

**University
of Basel**

Social entrepreneurship as strategy

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The mission/innovation matrix

Nonprofits need new impulses to answer the current challenges.

Social entrepreneurship is a strategic alternative for innovation and market/mission-alignment.

The mission/innovation matrix

		Driving innovation	
		low	high
Market/ mission-alignment	balanced	Social business	Social enterprise
	one-sided	Nonprofit organization	Grass root organization

Nonprofit strategies with social enterprises

- Social enterprises as incubators
- Social enterprises as market developers
- Social enterprises as intermediaries

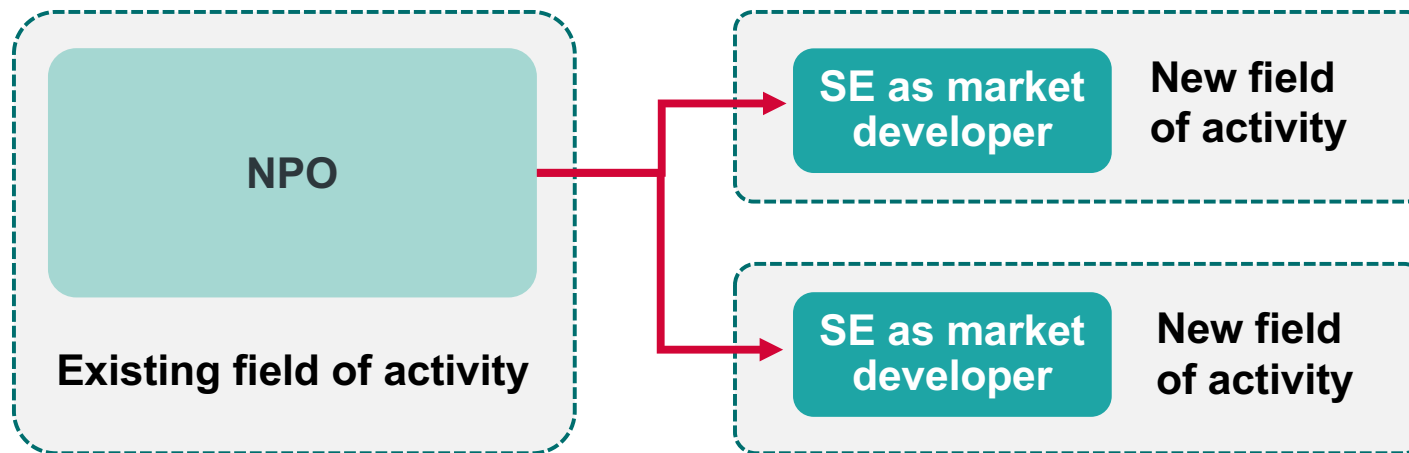
Social enterprise as incubator

- Create and explore new ideas and processes
- Successful projects are implemented and scaled up in large nonprofits



Social enterprise as market developer

- Entrance in new markets or fields is organized like a social enterprise
- Less financial investment needed
- Structures are quickly expanded or removed



Social enterprise as intermediary

- Collaborative projects between division (internal) or external partners work as social enterprises
- Clear incentives and ownership



Difference of design and practice



Social entrepreneurship as a logic to develop and transform existing nonprofits as incubators, market developers and intermediaries