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## Social Franchising: Domestic and Foreign Experience in Construction

The objective of this study is to conduct a comparative analysis of models, tools, and empirical effects of implementing the social franchise mechanism in the Russian Federation and international markets, with a view to identifying best practices and critical drivers of success. The research methodology includes systematic analysis, comparative analysis, case study analysis, and a review of academic literature, industry reports and regulatory documents. The analysis revealed fundamental differences between social franchise models: in Russia, it is based on a donor-project paradigm with intensive methodological support and symbolic royalties, while in global practice, an entrepreneurial-sustainable model prevails, focused on partial or complete economic self-sufficiency of franchisees. A comprehensive review of existing literature reveals several key factors that contribute to the success of a social franchise. These factors include service standardization and the measurement of social impact achieved, the comprehensive development of franchisee potential, the implementation of a system for monitoring key performance indicators (KPI) and social return on investment (SROI), and the use of digital platforms and CRM systems. The findings confirm the effectiveness of social franchising as a tool for scaling socially significant initiatives. In order to develop the mechanism in Russia, several measures are proposed, including the introduction of hybrid financial models, the establishment of consulting centres, the strengthening of influence based on assessment data, and the adaptation of the regulatory environment.

**Keywords:** social franchise, franchising model, scaling, social impact, comparative analysis, sustainable development

### INTRODUCTION

Current global challenges, including economic instability, growing social inequality and resource shortages, encourage the development of new mechanisms for scaling social services. In this context, social franchising is becoming an increasingly important tool for the replication of proven social entrepreneurship solutions. The International Franchise Association asserts that the implementation of this system is achieved through the establishment of long-term partnerships. In this context, the franchisor grants the franchisee a license to utilize its proprietary model. This arrangement facilitates the transfer of the franchisor's brand identity, the implementation of its business processes, and the provision of methodological and monitoring support. The primary objective of this support is the resolution of local social issues.

The key feature of social franchising is its marked deviation from the conventional commercial franchising paradigm. While the latter is predominantly concerned with the generation of profit, the former is oriented towards the optimization and scaling of social impact. This difference is reflected in financial models, pricing methodologies, and revenue distribution algorithms. Research has demonstrated that social franchises exhibit a streamlined entry threshold for prospective franchisees, the provision of grant subsidies, and an enhanced system of social impact and sustainability metrics [1].

An analysis of international practices reveals the high effectiveness of social franchises as a tool for solving socially significant problems in various sectors. In the field of healthcare, the VisionSpring and Aravind Eye Care System models have been shown to facilitate access to ophthalmic services for

individuals of low income (Smith, 2022). In the field of education, the Bridge International Academies franchise has been instrumental in the standardization of school education across African countries. Grameen Bank (Bangladesh) is a leader in the field of financial inclusion, implementing projects that encourage labour integration. The construction sector is of particular importance to this study. Successful examples include Habitat for Humanity, with its global affordable housing programs, and the Indian network Casa F6cil, which demonstrates the potential of social franchising in the development of housing infrastructure.

In the Russian Federation, the social entrepreneurship segment and related business scaling tools are undergoing intensive institutionalization. According to the monitoring conducted by the Our Future Foundation, there has been steady growth in the number of impact organizations over the past five years; however, their replication rate remains low. Despite the existence of a number of successful cases, including "House by the Sea" and Big Change, in addition to the fund's pilot initiatives, there remains a paucity of comprehensive verification and benchmarking of domestic and foreign experience in the domain of social franchising within the construction industry. This deficiency hinders the formulation of effective roadmaps for development, incorporating mechanisms for public-private partnerships and ESG-oriented financing [2].

### METHODS

The integrated approach uses: systems analysis to interpret social franchising as an ecosystem; a comparative method to identify universal and contextual features of the experience of the Russian

Federation and foreign countries; case studies of representative examples of successful franchises; content analysis of scientific and regulatory sources [3].

The empirical basis of the work was an array of data collected from the following resources: international bibliometric scientific citation platforms Scopus, Web of Science, and RSCI; reporting materials and registers of specialized institutions — Our Future Foundation, Agency for Social Investments (RF); International Franchise Association (IFA), The Global Social Franchising Initiative, European Franchise Federation (EU); open data arrays and case documentation; regulatory documents, defining legal relations in the field of franchising and social entrepreneurship. To assess the construction complex, studies of foreign practices for regulating investment and construction processes (USA, Great Britain, Germany, UAE, China) were additionally used [4–6].

**RESULTS AND DISCUSSION**

The study revealed significant differences in institutional approaches to the development of social franchising in Russia and abroad. A comparative analysis of the key models is presented in Table 1 [7].

