impact measurement frameworks that demonstrate their financial and social value creation (Saebi et al., 2019).

The Role of Technology:

Digital transformation has revolutionised service delivery in social enterprises. Mobile technology, artificial intelligence (AI) and data analytics have improved efficiency in sectors such as education, healthcare, and microfinance (Su & Wu, 2024). For instance, in South Africa, telemedicine platforms have expanded healthcare access in rural areas by connecting patients with doctors via mobile applications, thus lifting barriers and making healthcare more accessible (Dodoo et al., 2021).

Furthermore, blockchain technology has enhanced transparency in social enterprises by ensuring secure and verifiable transactions (Su & Wu, 2024). Digital payment solutions such as mobile money and cryptocurrency based donations have revolutionised the way funding can occur and provided alternative financing mechanisms for social entrepreneurs (Nguyen et al., 2021).

Scaling Social Enterprises through Partnerships

Collaboration with organisations, non-profits, and government entities plays an important role in business model innovation of social enterprise. Public-private partnerships (PPPs) enable social enterprises to leverage government resources, while corporate partnerships provide financial backing and market access (Davies et al., 2019). While technology and partnerships may enhance social impact and delivery, challenges such as digital literacy barriers, data security concerns, and dependency on external partners remain rampant. Additionally, partnerships with large corporations can sometimes lead to mission drift, where social enterprises are pressured to prioritise the commercial interests of the corporation over the social impact (Davies et al., 2019).

Digital Transformation in Social Enterprises

Technology and digital transformation have significantly reshaped the landscape of social enterprises, enabling them to enhance social impact, scale operations, and improve financial sustainability. Unlike traditional enterprises, social enterprises operate with a dual mission of social and financial value creation, necessitating innovative business models that leverage digital tools to overcome resource constraints (Zheng & Zhang, 2023).

This section explores the role of digital tools in enhancing social impact, examples of how South African social enterprises can use AI, blockchain, and mobile technology, and the impact of digital platforms for their social enterprises.

The Role of Digital Tools in Enhancing Social Impact

Digital tools have emerged as key enablers for social enterprises, helping them optimise resources, streamline operations, and improve beneficiary engagement. Technologies such as artificial intelligence (AI), blockchain, data analytics, and cloud computing are increasingly being adopted to drive efficiency and transparency in social enterprises (Su & Wu, 2024).

For example, digital platforms have transformed service delivery models in the healthcare, education, and financial inclusion sectors. The use of mobile banking applications and digital wallets has expanded financial inclusion for underserved communities, especially in emerging markets such as South Africa (George & Schillebeeckx, 2022). Furthermore, AI-driven chatbots are being utilised by social

enterprises to provide instant support to beneficiaries, particularly in sectors such as mental health counselling and healthcare (Bucci et al., 2019).

Digital transformation has enabled social enterprises to collect and analyse large volumes of data, providing deeper insights into beneficiaries, customer needs and operational inefficiencies. This data driven approach has been pivotal for decision making, enabling social enterprises to design better products, create more impactful initiatives, predict demand fluctuations and personalised services for underserved communities in which they operate (Gaglio et al., 2022).

Challenges in Digital Adoption

Despite the potential benefits, digital adoption in social enterprises remains limited due to financial constraints, technological illiteracy, and infrastructure limitations. In many developing economies such as South Africa, access to stable internet connections and digital literacy remains a barrier to the widespread adoption of digital tools (Mhlongo et al., 2023). Moreover, concerns around data security and privacy have also hindered the adoption of cloud based and AI-driven solutions in the social sector (Mhlongo et al., 2023).

South African social enterprises are increasingly adopting AI, blockchain, and mobile technology to increase transparency, enhance social impact, increase service delivery, and drive operational productivity and efficiency. Some notable examples include:

1. Artificial Intelligence (AI) in Social Impact Initiatives

AI is being used by social enterprises in South Africa to automate processes, enhance efficiency, and improve service accessibility and communication. For example, AI-driven language processing tools are enabling better communication with marginalised communities in their native languages, improving access to health and education resources (Tomašev et al., 2020). Blockchain technology has been instrumental in increasing transparency and accountability in social enterprises, particularly in the non-profit and microfinance sectors. Blockchain based platforms are being used to track donations and ensure that funds reach intended beneficiaries, reducing corruption and financial mismanagement (Rejeb et al., 2025).

2. Mobile technology in Social Impact Initiatives

Mobile technology has had the most profound impact on social enterprises in South Africa, as it provides cost effective solutions to overcome infrastructural challenges. Many social enterprises use SMS-based and USSD platforms to broadcast health information, deliver financial services, and support educational programmes, the use of mobile technology was prominent during the COVID-19 pandemic and highlighted the capabilities of mobile technology to reach even the most rural of communities (de Villiers, 2021). For example, mobile money services such as M-Pesa, VodaPay and MoMo are changing the way money is exchanged in African countries as they facilitate access to cashless transactions, improving financial inclusion in rural and underserved communities (Batista & Vicente, 2023).

Challenges in Scaling Digital Innovations

AI, blockchain, and mobile technology offer great transformative potential, their widespread adoption is hampered by high implementation costs, lack of skilled personnel, regulation and policies (Upadhyay et al., 2021). Furthermore, resistance to technological change within traditional social enterprises also presents challenges, as many social enterprises still rely on manual systems and personnel to complete tasks (Upadhyay et al., 2021).

Digital Platforms and Social Enterprise Growth

The rise of social platforms has enabled social enterprises to expand their reach and scale operations at a lower cost. Platforms such as Facebook, LinkedIn, and WhatsApp Business allow social enterprises to engage directly with beneficiaries, donors, and stakeholders, improving outreach and online presence of social enterprises (Tungande et al., 2020). Additionally, e-commerce platforms such as Facebook Market Place, Instagram and Yaga enable social enterprises to sell handcrafted or sustainable products, opening access to global markets that ordinarily would not have access to (Ali et al., 2023).

In South Africa, social enterprises focused on skills development and employment generation have used social media platforms to recruit and provide temporary and remote job opportunities for unemployed youth (Nikolaou, 2021). For instance, digital freelancing platforms have connected artisans and skilled tradespeople with customers, offering an alternative to traditional employment.

Challenges and Barriers to Business Model Innovation in Social Enterprises

Business Model Innovation (BMI) is a critical enabler of growth and sustainability in social enterprises. However, these organisations face numerous challenges and barriers that hamper their ability to innovate effectively. Key challenges include financial constraints, regulatory and policy barriers, market competition, and scalability issues. Addressing these barriers is essential for social enterprises to achieve long-term sustainability and impact.

Financial Constraints: Limited Access to Capital and Grants

One of the most significant barriers to Business Model Innovation in social enterprises is limited access to financial resources. Unlike commercial enterprises, which can rely on investors and profit driven revenue models, social enterprises often depend on grants, donations, and government funding to sustain their operations (Rawhouser et al., 2019). This dependency makes them vulnerable to a lack of adequate funding and shortages, donor fatigue, and economic factors and downturns.

Access to capital is particularly challenging for startup social enterprises, as investors often perceive them as high-risk ventures due to their dual mission of social impact and financial sustainability (Tykkyläinen & Ritala, 2021). Additionally, impact investors who focus on funding businesses with measurable social outcomes often require clear impact metrics before committing funds, which can be difficult for social enterprises to provide (Lall & Park, 2022).

Furthermore, traditional financial institutions tend to prioritise profit driven business models, making it difficult for social enterprises to secure loans or investment capital. In South Africa, financial institutions often lack custom financial products for social enterprises, limiting their ability to access credit and scale their operations (Bengo & Arena, 2019). As a result, many social enterprises struggle to develop and implement innovative business models that require upfront investment in infrastructure, technology and human capital (Vaska et al., 2021).

Mitigating Financial Constraints

To overcome financial barriers, some social enterprises have had to adopt hybrid business models, to generate revenue from commercial activities while reinvesting profits into social impact initiatives (Davies et al., 2019). Additionally, innovative

funding mechanisms such as crowdfunding, peer-to-peer lending, and blockchain based financing are emerging as alternative sources of capital for social enterprises (Upadhyay et al., 2021).

Regulatory and Policy Barriers: Compliance Issues and Government Support Gaps

The policies and regulations enforced by government play a crucial role in shaping the operations of social enterprises. However, many social enterprises face significant policy and regulatory barriers, particularly in developing economies such as South Africa where legal frameworks for social businesses are underdeveloped or restrictive (Bradley et al., 2021).

In South Africa, the absence of a clear legal definition for social enterprises creates confusion regarding tax obligations, compliance requirements, and eligibility for government incentives. Many social enterprises must choose between registering as non-profits or for-profit entities, both of which come with limitations. Non-profits face restrictions on revenue generation and are subjected to submission of annual audited finances while still struggling to access social funding opportunities if not registered correctly (Maboya & McKay, 2019). Furthermore, bureaucratic inefficiencies and slow policy implementation further hinder the ability of social enterprises to operate efficiently and effectively. Many government support programmes for social enterprises are poorly administered, inaccessible, or have stringent eligibility criteria that exclude smaller organisations (Maboya & McKay, 2019).

Compliance with regulatory requirements can also be costly and time consuming, diverting resources from core business activities. For an example, in South Africa for an NPO to be approved as a Public Benefit Organisation (PBO) from the South African Revenue Services (SARS), an application is required at the South African Revenue Services at a cost of R7990 once-off (Company Partners, 2024). Being registered as a PBO enables non-profit organisations to obtain approval to issue out deductible tax certificates to their donors for donations that they receive, allowing those donors tax exemptions and rebates.

Regulatory and Policy Barriers

The South African government must create an environment that encourages social entrepreneurship by creating regulations and policies that promote and enables social enterprises to receive the necessary support in the form of custom policies, tax incentives, and funding support that acknowledges the unique nature of social

enterprises (Bradley et al., 2021). Collaborative engagement between social enterprises, policymakers and financial institutions is essential to create more inclusive regulatory and policy frameworks that encourage and support business model innovation for societal impact and change (Bradley et al., 2021).

Market Competition

Like traditional organisations, social enterprises operate in highly competitive markets, where they compete with not only commercial businesses that have countless financial resources, established and distinguished brands, human resources and can reach economies of scale, but with other social enterprises that have the same or similar missions (Nascimento et al., 2023). This dual competitive pressure can limit the ability of social enterprises to scale and sustain their operations.

Traditional businesses frequently outperform social enterprises due to the nature of their businesses, and the ability to have resources such as marketing and technological advancements, making it difficult for social enterprises to attract and retain customers. Furthermore, because social enterprises prioritise social impact over profit maximisation, they may be unable to compete on price, making their products and services less attractive to consumers (Nascimento et al., 2023).

In some cases, corporate organisations have designated social impact initiatives, marketing themselves as socially responsible without necessarily aligning their business models with social objectives and enterprises. This phenomenon, known as "impact washing", and makes it harder for genuine social enterprises to differentiate themselves and attract ethical customers (Bocken & Geradts, 2020).

Navigating Market Competition

To remain competitive, social enterprises must leverage innovation, brand differentiation, and strategic partnerships to carve out unique market and value positions. Many social enterprises have successfully differentiated themselves through their social missions, geographic locations, and certifications such as Fair Trade, B-Corp, and eco-labels, which build trust among socially conscious consumers (Muñoz & Kimmitt, 2019).

Scalability Issues: Balancing Social Impact and Financial Sustainability

Scalability remains one of the most complex and pertinent challenges that social enterprises are faced with as they must balance expansion with sustaining their core

social mission. Unlike traditional businesses that scale by increasing production, changing suppliers, reaching economies of scale or lowering costs, social enterprises must ensure that growth does not dilute their social impact (Islam, 2022). Financial sustainability and scalability cause tensions for social enterprises, navigating these tensions in emerging economies such as South Africa, has proven to be a difficult for social enterprises (Akter et al., 2020).

A key barrier to scalability of existing business models is the dependency on donor funding and grants that are often uncertain, this poses a restriction on long-term growth. Many funders impose short-term funding cycles with limited funds that are allocated, making it difficult for social enterprises to develop sustainable business models that allow for long-term innovation and expansion (Davies et al., 2019).

Additionally, social enterprises frequently struggle with operational capacity constraints, including limited skilled labour, inadequate technology infrastructure, and inefficient supply chains. Scaling impact often requires strong strategic partnerships and technological investments, both of which demand significant financial and human resources that is not easily achievable (Saebi et al., 2019).

Strategies for Scaling Social Enterprises

To overcome scalability challenges, many social enterprises attempt to adopt franchise models, replication strategies, and digital transformation initiatives that allow them to scale efficiently without compromising their social impact and mission (Islam, 2022). Furthermore, strategic partnerships with corporate organisations, governments, and other non-profits provide social enterprises with access to new markets and resources necessary for scaling impact without compromising the initial social enterprise mission (Nkabinde & Mamabolo, 2022).

In order for an organisation to grow their existing market share, growth strategies are required to enable growth. Growth strategies refer to the actionable plans and initiatives that organisations adopt to expand their market presence, increase revenue, or achieve other forms of growth. The Ansoff Matrix is a world-renowned framework that was designed by H. Igor Ansoff, the framework was designed to help plan and evaluate growth strategies of an organisation. The framework outlines four main growth strategies namely: market penetration, market development, product development, and diversification. These strategies assist organisations to identify opportunities for growth by either expanding their offerings to existing markets,

introducing new products, or entering new markets whilst protecting their risks (Clarissia, 2020).

BMI is critical in achieving market share for an organisation, it enables an organisation to transform their organisational goals into actionable innovative strategies to further grow and create greater market share. BMI further enables organisations to adapt their business models to effectively respond to volatile competitive market conditions by creating better value for customers (Heikkilä et al., 2018). The idealisation and innovation process enable an organisation to create, capture and deliver value to its customers which creates a unique value propositions and ultimately differentiation, factors that social enterprises require in order to remain sustainable and impactful (Sjödín et al., 2020).

According to Christensen (1997), disruptive innovation and the concept of using innovation-driven growth strategies can transform organisations. Furthermore, he argued that growth can be achieved by creating new markets or by disrupting existing ones with innovative ideas that appeal to previously underserved customer segments. Disruptive innovations often start by targeting specific market segments or underserved customers before moving upmarket, enabling organisations to disrupt their known competitors and capture new market share (Si & Chen, 2020).

Social Impact and Business Model Innovation

Social enterprises operate with a dual mission of creating both financial sustainability and positive societal impact. Unlike traditional businesses that measure success through profitability and shareholder value, social enterprises must develop vigorous impact measurement frameworks to track their contribution to social change that is under scrutiny from donors. Successful social impact measurement is critical for attracting donors, securing funding, improving operational efficiency, and demonstrating accountability to stakeholders and strategic partners (Parida et al., 2019).

Sustainability in Social Enterprises

Sustainability has become a key driver of Business Model Innovation (BMI) in social enterprises, as these organisations seek to balance economic sustainability with environmental and social responsibility. Social enterprises are increasingly integrating circular economy principles to reduce waste, promote recycling, and

transition to green energy solutions (Bocken et al., 2019). Aligning with the United Nations Sustainable Development Goals (SDGs), many social enterprises in South Africa are leveraging sustainable practices to drive long-term impact and resilience. Sustainability principles drive innovation, the role of circular business models, and examples of South African social enterprises contribute to sustainability goals (Bocken et al., 2019).

How Sustainability Principles Drive Innovation in Business Models

Sustainability driven business model innovation requires social enterprises to rethink their traditional operational structures and integrate environmental, social, and governance (ESG) principles into their business strategies for better value creation and innovation (Wang et al., 2024). Unlike conventional businesses that focus primarily on financial profits, sustainability driven social enterprises prioritise ecological responsibility, resource efficiency, and long-term resilience (Bocken & Geradts, 2020).

Key Sustainability Principles Driving Business Model Innovation

- **Resource Efficiency:** Minimising waste and optimising the use of raw materials to reduce environmental impact (Nosratabadi et al., 2019).
- **Social impact consideration:** Engaging local communities, policymakers, and investors in sustainability driven initiatives that effect underserved markets (Nosratabadi et al., 2019).
- **The Circular Economy:** Designing business models that promote reuse, recycling, and regeneration (Hofmann, 2019).

Research from Randhawa et al. (2021) emphasises that sustainability driven social enterprises are often faced with the decision of having to develop hybrid business models, blending for-profit strategies with environmental and social impact initiatives. For example, enterprises focusing on fair trade, ethical sourcing, and carbon neutrality have gained competitive advantages in both domestic and international markets.

Challenges in Implementing Sustainability Oriented Business Models

Despite the growing adoption of sustainability principles, social enterprises face regulatory, policy, financial, and operational challenges. Many sustainability initiatives require high upfront investments, making it difficult for social enterprises

that are small or in their growth phase to transition towards greener and hybrid business models (Eikelenboom & de Jong, 2019). In addition, the lack of supportive policies and incentives in developing economies such as South Africa limit the ability of social enterprise to scale or consider sustainable innovations to reinvent their business models (Amit & Zott, 2020).

The Role of Collaboration and Partnerships in Business Model Innovation

Collaboration and partnerships are increasingly recognised as key drivers of Business Model Innovation (BMI) in social enterprises. Given the resource constraints and complex social challenges that social enterprises face, partnerships with public and private stakeholders, universities, incubators, accelerators, and communities play an important role in increasing innovation and scaling impact (Freudenreich et al., 2020).

Corporate Collaborations for Scaling Impact

Corporate collaborations are crucial and contribute to helping social enterprises overcome financial, operational, and market access challenges. Strategic partnerships can involve collaborations between governments and private sector entities to achieve social and economic development objectives (Freudenreich et al., 2020). Social enterprises benefit from these partnerships by gaining access to funding, infrastructure, and policy support, while governments and corporates leverage social enterprises' expertise and innovative approaches to address social issues.

The Role of Universities, Incubators, and Accelerators in Promoting Business Model Innovation

Universities, incubators, and accelerators play an important role in promoting entrepreneurial ecosystems that support Business Model Innovation in social enterprises. These institutions provide mentorship, technical expertise, funding access, and research driven insights to help social enterprises refine their models and scale impact (García-González & Ramírez-Montoya, 2021).

Universities as Drivers of Business Model Innovation

Universities can contribute to BMI through knowledge transfer and research. University based research and technology enhances social enterprises' ability to develop evidence and theoretical based solutions. Business schools are increasingly offering social enterprise programmes, contributing the next generation of impact

driven entrepreneurs. Universities act as innovation hubs, connecting students and faculty with social enterprises to co-create sustainable solutions (Kim et al., 2020). For example, the Gordon Institute of Business Science (GIBS) provides research, training, and access to a wide network of potential funding opportunities for social enterprises in Africa (GIBS, 2025). These collaborations help enterprises refine their business models, access funding networks, and enhance scalability.

Incubators and Accelerators in Supporting Social Enterprises

Incubators and accelerator programmes provide structured support to social enterprises, helping them develop viable business models, secure funding, and navigate market challenges. Incubators focus on the start-up stage of social enterprises, offering mentorship, training, and small-scale funding (Kim et al., 2020). While accelerators support the growth stage of enterprises by providing investment readiness programmes, networking opportunities, and scaling strategies (Kim et al., 2020).

The Allan Gray Orbis Foundation, Climate Innovation Centre and the South Africa's Impact Hub in Johannesburg are examples of incubators and accelerators that nurture social enterprises, providing them with the resources needed for sustainable impact (Gonsalves & Rogerson, 2019).

