THE BENISI SCALING GUIDE

Accelerating the Scaling of Social Innovations
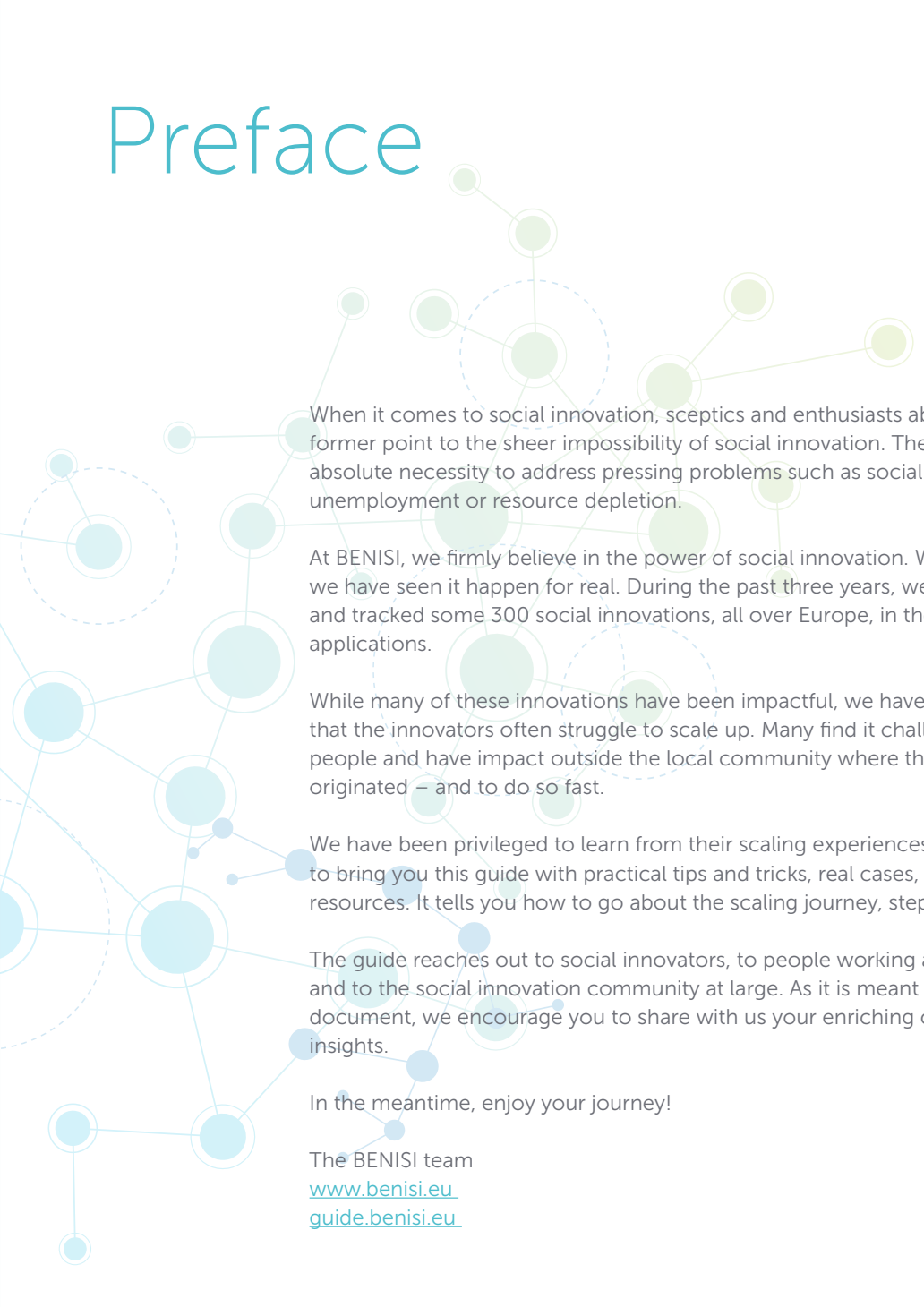
BENISI
scaling social innovation

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Preface

When it comes to social innovation, sceptics and enthusiasts abound. The former point to the sheer impossibility of social innovation. The latter point to its absolute necessity to address pressing problems such as social inequality, youth unemployment or resource depletion.

At BENISI, we firmly believe in the power of social innovation. We do so because we have seen it happen for real. During the past three years, we have supported and tracked some 300 social innovations, all over Europe, in the most diverse applications.

While many of these innovations have been impactful, we have also witnessed that the innovators often struggle to scale up. Many find it challenging to reach people and have impact outside the local community where their innovation originated – and to do so fast.

We have been privileged to learn from their scaling experiences, and are pleased to bring you this guide with practical tips and tricks, real cases, and links to useful resources. It tells you how to go about the scaling journey, step by step.

The guide reaches out to social innovators, to people working at incubators and to the social innovation community at large. As it is meant to be a living document, we encourage you to share with us your enriching comments and insights.

In the meantime, enjoy your journey!

The BENISI team
www.benisi.eu
guide.benisi.eu

BENISI is a European network of incubators for social innovation. The BENISI partners coordinate the Social Innovation Accelerators Network (SIAN) which aims to identify, promote and scale up social innovation initiatives by joining the skills, resources and capabilities of its members.

Contents

Overview of the BENISI Scaling Journey

The notion of scaling gets much attention both in the social innovation literature and at incubators and accelerators. In the side text on the next page, we have gathered a selection of quotes from various sources.