*Table 1. Comparative analysis of social franchising concepts*

Characteristic	International experience	Russian practice
Financial model	Focus on self-sufficiency, royalties 3–7 % for scaling a network franchise	Non-repayable financing, grant dependence on government subsidies
Entry conditions	Minimal or averaged lump-sum payment	Often free or nominal payment
Legal framework	Special legal regulation of social entrepreneurship	Legal regulation of Chapter 54 of the Civil Code of the Russian Federation “Commercial Concession”
Performance measurement	SROI system, impact-metrics	Predominantly qualitative metrics
Scaling	Dozens of branches, thousands of recipients	Few points, local coverage

As illustrated in Fig. 1, there is a clear discrepancy between global expertise and the domestic social franchising model.

As illustrated in Table 2, a more detailed analysis of typical social franchising cases is provided, demonstrating the variety of models found in different countries and economic sectors.

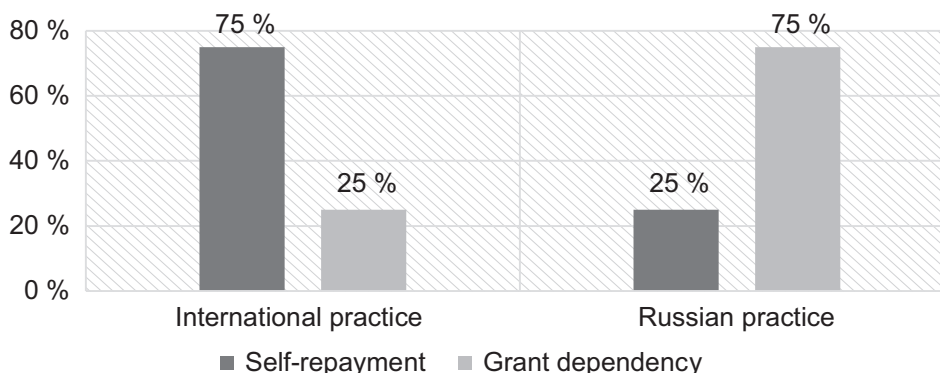
An analysis of foreign franchising models reveals a focus on the establishment of social enterprises. The VisionSpring case in

India, for instance, demonstrates the effectiveness of the “social franchise” model, evidenced by its capacity to generate revenue through a nominal lump-sum fee ranging from \$500 to \$1,000, complemented by royalties amounting to 5–7 % of revenue. The platform offers a multifaceted support system, encompassing training, wholesale logistics, marketing assistance, and rigorous quality auditing. In the USA, Habitat for Humanity employs a construction scheme that utilizes grant subsidies amounting to 80 % of costs, with no requirement for royalty payments. The emphasis is placed on methodology, volunteer resources, and fundraising. The German brand Massiv – Holz – Haus offers a direct franchise model with a substantial initial payment of €150–300 thousand, complemented by moderate royalty fees of 3–5 %, providing comprehensive support encompassing technologies, IT infrastructure, and engineering [8].

In contrast to the international models, Russian initiatives demonstrate an alternative development trajectory. The social franchise “House by the Sea” functions as a methodological platform, offering free or symbolic license fees and no regular royalties. The primary emphasis is on the transfer of work technologies, training content, and expert consulting support. Concurrently, in associated domains such as education, full-format commercial impact franchises are employed. The “Baby Club” network of children’s centres, for example, has an average lump-sum fee of 0.5–1.5 million rubles and royalties of 5–10 % of turnover (BMC, 2019). This encompasses branding, methodological package, software, marketing, training, financial planning, operational regulations, legal support, CRM system, and audit.

It is imperative to allocate particular attention to the analysis of the final social impact (see Table 3). It is evident that global initiatives have the capacity to effect a substantial and enduring impact. For instance, the Aravind Eye Care network in India comprises over 70 branches, providing services to more than 5 million patients and performing over 500,000 operations annually, with reduced tariffs of up to 80 %. The Akiba Mashinani Trust programme encompassed 12 districts in Kenya, playing a pivotal role in the construction of 1,200 residential units and the generation of 800 employment opportunities [9].

The analysis of achieved results and the cumulative social effect requires special attention. As demonstrated in Fig. 2, international projects exhibit several orders of magnitude greater beneficiary coverage in comparison to their Russian counterparts, respectively. This phenomenon is especially evident in the construction sector, where initiatives such as Habitat for Humanity and Casa Fácil have been instrumental in facilitating widespread access to affordable housing for the population [10].