Challenges in University and Incubator Partnerships

While universities and incubators provide valuable support, some challenges persist, there is limited practical business experience among academics which can result in theoretical knowledge transfer rather than practical market driven solutions (Randhawa et al., 2021). Furthermore, social enterprise funding gaps exist, and social entrepreneurship programmes are often short courses in duration, this can limit the long term impact of incubators and accelerators on social enterprises (Gonsalves & Rogerson, 2019).

Social Entrepreneurship in South Africa

In South Africa, social entrepreneurship is critical to addressing the socio-economic challenges that the government has been unable to resolve, particularly the high unemployment rate and lack of access to quality education (Gupta & Srivastava, 2024). The country's fiscal constraints and systemic failures have created opportunities for social enterprises to step in, particularly in underserved markets.

Manyaka-Boshielo (2019) argues that social entrepreneurs are essential for addressing market failures that are often overlooked by traditional businesses.

Youth unemployment, one of South Africa's most pressing challenges, exacerbates the country's socio-economic issues, and traditional employment strategies have failed to make significant inroads (Mseleku, 2022). Social entrepreneurship offers a viable solution to this crisis by promoting innovative approaches to employability and skills development. According to Mseleku (2022), the growing youth unemployment rate, which reached 43.4% in late 2023, highlights the need for novel approaches like social entrepreneurship to address these deep-rooted challenges.

Social enterprises in South Africa face unique socio-economic challenges, BMI within the context of South African social enterprises has been identified as a critical tool for overcoming these challenges. The relationship between BMI and market share growth remains unexplored.

Social enterprises in South Africa play an important role in addressing the socio-economic challenges of the country while maintaining financial sustainability which is a challenge many social enterprises face. In addition, scaling and increasing market share remains a significant challenge due to financial constraints. Business Model Innovation (BMI) as a tool has emerged as a key driver in supporting social enterprises to grow, reach broader markets, and increase their impact (Akter et al., 2020).

Conclusion

Business Model Innovation is a vital enabler for scaling social enterprises in South Africa. By leveraging hybrid business models, innovative revenue models, digital transformation and strategic partnerships, social enterprises can expand their market presence while maintaining social impact. However, overcoming financial constraints remains essential for sustainable growth. BMI adoption in the social entrepreneurship sector is imperative for sustainability and scalability of social enterprises. BMI can enable social enterprises to attract additional funding, create partnerships, and enhance social impact. This paper explores how social enterprises in South Africa can utilise BMI to scale, increase market share and remain sustainable in a developing market.

The next chapter will discuss the research questions that informed the study's findings in relation to existing literature, offering a deeper understanding of business model innovation and social enterprises.

CHAPTER 3: RESEARCH QUESTIONS

Introduction:

The research study not only fills an academic gap, but it sought to provide valuable practical insights that can be adapted and used in different contexts. Furthermore, the research study highlights the potential for social enterprises to increase their market share and create greater impact whilst maintaining sustainability if BMI is utilised.

The purpose of this study is to examine how Business Model Innovation (BMI) serves as a tool to support the growth, scalability, and sustainability of social enterprises in South Africa. The research aims to bridge the gap in existing literature by exploring how social enterprises can effectively leverage BMI to increase market share, enhance financial sustainability, and maximise social impact in a resource-constrained environment.

To successfully fulfil the research purpose, the following research question guided the study:

Research question one:

How do social enterprises in South Africa make use of BMI to scale their business models and increase their market share?

Research question one wanted to understand the role of BMI in enabling social enterprises to expand their reach and scale their business models. To achieve this participant were asked to describe their current business models, their unique value propositions, their current understanding of BMI and whether they were familiar with any aspects of BMI.

Research question two:

What key challenges do social entrepreneurs in South Africa face in sustaining or scaling their business models?

Research question two sought to identify the key challenges that social enterprises face in sustaining and scaling their operations. The intention was to understand the

key challenges and examine the effect that they had on social enterprise business models.

Research question three:

How do external environmental factors influence the development and growth of social enterprises' business models?

Research question three analysed the external environmental factors such as regulatory frameworks, economic conditions, and stakeholder relationships that influence business model development and growth. The intention of this question was to understand the impact that external factors have on social enterprise business models, if any at all.

Research question four:

What strategies do social enterprises employ to overcome challenges to achieve sustainability that can lead to better impact?

Research question four explored strategies that social enterprises use to overcome barriers, achieve sustainability, and create long-term social and economic impact.

Conclusion:

This chapter has provided a high-level view of the research questions that guided the study. By focusing on the South African context, this research aims to provide practical insights for social entrepreneurs, policymakers, and investors on how BMI can drive innovation, improve operational efficiency, and support long-term growth in the social entrepreneurship sector. The findings will contribute to both academic literature and real-world applications, offering valuable recommendations for enhancing the resilience and impact of social enterprises in emerging economies.

CHAPTER 4: RESEARCH METHODOLOGY

The research methodology for this study was in line with the requirements of a qualitative research approach.

Choice of research design

The researcher understood that the appropriate choice of research design for the study was critical as it impacted the contribution that could be made to the existing body of knowledge. The selection of a qualitative research approach was deemed appropriate for the study as the researcher explored how Business Model Innovation (BMI) as a tool could be leveraged by social entrepreneurs in South Africa to maintain sustainability and scale their impact.

Purpose of research design

The research design that was selected for the study was an exploratory approach. The exploratory research design granted the researcher the opportunity to discover interesting information about a topic that was not clearly understood (Saunders & Lewis, 2018). The exploratory research approach further presented the researcher with the prospect of adding new information to their research toolbox (Asmussen & Møller, 2019) by lending itself to a new phenomenon where insights could be gained to inform the researchers research design (Saunders & Lewis, 2018). Exploratory research allowed the researcher flexibility to collect data in an interactive form by using interviews as opposed to surveys (Jain, 2021). As a result, the exploratory approach complimented the qualitative study.

Philosophy

The chosen philosophy that guided the study was an interpretivist philosophy. The interpretivist philosophy explored the study of social phenomena in their natural environment (Saunders & Lewis, 2018). The study sought to understand how BMI as a tool could be utilised by social entrepreneurs to ensure sustainability, increase market share, and impact, while also understanding the different institutional barriers social entrepreneurs in South Africa faced and how they overcame these barriers.

Research Approach

The selected research approach was inductive, Saunders & Lewis (2018) suggested that an inductive method of approach was suitable for or a new topic about which there was little existing literature. By adopting an inductive method of approach, the researcher collected and analysed data and reflected on theoretical themes that the data suggested (Saunders & Lewis, 2018). With an inductive approach, the researcher had to contend with the possibility that no useful data patterns and theory would emerge (Saunders & Lewis, 2018). Furthermore, the researcher had to consider the audience for the study (Saunders & Lewis, 2018). BMI as a tool has been previously researched however, the relationship between BMI and the growth of social enterprises' market share in South Africa had yet to be explored.

Methodological choice

The methodological choice that was followed for the study was a mono-method qualitative research design to concentrate on a specific focus group (Saunders & Lewis, 2018). The chosen focus group for the research study consisted of social entrepreneurs in South Africa. This method focused on semi-structured interviews guided by an interview guide, which provided a comprehensive understanding of the research topic by allowing participants to respond freely to posed questions. The focus group of social entrepreneurs in South Africa was required to have been in operation for over three years to be deemed credible.

Strategy

The study implemented a phenomenological approach to support the qualitative research approach. The phenomenological approach sought to explore and understand the lived experiences of others as they perceived and interacted with the phenomenon being studied (Neubauer et al., 2019). The researcher gained insight into the essence of the phenomenon by collecting data and analysing the narratives provided by participants through semi-structured interviews, as these were better suited for a detailed understanding of participants' lived experiences (Neubauer et al., 2019). Through the semi-structured interviews that were conducted, the researcher gathered rich data that contributed to the understanding of the phenomenon.

Data collection for qualitative research is typically conducted through semi-structured interviews. The nature of the semi-structured interviews was open-ended, allowing participants to express their lived experiences. The researcher prompted participants but avoided leading comments to allow the participants the opportunity to describe specific experiences that relate to the phenomenon being studied (Aguas, 2022). The researcher deliberately engaged with bracketing to ensure that authenticity of the participants' experiences about the phenomenon were solely from the participants' perspective and exclude the beliefs, biases and previous knowledge of the phenomenon from the researcher (Chan et al., 2013).

Time Horizon

The time horizon of the study followed a cross-sectional research design as it analysed data from a selected population at a single point in time (Wang & Cheng, 2020). The cross-sectional research design aimed to understand, determine, and describe features of a population at a specific point in time (Wang & Cheng, 2020). The cross-sectional time horizon was deemed appropriate for studying social entrepreneurship activities as it allowed the researcher to capture the insights and perspectives of the available population (Wang & Cheng, 2020).

Target Population

The population of interest and sample frame for the research study consisted of social entrepreneurs in South Africa who had established non-profit organisations operating within communities across the country and who partnered with established corporate organisations. These individuals possessed relevant knowledge of social entrepreneurship activities and had access to the human capital necessary to execute their various social activities and initiatives.

Furthermore, the social entrepreneurs who were interviewed were from urban areas and cities in South Africa, namely Johannesburg and Pretoria. The participants came from diverse ethnic backgrounds and comprised both males and females. Age was not considered a factor for the population; however, participants had to be of South African legal age, meaning they were required to be above the age of 18 to legally sign the informed consent form accompanying their interview.

The sample size of the population was medium sized to obtain deep and rich insights from knowledgeable participants' lived experiences. A key consideration for the population size was data saturation. Interviews continued until saturation was reached, meaning no new information, insights, or themes emerged from participants (Saunders & Lewis, 2017).

Unit of analysis

The unit of observation for the study comprised social entrepreneurs and their organisations who were willing participants and were actively involved in communities while maintaining partnerships with established organisations. The selected participants represented the population of the research study and adequately formed the centre of the research. The study involved a micro-level analysis as it sought to understand the individual experiences and narratives of each participant (Hennink et al., 2020).

Sampling method and size

The sampling technique used to identify appropriate participants for the study was purposive sampling, where participants were chosen based on specific criteria relevant to the research questions (Campbell et al., 2020). Advantages of purposive sampling are that it permits the researcher to deliberately select participants' and take proper care in selecting the participants based on a criteria, it is less expensive, less time consuming and ensures that important units are included (Rai & Thapa, 2015). Additionally, snowball sampling was employed, allowing existing participants to refer the researcher to new participants, thereby extending the sampling frame as the research progressed (Saunders & Lewis, 2017).

The sample size consisted of a minimum of 12 and a maximum of 30 social entrepreneurs. The study undertook a heterogeneous population, allowing for diverse participants to be interviewed, which facilitated a variation of responses during the data collection process (Saunders & Lewis, 2017).

Measurement

Given the qualitative nature of the study, data was collected through semi-structured interviews. A pilot interview with an eligible social entrepreneur was conducted as a

pre-test using the interview guide provided in the Appendix to test its effectiveness (Majid et al., 2017). The interview was then reviewed by the researcher and their supervisor to determine whether the correct data could be collected using the interview guide. If required, the interview guide was revised to ensure clarity, time efficiency (30 to 60 minutes in duration), and participant confidentiality. Participants were also reminded that their participation was voluntary.

The sampling selection criteria for social entrepreneurs and their enterprises were carefully considered with the below being applicable for the purpose of this proposed research study:

1. The social entrepreneurs as participants were required to have active experience in social entrepreneurship and required to either be founders, co-founders or key personnel in decision making in the respective social enterprise that they represent (Islam, 2022).
2. The entrepreneurs represented social enterprises that are either in their growth or mature phase (Grassl, 2012).
3. The social entrepreneurs had a clearly defined social impact focus that address one or more South African societal problems.
4. Social entrepreneurs were selected from different geographical locations in Johannesburg and Pretoria to provide different contexts (Mair et al., 2012).
5. Social entrepreneurs who represented small, medium and large social enterprises were all ideal to provide variation of information from their individual perspectives due to the size of their enterprises (Grimes et al., 2013).
6. All participants of the research study were willing and able to participate in the research process on a voluntarily basis that was guided by ethical practices (Saunders & Lewis, 2017).

Semi-structured interviews were conducted on an individual basis with each participant for privacy, it would have been ideal to conduct in-person interviews which would to display active listening and respect to the participant (Majid et al., 2017) however, they all interviews were conducted online. For participants who were unable to meet in-person, interviews occurred via Google Meets. Participants being interviewed via Google Meets were requested to have their cameras on if they were comfortable with it. The researcher had their camera on at the start of every interview

to introduce themselves and create a positive rapport during the interview. Camera's were switched off after introductions in most cases whilst a couple of interviews occurred with the camera on.

Access to social enterprises and selected individuals was initiated by cold calling through their organisations and social media platforms.

Data Gathering

The data collection method for the research study was semi-structured interviews. Given that the targeted participants of the study were social entrepreneurs, the researcher had to purposefully identify social entrepreneurs. Semi-structured interviews were conducted on an individual basis with each participant via Google Meets. A minimum of twelve semi-structured interviews were conducted, with each interview estimated to last between 30 and 45 minutes to extrapolate the necessary information required from the participants. The interview guide, which contained predetermined questions, can be found in the Appendix. However, additional questions that were valuable to the study were asked during the interviews and documented as additions.

Data Analysis

The study was qualitative in nature and followed an inductive research approach. Therefore, an interpretive phenomenological analysis of data was appropriate to make sense of individuals experiences (Nizza et al., 2021). When a phenomenological approach was utilised, data collection and analysis required the researcher to explore into participants' personal experiences, free of preconceived notions and assumptions, to disclose deeper insights into their known reality (Aguas, 2022).

Once the data was collected from the interviews, the analysis of the data commenced, requiring verbatim transcription of the semi-structured interviews. To facilitate transcription, ATLAS.TI software was utilised. This qualitative research software programme was designed to support data analysis by providing tools for data organisation and display (Monaro et al., 2022). The researcher then immersed themselves in the data by replaying the interviews and rereading the transcriptions

to gain a comprehensive understanding of the participants' lived experiences (Aguas, 2022).

The researcher identified significant statements or phrases related to participants' experiences of the phenomenon, ensuring that all experiences were equally valued before a deeper analysis occurred (Aguas, 2022). This process, known as horizontalization, informed the categorisation and thematic analysis of the data (Aguas, 2022). Coding was conducted to identify emergent themes, continuing until superordinate categories emerged and were clustered into identifiable themes (Aguas, 2022).

The findings from the analysis were presented in two types of descriptions: textural and structural. Textural descriptions accounted for what the research participants experienced, while structural descriptions focused on how the research participants experienced the phenomenon and interpreted it (Aguas, 2022).

Finally, to derive rich meanings, the researcher synthesised the textural and structural descriptions from the data analysis and completed the interpretation of the overall essence of the phenomenon. This assisted in the final write-up of findings that were presented (Monaro et al., 2022).

Quality controls

To ensure the credibility of the qualitative research, Korstjens and Moser (2018) recognised four key pillars as essential: credibility, dependability, confirmability, and transferability. These four pillars served as measures to ensure that quality control was applied to the research study as follows:

Credibility

To ensure credibility, the researcher verified that participants were credible social entrepreneurs who had been in operation for more than five years, as most businesses tend to fail within the first two to three years. Entrepreneurs who successfully operated their businesses for over five years were deemed credible and stable business owners (Azeem & Khanna, 2024). The research study employed a well-established research design that provided a structured approach to data collection and analysis, as set out by research guidelines (Singh et al., 2021)

The researcher will ensure that they familiarise themselves with the relevant background information on each the social entrepreneurs and their organisations, this information will be gathered before an interview occurs, this is to ensure that “early familiarity” is established within the context (Singh et al., 2021).

During the semi-structured interviews, the researcher will actively engage in a reflexive manner, as this plays an important role in further enhancing credibility. This is to ensure that the researcher recognises that their own experiences, beliefs, and assumptions may have an influence on the interactions and interpretation of data by participants’.

Lastly the researcher has accounted for time to conduct regular debriefing sessions with their research supervisor who is analytically adept to discuss factors related to the proposed research study, advise on alternative approaches and identify potential limitations early in the research process (Rose & Johnson, 2020).

Dependability

To maintain dependability, the researcher carefully documented the entire research process to ensure that findings remained consistent and traceable. This included maintaining transcripts of interviews and discussions, obtained with participants’ informed consent. Additionally, dependability was reinforced by documenting all research procedures, including signed legal consent forms, recordings, and transcripts of the semi-structured interviews.

Triangulation, involving cross-checking and comparing multiple data sources, was applied to enhance dependability (Janis, 2022), as it makes “use of two or more independent sources of data or data collection methods within one study in order to help ensure that the data are telling you what you think they are telling you” (Saunders & Lewis, 2018, p. 128). This method ensured that the data accurately reflected participants’ experiences (Janis, 2022).

Confirmability

To establish confirmability, the researcher maintained a detailed audit trail of all documentation and recordings of semi-structured interviews. All decisions and potential changes throughout the research study were documented, and where necessary, access to these documents and recordings was made available to

enhance transparency. The study could thus be audited by others (Korstjens & Moser, 2018).

Transferability

To support transferability, the research findings were presented in a detailed and comprehensive manner, enabling future researchers to evaluate the applicability of the results in other contexts. A minimum of twelve semi-structured interviews were conducted, with each interview lasting between 30 and 45 minutes to extract the necessary information from participants. The researcher documented findings thoroughly to ensure adaptability to different circumstances, settings, and time periods.

To enhance future research and enable transferability, the following considerations were made:

- **Thick description:** The research study provided rich, detailed descriptions of the research context, participants, and findings to allow readers to evaluate its relevance in different contexts (Amin et al., 2020).
- **Contextual specificity:** Specific contextual details, such as social entrepreneur sectors, location, years of experience, size of non-profit organisations, and demographics, were presented to inform the transferability of findings (Korstjens & Moser, 2018).

Research Limitations

A plausible limitation of the study lay in data collection, as the researcher's demeanour and conduct during the interview process may have influenced participants' responses (Ross & Bibler Zaidi, 2019). This limitation may have arisen if participants felt compelled to align their answers with the researcher's expectations to produce perceived positive feedback (Ross & Bibler Zaidi, 2019).

Other potential limitations included sampling bias, self-reporting bias, and research bias, which could have affected the study's results (Ross & Bibler Zaidi, 2019). Additionally, self-reporting biases may have arisen if participants altered their responses to align with the researcher's questions (Ross & Bibler Zaidi, 2019). To address research bias, triangulation was employed by using various data sources and theoretical perspectives to validate findings, thereby enhancing study credibility

(Flick, 2022). The research incorporated both interviews and document analysis to validate findings.

Due to the qualitative nature of the study, ethical issues could have emerged regarding the sensitivity of the information collected. The researcher respected participants' autonomy and confidentiality by requesting them to sign informed consent forms before conducting interviews (Orb et al., 2001). Participants were also asked for permission to record interviews. The recordings were securely stored in the cloud, with access available upon request. All interviews were conducted in English.

The research focused exclusively on social enterprises in South Africa, which may have limited the generalisation of findings to other countries. Furthermore, reliance on qualitative data may have introduced bias due to the subjective nature of the data collection process. Factors such as differing demographics, populations, and geographical locations within South Africa may have influenced the findings.