From those sources we can draw a number of insights:

- The ultimate purpose of scaling is to increase the social impact of the social innovator's initiative.
- Scaling is achieved by offering additional services or products to existing beneficiaries, by reaching more beneficiaries in the current market, or by expanding into new markets.
- Scaling does not necessarily imply an expansion of the innovator's own staff and/or revenues; scaling may also be achieved by relying on partnerships.
- Ideally, scaling is achieved without having to increase resources and costs at the same rate as the increase in social impact.
- In some instances, achieving a minimum scale is a prerequisite for operating efficiently and economically, i.e. to have a sufficient financial surplus to cover the organisation's fixed costs.
- While scaling, the social innovator must not stray away from his/her social mission.
- Scaling should only be undertaken after the concept has been proven in the original market.
- Scaling is a continuous process, and not an end-state.

Based on these insights, we designed the BENISI Scaling Journey consisting of four stages: Readiness, Design, Implementation and Follow-up & Evaluation (see Figure 1).
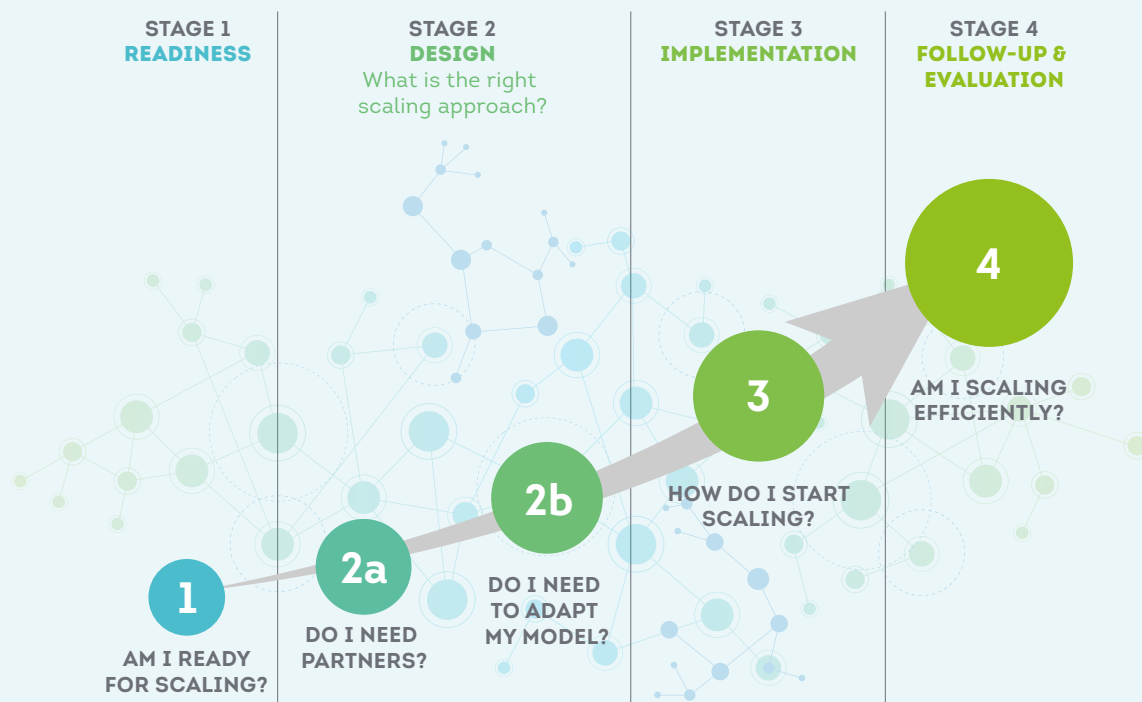

Figure 1 : BENISI Scaling Journey

Scaling Strategies - Avise
Scaling describes a 'process' and not a 'state'. Thinking in terms of scaling indicates that one is observing a reality in change.

Scaling Social Impact in Europe - the Bertelsmann Stiftung
Scaling is the most effective and efficient possible increase in social impact created by a social enterprise based on its operational model, with the goal of satisfying the demand for the relevant product or service (Bertelsmann Stiftung 2013). This definition focuses on the increase in social impact and not necessarily on the relative growth of the social enterprise itself.

Handbook of tools and methods to support the scaling of Inclusive businesses – GIZ
An inclusive business is operating at scale when it achieves a new level of impact, through increasing significantly: the geographical reach of its services, the number of beneficiaries, its revenue, and/or its staff size.

**PATRI Framework for Scaling Social Impact**
Scaling essentially refers to a form of growth. However, there is an important distinction. Growing typically involves adding resources at around the same rate as adding impact or revenue. The implications are primarily operational. If you've already increased reach to more people, more cities or even more countries, but your operating costs have gone up in a generally correlated way, then what you've really done is grown rather than scaled. Scaling differs in that it involves adding impact at an exponential rate while adding resources at an incremental rate. Although scaling is also commonly approached from an operational perspective, it typically has significant implications for design, not only in terms of the solution being scaled, but also for the way it is delivered. (...) Growth is typically the first stage on the path to scaling. Once you've developed and proven a solution, then the next stage is to grow your reach in a direct and controlled manner in order to understand the process as well as the transferability of your solution.

The Open Book of Social Innovation – Nesta and the Young Foundation
At the scaling stage there are a range of strategies for growing and spreading an innovation – from organisational growth, through licensing and franchising to federations and looser diffusion. Emulation and inspiration also play a critical role in spreading an idea or practice. Demand matters as much as supply: how market demand, or demand from commissioners and policymakers is mobilised to spread a successful new model. This process is often referred to as 'scaling', and in some cases the word is appropriate, as the innovation is generalised within an organisation or the organisation itself expands. But scaling is a concept from the mass production age, and innovations take hold in the social economy in many other ways, whether through inspiration and emulation, or through the provision of support and know-how from one to another in a more organic and adaptive kind of growth.