*Fig. 1. Comparative analysis of financial and economic mechanisms of social franchising*

Table 2. A comprehensive study of social franchise formats by region and initiative

Project	Franchise Model	Franchising Conditions (Lump-sum fee)	Regular Payments (Royalties)	Scope of Support from Franchisor
Vision Spring (India)	Business Format	Symbolic (\$500–\$1,000)	5–7 % of turnover	Professional training, wholesale supplies, strategic marketing, quality management
Habitat for Humanity (USA)	Construction Model	Grant coverage up to 80 %	None	Methodology, social volunteers, crowd-fundraising
Massiv-Holz-Haus (Germany)	Direct Franchise	High (€150–300 thousand)	3–5 % of turnover	Comprehensive offering: ICT, innovations, engineering
“House by the Sea” (Russia)	Methodological	Gratuitous or nominal	None	Activity methodologies, training, consulting
Franchise preschool educational networks, “Baby Club” (Russia)	Business Format	Medium (0.5–1.5 million rubles)	5–10 % of turnover	Branding, methodologies, software, marketing, training

Table 3. Extended evaluation of social franchise results

Country/Project	Number of replications	Beneficiary coverage	Measurable social outcome
Aravind Eye Care (India)	> 70 centers	>5 million patients/year	Over 500 thousand operations annually, costs reduced by 80 %
Akiba Mashinani Trust (Kenya)	12 regions	>5 thousand families	1,200 residential units built, 800 vacancies created
Casa Fácil	85 cities	>15 thousand people	3,000 affordable housing projects
“Dom u Morya” (House by the Sea) (Russia)	5 regions	>200 orphanage graduates	Employment of graduates > 70 %, postgraduate professional adaptation
Social projects of the “Our Future” Foundation (Russia)	>30 projects	>50 thousand people	Organization of over 2,000 inclusive vacancies for socially vulnerable

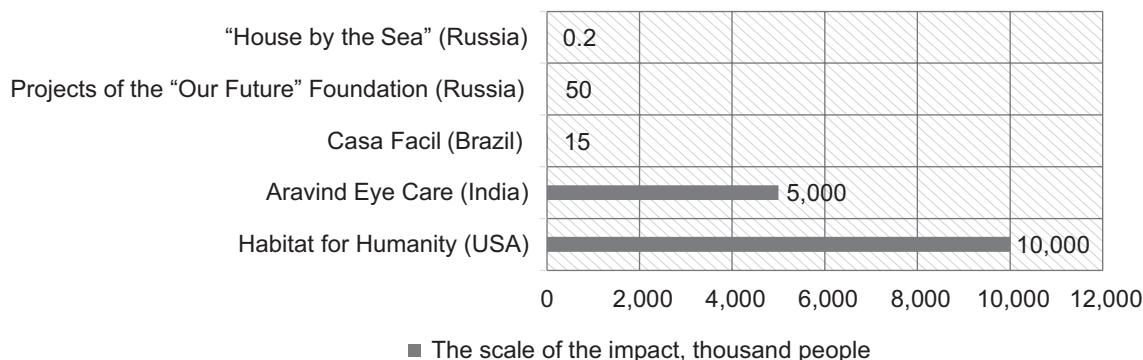


Fig. 2. A comparative analysis of the impact scale of social franchises

It is evident that Russian initiatives have a considerable social impact at the municipal level. However, the scaling of these initiatives is constrained by two primary factors: firstly, a shortage of financial and human resources, and secondly, an overregulated institutional environment. The most significant barrier to progress in this field is the verification of results. While foreign franchises actively utilize SROI, Theory of Change, and impact metrics, domestic teams are at times constrained to formal, fragmented reporting without stakeholder participation and long-term competent benchmarking validation [11].

A review of the literature on the subject of social franchising in Russia reveals several challenges of particular concern. Firstly, there is a paucity of regulation of the legal framework for the format’s operation. Secondly, there is a constant shortage of investment resources in the replication phase of proven cases. Thirdly, there is insufficient standardization of services and a lack of expertise in the formation of franchise packages, methodological materials, and training programs. Finally, there is limited awareness among potential partners about the tools and indicators of the model’s social impact [12, 13].

International experience demonstrates that social franchising can serve as an effective mechanism in the construction sector to address shortages of social housing, promote green, energy-efficient construction, and introduce universal design principles into urban development. According to industry research, in 2024, applications for construction and renovation franchises in Russia accounted for 11.5 % of the market, reflecting significant entrepreneurial interest that has not yet been converted into socially oriented business models [14–16].