These limitations were acknowledged and will be addressed in the final research report, along with the steps taken to mitigate them and recommendations for future studies aimed at overcoming these challenges (Ross & Bibler Zaidi, 2019).

The next chapter will discuss the research findings with evidence from participants that were interviewed for the study.

CHAPTER 5: FINDINGS

Introduction:

Chapter five presents the findings that were uncovered from twelve semi-structured interviews that were analysed through thematic analysis. The chapter aims to answer the four main research questions from chapter three that guided the study. The intension of chapter five is to provide insights on business model innovation in social enterprises in South Africa.

The chapter begins with a description of the sample to support the selection of participants. The chapter continues to provide further insights and evidence that validates the suitability of the sample to validate that the selected sample met the sample criteria that was provided in chapter four. The chapter continues to present the key themes and sub-themes that emerged from the analysis process for each of the four research questions posed in chapter three.

Description of participants:

The entire sample for the research included twelve participants that were identified through purposive sampling, the participants were deliberately selected based on a specific criteria relevant to the research questions. The participants were all founders of their social enterprises, and their experience varied from three years to twenty years. The participants varying years of experience allowed for different perspectives to be shared and a better understanding of the business models of social enterprises from the growth to maturity stage.

The participants operated in different provinces of South Africa which further encouraged diversity of perspectives, trustworthiness and depth of knowledge that the researcher sought to achieve. Furthermore, participants social enterprises focussed on different socio-economic issues, namely healthcare and education.

The below-mentioned table 1 presents the list of the twelve participants showing their gender, location, the sector in which their social enterprises serve and their years of experience of operation. The identities of the participants have been withheld, and participant codes have been used as pseudonyms in their place as anonymity was assured to them prior to partaking in interviews. Pseudonyms will be referenced when providing evidence in the findings in this chapter.

Below is a description of the sample obtained:

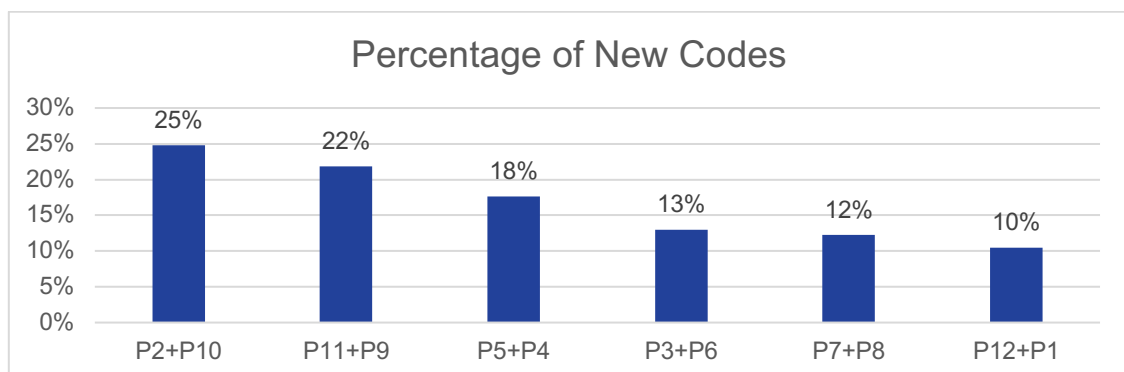
Table 1: Description of participants

Participant Code	Gender	Location	Sector	Years of Experience
Participant 01	Female	Pretoria	Healthcare	4+
Participant 02	Female	Pretoria	Education	8+
Participant 03	Female	Johannesburg	Healthcare	5+
Participant 04	Female	Johannesburg	Healthcare	3+
Participant 05	Female	Eastern Cape	Healthcare	5+
Participant 06	Male	Limpopo	Education	5+
Participant 07	Female	Johannesburg	Education	7+
Participant 08	Male	Johannesburg	Education	20+
Participant 09	Female	Johannesburg	Healthcare	5+
Participant 10	Female	Johannesburg	Healthcare	5+
Participant 11	Male	Johannesburg	Education	6+
Participant 12	Female	Johannesburg	Education	6+

Data Saturation

Figure one depicts the data saturation that was reached during the interview process for this study. Interviews continued until saturation was reached, meaning no new information, insights, or themes emerged from participants (Saunders & Lewis, 2017). The below graph depicts a decline in new codes as no new codes were emerging after the twelfth interview.

Figure 1: Data Saturation



Research Question One: How Do Social Enterprises In South Africa Make Use Of BMI To Scale Their Business Models And Increase Their Market Share?

The first research question aimed to explore how social enterprises in South Africa leverage Business Model Innovation (BMI) to scale their operations and expand their market share. This research question delved into the diverse business models adopted by social enterprises, their unique value propositions, and their knowledge and application of BMI. The findings revealed that while some social enterprises consciously innovate their business models, others unknowingly incorporate elements of BMI as they adapt to market challenges and sustainability constraints.

Table 2: Overview of research question one rank, codes and frequency:

Rank	Code	Frequency
1	BMI Utilisation: Scaling Business Models	42
2	BMI Utilisation: Market Share Expansion	35
3	BMI Utilisation: Sustainability	22
4	BMI Utilisation: Partnerships	21
5	BMI Utilisation: Growth	11
6	BMI Utilisation: Donations	10
7	BMI Utilisation: Funding	10
8	BMI Utilisation: Collaboration	8
9	BMI Utilisation: Compliance	7
10	BMI Utilisation: Innovation	7

Discussion of ranking:

1. Scaling business models, with the highest frequency of 42, is the primary use of BMI among South African social enterprises, suggesting that it's crucial for expanding market share, ranked second.
2. Expanding market share, while a key objective, must also consider sustainability, ranked third, to ensure long-term viability and impact.
3. Sustainability efforts are often enhanced through strategic partnerships, ranked fourth, leveraging external resources and expertise.
4. Building strong partnerships is essential for achieving overall growth, ranked fifth, which is a key indicator of successful scaling.

5. Growth initiatives may be supported by donations, ranked sixth, which can provide crucial funding for expansion.
6. Securing funding, ranked seventh, is vital for implementing innovative business models and scaling operations effectively.
7. Access to funding is often facilitated by collaboration, ranked eighth, which allows social enterprises to pool resources and expertise.
8. Collaborative efforts must also ensure compliance, ranked ninth, with relevant regulations and standards to maintain credibility.
9. Maintaining compliance is essential for encouraging innovation, ranked tenth, as it creates a stable environment for experimentation and growth.
10. Finally, promoting innovation, while ranked tenth, highlights the fundamental importance of scaling business models, the top-ranked factor, to achieve sustainable growth and market share expansion.

Diverse Business Models:

The study found that social entrepreneurs employ a variety of business models, often tailored to their social mission, operational context, and financial sustainability needs. These include community-driven models, mentorship programmes, fee-for-service models, and hybrid models that blend philanthropic and revenue-generating activities. The choice of business model is often shaped by environmental factors, resource availability, and market conditions.

Participant 4 highlighted the integration of academia into their business model:

"So I've got academia. I absolutely have to have academia involved. We need an academic playing a role. So academia is definitely there."

This reflects a knowledge-driven model, where partnerships with educational institutions enhance credibility, research, and impact measurement.

Participant 8 described a blended finance model, combining grant funding with commercial revenue:

“So it's a social entrepreneurial model, which is blended finance. So partly our income is from grants and partly our income is from trading activities. And trading activities are built upon the market creating innovation model, meaning that we are looking at markets and products into markets that are complex and normally products would then be expensive.”

Participant 11's model focused on mentorship as a revenue-generating activity:

“So effectively we are a non-profit organisation, and the business is a mentorship program. We mentor unemployed graduates, and we place them into employment.”

Findings also indicated that the environment of business in which social enterprises operated in had an impact on the type of business model social entrepreneurs implored. It was also indicated that finding the correct business model is a challenge. A participant emphasised this with the following quote.

The findings suggest that there is no singular business model that social enterprises adopt, and many must experiment with various approaches to find the most viable structure. However, identifying the right model remains a challenge, as highlighted by Participant 8:

"The other challenge is to find the right business model in economic settings that are not always conducive for-profit business model. So what we're looking for is a business model that balances low general income in populations with generally relatively expensive products or services."

This indicates the difficulty in maintaining affordability while ensuring financial sustainability.

Unique Value Propositions: This theme identified that social enterprises offer unique value propositions for their beneficiaries, such as addressing underserved communities, unmet needs, providing culturally relevant services and bridging critical service gaps. The unique value propositions spanned from educating people in communities where certain illnesses such as mental health were regarded taboo, to providing mentorship to young people in underserved communities to equip them with the basic necessary skills to enter the work environment. Many participants

emphasised that their social enterprises cater to marginalised populations, often filling voids left by government or private sector services.

Participant 1 illustrated this by stating:

"We are going to the outskirts areas. We're going to the lady that decided to adopt the community. We're going to people that are not on the books, not necessarily qualifying under general rules for funding for assistance from government."

This demonstrates a grassroots approach, ensuring that aid reaches individuals who are often overlooked.

Participant 2 highlighted workforce preparedness in rural areas:

"We are helping to prepare rural markets for future workforce."

This value proposition addresses long-term economic empowerment, equipping communities with skills to improve employability. Other participants focused on addressing specific social challenges, such as mental health awareness:

Participant 3: *"The need is education on mental health and resources. There's a huge gap. So we're trying to fill that gap by providing programs and services that can equip teenagers and adults."*

Participant 10: *"So we're looking at ways to add value around the funding space and particularly in that, in the space of supporting female entrepreneurs to be investor ready."*

Participant 11: *"We mentor unemployed graduates, and we place them into employment."*

These findings suggest that social enterprises strategically position themselves in sectors where market failures exist, offering solutions that are socially necessary yet commercially overlooked.

Challenges in Creating Sustainable Models: This theme explains the challenges social entrepreneurs face in creating financially sustainable models, balancing social impact with financial viability, and scaling their operations. Balancing social impact

with financial viability was a key concern, with eight out of twelve participants explicitly stating that achieving sustainability is difficult.

Participant 3 illustrated this challenge:

"So the most challenging part is finances. So it has mainly been out of pocket rather than the actual generation of income."

Similarly, Participant 7 highlighted the risks of over-reliance on donations:

"So firstly, I would say it's not very sustainable, but I think we are highly dependent on donations, be it resources or funds. When the general public does not have, then we do not have. Being so reliant or heavily reliant on public donations... you are at the hands of the donations and at the mercy of the public."

This reflects the volatility of donor-dependent models, where external economic conditions directly impact the enterprise's sustainability.

Participant 12 reinforced the need for balance:

"But in terms of sustainability, it's really important that we find the balance between making the money and the social impact."

These challenges indicate that social enterprises must continuously adapt their business models to remain viable while maintaining their social mission.

Business Model Innovation (BMI) and Market Share Expansion: While not all participants were familiar with the term Business Model Innovation (BMI), findings revealed that all twelve participants were actively using elements of BMI to increase market share, improve financial resilience, and scale their impact. One common component of BMI observed was the creation of alternative revenue streams to sustain operations.

Participant 2 described how additional service based income contributes to their sustainability:

"So what we've also done with our model is because we sell services like project management on social development projects, we are able to charge an additional fee which ensures our sustainability."

Participant 9 illustrated an innovative funding model through multiple revenue streams:

“...we have a thrift shop that goes that people donate things and I run the thrift shop here at my house every weekend and people come by other people, second-hand stuff. So that's a basically income that's 24,7 day. And then logically. So we adopt out animals. So we ask adoption fee to cover the cost of that. We don't make any profit on anything. Like I said, as it comes in, it goes out. But that's our ways of getting funds in here”

The examples provided insight into how social enterprises use creative, multi-channel revenue models to sustain operations. Such approaches align with market driven innovation strategies, ensuring that social enterprises are not solely reliant on grants or donations.

Table 3: Overview of research question two themes and sub-themes:

Key Theme	Sub-Theme
Diverse Business Models	Community-driven models
	Mentorship programs
	Fee-for-service models
	Hybrid models
Unique Value Propositions	Targeting underserved communities
	Providing culturally relevant services
	Addressing unmet needs
Challenges in Creating Sustainable Models	Financial sustainability
	Balancing social impact with financial viability
	Scaling operations

The findings reveal that social enterprises in South Africa leverage a variety of business models, each tailored to their mission and operating environment. Their unique value propositions address underserved communities and social gaps,

reinforcing the necessity of their work. However, achieving financial sustainability remains a significant challenge, with many social enterprises struggling to balance impact and revenue generation.

Despite these challenges, Business Model Innovation (BMI) is actively being used whether consciously or unconsciously to scale operations and increase market share. By exploring alternative revenue models, adapting to environmental conditions, and strategically leveraging partnerships, social enterprises demonstrate resilience and adaptability in a complex socio-economic landscape.

Research Question Two: What Key Challenges Do Social Entrepreneurs In South Africa Face In Sustaining Or Scaling Their Business Models?

The second research question sought to examine the key challenges faced by social entrepreneurs in South Africa as they strive to sustain and scale their business models. The findings indicate that financial constraints, access to funding, scaling difficulties, and institutional barriers are the most pressing hurdles limiting the ability of social enterprises to achieve long-term sustainability and expand their impact. The study highlights that while social enterprises are deeply committed to their missions, these challenges hinder their capacity to grow, adapt, and reach more beneficiaries.

Table 4: Overview of research question one rank, codes and frequency:

Rank	Code	Frequency
1	Sustaining or Scaling through BMI and Challenges: Challenges	92
2	Sustaining or Scaling through BMI and Challenges: Sustainability	60
3	Sustaining or Scaling through BMI and Challenges: Scaling	38
4	Sustaining or Scaling through BMI and Challenges: Sustainability Challenges	17
5	Sustaining or Scaling through BMI and Challenges: Scaling Challenges	13
6	Sustaining or Scaling through BMI and Challenges: Funding Challenges	11
7	Sustaining or Scaling through BMI and Challenges: Financial Constraints	9
8	Sustaining or Scaling through BMI and Challenges: Sustainability challenges	7
9	Sustaining or Scaling through BMI and Challenges: Partnerships	6
10	Sustaining or Scaling through BMI and Challenges: Communication Challenges	5

Discussion of ranking:

1. Overarching challenges, with the highest frequency of 92, are the most prominent obstacle, suggesting that addressing sustainability, ranked second, is crucial for overcoming these broader issues.
2. Focusing on sustainability, while important, must be balanced with the need for scaling, ranked third, to ensure long-term impact and growth.
3. Scaling efforts often encounter sustainability challenges, ranked fourth, highlighting the need for integrated strategies that address both aspects.
4. These sustainability challenges are compounded by specific scaling challenges, ranked fifth, requiring tailored solutions for expansion.
5. Scaling challenges are frequently linked to funding challenges, ranked sixth, which hinder the ability to invest in growth and innovation.
6. Funding challenges often lead to broader financial constraints, ranked seventh, limiting the resources available for operations and expansion.
7. Financial constraints exacerbate sustainability challenges, ranked eighth, making it difficult to maintain social and environmental impact.
8. Addressing sustainability challenges effectively requires strong partnerships, ranked ninth, to leverage external resources and expertise.
9. Building effective partnerships is hindered by communication challenges, ranked tenth, which impede collaboration and knowledge sharing.
10. Finally, communication challenges, while ranked tenth, underscore the importance of addressing the overarching challenges, the top-ranked factor, to create a conducive environment for scaling and sustainability.

Financial Constraints: Access to funding emerged as one of the most significant barriers preventing social enterprises from scaling their operations and ensuring long term sustainability. Participants reported that securing financial support is often difficult due to limited exposure to funding sources, rigid eligibility criteria, and a lack of tailored financial mechanisms for social enterprises.

Additionally, one participant highlighted the contrast between developed countries and South Africa in terms of financial resilience. Unlike in wealthier economies,

where even low-income individuals can afford essential services, in South Africa, financial insecurity often means an inability to meet even basic needs. This economic reality significantly impacts the revenue potential of social enterprises operating in marginalised and underserved communities.

Moreover, financial limitations affect not only the scale but also the frequency of services provided by social enterprises. A couple reported operating on a project-based model, which limits their ability to offer continuous services throughout the year.

These financial constraints were illustrated by several participants:

Participant 3: "Well, I would think that there isn't much access to funding or rather it's not something we are exposed to so that in its own thing hinders the growth of the program because you rely solemnly on what you can produce instead of being funded to do something that has like a greater social impact."

Participant 4: "Very interesting question. Because in the US and in Australia, also in the UK what you're finding is that people, even those who do not have, who are considered poor, they might still be able to pay for such a service. Right. And increasingly you find, you're finding that organisations such as the Bazooki, they are the ones who are providing this, or rather funding the practitioners so that they're able to continue with the work. But in South Africa, when we say somebody does not have money, we mean they do not have money."

Participant 5: "We still operating more from, I want to call it project base if it's not continuous. So would obviously have liked to be able to continuously offer the services throughout the year, but because of the revenue restrictions, we're not able to get to that."

Participant 7: "Access to funding is very important, be it via sort of a more digital online perspective or even just a physical one. It affects us greatly because we are also dependent on donations and really resources and funds being given for us to the organisation."

Financial Sustainability: Closely linked to funding constraints is the challenge of achieving financial sustainability. Financial sustainability is a critical aspect of social

enterprises, influencing their ability to balance social impact with long term financial viability. This sub-theme explores the strategies that social enterprises use to ensure financial sustainability while managing their resources effectively. It also highlights the tension between prioritising social impact and maintaining financial stability, reflecting the strategic and proactive approaches that social enterprises adopt in resource management.

Social enterprises operate within a dual framework, where financial sustainability is necessary to sustain their operations, yet their core mission remains focused on achieving meaningful social change. As such, financial sustainability is not only about profitability but about ensuring that the enterprise can continue delivering impact without compromising its purpose. Many participants expressed the challenges of navigating this balance, with some indicating a clear preference for prioritising social impact over financial stability.

Participant 2 articulated this trade-off: *"We never compromise on the impact. We would rather compromise on the financial stability for that month."*

This statement highlights the commitment of social enterprises to their mission, even at the expense of short-term financial security. It suggests that, for some social enterprises, financial sustainability is a secondary consideration when weighed against the importance of delivering social value. This aligns with the broader ethos of social entrepreneurship, where impact-driven decision-making often takes precedence over profit maximisation.

Similarly, Participant 6 highlighted the persistent challenges that social enterprises face in maintaining financial sustainability: *"It's not an easy one. The main focus is the social impact and then the financial sustainability is forever a challenge. So at times, even if you want to do more, we find it a bit harder to achieve whatever we want because of financial challenges."*

Scaling Difficulties: This theme delves into some of the challenges faced by the social enterprise, including scaling operations and expanding reach are significant hurdles for social enterprises, often requiring additional resources, expertise, and infrastructure. Expanding reach and scaling operations are significant hurdles for social enterprises, often requiring additional resources, expertise, and infrastructure.