Box 1: Different views on scaling

In the Design stage, two separate questions are addressed: whether to collaborate with partners, and whether to adapt the business model. Depending on the answers to these two questions, the social innovator can follow one of four scaling strategies (see Figure 2).
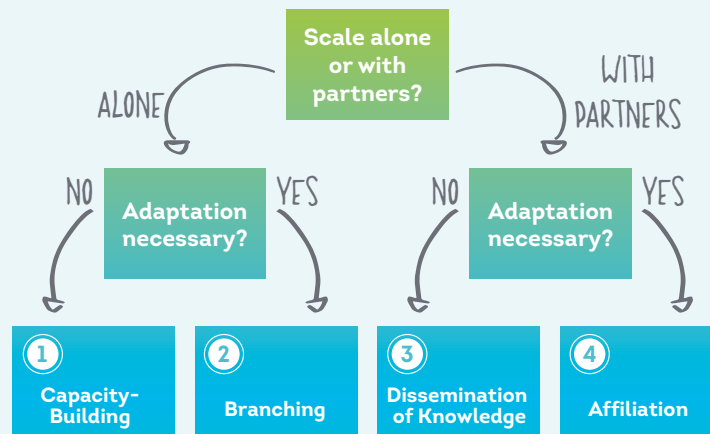
From 'Scaling Social Enterprises' (Weber et al. , 2012), where the authors develop a comprehensive scaling framework to improve understanding of the complex causalities and interdependencies of the various factors affecting the scalability of social impact.

Figure 2: Scaling strategies in the BENISI program

1. "Capacity Building". The social innovator develops a suitable business model generating revenues (for public sector: securing public funding) in order to scale. This strategy is typically followed by social innovators who want to grow bigger in the market where they are already present.

2. "Branching". The social innovator is operational in a particular country or geographical region and is looking to scale up to other countries or geographical regions by developing branches. The mother entity owns and manages all branches.

3. "Dissemination of Knowledge". The social innovator wants to spread his experiences, knowledge and know-how. The social innovator enables a different team to replicate a successful social innovation in a new context by using an open-source or similar approach.

4. "Affiliation". The social innovator develops a network of legally independent structures that adhere to the principles set by the innovator's original entity. While the innovation is adapted locally, the partners use licensing, franchising or similar formulas to benefit from previous successful implementations by the original innovator.

Capacity-building is the most commonly observed strategy. We also see social innovators trying out several of these scaling strategies in parallel. Furthermore, we notice that social innovators in the public sector scale less than those elsewhere, probably because there is no mandate or incentive for them to share social innovation with other public actors (in other territories).

In general, there is no "one size fits all" strategy, and agility is important. In a subsequent chapter, we will dive deeper into the four scaling strategies and discuss how they were applied in the BENISI sample of 300 social innovators.

As a final note, we should say that scaling is a choice that the social innovator should make based on personal motivation. Some may prefer to remain a small local organisation. Others may not yet feel ready to scale up. In the next chapter we explain how to find out whether you are ready.

Stage 1:
REtitle — READINESS
Am I ready for scaling?

Scaling is an intensive process that will affect your organisation radically. You will have to devote ample time and resources to it. You will move into unfamiliar territory. You may encounter setbacks. And you will need to show perseverance.

In order to manage the risks and maximize your chances of success, it is important to take a step back and assess whether your organisation is actually ready to start the scaling journey. Such an assessment answers the key questions below.

The key questions in this chapter:

1. **Have we already proven the concept in our current market?**
2. **Do we have a clear vision and purpose that is relevant in new markets?**
3. **Do we have a committed and capable leadership team and organisation?**
4. **Do we have a sound, and integrated business model (societal & economic impact) that can be replicated in other markets?**

1. HAVE WE ALREADY PROVEN THE CONCEPT IN OUR CURRENT MARKET?

As long as you are not able to demonstrate that your social innovation concept works in your current market, you should postpone the scaling journey. In that case, it would be prudent to invest time first in developing and testing the concept until its relevance, viability and impact have been proven.

Consider these questions when you test your concept:

- Who are the targeted beneficiaries?
- Is your concept meeting a real need and demand?
- Are stakeholders willing to pay for it?
- What is the impact you create?

> **TIP!**
> **Adopt the "Lean Startup" approach to test and validate your concept.**

2. DO WE HAVE A CLEAR VISION AND PURPOSE THAT IS RELEVANT IN NEW MARKETS?

It only makes sense to target a potentially new market (domestically or abroad) if your organisation's purpose and your social innovation concept are relevant to the local beneficiaries in that market. When assessing local relevance, keep the following questions in mind:

- Is there a local demand for the concept?
- Is the local context favourable, both politically and economically?
- Is your purpose relevant in other cultures?
- If needed, can the original concept be tweaked for a better fit with local market needs, yet without compromising on your mission?

3. DO WE HAVE A COMMITTED AND CAPABLE LEADERSHIP TEAM AND ORGANISATION?

The success of a scaling initiative ultimately hinges on the human factor. It starts with the readiness of your leadership team. It is helpful to address the following questions:

- Do you feel a strong willingness and desire to take your initiative to a higher level? Are you internally motivated and committed to carry out the scaling activities?
- Do you have the appropriate competences, experiences and skills?
- Do you have the stability and continuity as a team (in particular the innovator or the founders) to carry out not only the development of the scaling strategy but also its implementation?
- Are you able to dedicate part of your time to the scaling activities without jeopardizing your ongoing business activity?
- Are you prepared to relinquish some control and delegate certain tasks and responsibilities to other trusted people in your organisation?
- Are you prepared to look for and brief specialised outside support or advice to complement your skills where necessary?

> **BENISI FACT**
> *Early scaling advice can amplify results*
> Young organisations (less than five years) that received business coaching during the scaling process (n=94) on average grew their personnel by 35 percent and revenue by 147 percent than those who did not receive coaching (n=34).