The practices of the United Arab Emirates (UAE) and China clearly confirm that the comprehensive digital transformation of the construction sector — involving Building Information Modelling (BIM), the Internet of Things (IoT), artificial intelligence (AI), digital twins and big data — is a key driver for scaling any business concept, including social franchising. Unified platform solutions have been demonstrated to minimize both Capital Expenditure (CAPEX) and Operating Expenditure (OPEX), whilst concomitantly increasing Total Quality Management (TQM) of social franchises. This has been evidenced by European-Asian pilot cases in various climatic zones and regulatory environments, as illustrated in Fig. 3 [17].

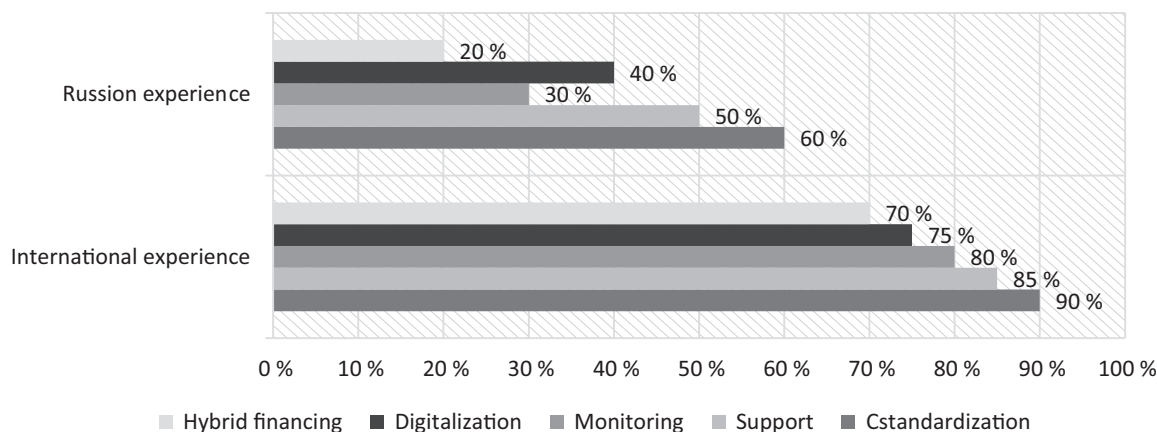


Fig. 3. Comparative analysis of the presence of critical success factors

## CONCLUSION

A detailed analysis confirmed the considerable effectiveness of social franchising as a means of expanding socially significant initiatives and replicating sustainable development and ESG standards, including in the areas of infrastructure, inclusive construction, and barrier-free environments. A number of structural differences were identified. Firstly, the foreign format is focused on entrepreneurial sustainability, while the Russian format is focused on a donor-project model.

Drawing upon a range of international case studies and a thorough analysis of deficiencies within the Russian Federation, a series of proposals have been formulated with the aim of enhancing the effectiveness of social franchising mechanisms within the construction sector.

At the federal level, the following three factors must be given due consideration if the evolution of social franchising is to be strategically managed: the development of a roadmap outlining the desired future direction of social franchising; the establishment of a guarantee fund for social franchise projects; the provision of targeted tax preferences to network participants. The integration of social franchises into programmes for the provision of affordable housing and the comprehensive development of community areas is of particular importance.

Secondly, it is imperative for infrastructure operators to establish multidisciplinary consulting centres for the commercialization of social initiatives. Such commercialization may be achieved through franchising, scaling educational tracks, and replicating proven management practices. The primary focus remains oriented towards the development and implementation of industry-specific requirements for social franchising in the construction sector, encompassing digital BIM models and eco-standards.

Thirdly, it is recommended that social entrepreneurs should ensure that social impact assessment metrics are embedded at the deepest level, that integrated hybrid financial mechanisms are improved, and that the use of end-to-end digital solutions is expanded. In the field of construction, this phenomenon is exemplified by the extensive utilization of Building Information Modelling (BIM) technologies. These technologies facilitate the augmentation of conventional projects with a predictable quality, adhering to stipulated deadlines and estimates.

The primary research agenda is focused on the establishment of standardized legal constructs for social franchising, which are to be aligned with various industry regulations. This is primarily relevant

for the engineering and construction sector. Additionally, there is a need to develop an integrated multifactorial methodology for measuring the economic and social performance of social franchising platforms.