Participants emphasised that the ability to scale is largely dependent on securing strategic partnerships, sponsorships, and technology-driven solutions. Several participants articulated the challenges of scaling:

Participant 6: *"So, in short, were hoping to expand to whatever we have at the moment. We still feel that maybe we can do more and it will better if we can get sponsorships so that we can attend things like libraries, science labs and all that and try and improve the infrastructure itself of the school."*

Participant 7: *" The challenges would be just the general public not being able to provide as they used to. That then causes us to not be able to scale as high up as we'd like and to be as broad as we'd like because we are heavily donor reliant."*

Participant 8: *"But in order to make the next step for us, we're going to, from a scaling point of view, we're going to need to use a lot more technology in order to get to a point where we can maintain the systems and the governance controls over the projects that we do in a way that we feel is efficient. So that's going to require a lot more technology."*

Participant 12: *"I'm not satisfied because right now it's heavily reliant on me as the person who gives the information, I need to be the one that's available constantly, all the time. So I am looking to do is to expand either by training two or three other people who also provide the same information. So I do feel like the current model that I have is very limiting. There's only so much I can do. I'm a wife, I'm a mom. It's a lot."*

These findings suggest that social enterprises require more than just financial support to scale they need strategic partnerships, technological investment, and human capital development to expand sustainably.

Institutional Barriers: The theme reveals the challenges caused by institutional barriers, such as banking regulations and the need for financial support, and the enterprise's efforts to adapt and navigate within the existing institutional framework. Social entrepreneurs encounter institutional barriers, such as complex compliance regulations, bureaucratic processes, and limited access to funding opportunities.

Social entrepreneurs must navigate complex compliance regulations and policies. Many participants expressed their frustration over the lack of clear policies and tailored support for social enterprises within the broader institutional framework through the following quotations:

Participant 4: *"So because you're working within psychiatry, you have all of these regulations that you need to comply with. Right. So some of the people would say, I'd like to help. And then you need to put that person through the registration with the relevant bodies in South Africa to ensure that it's legitimate and also to kind of provide security for yourself in case. In case something does go wrong."*

Participant 5: *"So the support is fairly limited. You know, I just think that, you know, at a policy level as a country, we haven't really defined it very well in terms of how we deal with non-communicable diseases at large."*

Participant 6: *"...in terms of the institutions, companies, financial sectors and all that, we're not even sure exactly why are they not assisting us? Or maybe we need to review our model and see if maybe they will be able to come on board. But we tried for many years and then we did not get any help."*

The findings highlight the need for greater support from government and healthcare institutions, as well as increased investment in research and development to address the unique challenges faced by social enterprises in South Africa.

The theme also addresses the challenges posed by institutional barriers, such as banking regulations and the need for financial support, and the enterprise's efforts to adapt and navigate within the existing institutional framework as illustrated in the quotation.

Participant 10: *"Again, I think it's just not creating that space. So if I start with like funding institutions or even just financial institutions like banks, the fact that there's limitations in how you can report, there's limitations on how you can track your expenses, there is limitations on what the bank is willing to accept as proof of credit to show that you can get a loan and those sort of things. I think that's limiting in and of itself the fact that you're operating in an undefined industry."*

These institutional barriers further add to the difficulties social enterprises face in achieving sustainability and scaling their impact. Navigating regulatory frameworks, securing institutional support, and adapting to financial compliance requirements remain constant challenges.

The findings indicate that financial constraints, lack of funding, difficulties in scaling, and institutional barriers are the primary challenges limiting the sustainability and expansion of social enterprises in South Africa. While these enterprises are deeply committed to creating positive social change, their ability to grow and sustain their operations is often hampered by financial instability and an unsupportive institutional landscape.

To overcome these challenges, social enterprises require greater access to diverse funding streams, strategic partnerships, investment in technological solutions, and improved regulatory support. Without these critical enablers, the ability of social enterprises to scale their impact and drive systemic change remains severely constrained.

Table 5: Overview of research question two themes and sub-themes:

Key Theme	Sub-Theme
Financial Constraints	Access to funding
	Financial sustainability
Scaling Difficulties	Scaling operations
	Expanding reach
Institutional Barriers	Complex regulations
	Bureaucratic processes
	Limited access to funding opportunities

Research Question Three: How Do External Environmental Factors Influence The Development And Growth Of Social Enterprises' Business Models?

The third research question examined how external environmental factors shape the development and growth of social enterprises' business models. The external environment includes regulatory frameworks, economic conditions, cultural norms,

and stakeholder engagement, all of which influence how social enterprises operate, scale, and sustain impact.

Findings indicated that diverse stakeholder groups, regulatory policies, funding accessibility, and the balance between innovation and compliance play important roles in shaping social enterprises' business models. These external factors create both opportunities and constraints, necessitating adaptability, strategic partnerships, and innovative approaches to sustainability.

Table 6: Overview of research question one rank, codes and frequency:

Rank	Code	Frequency
1	External Environmental Factors: External Factors	95
2	External Environmental Factors: Development	63
3	External Environmental Factors: Growth	63
4	External Environmental Factors: Sustainability	15
5	External Environmental Factors: Partnerships	13
6	External Environmental Factors: Funding Impact	8
7	External Environmental Factors: Economic Conditions	7
8	External Environmental Factors: Community Support	6
9	External Environmental Factors: Compliance	6
10	External Environmental Factors: Education	6

Discussion of ranking:

1. The broad category of external factors, with the highest frequency of 95, significantly impacts social enterprise business models, suggesting that its influence is crucial for their development, ranked second.
2. Focusing on development, while important, must be balanced with the need for growth, ranked third, to ensure long term sustainability and impact.
3. Growth initiatives must consider sustainability, ranked fourth, to ensure that expansion is both responsible and viable in the long term.
4. Sustainability efforts are often strengthened by strategic partnerships, ranked fifth, leveraging external resources and expertise.
5. Building effective partnerships is influenced by the impact of funding, ranked sixth, which can provide crucial resources for collaboration.

6. The impact of funding is closely tied to prevailing economic conditions, ranked seventh, which can create both opportunities and challenges for social enterprises.
7. Economic conditions are influenced by the level of community support, ranked eighth, which can provide a stable foundation for growth and development.
8. Community support often hinges on compliance, ranked ninth, with relevant regulations and standards to maintain trust and credibility.
9. Maintaining compliance is enhanced by education, ranked tenth, which ensures that social enterprises are aware of and adhere to legal and ethical requirements.
10. Finally, education, while ranked tenth, underscores the importance of understanding the broader external factors, the top ranked category, which shape the overall environment for social enterprises.

Diverse Stakeholder Groups: Social enterprises interact with a wide array of stakeholders, this theme points to the fact that social enterprises engage with a wide range of stakeholders including local communities, government agencies, corporate partners, academic institutions, and other non-profit organisations. These interactions are crucial in shaping business models, ensuring legitimacy, and enhancing the impact of social enterprises. However, managing multiple stakeholders with varied interests and expectations presents challenges, requiring tailored engagement strategies.

Social enterprises leverage partnerships to overcome resource constraints and achieve their objectives. Participant 2 highlighted the importance of engaging with local leadership and community structures:

Participant 2: "Our key stakeholders will be, first, the local community, a lot of these communities are ruled by a local chief. You cannot do anything in these communities without the backing and the blessing of the local chiefs. It's important to have the parents buy in so that the parents can allow the children off on Saturdays to attend our classes."

This statement explains the cultural and structural complexity of stakeholder engagement, where local governance plays a key role in project acceptance and success.

Participant 6 described how stakeholder engagement within schools and communities affects operational success:

"Our key partners or key stakeholder, it's firstly I can say is the principal, the teaching staff, the kids at school and then the community itself, including the SGB. So the community, we do get a buy in, we do get a buy in as well from the school."

These insights suggest that successful stakeholder collaboration requires building trust, ensuring mutual benefit, and aligning business models with the priorities of diverse groups.

One participant explained how one of their stakeholders has contributed to their existing social enterprise business model and helped them realise the business aspect of operating an entity as was explained in the quotation. Participant 12 further demonstrated the role of private sector partnerships in shaping business models:

"So I work with a company called Club 3 Years. They are an agency that helps small enterprises monetise as well as digitise. So they're my main partner and stakeholder. They've really helped me see the business of me and have helped me shape and put together in a palatable way what people can and should be consuming."

This example illustrates how private sector collaboration enables social enterprises to refine their models, monetise effectively, and expand digital presence critical factors in long-term sustainability.

Leveraging Partnerships to Overcome Constraints: Partnerships play a crucial role in enabling social enterprises to navigate institutional constraints, secure funding, and expanding their reach and impact. This theme emphasises the importance of strategic collaborations with government bodies, corporate partners, civil society and other stakeholders to overcome financial, operational, and regulatory challenges. Through these partnerships, social enterprises can enhance their effectiveness, scale their initiatives, and ensure sustainability. Additionally, partnerships are not only beneficial for social enterprises but also create value for corporate and institutional collaborators, making them mutually advantageous.

Participant 1 highlighted the importance of partnerships in facilitating access to resources and support:

"Definitely more on the support side, education. So the Department of Education has been very helpful in assisting us, guiding us and showing us direction into which areas which communities need us more and also assisted us in creating awareness."

This statement demonstrates how partnerships with governmental institutions help social enterprises identify and address critical social needs more effectively. By leveraging the knowledge and networks of established organisations, social enterprises can enhance their impact while ensuring their initiatives are targeted and sustainable.

Similarly, Participant 2 emphasised how partnerships can help overcome geographical constraints and enable geographical expansion:

"If you look at the constraints of scale... we leverage the footprint of the partner that we have a partnership with, it was easy for us to, for example, go into Zambia like we did two years ago, because ABSA has a footprint there."

This highlights how partnerships with strategic corporate entities facilitate international expansion and scalability, enabling social enterprises to enter new markets with fewer barriers.

The importance of relationship building, transparency, and open communication was also noted by multiple participants:

Participant 7: "Building good relationships with the partners that we have and building continuous relationships. Transparency is also very important, where all the funds, all the resources are going to be used, inviting them into the projects to see for themselves."

Participant 8: "Yeah, we manage them quite directly and very transparently. So you have to be open, you have to be transparent around what's happening on the ground, around where you deviate from the initial process and how you then what solutions you have in place when you deviate from the initial plans or when assumptions were wrong. The open communication practice, communication being authentic and building real relationships. Those are some of the things that we, how we manage those partnerships."

These insights suggest that sustainable partnerships are built on trust, accountability, and a shared commitment to impact. Transparency in financial management and project execution ensures continued support and ensures long term collaboration.

In addition, Participant 1 pointed out the mutual benefit of such partnerships:

"I think everyone benefits equally. We get our donations, they get their certificates to get cut down on tax, to benefit."

This statement illustrates the mutual value derived from collaborations between social enterprises and corporate partners, where financial incentives such as tax benefits further encourage businesses to engage in corporate social responsibility initiatives.

Navigating Regulations and Policies: This theme explores the complex relationship between social enterprises and formal institutions, including government agencies, regulatory bodies, and funding organisations. This theme delves into the complex relationship between the organisation and various institutions, including government and regulatory bodies. Social entrepreneurs must navigate complex regulations and policies that affect the sector that they serve, often adapting their business models to comply with legal and institutional requirements. While these regulations serve as safeguards to ensure accountability and ethical operations, they can also present significant challenges, limiting the speed and flexibility of social enterprises.

Participant 2 highlighted the rigidity of policy frameworks:

"It would definitely be flexibility in policy. There's a lot of policy right now that the red tape prevents us from working at the speed we'd like to work at."

This reflects how bureaucratic hurdles can impede the efficiency and responsiveness of social enterprises, creating barriers to timely intervention and impact delivery.

Regulations also play a role in ensuring quality and professional standards, particularly in sectors such as mental health. Compliance with sector specific regulations was also identified as a constraint, particularly in industries such as mental health and healthcare:

Participant 3: "Lack of mental health support in schools, inaccessible mental health resources, expensive therapy and counselling. So if you are doing anything with mental health, you need to have certain people, certain structures, certain qualifications, not just anyone that can offer that support."

This highlights the necessity of compliance with specific sector regulations, which, while protective, can also limit the ability of social enterprises to innovate or scale their services quickly to meet their beneficiary's demand.

In addition, Participant 5 identified gaps in national policy frameworks:

"So the support is fairly limited. You know, I just think that, you know, at a policy level as a country, we haven't really defined it very well in terms of how we deal with non-communicable diseases at large."

Furthermore, it was noted by participant 7 that regulatory compliance extends to organisational governance and funding eligibility:

"Having to follow the regulations or the policies that have to be in place. Having to have the proper paperwork, registration of the organisation and being in contact with the Department of Social Development..."

While regulatory compliance ensures legitimacy and accountability, it also requires administrative capacity and resources that many social enterprises may find challenging to maintain.

Participant 11: *"So we leverage that to be able to get our funding via the CSI initiatives of the different corporates. And then again within the BEE scorecard there is skills development. So we leverage that and say, guys, you know, we are assisting you with that line item of skills development on your BEE scorecard."*

Policies and regulations in the social entrepreneurship sector are stringent and complex because of the element of working with people lives. They serve as a safety precaution to ensure that organisations adhere and do not put people's lives at risk of any harm. The nature of social entrepreneurship requires transparency due to the large sums of money that are donated, accountability it very important.

Access to Funding and Support: This theme explores the extent that access to funding and support from formal institutions, such as government agencies and financial institutions, can be crucial and influence the growth and sustainability of social enterprises. Securing financial resources remains a critical challenge for social enterprises, as they often operate in areas that are not traditionally profitable.

Participant 1 emphasised the importance of institutional support: *"Definitely more on the support side, education. So the Department of Education has been very helpful in assisting us, guiding us and showing us direction into which areas which communities need us more and also assisted us in creating awareness."*

Meanwhile, Participant 4 described the difficulty of accessing funding, particularly in the early stages of a social enterprise:

"So significant challenge is really that. That this area needs you to run a pilot project before you can implement. That was very interesting to me. I was hoping that I would just start my social entrepreneurship business and then just Keep it moving. But like I said, the pilot project is very important, and pilots need to be funded, donor funding. So then that kind of took me steps back because now you need to source that donor funding."

This statement illustrates the barriers to entry that social enterprises face, where proof of concept is required before funding can be secured, creating a cyclical challenge of needing resources to demonstrate viability while needing viability to attract resources.

Similarly, Participant 5 and 10 respectively, highlighted key challenges in their respective sectors:

"So it's the availability of support. If you look at, from a government perspective and a health care perspective, the resources to be able to treat people with cancer is a bit of a problem."

"So just the fact that a lot of what we do is not something that people directly want to pay for."

Balancing Innovation and Compliance: This theme revealed a keen interest and need from social entrepreneurs to innovate their business models. Social enterprises

are inherently innovative, often developing new models to address pressing social issues. However, they must also adhere to institutional regulations, creating a delicate balance between agility and compliance.

Participant 7 expressed this tension:

“Just having to do things the right way or legitimately the legal way. Focusing on that, just balancing is to do what you have to do in carrying out your objectives as well as following what is required of you from an institutional perspective.”

While Participant 8 explained their approach to innovation and compliance: *“I think it's a holistic enterprise. So we have a variety of different programs that have a symbiotic relationship with one another. So one is healthcare, one is education, one is skills development, one is entrepreneurship, and one is green economy. And collectively they look at building strong communities into resilience and independency, but at the same time being financially viable and therefore making them financially sustainable.”*

Participant 10 noted the role of automation in expanding access to support services: *“Yeah, yeah. So I think maybe a big thing that I would say is automation, for example, right? So our audience is split between, like, people that can, like, subscribe via email or Instagram, whatever. But I've done lots of interviews on radio and specifically on Ukozi FM. I give out our WhatsApp number and have a hundred people text us, right? And they are like, I'm starting a business in construction, I don't know what to do next. And I think if we were able to automate what we do in the community. So if we host a workshop on ideation and you come and you sit in the webinar for an hour and we ideate and we do an example and all those things and you leave with a clear idea and an MVP that you can go test.*

This reflects how technology driven innovation can help social enterprises scale while maintaining compliance with regulatory requirements.

Overall, social enterprises must constantly navigate the interplay between impact, financial sustainability, regulatory frameworks, and innovation, requiring strategic adaptability and collaboration to thrive.

Participant 11 advocated for digital transformation in service delivery:

“So that would require some innovation from a digital perspective, excuse me, which enables us to be able to still provide the program and the teachings and the sessions

without necessarily being in the same room. It would be a hybrid between physical and digital so that we are able to scale it up and be able to service or be of service to more people beyond Johannesburg."

External environmental factors significantly influence the development and growth of social enterprises. While partnerships and stakeholder engagement create opportunities for impact and sustainability, regulatory frameworks, funding constraints, and institutional barriers impose limitations.

To achieve sustainable growth, social enterprises must strategically navigate policies, leverage stakeholder networks, embrace technological innovation, and maintain financial resilience. Addressing these challenges through policy reform, increased investment in digital infrastructure, and enhanced collaboration with corporate partners could unlock greater potential for social enterprises in South Africa.

Table 7: Overview of key themes and sub-themes

Key-theme	Sub-theme
Diverse Stakeholder Groups	Local communities
	Government agencies
	Corporations
	Academic institutions
	Other non-profit organisations
Leveraging Partnerships to Overcome Constraints	Accessing funding
	Expanding reach and impact
Navigating Regulations and Policies	Adapting business models to comply with requirements
Access to Funding and Support	Government agencies
	Financial institutions
Balancing Innovation and Compliance	Balancing innovation with adherence to regulations

Research Question Four: What Strategies Do Social Enterprises Employ To Overcome Challenges To Achieve Sustainability That Can Lead To Better Impact?

The fourth research question explored the strategies social enterprises use to navigate institutional constraints, overcome challenges, and achieve sustainability. The findings indicate that social enterprises must make use of innovative, adaptable, and strategic approaches to ensure long term viability while maximising social impact. The data revealed that embracing technology, diversifying funding sources, and adapting business models to change are key strategies enabling social enterprises to respond to challenges, scale operations, and strengthen financial resilience. These strategies require proactive thinking, resourcefulness, and alignment with both social and economic trends.

Table 8: Overview of research question one rank, codes and frequency:

Rank	Code	Frequency
1	BMI Implementation Strategies: Sustainability	129
2	BMI Implementation Strategies: Strategies	54
3	BMI Implementation Strategies: Impact	46
4	BMI Implementation Strategies: Partnerships	19
5	BMI Implementation Strategies: Overcoming Challenges	12
6	BMI Implementation Strategies: Innovation	9
7	BMI Implementation Strategies: Community Engagement	8
8	BMI Implementation Strategies: Education	6
9	BMI Implementation Strategies: Collaboration	5
10	BMI Implementation Strategies: Compliance	5

Discussion of ranking:

1. Prioritising sustainability, with the highest frequency of 129, is the most crucial strategy for social enterprises, suggesting that well-defined strategies, ranked second, are essential to achieve this goal.
2. Developing comprehensive strategies, while vital, must focus on maximising impact, ranked third, to ensure that sustainability efforts translate to meaningful outcomes.
3. Achieving impact is often facilitated by strategic partnerships, ranked fourth, which leverage external resources and expertise.
4. Building effective partnerships is essential for overcoming challenges, ranked fifth, that hinder the implementation of sustainability strategies.

5. Overcoming challenges often requires innovation, ranked sixth, to develop new solutions and approaches.
6. Innovation efforts are strengthened by community engagement, ranked seventh, ensuring that solutions are relevant and responsive to local needs.
7. Community engagement is enhanced by education, ranked eighth, which empowers stakeholders and builds capacity for sustainable practices.
8. Education initiatives are supported by collaboration, ranked ninth, contributing to knowledge sharing and collective action.
9. Collaborative efforts must ensure compliance, ranked tenth, with relevant regulations and standards to maintain credibility and trust.
10. Finally, ensuring compliance, while ranked tenth, underscores the importance of prioritising sustainability, the top-ranked strategy, to achieve long-term impact and overcome challenges.