Scaling implies also a change in how your organisation will operate. It is helpful to address the following questions:

- Do the members of your organisation have the proven skills and preparedness to assume responsibility for some of your current tasks that you will delegate to them?
- Will you be able to attract the additional employees you may need, and how will you manage such a bigger team?
- Is your board of directors supporting and approving the scaling initiative and the timing?
- Can you learn from other social innovation organisations that have gone through a scaling journey before?

Generally, you should feel comfortable with the challenge of finding the right balance between the scaling journey and your daily business demands, and between your entrepreneurial opportunity-driven mind-set and the focus on strategic priorities.

4. DO WE HAVE A SOUND, AND INTEGRATED BUSINESS MODEL (SOCIETAL AND ECONOMIC IMPACT) THAT CAN BE REPLICATED IN OTHER MARKETS?

A last success factor is one specific to social businesses. It's about having an integrated business model, which means that the organization's economic activity and the social program are directly linked: the more revenues generated by an increase in sales (delivering products and services), the higher the social impact. Thus far your model has proven its effectiveness in terms of social impact, which is based on a viable financial model that is sustainable over time. You have a good overview of costs and revenues. A healthy financial base and economic sustainability are crucial to launching scaling operations. Time and resource needs should be carefully estimated in advance on the basis of the size and the difficulty of the investment to scale.

In order to expand efficiently, your organisation's business model should be a replicable model as well. It should be possible to reproduce both your products and/or services and your structure and processes in the target market. If any adaptations are required, these should be economically feasible. To that purpose, you should try to "codify" your solution, i.e. to conceive it as a combination of fairly standard and well-documented building blocks.

> **TIP!**
> **A SWOT analysis can be useful in identifying opportunities and threats before taking the final decision.**

CASE
Digital Mums

WEBSITE	http://digitalmums.com
YEAR FOUNDED	2013
COUNTRY	UK
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	New Community, Poverty-related
SECTOR	Education and Training Services for Employment
SCALING STRATEGY	Capacity Building

MISSION AND VISION

Women shouldn't have to choose between having a job they enjoy and spending as much time as they want with their children. Of course everyone makes different choices but Digital Mums think they should be allowed the choice to have both. The reality is that 70 percent of women in the UK leave the workforce because they find it impossible to combine their career and family life. Three quarters feel there is not enough flexibility. There are so many reasons stopping mothers from finding a satisfying job that they can fit around their family – the astronomical cost of childcare, bosses unyielding to part-time hour requests, skills becoming out-of-date in our fast-paced world... to name just a few.

DESCRIPTION OF SCALING PROCESS

Digital Mums created a six-month social media management skills training course with a placement in a small organisation. The Digital Mum would plan and implement a social media strategy for that organisation over five months, with the support of their tutors. A large proportion would then be taken into employment with that same organisation as high-calibre social media managers. Demand has been high for this intensive, high-touch training. But Digital Mums also wanted to ensure that their training was accessible at a more affordable price and to create a product that could be replicated internationally. They therefore created a second distance-learning training option which included the same rigorous content but without the placement element. This will be the product they start to pilot in new countries, initially, to see if the market is ready for them.

SCALING RESULTS

As a result, income increased from 119,000 to 450,000 euros and staff strength doubled from three to six. They also secured 360,000 euros (mixture of private / social investors) which came into play early March 2016. This investment will allow Digital Mums to significantly expand its team, especially on the marketing front, taking on another six FTEs (full-time employee equivalents) to help scale and grow the business.

CASE
IT Guide

WEBSITE	http://www.it-guide.se/
YEAR FOUNDED	2013
COUNTRY	Sweden
TYPE OF ORGANIZATION	Subsidised private sector / NGO innovation
SOCIAL TREND(S)	Demography, New Community
SECTOR	Communications & Information Technologies
SCALING STRATEGY	Affiliation, Capacity Building

MISSION AND VISION

IT Guide's mission is twofold. To help the young immigrants, because most of them never meet Swedish natives outside of school and therefore they have difficulties learning about Swedish society and speaking the language. It also hopes to help seniors come to grips with IT trends. Since it helps two social groups to improve simultaneously, it is a win-win situation and a meeting point for generations. The vision is to have IT guides in every county in Sweden, as well as three other countries to help even more people integrate and become conversant with current IT trends.

DESCRIPTION OF SCALING PROCESS

IT Guide used Affiliation and Capacity Building to scale. Impact Hub Stockholm assessed the needs of the organisation at the beginning of the process and determined that they needed a better understanding of impact measurement, scaling strategies, scaling retail and distribution, PR and Communication. Workshops were designed around those topics for all the BENISI participants, as well as the extended community and there was positive feedback from IT Guide in terms of the learnings from these workshops. Impact Hub Stockholm identified that IT Guide needed further structuring and systemizing in order to scale using the social affiliation model. Therefore, two leaders were sent from IT Guide to action-based training delivered by Impact Hub Kings Cross and the International Center for Social Franchises in January 2015.

IT Guide has been very effective in garnering resource from local governmental agencies. It has been selected as one of the top 100 social innovations in Sweden due to its successful positioning. The challenge then was to find new partners in new locations.

SCALING RESULTS

Over the span of BENISI, IT-Guide increased its annual revenue by 120,560 Euros (from 152,648 to 273,208 Euros). As a result of scaling, the number of FTEs raised from 2 to 2.9 (including one part time employee). By expanding its reach within Sweden, IT-Guide has been offering jobs to young immigrants while enabling language and digital education exchange between the youth and the elderly. By the end of the BENISI project, IT-Guide was preparing its model to be replicated via affiliation. IT-Guide has already reached 3000 beneficiaries and is now also offered in English in order to enable the scaling process.

