DESTROYING COERCION BY EXPANSION: 
Finding the Value in Unconventional Growth of International Faith-based Organizations
Barbara Kriskaová, MNA - Master of Nonprofit Administration - Capstone Project

SUMMARY

There is a substantial amount of discussion on expansion theories and strategies in the private sector. Companies are looking for an opportunity of an expansion in order to scale up their business. If there is a potential and a market fit for their products or services they offer, the company can proceed with entering a new market. However, third sector is much more complex, especially when there is a need of humanitarian intervention. Discussion on effectiveness, scaling up and organizational growth is among scholars ongoing. How do nonprofit organizations expand? What are the reason of the expansion? Is the expansion goal of nonprofit organizations? These and many other questions arose prior and during the research.

PURPOSE

The purpose of this project is to understand how Jesuit Refugee Service expands its services and operations to new countries.

The constant need for the intervention of the international nonprofit organizations due to humanitarian emergencies requires scaling of their operations. JRS’ unique expansion strategy an example in the sector in providing services that are touching not only the surface of the issues but going to their roots of broken human interactions and thus applying holistic approach.

RESEARCH

1. What models of scaling and expansion theories are most applicable for nonprofit organizations?
2. How did the nonprofit organizations intervene during the so called “refugee crisis” in Europe?
3. What is the role of faith-based organizations working with refugees and migrants and how could Jesuit Refugee Service defend establishment of its potentially unique positioning in Denmark?

METHODS

The action research serves to explore the theories and strategies behind the expansions of international nonprofit organizations to other countries. Comparative research is used to compare the practices of five chosen international nonprofit organizations with the practices and strategies of Jesuit Refugee Service through the correlations of findings in the literature review and information obtained during interviews.

REFERENCES