Embracing Technology: Technology is increasingly seen as a key enabler for scaling impact, improving efficiency, and reaching a broader beneficiary base. Many social enterprises are now integrating digital tools, artificial intelligence, and online learning platforms into their models to enhance service delivery, streamline operations, and optimise communication. This theme captures the entrepreneurs' vision for the future of their enterprises, their plans for innovation and expansion, and the resources and support needed to achieve their goals.

Participant 8 acknowledged the growing role of technology in transforming operations:

"Yeah, using a lot more tech. So we haven't used technology a lot initially and just not for any particular reason. It just never happened."

This suggests that while technology was not initially prioritised, there is a growing recognition of its potential to improve service delivery and organisational efficiency. Participant 2 highlighted the disconnect between technological advancement and slow policy reform, particularly in the education sector:

"Thirdly, in the context of South Africa and in the context of the work that I do, the rate of reform is slower than the rate of technology. Our curriculum includes things like introduction to cybersecurity, includes things like machine learning and AI. When

you look at what the government has proposed as their curriculum... it's content that is 15 years late and irrelevant right now..."

This statement reflects how outdated policies limit innovation, prompting social enterprises to take initiative in incorporating modern digital solutions to address gaps in institutional frameworks. Technology is also being explored as a means to enhance outreach and engagement, as noted by Participant 5:

"And also technology. I suppose one of the things that we could be looking at is to have apps that could be able to be used to reach more people in terms of communicating the health information and all of that."

While participant 6 described how digital platforms can bridge geographic barriers:

"If we can have some form of technology that can assist us to make our lives easier in terms of communications, in terms of whatever the school may need, at some point, we thought of assisting them with. With Internet is still in the pipeline so that we pay for their Internet on a monthly basis. And then we find ways on how can we communicate better with them without going there all the time. If we can go on a quarterly basis, once a quarter, then it's fine. And then maybe even that it can also assist in terms of teaching the kids online, meaning we can hire teachers as well from where we are who are better equipped to be able to teach the kids in major subjects like maths, because we believe that if you receive a lesson from a different person, sometimes you tend to receive the information differently, and then it can help you. So I think technology might be a way for us to go."

These findings suggest that digital transformation can enhance service delivery, reduce operational costs, and increase accessibility, particularly for education and healthcare-focused social enterprises.

Diversifying Funding Sources: To reduce the reliance on traditional funding sources and corporate social investment (CSI) donations and grants, social entrepreneurs are exploring new and innovative funding sources, such as selling merchandise, cryptocurrency donations and social impact bonds. This theme revealed that social enterprises are exploring alternative funding streams such as cryptocurrency donations, social impact bonds, and revenue-generating activities like merchandise sales.

Participant 2 emphasised the need to stay ahead of financial trends and embrace digital currencies:

"... we don't only go after CSI donation money because, you know, in the context of South Africa, corporates don't have to give that much if you're only seeking them to tick the CSI box. So one of the things is accepting donations in cryptocurrency. I think the financial model of the world is changing and we always want to be on top of that. The ability for crypto to do work at a faster rate because of how instant it is and its current worth."

This statement highlights how social enterprises are adapting to shifts in global financial systems and directly positioning themselves to benefit from decentralised finance models.

Participant 4 further discussed the challenge of securing international funding and the need for multiple funding streams:

"So in the institutions in the country, interestingly, there's also a lot of, there's funding in the country. Our institutions also provide funding, but it's not enough, it doesn't go as far as the international funding. So in that way you kind of have to say I've already got this source of fund, can you come through to fill in this bit? And they, they then have their own processes. So you have to almost duplicate everything every time you, you are, you are implementing, at least in this case it was kind of like almost ones."

This statement illustrates that local and domestic funding is often inadequate, forcing social enterprises to combine local and international funding sources to sustain operations.

In addition, commercial revenue streams are being pursued as a sustainability strategy. Participant 5 described merchandise sales as an alternative revenue stream:

"Also looking at creating revenue streams through selling of Merchandise, so we have printed merchandise that we can be able to sell. So it becomes another revenue stream. So it's really trying to diversify the revenue streams that we have so that we can be able to have less dependency on our current revenue stream."

These insights suggest that diversified funding models such as philanthropy, social enterprise revenue, and innovative financial tools are essential for long term social enterprises' sustainability.

Adapting to Change: The ability to pivot and adjust business models in response to external challenges is critical to sustainability. Findings indicate that social enterprises are constantly evaluating and refining their business strategies to ensure long term impact. This theme demonstrates the willingness of social entrepreneurs to adapt and innovate their business models to respond to the evolving challenges, opportunities, and institutional dynamics. This theme captures the entrepreneur's vision for the future of the social enterprise, including potential changes to the business model and the resources needed to achieve those goals. Furthermore, it was noted that all twelve respondents have a strategy in mind that they would like to implement in order to adapt to change. It reflects a desire for growth, innovation, and increased impact and the following quotations encapsulate the adaptation to change.

Participant 3 illustrated a shift in engagement strategies to improve programme reach: *"So what we've been looking into is mainly just, you know, sometimes you try to balance things off. So there was a point where we thought, okay, one change that we can make is instead of marketing the programme. Instead of going directly to the schools, we could possibly look into the learners directly. Another possible change is having an actual centre. So that's it. That centre would try make sure that it's something that's already existing and paid for by the community."*

This statement highlights a proactive approach to reshaping outreach strategies to enhance programme accessibility and funding security.

Legal and institutional barriers also force structural adaptations. Participant 9 discussed the need to change and formalise their registration to attract corporate donors specifically: *"So we do want to register as a PBO. So if you are NGO with a PBO, that is all good. But for people to get tax deductions you need to pay an extra R6,000 registration fees, which not a lot of people know. So we are busy saving up for that because I feel like a lot of more businesses will then donate as soon as we get that sorted."*

This insight demonstrates how regulatory compliance influences funding accessibility and how social enterprises must navigate financial and administrative hurdles to attract donors.

Furthermore, expanding human capital is an important adaptation strategy. Participant 11 described how scaling mentorship programmes requires geographic expansion: *"We are probably also going to start having new mentors that are based in different provinces. Whereas currently all the mentors are obviously based here in Johannesburg. So that would bring a different dynamic."*

This reflects a scalable model where decentralised human resources improve service accessibility while reducing dependency on a single geographic hub. The findings illustrate that social enterprises utilise a combination of technology adoption, funding diversification, and adaptive business strategies to overcome challenges and achieve sustainability:

- Technology is increasingly being leveraged to enhance efficiency, reach, and scalability.
- Diversifying funding sources is important for reducing dependency on traditional donations and grants, with alternative financial mechanisms such as cryptocurrency, merchandise sales, and blended funding models being explored.
- Adapting to change is essential for resilience, requiring business model adjustments, regulatory compliance, and workforce expansion to maintain impact and financial viability.

These strategies support and highlight the need to have entrepreneurial agility to sustain social enterprises in a challenging and evolving economic landscape. For long term success, social enterprises must continuously innovate while remaining financially flexible, and must align with emerging market trends.

Table 9: Overview of key themes and sub-themes

Key themes	Sub-theme
Embracing Technology	Scaling impact
	Improving efficiency
	Reaching new beneficiaries

Diversifying Funding Sources	Cryptocurrency donations
	Social impact bonds
Adapting to Change	Responding to evolving challenges and opportunities

Conclusion of Findings:

This chapter presented the key findings derived from twelve semi-structured interviews with social entrepreneurs operating across South Africa. The study explored how social enterprises make use of Business Model Innovation (BMI) to scale their operations, the challenges they face in sustaining and expanding their models, the influence of external environmental factors, and the strategies they employ to achieve long-term sustainability and impact.

The findings highlight those social enterprises in South Africa employ diverse business models, including community-driven models, mentorship programs, fee-for-service models, and hybrid models, to address pressing socio-economic issues. Despite differences in their approaches, a common thread among these enterprises is their focus on serving underserved communities and delivering culturally relevant services. However, achieving financial sustainability while maintaining social impact remains a significant challenge. Many social enterprises struggle to balance revenue generation with their mission driven goals, often relying on alternative funding sources such as donations, grants, and additional revenue streams.

A major constraint identified in the findings is the limited access to funding and financial resources, which hinders the ability of social enterprises to scale their impact. Many entrepreneurs find it difficult to secure consistent funding and navigate bureaucratic barriers, making long-term sustainability uncertain. Institutional and regulatory challenges also add to these difficulties, as social enterprises must comply with complex policies while trying to innovate and expand. The findings suggest that leveraging partnerships with various stakeholders, including corporations, government agencies, and community organisations, can help social enterprises overcome these constraints and increase their reach.

The study also highlights the role of external environmental factors in shaping the growth and sustainability of social enterprises. The findings indicate that regulatory frameworks, market conditions, and stakeholder engagement play crucial roles in the

success of social enterprises. While social entrepreneurs recognise the need for innovation in their business models, they also acknowledge the importance of maintaining compliance with institutional and legal requirements.

Finally, the findings reveal that social enterprises are actively adopting strategies to overcome challenges and sustain their operations. These strategies include embracing technology to improve efficiency and expand reach, diversifying funding sources beyond traditional donations, and adapting their models to evolving social and economic conditions. By continuously refining their business models and exploring innovative funding mechanisms, social enterprises can enhance their resilience and scale their impact effectively.

Overall, the findings provide valuable insights into the realities of social entrepreneurship in South Africa, highlighting both the opportunities and barriers that exist within the sector. The next chapter will discuss these findings in relation to existing literature, offering a deeper analysis of their implications for business model innovation and social enterprise sustainability.

CHAPTER 6: DISCUSSION OF RESULTS

Introduction:

The research methodology, as discussed in Chapter four, played an important role in the formation of the study's findings and contributed to the outcome of the study's results. This study adopted a qualitative, exploratory research design, that was guided by an interpretivist research philosophy. The use of twelve semi-structured interviews with social entrepreneurs provided rich, detailed insights into the practical challenges and strategies involved in implementing Business Model Innovation (BMI) in the South African social entrepreneurship sector.

The qualitative approach allowed for a deep exploration of participant experiences, uncovering themes that might have been overlooked in quantitative research. The interpretivist approach ensured that findings were analysed contextually, considering socio-economic, regulatory, and financial conditions unique to the South African entrepreneurial environment of business.

Furthermore, the thematic analysis using ATLAS.TI allowed for a structured yet flexible approach for the interpretation of data, enabling the identification of key themes aligned with the research questions and literature review.

The key methodological considerations and their impact on the findings were:

- The use of semi-structured Interviews that allowed participants to elaborate on their personal experiences and their business models, revealing how unstructured and reactive approaches to BMI are common in South Africa.
- Purposive Sampling for the study focused on social entrepreneurs with at least three years of experience, ensuring insights came from those who had already navigated financial, regulatory, and operational barriers.
- Thematic Analysis enabled the study to categorise challenges, strategies, and external influences affecting social enterprises.
- Lastly the interpretivist paradigm helped in understanding subjective experiences, crucial for exploring the institutional and market dynamics shaping BMI adoption.

Thus, the discussion of results reflects empirical evidence but also aligns with the study's methodological choices, ensuring that findings remain credible, dependable, and transferable.

This chapter critically evaluates the research findings of chapter five, in relation to the literature reviewed in Chapter two, discussing how the results confirm, extend, or challenge existing theoretical perspectives on Business Model Innovation (BMI) in the social entrepreneurship sector of South Africa. The discussion is structured around the research questions, linking the results to the broader academic literature while considering the unique South African socio-economic context.

The findings are analysed in the context of key theory, including the Resource Based View (RBV), Dynamic Capabilities Theory (DCT), and Institutional Theory, as well as empirical studies that explore the challenges, strategies, and opportunities available to social enterprises. Given South Africa's unique socio-economic, regulatory and policy environment, the discussion contextualises findings in relation to such emerging markets, potential policy challenges, and technological advancements affecting social enterprises.

Discussion of results for Research Question One:

Research question 1: How Do Social Enterprises in South Africa Make Use of BMI to Scale Their Business Models and Increase Their Market Share?

The aim of this research question is to examine how social enterprises in South Africa utilise Business Model Innovation (BMI) to enhance scalability and expand their market share. This involves identifying the business models currently in use, the extent to which social enterprises do or do not apply BMI principles, and the key factors enabling or delaying their enterprise growth. By exploring these aspects, the study seeks to provide insights into how BMI contributes to the sustainability and competitive positioning of social enterprises within the South African environment of business.

The findings confirm prior research that social enterprises rely on diverse business models that are tailored to their social impact and mission while ensuring financial sustainability (Pieroni et al., 2019; Tykkyläinen & Ritala, 2021). Participants in this study utilised various business models, including:

- Hybrid models: where integrating donor funding with commercial revenue streams was noted, confirming findings by Lang & Fink (2019) that blended

finance models are essential for sustainability in social impact driven enterprises.

- Fee-for-service models: where charging beneficiaries or third parties, supporting Bocken & Geradts (2020), who argue that revenue generating models increase self-sufficiency of social enterprises.
- Community driven models: that were leveraging social capital, reinforcing research by Bacq & Lumpkin (2020), which emphasises that trust and community networks are important for business viability.

Furthermore, this study aligns with Teece (2018) in recognising BMI as a key driver of competitive advantage, especially in resource constrained environments where resources are scarce. Participants used strategic partnerships and noted that technology adoption is required to expand reach, which is consistent with Vézina et al. (2019), who highlights digital transformation as a fundamental enabler of business model innovation.

It was also found that that social enterprises offer unique value propositions for their beneficiaries, such as addressing underserved communities, unmet needs, providing culturally relevant services and bridging critical service gaps.

Extension of Theory:

While literature generally presents BMI as a structured, proactive process (Shakeel et al., 2020), this study extends the theory by demonstrating that several social enterprises unknowingly employ BMI, in efforts to reacting to constraints rather than innovating strategically. This lack of formal understanding and structured BMI adoption suggests a gap in training and formal frameworks for social entrepreneurs, particularly in South Africa.

In addition, the study extends research on financial models for social enterprises (Saebi et al., 2019) by identifying a trend towards multi-stream revenue generation, where organisations combine grants, donor funding, social impact investing, crowdfunding, and earned income models. This blended financial approach is increasingly essential where donor funding is declining, and aligns with Lang & Fink (2019), who argue that social enterprises must transition toward self-sufficiency for long-term sustainability.

Contradictions of Theory:

Contrary to studies suggesting that BMI is always a deliberate and systematic process (Shakeel et al., 2020), this study finds that most social enterprises have a reactive approach to BMI adoption that is driven by financial necessity rather than strategic foresight. Instead of following predefined innovation pathways, social entrepreneurs in South Africa tend to modify their existing business models in response to funding fluctuations, regulatory challenges, and beneficiary needs. This contradicts the assumption that BMI is always planned and structured and highlights the importance of being able to be adaptive in BMI processes (Teece, 2018).

Conclusion:

The study confirms that Business Model Innovation (BMI) is an essential tool for social enterprises pursuing scalability of their operations and to increase market share, but it is often implemented reactively rather than proactively which could be negatively contributing to the growth of social enterprises. It was found that many social enterprises unknowingly engage and utilise BMI, by adapting their business models based on financial constraints, institutional barriers, and beneficiary needs.

Findings indicate that hybrid models, fee-for-service structures, and community-driven models are the most used approaches of business models, aligning with the literature that suggests blended business and finance models enhance financial sustainability. In addition, strategic partnerships with corporates, government, and educational institutions provide critical support for scaling, reinforcing the role of strategic alliances in business model innovation.

However, unlike in developed economies where social enterprises receive structured support, South African social enterprises lack formal training in BMI, leading to a trial-and-error approach to innovation. This highlights the need for capacity building programs, digital transformation strategies, and policy interventions to help social enterprises intentionally adopt and optimise BMI for growth of social enterprises.

Therefore, the study concludes that while social enterprises in South Africa actively and unknowingly engage in BMI, a more structured approach is required to ensure sustainable market expansion and impact can be reached by social enterprise for futures to come.

Discussion of results for Research Question Two:

What Key Challenges Do Social Entrepreneurs in South Africa Face in Sustaining or Scaling Their Business Models?

This research question aims to recognise and analyse the key challenges that social enterprises face in their efforts to sustain and scale their business models. The study explores financial constraints, regulatory barriers, institutional challenges, and operational limitations that affect social enterprises in South Africa. In addition, this section seeks to understand how these challenges influence long-term sustainability of social enterprises and what structural factors contribute to these barriers.

Confirmation of Existing Literature

This study strongly supports previous findings that financial constraints are the primary barrier to social enterprise sustainability, particularly in developing economies like South Africa (Doherty et al., 2020; Mogapi et al., 2019). Challenges that were identified include:

- Limited access to capital and grants: aligning with Saebi et al. (2019), who notes that investors perceive social enterprises as high-risk business ventures.
- Strict regulatory requirements: confirming Plagerson et al. (2019), who found that bureaucratic inefficiencies create challenges for social enterprises in South Africa.
- Dependency on donor funding: reinforcing Maboya & McKay (2019), who argue that overly relying on grants creates long-term business sustainability challenges due to financial challenges, therefore effecting social impact.

In addition, the Dynamic Capabilities Theory (Teece et al., 1997) is supported by findings that social enterprises must constantly sense and seize opportunities to navigate these constraints which is often a challenge due to lack of adaptation and resources.

Extension of Theory:

Existing studies focus primarily on financial access as the major limitation (Lall & Park, 2022). However, this study extends the literature by showing that financial sustainability is not just about securing funds but also creating social programmes for beneficiaries that are affordable. Even when social enterprises develop revenue models, many target low-income populations, making pricing a major constraint on

scaling. This extends research by Saebi et al. (2019), who primarily emphasise funding access without considering market demand as a constraint.

Contradictions:

Contrary to research suggesting that funding models such as crowdfunding alleviate financial constraints (Treiblmaier & Beck, 2021), this study finds that many South African social enterprises lack technology transformation and infrastructure to access these funding streams effectively. This suggests that context-specific barriers for example, lack of internet access, donor scepticism may limit the applicability of technology driven funding solutions in emerging economies. It was further found that social enterprises may need to look at nonconventional ways of funding like cryptocurrency to alleviate financial constraints.

Conclusion:

The study finds that regulations, financial constraints and limited access to funding are the most significant barriers preventing social enterprises from sustaining and scaling their business models. Social enterprises struggle to secure funding due to high-risk investor perceptions, lack of tailored financial means, and limited awareness of alternative funding options.

In addition, regulatory challenges such as complex compliance requirements, bureaucratic inefficiencies, and a lack of clear legal definitions for social enterprises further complicates enterprise growth. Unlike traditional businesses, social enterprises face a double challenge of balancing financial sustainability with their social mission, making it difficult to compete with fully commercial organisations that prioritise profit maximisation.

The study extends existing literature by showing that even when funding is available, economic conditions and the environment of business restrict market share expansion. Many beneficiaries in low-income and underserved communities sometimes cannot afford the services social enterprises offer, limiting their ability to generate revenue.