CASE
Energie solidali

WEBSITE	http://www.energiesolidali.it
YEAR FOUNDED	1987
COUNTRY	Italy
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Environment
SECTOR	Energy and Utilities
SCALING STRATEGY	Capacity Building

MISSION AND VISION

Energie Solidali is a B-type social cooperative, which promotes work integration of disadvantaged people, especially those who have problems related to alcohol or drugs addiction, psychiatric disease, psychological distress and physical disability and for convicts admitted to alternative measures. It offers to public and private clients different kinds of services: maintenance of green spaces, gardening, cleaning, cemetery services and segregated collection of waste. Disadvantaged people are integrated in work teams to learn professional skills on the job: they are guided to the awareness of rules that a job entails; they are then supported in maintaining their employment status.

DESCRIPTION OF SCALING PROCESS

In 2013 Energie Solidali decided to create a new branch offering an innovative service of solar panels cleaning. It was considered a new interesting market opportunity because solar panels were being increasingly used and there weren't many companies offering cleaning and maintenance services. The social purpose of the project is to provide disadvantaged workers with a job that allows them to be reintroduced and educated to the job market through solar panel cleaning. Additionally, an ICT process and a customer satisfaction monitoring service have been integrated in the project. With the maintenance of photovoltaic plants, Energie Solidali wants in particular to:

1. Create new jobs;
2. Generate psycho-social well-being;
3. Increase business competitiveness;
4. Generate savings for public spending;
5. Promote environmental actions.

SCALING RESULTS

In terms of quantitative results, 12 people of Mantova now have a job; four of them are disadvantaged workers and workers coming from companies that have shut operations; the project produced an annual income of 105 000 Euros, additional turnover and more than 200-hours of training.

The project was funded by the Fondazione Comunità Mantovana and was selected as one of the nine best projects of entrepreneurial social innovation in the framework of the SOc.in.net of Innovation Network 2013-14 of the CGM consortium. CGM (Italian network of social cooperatives and enterprises, member of DIESIS) project provided support in terms of training, advice, business coaching, contacts with local authorities. It was very useful because it helped to assess the market and the capacity of managers to deal with the changes connected to the scaling. A major challenge was the need to adapt its marketing strategy to private customers; as Energie Solidali until then worked primarily for the public sector.

CASE
Instock

WEBSITE	www.instock.nl
YEAR FOUNDED	2014
COUNTRY	Netherlands
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Environment, Ethics
SECTOR	Food and Beverage
SCALING STRATEGY	Capacity Building, Branching

MISSION AND VISION

Instock-cooking means the preparation of a meal by being creative with the products that one has in stock. Instock believes we can rescue over 200,000 kilos of food in 2016 in the Netherlands, by collecting food from AH (Ahold supermarket chain) stores. Furthermore they hope to inspire consumers to cook more and waste less. At Instock the chefs create dishes with products that would otherwise go to waste. These products are collected every morning, by an electrical food rescue car. Therefore it is always a surprise what the 'harvest of the day' will be in the restaurant, the toko and the food truck. Instock stands for good and inventive dishes and, that looks to enjoy food rather than wasting it.

DESCRIPTION OF SCALING PROCESS

Instock has used a variety of scaling strategies, depending on the type of product that they are scaling. Instock started as a pop-up restaurant in Amsterdam that was so successful that the entrepreneurs, while working at Ahold, decided to set up an actual restaurant in Amsterdam at a different location. This restaurant has been up and running successfully for a year, turning food waste into breakfast, lunch and dinner for thousands of customers. Beside the restaurant, Instock also offers ready-to-go meals and take-out food in their 'toko' and with their food truck. In this journey, Instock has been supported by Ahold, who invested in new locations and provides them with free food from their supermarkets.

Instock's primary aim is not just saving the food, but its main goal is to spread awareness about food waste: how to prevent food from being wasted and to show how this can be done in a healthy and tasty way. As such, besides increasing its physical capacity (with a second restaurant in a new city in the Netherlands, the existing restaurant, the food truck and toko), Instock is also developing a product line with preserved food surplus. This enables them to rescue even more kilos of food.

Apart from capacity building, Instock will launch its first cook book in spring 2016 to openly disseminate its knowledge on putting food surplus on the menu. Reaching people at home will hopefully activate them to throw away less food, increasing Instock's impact on a bigger scale. As the cook book will be translated into English after the first Dutch edition is published, many more people outside of the Netherlands will be reached and positively affected.

SCALING RESULTS

Since June 2014 until the end of 2015, Instock has saved 90,000 kilos of food from becoming food waste. The enterprise expects to triple its impact in 2016. Since its start, Instock has built up a team of 50 people, which is expected to double in 2016, as they are working on opening a 2nd and 3rd restaurant in 2016.

Useful Resources

To find out more about scaling readiness, please visit our online database with useful resources. A sample of these is listed here below:

- **Requirements for Scaling:** 3 conditions to fulfil before scaling, part of the report "Manuel pour Maximiser l'Impact des Entreprises Sociales" by ESSEC Business School
- **Are you Ready to Scale?** A self-assessment tool to discover if you are ready, part of the report "Stratégies pour Changer d'Échelle" by Avise
- **What every entrepreneur needs to know about scaling:** an article by the Impact Hub
- **How to diagnose if you are fit for scaling:** an article by the Impact Hub
- **What's the difference between scaling your business and scaling impact?:** an article by the Impact Hub
- **Setting a Scaling Strategy:** insights on why scaling is not appropriate in every case, part of the report "Making it Big" by NESTA
- **ICSF's Replication Readiness Test:** this test will help you assess your organisation's readiness for replication but also enable you to better understand what may be involved in replicating your organisation.
- **NESsT's Self-Assessment Tool:** the self-assessment tool goes beyond personality test and helps inventors and innovators to assess their entrepreneurial side.
- **The Entrepreneur Test:** this test is designed to assess the personality traits associated with entrepreneurial ability, in order to provide insight into the current qualities possessed by the candidate
- **Leadership in Social Enterprise:** report by The Schwab Foundation for Social Entrepreneurship on how to manage yourself and the team
- **Lean start-up approach:** this approach allows you to test and validate your concept
- **Sustainable Culture by Cariplo Foundation:** call for proposals on capacity building

Stage 2:
DESIGN
What is the right scaling approach?