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## Социальная франшиза: отечественный и зарубежный опыт в строительстве

Целью исследования является проведение всестороннего сравнительного анализа моделей, инструментов и эмпирических эффектов применения механизма социальной франшизы в Российской Федерации и на международных рынках для идентификации лучших практик и критических драйверов успеха. Методология включает системный анализ, сравнительно-сопоставительный подход, разбор конкретных кейсов, а также контент-анализ академических статей, отчетов отраслевых институтов и нормативно-правовой базы. Анализ выявил принципиальные различия моделей социальной франшизы: в России она строится на донорско-проектной парадигме с интенсивной методологической поддержкой и символическими роялти, тогда как в мировой практике преобладает предпринимательско-устойчивая модель, ориентированная на частичную или полную экономическую самодостаточность франчайзи. На основе анализа кейсов выявлены ключевые факторы успеха социальной франшизы: стандартизация предоставляемых сервисов и достигаемого социального эффекта, комплексное развитие потенциала франчайзи, внедрение системы мониторинга ключевых показателей эффективности (KPI) и социальной рентабельности инвестиций (SROI), а также использование цифровых платформ и CRM-систем. Выводы подтверждают высокую результативность социальной франшизы как инструмента масштабирования социально значимых инициатив. Для развития механизма в России предложены меры: внедрение гибридных финансовых моделей, формирование консалтинговых центров, усиление влияния, основанное на данных оценки, и адаптация регуляторной среды.

**Ключевые слова:** социальная франшиза, франчайзинг-модель, масштабирование, социальный импакт, сравнительный анализ, устойчивое развитие

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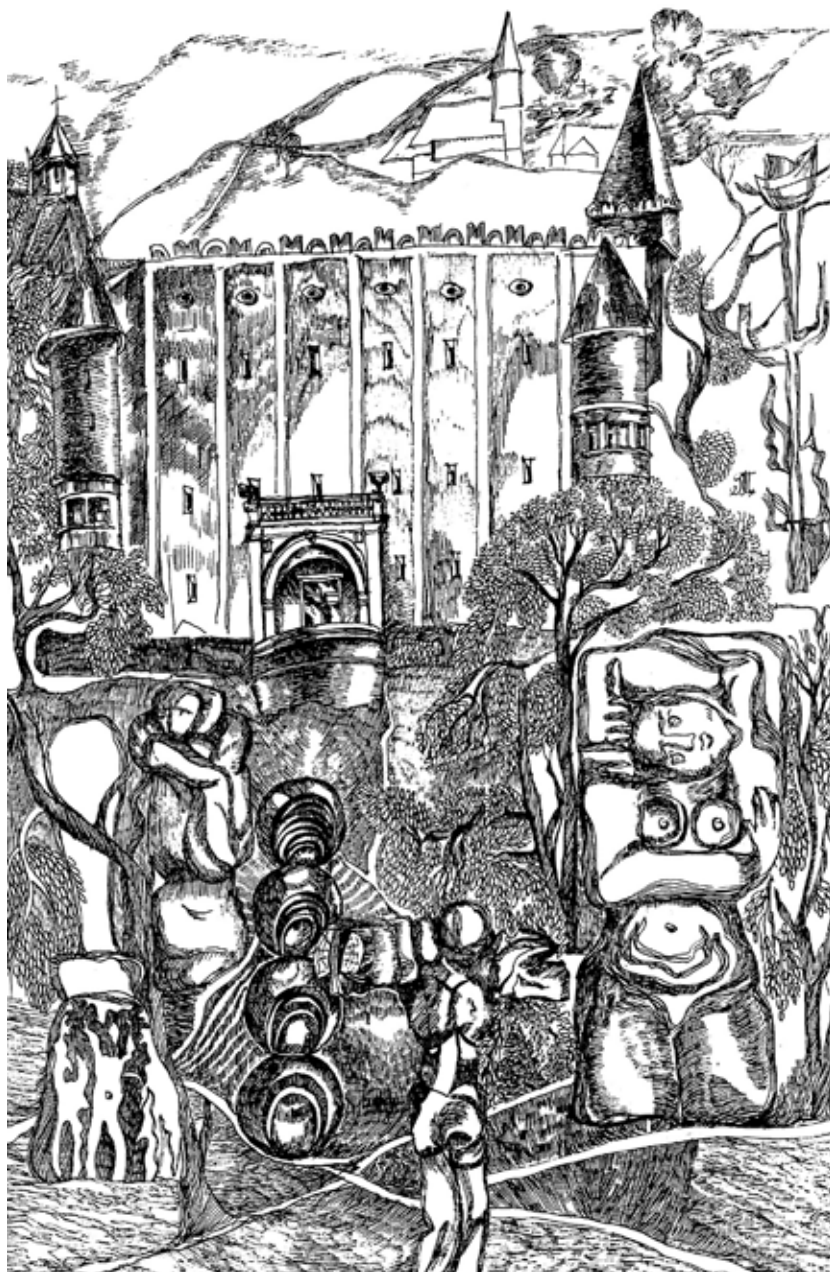
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Пьештяны. Дом художника. Офорт.