The conclusion is that without financial and regulatory reforms, South African social enterprises will continue to struggle with sustainability and scalability. Alternative

funding solutions, digital and technological transformation, and policy advocacy are critical enablers for overcoming these challenges.

Discussion of results for Research Question Three:

How Do External Environmental Factors Influence the Development and Growth of Social Enterprises' Business Models?

The aim of this research question is to investigate the role of external environmental factors such as regulatory frameworks, economic conditions, policies, cultural norms and stakeholder engagement in shaping the business models of social enterprises in South Africa. This includes analysing how institutional support, market dynamics, and community engagement impact the innovation, evolution and growth of social enterprise models. Furthermore, the study examines the extent to which these external factors enable or restrict social enterprises from achieving scalability and sustainability.

Confirmation of Existing Literature:

This study supports Institutional Theory (Risi et al., 2023) by showing that regulatory constraints, policy uncertainty, and funding means shape business model innovation and evolution. It was noted that some social enterprises struggle with compliance costs and bureaucratic inefficiencies, reinforcing research by Cecere et al. (2020) on the institutional challenges in emerging economies such as South Africa and the effect that that these bureaucratic inefficiencies have on social enterprises.

Extension of Theory:

While existing studies focus on institutional support, this study extends the literature by emphasising the role of community and diverse stakeholders for example, local chiefs, parents, corporate organisations in validating and legitimising business models. Unlike studies that primarily examine government intervention (Plageron et al., 2019), this research highlights the importance of localised stakeholders in ensuring social enterprise success.

Contradictions:

Contrary to research that portrays economic conditions as a main factor influencing investment (Sinkovics et al., 2021), this study finds that economic factors directly shape business model structuring. It was found that social enterprises adapt their

pricing and value propositions based on affordability constraints, but remain dedicated to providing positive social impact, challenging the assumption that market forces alone dictate business model innovation.

Conclusion:

The study finds that institutional and economic conditions greatly influence business model development and growth in the South African social entrepreneurship sector. Regulatory frameworks, economic instability, stakeholder engagement, and digital infrastructure all contribute to and influence the ability of social enterprises to innovate and expand.

Findings confirm Institutional Theory, which suggests that organisations are shaped by regulatory, normative, and cultural forces. South African social enterprises operate within a highly bureaucratic environment that often limits their ability to scale efficiently. Strict regulations and the absence of clear policies for social enterprises create barriers to funding, compliance, and operational sustainability.

In addition, external factors such as corporate partnerships, community buy-in, and cultural norms play an important role in shaping business models. Unlike in developed economies where government funding and structured impact investment markets support social enterprises, South African social enterprises must rely heavily on local networks, donors and informal funding methods to survive.

The study extends previous research by demonstrating that economic conditions impact not only investment and beneficiaries but also business model structuring. Given affordability constraints among beneficiaries, many social enterprises adapt their pricing and funding strategies to maintain operational sustainability.

Therefore, the study concludes that while external environmental factors present significant constraints, they also create opportunities for strategic and agile adaptation. Stronger policy frameworks, financial inclusion initiatives, and improved technological access can enable social enterprises to thrive despite these challenges.

Discussion of results for Research Question Four:

What Strategies Do Social Enterprises Employ to Overcome Challenges to Achieve Sustainability?

This research question seeks to explore the strategies that social enterprises adopt to navigate operational, financial and regulatory challenges, ensuring long-term sustainability and increased social impact in the communities they serve. The study investigates how social enterprises leverage strategic partnerships, technology, diversified funding models, and adaptive business strategies to overcome barriers to enterprise growth. In addition, this section aims to identify best practices that can be used to enhance resilience and scalability in the South African social enterprise sector.

Confirmation of Existing Literature:

Findings confirm that strategic partnerships, digital transformation, and diversified funding are key enablers of enterprise sustainability (Bacq & Lumpkin, 2020; Mansoori et al., 2022). Corporate partnerships provide social enterprises infrastructure support, validating Pedersen et al. (2022), who argue that private sector collaboration is crucial for social enterprise sustainability.

Extension of Theory:

This study extends research by introducing cryptocurrency donations and alternative investment models as emerging funding solutions, expanding and supporting the literature on financial innovation in social entrepreneurship (Nguyen et al., 2021).

Contradictions:

Research suggests separate strategies for scaling impact and increasing market share (Weerawardena et al., 2021), yet findings show that social enterprises in South Africa view these as interrelated, contradicting traditional business growth models.

Conclusion:

The study identifies three core strategies that social enterprises in South Africa use to overcome challenges and sustain their impact:

1. **Leveraging Digital Technology:** Social enterprises are increasingly embracing digital transformation to scale operations, improve efficiency, improve internal resources and enhance service delivery for

beneficiaries. Digital fundraising, automation, and AI-driven platforms are emerging as potential solutions to sustainability challenges. However, many enterprises still lack access to digital infrastructure and training, limiting their ability to capitalise on the benefits of technology.

2. **Diversifying Revenue Models:** Findings indicate a shift towards blended financing models, including cryptocurrency donations, impact investing, and social impact bonds, to reduce dependency on traditional funding. This aligns with global trends highlighting the importance of financial self-sufficiency for social enterprises.
3. **Adapting Business Models Dynamically:** Unlike structured corporations that follow predefined innovation frameworks, social enterprises continuously change and adapt their business models based on market constraints and funding availability. This flexibility allows them to respond quickly to challenges but also exposes them to operational risks and uncertainty.

The study extends existing literature by highlighting that social enterprises in South Africa do not separate scaling market share from scaling social impact they view business growth and social impact expansion as interlocked, challenging prior theories that they treat them as distinct strategic objectives.

In conclusion, South African social enterprises use innovative and adaptive strategies to overcome financial, regulatory, and operational challenges, but more structured support mechanisms and understanding of frameworks are needed. Strengthening technological infrastructure, financial education, and institutional support will significantly enhance their ability to sustain and scale impact for future years to come.

Conclusion of Discussion of Results:

This chapter has also provided an analysis of the findings in relation to literature, highlighting key confirmations, extensions, and contradictions across all four research questions that guided the study. The results offer critical insights into BMI adoption in South Africa's social entrepreneurship sector, emphasising the need for structured BMI frameworks, financial diversification, and institutional reform.

Social enterprises employ diverse strategies including digital transformation, funding diversification, and dynamic adaptation to sustain operations and expand impact.

Social enterprises engage in BMI but often lack formal understanding of the BMI frameworks holistically to optimise innovation. Financial constraints and regulatory barriers remain as primary obstacles to social enterprise sustainability and scalability. External environmental factors shape business model evolution, requiring strategic adaptability.

By integrating these insights, this study expands the understanding of BMI in the South African context of social entrepreneurship sector and lays the foundation for practical recommendations in the final chapter.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

This study investigated how Business Model Innovation (BMI) empowers social enterprises in South Africa to scale and gain market share to ensure continued impact over time. Due to South Africa's legacy and socio-economic challenges such as high unemployment, poverty, and inequality social enterprises have risen to be an indispensable solution to the endemic problems endured in the local realm. But these enterprises face enormous challenges in becoming financially sustainable and scaling their operations. Why This Study Matters: This study is important because it offers empirical findings illustrating how BMI can be best used to promote social enterprises' sustainability and growth in the increasingly resource constrained world of business.

This study was embedded in the South African social entrepreneurship context, which is subject to own institutional, regulatory and financial constraints. The research context is imperative as social enterprises in South Africa vary greatly from those in developed economies with greater access to funding, institutional support, and market infrastructure. By specifically focussing on South Africa, this study addresses an important gap in our understanding of how BMI can facilitate market expansion and financial sustainability in the developing world.

Past literature recognises the role of BMI in promoting business sustainability and scalability. However, little research has been done on the extent to which BMI supports social enterprises in developing economies most notably South Africa. Although research has examined the significance of BMI with for-profit ventures and developed economies, this study broadens the dialogue to social enterprises based within resource constrained environments, emphasising both challenges and opportunities.

The study addressed the following research questions:

1. How do social enterprises in South Africa utilise BMI to scale and increase market share?
2. What key challenges do social entrepreneurs face in sustaining or scaling their business models?
3. How do external environmental factors influence the development and growth of social enterprises?

4. What strategies do social enterprises employ to overcome challenges and achieve sustainability?

The study used a qualitative, exploratory research design that was based on an interpretivist research philosophy. A total of twelve semi-structured interviews were conducted with social entrepreneurs from different provinces in South Africa. A thematic analysis was employed on the data extract to bring to light the findings on how BMI aids in the growth and sustainability of the sector.

Findings:

- BMI is used in a dynamic way in social enterprises, while many of them are still unaware of the official definition. The need for sustainability encourages entrepreneurs to develop new models of business.
- The economic viability is a major challenge. Most social enterprises have difficulties obtaining stable funding and creating a balance between creating social impact and generating revenue.
- There is limited scalability due to institutional barriers such as regulatory compliance and access to funding. Social enterprises are stuck in complex bureaucracy that delays innovation.
- External factors, including economic conditions and policy frameworks, also contribute significantly. Overcoming systemic issues requires strategic stakeholder partnerships.
- Successful social enterprises scale using technology, diverse funding models, and partnerships. Hybrid business models combining commercial revenue and funding for social impacts emerged as effective strategies.

The findings of this study offer input to academic discussions on BMI, evidence for the use of BMI specifically in developing economies with social entrepreneurship. It underlines the importance of adaptive business models that fit the socio-economic context of the market. It also showcases how key enablers like digital transformation, regulatory nudges, and innovative funding allowed social enterprises to flourish.

The findings provide concrete insights and recommendations for:

- Social Entrepreneurs by advising on ways to iterate business models for the purposes of growth and sustainability.

- Investors and Funders by educating impact investors about barriers facing social enterprises and investment hotspots.
- Policy Maker by emphasising the importance of enabling regulations and funding mechanisms for social enterprises.
- Business Incubators and Accelerators to encourage and lead the development of support programmes that enable business model testing and sustainability.

Limitations of the Study:

Although this study contributes significantly to the understanding of Business Model Innovation (BMI) in the social entrepreneurship sector of South Africa, there are several limitations that must be acknowledged:

1. This was a small study, focused on twelve social entrepreneurs working in various sectors in South Africa. Perhaps due to the qualitative nature of the study, the findings may not be generalisable to all social enterprises in South Africa or in other developing economies. Collecting data from a larger sample including social enterprises across different geographic and economic contexts would enhance the generalisability of the findings (Saunders & Lewis, 2017).
2. Using semi-structured interviews, the study method involved qualitative research, which inherently entails subjective interpretation (Neubauer et al., 2019). Although a systematic qualitative analysis was performed, a personal bias could have impacted the thematic analysis interpretation (Aguas, 2022). Future studies may implement a mixed methodology, combining qualitative and quantitative analyses.
3. Although the study included social enterprises from different sectors, it may not fully capture the diversity of business models and challenges faced by all social enterprises in South Africa. Specific fields, including agriculture, energy, or tech-based social enterprises, experience BMI differently and weren't thoroughly examined in this research.
4. Cross-sectional studies have been used of the time horizon of research, capturing a snapshot of BMI practices (Wang & Cheng, 2020) at the same point (longitudinal approach). As BMI is a continuous and evolutionary process, a longitudinal study following social enterprises over a longer period

of time could offer much more insights into how the business models evolved as well as adapted to market and policy changes.

5. This study was limited in that data was based on self-reports from social entrepreneurs, which may be affected by social desirability bias (Ross & Bibler Zaidi, 2019). Attendees might have exaggerated their business models or minimised the difficulties. Cross-referencing of data from various sources financial records, impact reports, and interviews with the people directly involved could make future research more reliable.
6. The use of the social entrepreneurs as units of analysis raises the possibility of response bias, where the way participants respond might be affected by what must have seemed like stakeholders in the study's (Ross & Bibler Zaidi, 2019). This potential response bias would be reduced in future studies by using anonymous surveys or secondary data analysis. We would encourage further research in this area, looking at larger cohorts over longer periods of time, with a greater variety of responses, and using validated questionnaires and techniques.

Recommendations

Increased Financial Sustainability:

- Promote Hybrid Business Models: Social enterprises must develop models that combine commercial revenue and grant funding.
- The Social Enterprise Effect: You are Factoring in impact investment, crowdfunding, and blockchain-based funding mechanisms
- Enhancing Financial Savviness: It's important to focus on training programs so social entrepreneurs can grasp the concepts of finance management and investor relations.

Using Business Model Innovation to Drive Growth:

- Lean towards tech-driven models: Digital transformation must be embedded in business models to enhance efficiency and scale.
- Create Scalable Revenue Models: Enterprises need to explore revenue streams that can scale up and offer different model types, be it subscription-based services or pay-as-you-go models.

- Approach with Data-Driven Decision Making: Social enterprises must employ analytics to monitor impact and fine tune business strategies.

Tackling Institutional and Regulatory Barriers

- Engage Policymakers: Social entrepreneurs should regularly engage with policymakers on behalf of their social enterprises to make it easier to access funding and comply with regulations.
- Enhance Public-Private Partnerships: Working with government and private sector players to help unlock further resources and market access.
- Cut Down on Bureaucratic Hurdles: A framework is needed to pave the way for streamlined compliance and simplified grant application processes.

Furthering Support from the Ecosystem

- Develop Incubation and Acceleration Systems: The availability of incubators for early-stage social enterprises should be significantly expanded to create a supportive environment for startups.
- Increased Collaboration Between Social Enterprises with Academia: Research institutes should take nurturing social enterprise (especially startups) businesses to provide insights and frameworks (such as academic frameworks) that support business model innovation.
- Promote Peer Learning and Networking: Encourage social entrepreneurs to share best practices and work together to develop scaling strategies.

A Path for Future Research:

- Longitudinal studies should be considered as the impact on BMI overtime for social enterprises should be traced into the future to see if the impact of BMI has continued over time.
- Cross-sectional studies should be considered that compare the adoption of BMI in various sectors, fields or nations, this might help bring greater insights.
- Shift the paradigm on how emerging technologies shape social enterprises by exploring of how digital transformation through technologies like AI and blockchain enable creative disruption in social enterprise models is needed.
- Explore gender issues in relation to social enterprises, as it relates to business model innovation and access to capital.

Conclusion

In South Africa, this study sheds light on the transformational power of Business Model Innovation within the social entrepreneurship landscape. Overcoming challenges requires innovative approaches, strategic partnerships, and supportive policies to allow social enterprises to scale their impact effectively. A focus on street research can help these may serve as building blocks for future work and policies that will further develop the potential of BMI to incentivise social change and promote economic inclusivity.

This study shows how Business Model Innovation (BMI) is a crucial driver for South African social enterprises wanting to scale, maintain their impact and gain a larger market share. They have expanded rapidly but still face hurdles like financial limitations, regulatory barriers, and market rivalry. Digital Transformation in social enterprises and a specialised group of social enterprises can greatly rely on using structured BMI frameworks, strategic partnerships, and policy support to enhance their sustainability and expand their eco-system.

This research is an academic response while also providing practical implications for both social enterprises and policymakers, highlighting solutions for ecosystem players to consider. As social entrepreneurship matures in South Africa, an enabling environment for BMI will be crucial to drive sustainable, innovative and high impact social enterprises.

REFERENCE LIST:

- Aguas, P. P. (2022). Fusing approaches in educational research: Data collection and data analysis in phenomenological research. *The Qualitative Report*, 27(1), 1-20.
- Akter, S., Jamal, N., Ashraf, M. M., McCarthy, G., & Varsha, P. (2020). The rise of the social business in emerging economies: A new paradigm of development. *Journal of Social Entrepreneurship*, 11(3), 282-299.
- Ali, I., Balta, M., & Papadopoulos, T. (2023). Social media platforms and social enterprise: Bibliometric analysis and systematic review. *International Journal of Information Management*, 69, 102510.
- Amin, M. E. K., Nørgaard, L. S., Cavaco, A. M., Witry, M. J., Hillman, L., Cernasev, A., & Desselle, S. P. (2020). Establishing trustworthiness and authenticity in qualitative pharmacy research. *Research in social and administrative pharmacy*, 16(10), 1472-1482.
- Amit, R., & Zott, C. (2020). *Business model innovation strategy: Transformational concepts and tools for entrepreneurial leaders*. John Wiley & Sons.
- Anwana, E., & Anwana, T. (2020). Enhancing the entrepreneurship framework in South Africa. *International Journal of Entrepreneurship*, 24(3), 1-13.
- Asmussen, C. B., & Møller, C. (2019). Smart literature review: a practical topic modelling approach to exploratory literature review. *Journal of Big Data*, 6(1), 1-18.
- Azeem, M., & Khanna, A. (2024). A systematic literature review of startup survival and future research agenda. *Journal of Research in Marketing and Entrepreneurship*, 26(1), 111-139.
- Bacq, S., & Lumpkin, G. (2020). Social entrepreneurship and COVID-19. *Journal of Management studies*, 58(1), 285.

- Batista, C., & Vicente, P. C. (2023). Is mobile money changing rural Africa? Evidence from a field experiment. *Review of Economics and Statistics*, 1-29.
- Bengo, I., & Arena, M. (2019). The relationship between small and medium-sized social enterprises and banks. *International Journal of Productivity and Performance Management*, 68(2), 389-406.
- Bocken, N., Strupeit, L., Whalen, K., & Nußholz, J. (2019). A review and evaluation of circular business model innovation tools. *Sustainability*, 11(8), 2210.
- Bocken, N. M., & Geradts, T. H. (2020). Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities. *Long Range Planning*, 53(4), 101950.
- Bradley, S. W., Kim, P. H., Klein, P. G., McMullen, J. S., & Wennberg, K. (2021). Policy for innovative entrepreneurship: Institutions, interventions, and societal challenges. *Strategic Entrepreneurship Journal*, 15(2), 167-184.
- Bucci, S., Schwannauer, M., & Berry, N. (2019). The digital revolution and its impact on mental health care. *Psychology and Psychotherapy: Theory, Research and Practice*, 92(2), 277-297.
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Journal of research in Nursing*, 25(8), 652-661.
- Canestrino, R., Ćwiklicki, M., Magliocca, P., & Pawełek, B. (2020). Understanding social entrepreneurship: A cultural perspective in business research. *Journal of business research*, 110, 132-143.
- Cecere, G., Corrocher, N., & Mancusi, M. L. (2020). Financial constraints and public funding of eco-innovation: Empirical evidence from European SMEs. *Small Business Economics*, 54(1), 285-302.

- Chan, Z. C., Fung, Y.-I., & Chien, W.-t. (2013). Bracketing in phenomenology: Only undertaken in the data collection and analysis process. *The Qualitative Report*, 18(30), 1-9.
- Clarissia, S. M. S. (2020). A study on Ansoff Matrix Technique: As a growth strategy and an adaptive learning technique adopted in the leading brand of products. *BIMS Journal of Management*, 18.
- Cuthbertson, R. W., & Furseth, P. I. (2022). Digital services and competitive advantage: Strengthening the links between RBV, KBV, and innovation. *Journal of business research*, 152, 168-176.
- Davies, I. A., Haugh, H., & Chambers, L. (2019). Barriers to social enterprise growth. *Journal of Small Business Management*, 57(4), 1616-1636.
- de Villiers, K. (2021). Bridging the health inequality gap: an examination of South Africa's social innovation in health landscape. *Infectious Diseases of Poverty*, 10, 1-7.
- Del Giudice, M., Garcia-Perez, A., Scuotto, V., & Orlando, B. (2019). Are social enterprises technological innovative? A quantitative analysis on social entrepreneurs in emerging countries. *Technological Forecasting and Social Change*, 148, 119704.
- Dodoo, J. E., Al-Samarraie, H., & Alzahrani, A. I. (2021). Telemedicine use in Sub-Saharan Africa: Barriers and policy recommendations for Covid-19 and beyond. *International Journal of Medical Informatics*, 151, 104467.
- Eikelenboom, M., & de Jong, G. (2019). The impact of dynamic capabilities on the sustainability performance of SMEs. *Journal of cleaner production*, 235, 1360-1370.
- Engelbrecht, P. (2020). Inclusive education: Developments and challenges in South Africa. *Prospects*, 49(3), 219-232.