A. DO I NEED PARTNERS?

Scaling with or without partners makes a big difference for your organisation. Depending on the capacities you have internally and the resources you need to gain access to, you might need to partner up with other organisation(s). But before doing so, it's important to take time to think this through. How would you define your ideal partner? What role do you see for yourself in the future? Are you willing to give up some control? Do you need to undertake actions to protect yourself in this partnership? Using the key questions below, we would like you to reflect on the pros and cons.

The key questions in this chapter:

1. **Do we have all the necessary competences and resources internally to scale alone, or will it be better to find partners?**
2. **Are we ready to give up some level of control of our social innovation to engage the support of external partners?**
3. **Have we considered how we will protect ourselves as the originator or owner of the idea, if necessary, before engaging with partners?**
4. **Have we developed a model for how our partnership should work, including the risks and rewards for each actor involved, and the value that each partner will bring?**
5. **Can we find partners who share our vision and purpose and are motivated to contribute to the impact of our social innovation?**

1. DO WE HAVE INTERNALLY ALL THE NECESSARY COMPETENCES AND RESOURCES TO SCALE ALONE OR WILL IT BE BETTER TO FIND PARTNERS?

Given your scaling plan, what are the new competences and resources you need to achieve your goals and do you have these internally? If the needed competencies and resources aren't present in your organisation, would you be better off developing these yourselves, or would it be a good idea to partner up with other who have these competences in-house? The ability of doing so depends on your situation as well. Partners can bring in diverse types of added value:

- Network resources: access to local markets, clients, partners…
- Peer-to-peer support from others working in the same fields
- Business coaching and support
- Academic expertise and research support
- Financial resources: start-up or growth funding
- Legal resources: understanding of local regulations, business requirements
- Platforms for dissemination of knowledge
- Access to knowledge and skills: HR competences, technical skills, communication skills…

Some examples why social innovations from the BENISI sample:

- "We needed external support in breaking down structural and cultural barriers that prevented the take-up of their business or services."
- "We partnered up with a law firm for an introductory training and pro-bono consulting to strengthen our internal competences."
- "We chose to have a counterpart in another country that had grounded experience in setting up social organisations locally."
- "Partnering with other organisations in the same field gave us a lot of visibility."
- "Outsourcing non-core business activities to trusted partners enabled us to grow our reach rapidly."

Box 2: BENISI testimonials on partnering

TIP!
When scaling abroad, teams made up of different nationalities and competencies are favoured.

2. ARE WE READY TO GIVE UP SOME LEVEL OF CONTROL OF OUR SOCIAL INNOVATION TO ENGAGE THE SUPPORT OF EXTERNAL PARTNERS?

Involving external partners implicates finding a new balance in the level of control. How much control do you want during the different scaling phases and do you want to keep control over the new organisation after implementation? What level of autonomy you desire or need from your partners?

We learned that it's a real challenge for innovators to let go of control when taking new people on board. At the same time, it's complicated to motivate a partner when you can't offer ownership. Therefore, it's an important (and sometimes difficult) period to detail and finalize the governance of the collaboration to clearly inform roles and responsibilities, social impact, finance, control...

3. HAVE WE CONSIDERED HOW WE WILL PROTECT OURSELVES AS THE ORIGINATOR OR OWNER OF THE IDEA, IF NECESSARY, BEFORE ENGAGING WITH PARTNERS?

When reaching out to potential partners, you should have good idea of what you share at your first contact: what do you want to keep confidential and is it, perhaps, necessary to protect your basic concept?

Some social innovators are willing to share their intellectual property in the beginning of their project because of lack of time or expertise to develop their model, but later on they need to re-evaluate their decision as they see opportunities to scale themselves.

Before taking any decision, check local legislation as that may be very different from the national one being adhered to at the moment. If needed, involve a local independent advisor to help you.

4. HAVE WE DEVELOPED A MODEL FOR HOW OUR PARTNERSHIP SHOULD WORK INCLUDING THE RISKS AND REWARDS FOR EACH ACTOR INVOLVED AND THE VALUE THAT EACH PARTNER WILL BRING?

As mentioned above, detailing the governance of the collaboration is sometimes difficult, but key to building a healthy partnership. Open communication about roles and responsibilities of each partner and the value (financial and non-financial) that each party will bring in is key. It's important to offer a strong proposition to new partners. What is the added value? The proposal should bring added value to both parties, otherwise your partner may not be motivated enough in the cooperation.

We learned that partnerships with public authorities requires compliance with specific rules and constraints. E.g. some public authorities cannot partner with private companies because of public tenders rules.

> **TIP!**
> **Make the organizations you interact with aware of the main features of the project to inform them in the sourcing of specific knowledge and ideas.**

5. CAN WE FIND PARTNERS WHO SHARE OUR VISION AND PURPOSE AND ARE MOTIVATED TO CONTRIBUTE TO THE IMPACT OF OUR SOCIAL INNOVATION?

Once you defined the new competences and resources you need partners for, it's time to find them. But who are the 'right' partners and how does one find these organisations or individuals? Unfortunately, we have no clear answer to these questions since every organisation is unique. However, the following learnings from social innovations might help you finding your most appropriate ally:

Who's the right partner?