- Flick, U. (2022). An introduction to qualitative research.
- Freudenreich, B., Lüdeke-Freund, F., & Schaltegger, S. (2020). A stakeholder theory perspective on business models: Value creation for sustainability. *Journal of business ethics*, 166(1), 3-18.
- Gaglio, C., Kraemer-Mbula, E., & Lorenz, E. (2022). The effects of digital transformation on innovation and productivity: Firm-level evidence of South African manufacturing micro and small enterprises. *Technological Forecasting and Social Change*, 182, 121785.
- García-González, A., & Ramírez-Montoya, M. S. (2021). Social entrepreneurship education: changemaker training at the university. *Higher Education, Skills and Work-Based Learning*, 11(5), 1236-1251.
- George, G., & Schillebeeckx, S. J. (2022). Digital transformation, sustainability, and purpose in the multinational enterprise. *Journal of World Business*, 57(3), 101326.
- Gonsalves, M., & Rogerson, J. M. (2019). Business incubators and green technology: The Gauteng Climate Innovation Centre, South Africa. *Urbanization*, 30, 212-224.
- Grassl, W. (2012). Business models of social enterprise: A design approach to hybridity. *ACRN Journal of entrepreneurship Perspectives*, 1(1), 37-60.
- Grimes, M. G., McMullen, J. S., Vogus, T. J., & Miller, T. L. (2013). Studying the origins of social entrepreneurship: Compassion and the role of embedded agency. *Academy of management review*, 38(3), 460-463.
- Guldmann, E., & Huulgaard, R. D. (2020). Barriers to circular business model innovation: A multiple-case study. *Journal of cleaner production*, 243, 118160.

- Gupta, P., Chauhan, S., Paul, J., & Jaiswal, M. P. (2020). Social entrepreneurship research: A review and future research agenda. *Journal of business research*, 113, 209-229.
- Gupta, P., & Srivastava, R. (2024). Research on social enterprises from an emerging economy—Systematic literature review and future research directions. *Journal of Social Entrepreneurship*, 15(2), 458-493.
- Heikkilä, M., Bouwman, H., & Heikkilä, J. (2018). From strategic goals to business model innovation paths: an exploratory study. *Journal of small business and enterprise development*, 25(1), 107-128.
- Hennink, M., Hutter, I., & Bailey, A. (2020). *Qualitative research methods*. Sage.
- Hofmann, F. (2019). Circular business models: business approach as driver or obstructer of sustainability transitions? *Journal of cleaner production*, 224, 361-374.
- Hommerová, D., & Severová, L. (2019). Fundraising of nonprofit organizations: Specifics and new possibilities. *Journal of social service Research*, 45(2), 181-192.
- Hultberg, E., & Pal, R. (2021). Lessons on business model scalability for circular economy in the fashion retail value chain: Towards a conceptual model. *Sustainable Production and Consumption*, 28, 686-698.
- Islam, S. M. (2022). Social impact scaling strategies in social enterprises: A systematic review and research agenda. *Australian Journal of Management*, 47(2), 298-321.
- Jain, N. (2021). Survey versus interviews: Comparing data collection tools for exploratory research. *The Qualitative Report*, 26(2), 541-554.

- Janis, I. (2022). Strategies for establishing dependability between two qualitative intrinsic case studies: A reflexive thematic analysis. *Field Methods*, 34(3), 240-255.
- Kim, M. G., Lee, J.-H., Roh, T., & Son, H. (2020). Social entrepreneurship education as an innovation hub for building an entrepreneurial ecosystem: The case of the KAIST social entrepreneurship MBA program. *Sustainability*, 12(22), 9736.
- Korstjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, 24(1), 120-124.
- Lall, S. A., & Park, J. (2022). How social ventures grow: Understanding the role of philanthropic grants in scaling social entrepreneurship. *Business & Society*, 61(1), 3-44.
- Lang, R., & Fink, M. (2019). Rural social entrepreneurship: The role of social capital within and across institutional levels. *Journal of Rural Studies*, 70, 155-168.
- Maboya, M., & McKay, T. (2019). The financial sustainability challenges facing the South African non-profit sector. *The Journal for Transdisciplinary Research in Southern Africa*, 15(1), 10.
- Mair, J., Battilana, J., & Cardenas, J. (2012). Organizing for society: A typology of social entrepreneuring models. *Journal of business ethics*, 111, 353-373.
- Majid, M. A. A., Othman, M., Mohamad, S. F., Lim, S. A. H., & Yusof, A. (2017). Piloting for interviews in qualitative research: Operationalization and lessons learnt. *International Journal of Academic Research in Business and Social Sciences*, 7(4), 1073-1080.

- Mhlongo, S., Mbatha, K., Ramatsetse, B., & Dlamini, R. (2023). Challenges, opportunities, and prospects of adopting and using smart digital technologies in learning environments: An iterative review. *Heliyon*, 9(6).
- Mogapi, E. M., Sutherland, M. M., & Wilson-Prangley, A. (2019). Impact investing in South Africa: Managing tensions between financial returns and social impact. *European Business Review*, 31(3), 397-419.
- Monaro, S., Gullick, J., & West, S. (2022). Qualitative data analysis for health research: A step-by-step example of phenomenological interpretation. *Qualitative Report*, 27(4), 1040-1057.
- Mseleku, Z. (2022). Youth high unemployment/unemployability in South Africa: the unemployed graduates' perspectives. *Higher Education, Skills and Work-Based Learning*, 12(4), 775-790.
- Muñoz, P., & Kimmitt, J. (2019). Social mission as competitive advantage: A configurational analysis of the strategic conditions of social entrepreneurship. *Journal of business research*, 101, 854-861.
- Nascimento, L. d. S., da Costa Júnior, J. C., Salazar, V. S., & Chim-Miki, A. F. (2023). Coopetition in social entrepreneurship: a strategy for social value devolution. *International Journal of Emerging Markets*, 18(9), 2176-2197.
- Neubauer, B. E., Witkop, C. T., & Varpio, L. (2019). How phenomenology can help us learn from the experiences of others. *Perspectives on medical education*, 8, 90-97.
- Nguyen, L. T., Hoang, T. G., Do, L. H., Ngo, X. T., Nguyen, P. H., Nguyen, G. D., & Nguyen, G. N. (2021). The role of blockchain technology-based social crowdfunding in advancing social value creation. *Technological Forecasting and Social Change*, 170, 120898.

- Nikolaou, I. (2021). What is the Role of Technology in Recruitment and Selection? *The Spanish journal of psychology*, 24, e2.
- Nizza, I. E., Farr, J., & Smith, J. A. (2021). Achieving excellence in interpretative phenomenological analysis (IPA): Four markers of high quality. *Qualitative Research in Psychology*, 18(3), 369-386.
- Nkabinde, S., & Mamabolo, A. (2022). The South African social enterprises' strategies to guard against mission drift when faced with tensions from the funders. *Cogent Business & Management*, 9(1), 2135215.
- Nosratabadi, S., Mosavi, A., Shamshirband, S., Zavadskas, E. K., Rakotonirainy, A., & Chau, K. W. (2019). Sustainable business models: A review. *Sustainability*, 11(6), 1663.
- Orb, A., Eisenhauer, L., & Wynaden, D. (2001). Ethics in qualitative research. *Journal of nursing scholarship*, 33(1), 93-96.
- Parida, V., Sjödin, D., & Reim, W. (2019). Reviewing literature on digitalization, business model innovation, and sustainable industry: Past achievements and future promises. In (Vol. 11, pp. 391): MDPI.
- Pieroni, M. P., McAloone, T. C., & Pigosso, D. C. (2019). Business model innovation for circular economy and sustainability: A review of approaches. *Journal of cleaner production*, 215, 198-216.
- Plagerson, S., Patel, L., Hochfeld, T., & Ulriksen, M. S. (2019). Social policy in South Africa: Navigating the route to social development. *World Development*, 113, 1-9.
- Rai, N., & Thapa, B. (2015). A study on purposive sampling method in research. *Kathmandu: Kathmandu School of Law*, 5(1), 8-15.

- Randhawa, K., Wilden, R., & Gudergan, S. (2021). How to innovate toward an ambidextrous business model? The role of dynamic capabilities and market orientation. *Journal of business research*, 130, 618-634.
- Rawhouser, H., Cummings, M., & Newbert, S. L. (2019). Social impact measurement: Current approaches and future directions for social entrepreneurship research. *Entrepreneurship theory and practice*, 43(1), 82-115.
- Rejeb, A., Rejeb, K., Appolloni, A., Zailani, S., & Iranmanesh, M. (2025). Mapping the research landscape of blockchain and crowdfunding. *Financial Innovation*, 11(1), 22.
- Risi, D., Vigneau, L., Bohn, S., & Wickert, C. (2023). Institutional theory-based research on corporate social responsibility: Bringing values back in. *International Journal of Management Reviews*, 25(1), 3-23.
- Rodríguez-Espíndola, O., Cuevas-Romo, A., Chowdhury, S., Díaz-Acevedo, N., Albores, P., Despoudi, S., Malesios, C., & Dey, P. (2022). The role of circular economy principles and sustainable-oriented innovation to enhance social, economic and environmental performance: Evidence from Mexican SMEs. *International Journal of Production Economics*, 248, 108495.
- Rose, J., & Johnson, C. W. (2020). Contextualizing reliability and validity in qualitative research: Toward more rigorous and trustworthy qualitative social science in leisure research. *Journal of leisure research*, 51(4), 432-451.
- Ross, P. T., & Bibler Zaidi, N. L. (2019). Limited by our limitations. *Perspectives on medical education*, 8, 261-264.
- Saebi, T., Foss, N. J., & Linder, S. (2019). Social entrepreneurship research: Past achievements and future promises. *Journal of Management*, 45(1), 70-95.

- Saunders, M., & Lewis, P. (2017). *Doing research in business and management*. Pearson.
- Saunders, M., & Lewis, P. (2018). *Doing research in business and management*. Pearson.
- Shakeel, J., Mardani, A., Chofreh, A. G., Goni, F. A., & Klemeš, J. J. (2020). Anatomy of sustainable business model innovation. *Journal of cleaner production*, 261, 121201.
- Si, S., & Chen, H. (2020). A literature review of disruptive innovation: What it is, how it works and where it goes. *Journal of Engineering and Technology Management*, 56, 101568.
- Singh, N., Benmamoun, M., Meyr, E., & Arikan, R. H. (2021). Verifying rigor: analyzing qualitative research in international marketing. *International marketing review*, 38(6), 1289-1307.
- Sjödin, D., Parida, V., Jovanovic, M., & Visnjic, I. (2020). Value creation and value capture alignment in business model innovation: A process view on outcome-based business models. *Journal of Product Innovation Management*, 37(2), 158-183.
- Su, Y., & Wu, J. (2024). Digital transformation and enterprise sustainable development. *Finance Research Letters*, 60, 104902.
- Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40-49.
- Tomašev, N., Cornebise, J., Hutter, F., Mohamed, S., Picciariello, A., Connelly, B., Belgrave, D. C., Ezer, D., Haert, F. C. v. d., & Mugisha, F. (2020). AI for social good: unlocking the opportunity for positive impact. *Nature Communications*, 11(1), 2468.

- Tungande, F., Meyer, A., & Niemann, W. (2020). Opportunities and challenges of social media in supply chain management: A study in the South African FMCG retail industry. *Acta Commercii*, 20(1), 12.
- Tykkyläinen, S., & Ritala, P. (2021). Business model innovation in social enterprises: An activity system perspective. *Journal of business research*, 125, 684-697.
- Upadhyay, A., Mukhuty, S., Kumar, V., & Kazancoglu, Y. (2021). Blockchain technology and the circular economy: Implications for sustainability and social responsibility. *Journal of cleaner production*, 293, 126130.
- Vaska, S., Massaro, M., Bagarotto, E. M., & Dal Mas, F. (2021). The digital transformation of business model innovation: A structured literature review. *Frontiers in Psychology*, 11, 539363.
- Vézina, M., Ben Selma, M., & Malo, M. C. (2019). Exploring the social innovation process in a large market based social enterprise: A dynamic capabilities approach. *Management Decision*, 57(6), 1399-1414.
- Wang, N., Pan, H., Feng, Y., & Du, S. (2024). How do ESG practices create value for businesses? Research review and prospects. *Sustainability Accounting, Management and Policy Journal*, 15(5), 1155-1177.
- Wang, X., & Cheng, Z. (2020). Cross-sectional studies: strengths, weaknesses, and recommendations. *Chest*, 158(1), S65-S71.
- Zainea, L. N., Tomac, S., Marinescu, P., & Chițimiea, A. (2020). Combating unemployment through social entrepreneurship in the European context.
- Zheng, Y., & Zhang, Q. (2023). Digital transformation, corporate social responsibility and green technology innovation-based on empirical evidence of listed companies in China. *Journal of cleaner production*, 424, 138805.

APPENDIX A: Interview guide

Introduction:

Conduct introductions between the researcher and participant, outline the purpose of the meeting, provide the consent form and ensure permission to record the interview from the participant has been provided prior to commencement.

Section one: growth and development of business model

1. How would you describe your current business model?
2. What unique value proposition does your social enterprise offer?
3. How satisfied are you with your current business model's ability to create social impact? Please explain.
4. Have you ever considered a tool such as BMI to grow your market share?
5. What aspects of BMI have you adopted and are familiar with?

Section two: key challenges faced by social enterprises in sustaining or scaling their business models

6. What are the main challenges you are currently facing in sustaining or scaling your social enterprise?
7. Who are your key partners or stakeholders? How do they contribute to your business model?
8. How do you balance creating social impact with financial sustainability in your current business model?
9. What potential changes to your business model are you considering for the future of your enterprise?
10. What resources or support would be most helpful to you in innovating your business model?
11. What are the biggest risks you perceive in changing your current business model?

Section three: external environmental factors the influence the development and growth of social enterprises' business model

12. What specific institutional factors (e.g., regulations, cultural norms, economic conditions) have most influenced the development of your business model?
13. How do local or national policies support or hinder the growth of your social enterprise?

14. In what ways have you had to adapt your business model to fit within the existing institutional framework?
15. What roles do formal institutions (e.g., government bodies, banks) play in supporting or constraining your business model development?
16. How does access to funding or financial institutions in your area affect your business?
17. How do you leverage your current partnerships or collaborations to overcome institutional constraints?
18. How do you balance adhering to institutional regulations with innovating your business model?

Section four: Strategies do social enterprises use to overcome institutional constraints

19. Can you provide an example of a significant institutional challenge you faced and how it shaped your business model?
20. How do you manage relationships with institutional stakeholders (e.g., government officials, regulators) to support your business model development?

Ask if there are any further questions or insights the participant has for the interviewee.

Close Interview:

Close the meeting by providing key notes and thanking the participant for availing themselves to the interview.

APPENDIX B: Consistency Matrix

Research Question	Literature Review	Data Collection Tool	Data Analysis
How do social enterprises in South Africa make use of BMI to scale their business models and increase their market share?	The study focuses on the role of Business Model Innovation (BMI) in social entrepreneurship in South Africa, emphasising the need for innovation to balance social and financial goals (Bhatti et al., 2021; Tykkyläinen & Ritala, 2021).	Semi-structured interviews with social entrepreneurs in South Africa. Interview guide with questions on current business models, challenges, and institutional influences.	Interpretive phenomenological analysis of interview transcripts using thematic coding to identify key themes related to BMI and the impact of institutional settings.
What key challenges do social entrepreneurs in South Africa face in sustaining or scaling their business models?	Challenges in social entrepreneurship include resource constraints, lack of institutional support, and the need to innovate for sustainability and scalability (Weerawardena et al., 2021; Gupta & Srivastava, 2024).	Semi-structured interviews focusing on challenges faced by social enterprises in sustaining and scaling their models.	Thematic analysis to identify recurring challenges and patterns in sustaining and scaling social enterprises, with particular attention to resource constraints.
How do external environmental factors influence	Institutional settings, including regulations and	Semi-structured interviews exploring the	Thematic analysis to explore the relationship

<p>the development and growth of social enterprises' business models?</p>	<p>cultural norms, play a significant role in shaping business models of social enterprises, especially in developing countries like South Africa (Urbano et al., 2020; Manyaka-Boshielo, 2019).</p>	<p>influence of institutional factors (e.g., regulations, economic conditions) on business model development and adaptation.</p>	<p>between institutional settings and business model adaptation, identifying both supporting and constraining factors.</p>
<p>What strategies do social enterprises employ to overcome challenges to achieve sustainability that can lead to better impact?</p>	<p>Social enterprises often need to innovate and collaborate with key stakeholders to overcome institutional constraints and ensure sustainability (Rosca et al., 2020; Urbano et al., 2020).</p>	<p>Semi-structured interviews with questions on strategies employed to navigate institutional challenges and leverage partnerships.</p>	<p>Thematic analysis to uncover strategies used by social enterprises to navigate institutional constraints, with a focus on innovation and collaboration.</p>

APPENDIX C: Atlas.TI Codes

#	Code	Frequency
1	BMI Implementation Strategies: Sustainability	129
2	External Environmental Factors: External Factors	95
3	Sustaining or Scaling through BMI and Challenges: Challenges	92
4	External Environmental Factors: Development	63
5	External Environmental Factors: Growth	63
6	Sustaining or Scaling through BMI and Challenges: Sustainability	60
7	BMI Implementation Strategies: Strategies	54
8	BMI Implementation Strategies: Impact	46
9	BMI Utilisation: Scaling	42
10	Sustaining or Scaling through BMI and Challenges: Scaling	38
11	BMI Utilisation: Market Share	35
12	BMI Utilisation: Sustainability	22
13	BMI Utilisation: Partnerships	21
14	BMI Implementation Strategies: Sustainability Strategies	20
15	BMI Implementation Strategies: Partnerships	19
16	BMI Utilisation: Challenges	17
17	Sustaining or Scaling through BMI and Challenges: Sustainability Challenges	17
18	External Environmental Factors: External factors	16
19	External Environmental Factors: Sustainability	15
20	External Environmental Factors: Impact	14
21	External Environmental Factors: Influence	13
22	External Environmental Factors: Partnerships	13
23	Sustaining or Scaling through BMI and Challenges: Scaling Challenges	13
24	BMI Implementation Strategies: Overcoming Challenges	12
25	BMI Utilisation: Growth	11
26	Sustaining or Scaling through BMI and Challenges: Funding Challenges	11
27	BMI Utilisation: Donations	10
28	BMI Utilisation: Funding	10
29	BMI Utilisation: Market Share Expansion	10
30	BMI Implementation Strategies: Impact Improvement	9
31	BMI Implementation Strategies: Innovation	9
32	Sustaining or Scaling through BMI and Challenges: Financial Constraints	9
33	Sustaining or Scaling through BMI and Challenges: Resources	9
34	BMI Implementation Strategies: Community Engagement	8
35	BMI Utilisation: Collaboration	8
36	BMI Utilisation: Scaling Business Models	8
37	External Environmental Factors: Funding Impact	8
38	Sustaining or Scaling through BMI and Challenges: Scalability	8
39	BMI Implementation Strategies: Better Impact	7
40	BMI Utilisation: Compliance	7

41	BMI Utilisation: Innovation	7
42	BMI Utilisation: Market Share Growth	7
43	BMI Utilisation: Support	7
44	External Environmental Factors: Challenges	7
45	External Environmental Factors: Development Influence	7
46	External Environmental Factors: Economic Conditions	7
47	External Environmental Factors: Funding	7
48	External Environmental Factors: Resources	7
49	Sustaining or Scaling through BMI and Challenges: Funding	7
50	Sustaining or Scaling through BMI and Challenges: Sustainability challenges	7
51	BMI Implementation Strategies: Education	6
52	BMI Implementation Strategies: Engagement	6
53	BMI Implementation Strategies: Funding	6
54	BMI Utilisation: Community Support	6
55	BMI Utilisation: Market Expansion	6
56	BMI Utilisation: Market Share Increase	6
57	BMI Utilisation: Scale	6
58	BMI Utilisation: Stakeholder Engagement	6
59	External Environmental Factors: Business Model Growth	6
60	External Environmental Factors: Community Support	6
61	External Environmental Factors: Compliance	6
62	External Environmental Factors: Development and Growth	6
63	External Environmental Factors: Education	6
64	External Environmental Factors: Growth Impact	6
65	Sustaining or Scaling through BMI and Challenges: Partnerships	6
66	BMI Implementation Strategies: Collaboration	5
67	BMI Implementation Strategies: Compliance	5
68	BMI Implementation Strategies: Support	5
69	BMI Utilisation: Automation	5
70	BMI Utilisation: Credibility	5
71	BMI Utilisation: Donor Funding	5
72	BMI Utilisation: Education	5
73	BMI Utilisation: Impact	5
74	BMI Utilisation: Market share	5
75	BMI Utilisation: Relationship Building	5
76	BMI Utilisation: Technology Utilisation	5
77	External Environmental Factors: Development Impact	5
78	External Environmental Factors: Donations	5
79	External Environmental Factors: Impact on Growth	5
80	External Environmental Factors: Lack of Support	5
81	Sustaining or Scaling through BMI and Challenges: Communication Challenges	5
82	Sustaining or Scaling through BMI and Challenges: Lack of Support	5
83	BMI Implementation Strategies: Credibility	4

84	BMI Implementation Strategies: Funding Strategies	4
85	BMI Implementation Strategies: Overcoming challenges	4
86	BMI Implementation Strategies: Relationship Building	4
87	BMI Implementation Strategies: Revenue Generation	4
88	BMI Implementation Strategies: Strategy	4
89	BMI Utilisation: Affordability	4
90	BMI Utilisation: Efficiency	4
91	BMI Utilisation: Expansion	4
92	BMI Utilisation: Financial Challenges	4
93	BMI Utilisation: Mentorship	4
94	BMI Utilisation: Resources	4
95	BMI Utilisation: Revenue Generation	4
96	BMI Utilisation: Scalability	4
97	BMI Utilisation: Scaling business models	4
98	BMI Utilisation: Skills Development	4
99	BMI Utilisation: Training	4
100	External Environmental Factors: Business Growth	4
101	External Environmental Factors: Business Models	4
102	External Environmental Factors: Credibility	4
103	External Environmental Factors: Expansion	4
104	External Environmental Factors: External environmental factors	4
105	External Environmental Factors: External Factors Impact	4
106	External Environmental Factors: Government Policies	4
107	External Environmental Factors: Government Support	4
108	External Environmental Factors: Growth Influence	4
109	External Environmental Factors: Innovation	4
110	External Environmental Factors: Scalability	4
111	Sustaining or Scaling through BMI and Challenges: Access to Funding	4
112	Sustaining or Scaling through BMI and Challenges: Affordability	4
113	Sustaining or Scaling through BMI and Challenges: Competition	4
114	Sustaining or Scaling through BMI and Challenges: Compliance	4
115	Sustaining or Scaling through BMI and Challenges: Education	4
116	Sustaining or Scaling through BMI and Challenges: External Support	4
117	Sustaining or Scaling through BMI and Challenges: Resource Constraints	4
118	Sustaining or Scaling through BMI and Challenges: Support	4
119	Sustaining or Scaling through BMI and Challenges: Uncertainty	4
120	BMI Implementation Strategies: Advocacy	3
121	BMI Implementation Strategies: Better impact	3
122	BMI Implementation Strategies: Diversification	3
123	BMI Implementation Strategies: Donations	3
124	BMI Implementation Strategies: Donor Funding	3
125	BMI Implementation Strategies: Financial Support	3
126	BMI Implementation Strategies: Income Generation	3

127	BMI Implementation Strategies: Partnership	3
128	BMI Implementation Strategies: Programs	3
129	BMI Implementation Strategies: Resources	3
130	BMI Implementation Strategies: Risk Management	3
131	BMI Implementation Strategies: Skills Development	3
132	BMI Implementation Strategies: Stakeholder Engagement	3
133	BMI Implementation Strategies: Sustainability Impact	3
134	BMI Implementation Strategies: Sustainability Strategy	3
135	BMI Implementation Strategies: Training	3
136	BMI Utilisation: Business Model Scaling	3
137	BMI Utilisation: Communication	3
138	BMI Utilisation: Contributions	3
139	BMI Utilisation: Engagement	3
140	BMI Utilisation: Events	3
141	BMI Utilisation: External Support	3
142	BMI Utilisation: Financial Sustainability	3
143	BMI Utilisation: Funding Challenges	3
144	BMI Utilisation: Market Growth	3
145	BMI Utilisation: Programs	3
146	BMI Utilisation: Registration	3
147	BMI Utilisation: Relationships	3
148	BMI Utilisation: Target Market	3
149	BMI Utilisation: Teenagers	3
150	External Environmental Factors	3
151	External Environmental Factors: Development and growth	3
152	External Environmental Factors: Development impact	3
153	External Environmental Factors: Donor Funding	3
154	External Environmental Factors: Financial Constraints	3
155	External Environmental Factors: Financial Impact	3
156	External Environmental Factors: Funding Access	3
157	External Environmental Factors: Hindrance	3
158	External Environmental Factors: Impact of External Factors	3
159	External Environmental Factors: Limited Resources	3
160	External Environmental Factors: Negative Impact	3
161	External Environmental Factors: Opportunities	3
162	External Environmental Factors: Regulations	3
163	External Environmental Factors: Relationships	3
164	External Environmental Factors: Support	3
165	External Environmental Factors: Uncertainty	3
166	Sustaining or Scaling through BMI and Challenges: Collaboration	3
167	Sustaining or Scaling through BMI and Challenges: Credibility	3
168	Sustaining or Scaling through BMI and Challenges: Donations	3
169	Sustaining or Scaling through BMI and Challenges: Donor Funding	3

170	Sustaining or Scaling through BMI and Challenges: Expansion	3
171	Sustaining or Scaling through BMI and Challenges: Financial Support	3
172	Sustaining or Scaling through BMI and Challenges: Growth	3
173	Sustaining or Scaling through BMI and Challenges: Income Generation	3
174	Sustaining or Scaling through BMI and Challenges: Limited Resources	3
175	Sustaining or Scaling through BMI and Challenges: Mentorship	3
176	Sustaining or Scaling through BMI and Challenges: Relationship Building	3
177	Sustaining or Scaling through BMI and Challenges: Stakeholder Engagement	3
178	Sustaining or Scaling through BMI and Challenges: Stigma	3
179	Sustaining or Scaling through BMI and Challenges: Sustaining	3
180	Sustaining or Scaling through BMI and Challenges: Teenagers	3
181	Sustaining or Scaling through BMI and Challenges: Transition Challenges	3
182	BMI Implementation Strategies: Accessibility	2
183	BMI Implementation Strategies: Access to Funding	2
184	BMI Implementation Strategies: Achieving sustainability	2
185	BMI Implementation Strategies: Adaptation	2
186	BMI Implementation Strategies: Adaptation Strategies	2
187	BMI Implementation Strategies: Alternative Funding	2
188	BMI Implementation Strategies: Alternative Strategies	2
189	BMI Implementation Strategies: Automation	2
190	BMI Implementation Strategies: Business Model Innovation	2
191	BMI Implementation Strategies: Capacity Building	2
192	BMI Implementation Strategies: Communication	2
193	BMI Implementation Strategies: Community Building	2
194	BMI Implementation Strategies: Corporate Sponsorship	2
195	BMI Implementation Strategies: Cost reduction	2
196	BMI Implementation Strategies: Cost Reduction	2
197	BMI Implementation Strategies: Cultural Norms	2
198	BMI Implementation Strategies: Empowerment	2
199	BMI Implementation Strategies: Engagement Strategies	2
200	BMI Implementation Strategies: Events	2
201	BMI Implementation Strategies: External Support	2
202	BMI Implementation Strategies: Financial Challenges	2
203	BMI Implementation Strategies: Financial Stability	2
204	BMI Implementation Strategies: Free services	2
205	BMI Implementation Strategies: Funding Access	2
206	BMI Implementation Strategies: Government Support	2
207	BMI Implementation Strategies: Hybrid Model	2
208	BMI Implementation Strategies: Impact Demonstration	2
209	BMI Implementation Strategies: Impact Enhancement	2
210	BMI Implementation Strategies: Innovative Strategies	2
211	BMI Implementation Strategies: Mentorship	2
212	BMI Implementation Strategies: Mission Alignment	2

213	BMI Implementation Strategies: Monitoring	2
214	BMI Implementation Strategies: Operational Efficiency	2
215	BMI Implementation Strategies: Partnering	2
216	BMI Implementation Strategies: Planning	2
217	BMI Implementation Strategies: Positive Impact	2
218	BMI Implementation Strategies: Quality Assurance	2
219	BMI Implementation Strategies: Registration	2
220	BMI Implementation Strategies: Relationships	2
221	BMI Implementation Strategies: Research	2
222	BMI Implementation Strategies: Resource Allocation	2
223	BMI Implementation Strategies: Resource Mobilization	2
224	BMI Implementation Strategies: Resource Provision	2
225	BMI Implementation Strategies: Scalability	2
226	BMI Implementation Strategies: Sponsorship	2
227	BMI Implementation Strategies: Support Seeking	2
228	BMI Implementation Strategies: Sustainability Planning	2
229	BMI Implementation Strategies: Sustainability strategies	2
230	BMI Implementation Strategies: Target Market	2
231	BMI Implementation Strategies: Training Programs	2
232	BMI Implementation Strategies: Transparency	2
233	BMI Implementation Strategies: Value Addition	2
234	BMI Implementation Strategies: Workshops	2
235	BMI Utilisation:	2
236	BMI Utilisation: Access to Funding	2
237	BMI Utilisation: Addressing Challenges	2
238	BMI Utilisation: Adoption Fees	2
239	BMI Utilisation: Alignment	2
240	BMI Utilisation: Awareness	2
241	BMI Utilisation: Business Model Development	2
242	BMI Utilisation: Business Models	2
243	BMI Utilisation: Cash Flow	2
244	BMI Utilisation: Community Building	2
245	BMI Utilisation: Community Engagement	2
246	BMI Utilisation: Community Involvement	2
247	BMI Utilisation: Community Reach	2
248	BMI Utilisation: Constant Engagement	2
249	BMI Utilisation: Contribution	2
250	BMI Utilisation: Corporate Partners	2
251	BMI Utilisation: Corporate Partnerships	2
252	BMI Utilisation: Cultural Norms	2
253	BMI Utilisation: Diversification of Revenue Streams	2
254	BMI Utilisation: Empowerment	2
255	BMI Utilisation: Facilitators	2

256	BMI Utilisation: Financial Resources	2
257	BMI Utilisation: Funding Access	2
258	BMI Utilisation: Funding Attraction	2
259	BMI Utilisation: Funding Opportunities	2
260	BMI Utilisation: Fundraising	2
261	BMI Utilisation: Government Assistance	2
262	BMI Utilisation: Impact Creation	2
263	BMI Utilisation: Impact Focus	2
264	BMI Utilisation: Impact Prioritisation	2
265	BMI Utilisation: Impact Scaling	2
266	BMI Utilisation: Improvement	2
267	BMI Utilisation: Information Dissemination	2
268	BMI Utilisation: Key Partners	2
269	BMI Utilisation: Limited Resources	2
270	BMI Utilisation: Mental Health Education	2
271	BMI Utilisation: Mentors	2
272	BMI Utilisation: Monitoring	2
273	BMI Utilisation: National Expansion	2
274	BMI Utilisation: Pilot Project	2
275	BMI Utilisation: Policies	2
276	BMI Utilisation: Positive Impact	2
277	BMI Utilisation: Public Donations	2
278	BMI Utilisation: Quality Assurance	2
279	BMI Utilisation: Quantile 3-5	2
280	BMI Utilisation: Resource Allocation	2
281	BMI Utilisation: Risk Management	2
282	BMI Utilisation: Scaling Business Model	2
283	BMI Utilisation: Scaling Challenges	2
284	BMI Utilisation: Scaling Difficulties	2
285	BMI Utilisation: Social Media Utilisation	2
286	BMI Utilisation: Sponsorship	2
287	BMI Utilisation: Sponsorships	2
288	BMI Utilisation: Stigma	2
289	BMI Utilisation: Stigma Reduction	2
290	BMI Utilisation: Structured Approach	2
291	BMI Utilisation: Study Guides	2
292	BMI Utilisation: Targeting Specific Schools	2
293	BMI Utilisation: Tax deductions	2
294	BMI Utilisation: Transparency	2
295	BMI Utilisation: Value Addition	2
296	BMI Utilisation: Workshops	2
297	External Environmental Factors: Access to Funding	2
298	External Environmental Factors: Adaptation	2

299	External Environmental Factors: Affordability	2
300	External Environmental Factors: Alignment	2
301	External Environmental Factors: Business Model Development	2
302	External Environmental Factors: Collaboration	2
303	External Environmental Factors: Communication	2
304	External Environmental Factors: Community Impact	2
305	External Environmental Factors: Corporate Partners	2
306	External Environmental Factors: Cost reduction	2
307	External Environmental Factors: Development Challenges	2
308	External Environmental Factors: Donation Impact	2
309	External Environmental Factors: Economic conditions	2
310	External Environmental Factors: Educational Opportunities	2
311	External Environmental Factors: Environmental Impact	2
312	External Environmental Factors: Environmental Influence	2
313	External Environmental Factors: Expertise	2
314	External Environmental Factors: External Influence	2
315	External Environmental Factors: External Influences	2
316	External Environmental Factors: Financial Support	2
317	External Environmental Factors: Funding Availability	2
318	External Environmental Factors: Funds	2
319	External Environmental Factors: Government policies	2
320	External Environmental Factors: Government Policy	2
321	External Environmental Factors: Growth Factors	2
322	External Environmental Factors: Growth Opportunities	2
323	External Environmental Factors: Impact of external factors	2
324	External Environmental Factors: Impact on Development	2
325	External Environmental Factors: Impact on growth	2
326	External Environmental Factors: Income Generation	2
327	External Environmental Factors: Language Barriers	2
328	External Environmental Factors: Limited resources	2
329	External Environmental Factors: Market Demand	2
330	External Environmental Factors: Market Dynamics	2
331	External Environmental Factors: Mentorship	2
332	External Environmental Factors: Misinformation	2
333	External Environmental Factors: Perception Influence	2
334	External Environmental Factors: Policies	2
335	External Environmental Factors: Registration	2
336	External Environmental Factors: Resource allocation	2
337	External Environmental Factors: Resource Allocation	2
338	External Environmental Factors: Revenue Generation	2
339	External Environmental Factors: Safety Concerns	2
340	External Environmental Factors: Scaling	2
341	External Environmental Factors: Social Trends	2

342	External Environmental Factors: Stakeholder Engagement	2
343	External Environmental Factors: Stigma	2
344	External Environmental Factors: Teenagers	2
345	External Environmental Factors: Time Constraints	2
346	External Environmental Factors: Training	2
347	Sustaining or Scaling through BMI and Challenges: Access to Networks	2
348	Sustaining or Scaling through BMI and Challenges: Balancing Priorities	2
349	Sustaining or Scaling through BMI and Challenges: Budget Constraints	2
350	Sustaining or Scaling through BMI and Challenges: Business Model	2
351	Sustaining or Scaling through BMI and Challenges: Business Models	2
352	Sustaining or Scaling through BMI and Challenges: Business Model Sustainability	2
353	Sustaining or Scaling through BMI and Challenges: Challenges in scaling	2
354	Sustaining or Scaling through BMI and Challenges: Community Engagement	2
355	Sustaining or Scaling through BMI and Challenges: Community Needs	2
356	Sustaining or Scaling through BMI and Challenges: Community Support	2
357	Sustaining or Scaling through BMI and Challenges: Corporate Partners	2
358	Sustaining or Scaling through BMI and Challenges: Decision Making	2
359	Sustaining or Scaling through BMI and Challenges: Effectiveness	2
360	Sustaining or Scaling through BMI and Challenges: Efficiency	2
361	Sustaining or Scaling through BMI and Challenges: External Factors Impact	2
362	Sustaining or Scaling through BMI and Challenges: Financial Challenges	2
363	Sustaining or Scaling through BMI and Challenges: Financial Sustainability	2
364	Sustaining or Scaling through BMI and Challenges: Funding Access	2
365	Sustaining or Scaling through BMI and Challenges: Funding challenges	2
366	Sustaining or Scaling through BMI and Challenges: Funding Gaps	2
367	Sustaining or Scaling through BMI and Challenges: Funds	2
368	Sustaining or Scaling through BMI and Challenges: Impact	2
369	Sustaining or Scaling through BMI and Challenges: Improvement	2
370	Sustaining or Scaling through BMI and Challenges: Institutional Constraints	2
371	Sustaining or Scaling through BMI and Challenges: Language Barriers	2
372	Sustaining or Scaling through BMI and Challenges: Legislations	2
373	Sustaining or Scaling through BMI and Challenges: Limited resources	2
374	Sustaining or Scaling through BMI and Challenges: Misalignment	2
375	Sustaining or Scaling through BMI and Challenges: Policies	2
376	Sustaining or Scaling through BMI and Challenges: Profit Generation	2
377	Sustaining or Scaling through BMI and Challenges: Program Delivery	2
378	Sustaining or Scaling through BMI and Challenges: Recognition	2
379	Sustaining or Scaling through BMI and Challenges: Resource Acquisition	2
380	Sustaining or Scaling through BMI and Challenges: Scaling Business Models	2
381	Sustaining or Scaling through BMI and Challenges: Service Provision	2
382	Sustaining or Scaling through BMI and Challenges: Social Media Platforms	2
383	Sustaining or Scaling through BMI and Challenges: Sustainability Struggles	2
384	Sustaining or Scaling through BMI and Challenges: Time Constraints	2

385	Sustaining or Scaling through BMI and Challenges: Training	2
-----	--	---