Be very clear about your vision and mission in order to find the best match, and make sure your ambitions are aligned. Setting up partnerships needs time and can take longer than expected. Agree on common concepts and definitions, sometimes the same words have different meanings in different countries. If you are unable to find the right partner, keep going on your own until you find a trusted one. Do not team up with a partner that will prevent you from achieving your social mission. Only go for partnerships you believe in.

> **TIP!**
> **Sharing the same goals is not enough. To start a good partnership you also have to be open-minded on your partner's ideas and goals.**

Where to find partners?

Although it may take some time to find the right partner, you can undertake some actions to accelerate the search. We listed tips from different BENISI innovations on how to do this:
- Networking is crucial: participate at (inter)national networks and fairs, either specialised for non-profit/social enterprises or sectoral ones, to find collaborations
- Finding someone from your own culture to help find a partner in the new market can be helpful
- Be creative and bold while networking: sometimes connections are unpredictable, finding some time to dedicate to the project when you meet a smart person or institution can be useful
- Embed your initiative into existing programs in order to connect to like-minded people
- Find the right project through which you can find the right partner
- Ask incubators or sector federations to help you connect
- Collaborate with platforms who focus on the dissemination of promising social innovations
- Look for lobbying associations, communication partners, or academic associations who are promoting a similar mission

To build a solid partnership the negotiation process is necessary. It could be very helpful to have someone (external) moderating and facilitating this process.

> **BENISI FACT**
> *Finding the right partner is not always easy*
> 95 percent of the BENISI social innovators were open to partnering, yet only 40 percent actually followed a partnering scaling trajectory and 69 percent of those scaled successfully.

CASE
Ruffboards

RUFFBOARDS
Longboards made by ex-prisoners.

WEBSITE	http://www.ruffboards.com/
YEAR FOUNDED	2013
COUNTRY	Austria
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Environment, Inclusion
SECTOR	Consumer Goods, Education & Training Services for Employment
SCALING STRATEGY	Capacity building

MISSION AND VISION

Ruffboards produce uniquely designed longboards out of old snowboards together with ex-convicts.

DESCRIPTION OF SCALING PROCESS

Ruffboards has a highly sustainable and scalable business model based on selling its products directly (online) and through retail partners at an attractive margin. The core of the model is an efficient sourcing and manufacturing process, and effective distribution channels. After the initial beta launch in the Austrian market, Ruffboards manufactured and sold over a dozen prototype boards. The interest from both consumers and distribution and retail partners has been significant and is gaining increasing momentum. The team is in advanced discussions with a major snowboard retail chain around a strategic partnership for upcycling and re-selling used snowboards.

The venture started selling their product through a national chain for sports equipment. The idea was to increase reach, sales and therefore impact. It turned out that their core-customer segment was not happy with that, as they perceived this was not "cool" enough for the scene. Ruffboards is now looking for alternative retail partners.

In order to scale to Germany, the team will be present at various sports events and outdoor fairs in order to enter the new market in 2016. They decided to go with their own team in order to keep their authenticity and build customer trust. A mobile, on-site production workshop showcases this even further.

To achieve this, Ruffboards dedicates its time in building a strong team and organizational culture as the importance of it was underestimated until now.

CASE
Party for the people

WEBSITE	www.partyforthepeople.org
YEAR FOUNDED	2012
COUNTRY	UK
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Ethics
SECTOR	Entertainment, Sports & Leisure
SCALING STRATEGY	Capacity Building

MISSION AND VISION

Party for the People (PFTP) fundraises for charities through music events and ticketing. Booking fees for their events are donated to charities. They operate in several cities in the UK, including operating in Sheffield, Manchester, London, Glasgow and Leeds. As well as running their own events, they create links with 'City Partners' who are existing music promoters. PTFP is therefore looking at a similar model for city partners in new countries.

DESCRIPTION OF SCALING PROCESS

Impact Hub King's Cross introduced PFTP to the teams at IH Amsterdam and IH Athens. PTFP visited Amsterdam with a grant from UKTI and met with potential partners there. The team at IH Athens were running an event about doing business in Greece and also arranged meetings with four potential partners in Athens. PFTP is currently in discussions with one of these organisations to explore whether they might become their first international city partner.

The next step is to pilot individual events with these potential partners to see if the model works successfully in those new countries, before arranging a more permanent partnership deal.

SCALING RESULTS

Income increased from 72,000 to 128,000 Euros and PTFP is working with six new charities at the moment - a 50 percent increase in the number of beneficiaries. The foundation was launched in February and in 2016 PFTP will monitor the number of beneficiaries the charities have. Also a website of the foundation (pftpfoundation.org) was launched in order to have more effective interaction, creating direct social impact through partner projects and providing pro-bono marketing and peer support to charities.

CASE
Matte Centrum

WEBSITE	http://www.mattecentrum.se/
YEAR FOUNDED	2008
COUNTRY	Sweden
TYPE OF ORGANIZATION	Subsidised private sector / NGO innovation
SOCIAL TREND(S)	New Community
SECTOR	Education & Training Services for Employment
SCALING STRATEGY	Affiliation, Dissemination of knowledge

MISSION AND VISION

Matte Centrum is a non-profit organization which offers free help to children to improve their skills in mathematics. The association was founded in 2008 and is now helping more than 300,000 children and youth with maths skills every month.

DESCRIPTION OF SCALING PROCESS

Matte Centrum used Affiliation and Dissemination of Knowledge trajectories to scale and they were quite successful in doing so. Impact Hub Stockholm assessed the needs of the organisation at the beginning of the process and determined that they needed a better understanding of impact measurement, scaling strategies and sales strategies. We designed workshops around those topics for all the BENISI participants as well as our extended community. We got positive feedback from Matte Centrum in terms of learnings from these workshops. We also identified that they need further structuring and systemizing in order to scale using the social affiliation model. Therefore, two leaders from Matte Centrum were sent for action-based training delivered by Impact Hub Kings Cross and the International Center for Social Franchises in January 2015.

In order to assist them further in their scaling efforts Impact Hub Stockholm selected Matte Centrum as the social Innovation that could most benefit from the participation in Fast Growth Progamme in order to scale in UK. Through the Connector newsletter we helped them to find organisations in Europe dealing with education for young people in order to share knowledge and experiences and/or partner with. The organization has scaled in Sweden by means of establishing local chapters across the country.

SCALING RESULTS

Over the span of BENISI, Matte Centrum increased its annual revenue by around 435,000 Euros (from 8,000,000 SEK to 12,000,000 SEK) and expects this amount to increase to 15,000,000 SEK (1,632,000 Euros) by the end of 2016. As a result of scaling, the number of FTEs increased from ten to 13. By expanding into new cities in Sweden, Matte Centrum scaled its impact in its home country and also scaled into Denmark. By offering free mathematics classes and online content, Matte Centrum has reached 3,000,000 online visitors in both countries per year, as well as 350,000 students per month for maths labs. Matte Centrum is already available in four additional languages in order to enable the scaling process even further.

CASE
Fundatia Motivation

WEBSITE	www.motivation.ro
YEAR FOUNDED	1995
COUNTRY	Romania
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Health & Well-Being
SECTOR	Education & Training Services for Employment, Transportation & Mobility
SCALING STRATEGY	Capacity Building

MISSION AND VISION

Since 1995, Motivation Romania brought back freedom of movement and hope to over 10,000 children and adults with disabilities. The services offered cover a wide range of needs of children and adults with disabilities - from equipment suitable for different types of mobility disabilities, to rehabilitation therapy and independent living training, with an instructor in the wheelchair.

Motivation Romania programs focus on social, educational and professional inclusion through consultancy for accessibility, by facilitating employment of people with disabilities, through day center services or leisure activities such as adapted sports or cultural events.

DESCRIPTION OF SCALING PROCESS

remained loyal to all these years is that of providing the best mobility solution to those who ask for support. Motivation's wheelchairs are adapted to the individual needs of each user, and are always accompanied by training and advice for independent use. In Romania, Motivation is the only supplier of special equipment adapted to the needs of children with mobility disabilities, including those with Cerebral Palsy.

The organization has developed strong capabilities in providing mobility services - from wheelchair provision and servicing to car adaptation - garnering awards and recognition as one of the first social enterprises in Romania. At this moment, Motivation serves up to 2,500 beneficiaries per year with mobility equipment, independent life training, building accessibility consultancy, medical services and employment services.

However, one of the major challenges the organization has been facing is geographical reach throughout the country, especially given that beneficiaries face a mobility challenge. This has prompted the organization to initiate a national scaling initiative, aiming to launch eight new social economy structures through a franchising system.

SCALING RESULTS

By building a network of partners, creating and delivering customized training for all technical staff involved working in the new location and organizing know-how in a comprehensive franchising manual, Motivation has multiplied its coverage. An important success factor in developing the network has also been the organization's work with relevant institutions, such as agencies allocating resource support for the services provided to beneficiaries. This has created a context for franchisees to operate in a system that recognizes the expertise and support provided by Motivation nationally.

CASE
Tournée da Bar

WEBSITE	www.ecatecultura.com/tournee-da-bar
YEAR FOUNDED	2011
COUNTRY	Italy
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Poverty-related
SECTOR	Cultural Preservation, Entertainment, Sports & Leisure
SCALING STRATEGY	Capacity Building

MISSION AND VISION

Tournée da Bar means classical theatre in unconventional spaces to get in touch with new audiences, lower barriers and make theatre popular and social again. It aims at re-giving theatre its popular character making classics accessible to all and promoting the careers of young artists.

DESCRIPTION OF SCALING PROCESS

This involves 15 bars and 1,100 attendees in Milan in 2015; one bar in Genoa being the starting point to export the model. More than 30 young artists engaged in concerts, readings and other collateral activities. Many people, particularly between 25-35 years old, have been taken into the theatre world through this format (monitoring through social media and interviews with the audience). Word-of-mouth of the attendees worked to engage new bars. Main difficulties were related to obtaining funds to create an organizational staff, in order to invest more energies in the scaling process.

The cultural innovation participated in the call on culture and innovation 'Che Fare', co-financed by Fondazione Cariplo, and received about 3,700 online votes to get to the final phase; after pitching in front of a jury in December 2015 they obtained a prize of 50.000 Euros to scale the innovation further. The social innovator participated in a camp (November 2015) on cultural networks and innovation to create new partnerships with cultural institutions; he was especially inspired by getting in touch with libraries, that would be good allies to engage new audiences locally.

In 2016, the innovation will be scaled in the city of Turin (five events), in the city of Genoa (five events) and in the Tuscany Region (five events) touring the Shakespeare's trilogy: Othello, Romeo and Juliet and Hamlet. They are working with TwLetteratura, the social reading experience (another innovation documented in BENISI), to create a community of readers of the theatre text that will be represented, before the show. A part of the attendees start reading theatre texts, a part of social readers start attending theatre performances in bars... The result was positive outcomes which included mobility of communities which led to an increase in participants of both cultural experiences and consequently creating bigger impact. The collaboration with TwLetteratura will help scaling at the national level, considering its communication power and its community of 19,600 Italian readers.

Tournée da Bar is also collaborating with Smartit, another BENISI innovation, to strengthen their organizational and communication skills. They are developing merchandising products and a crowdfunding campaign to diversify revenues and scale further.
They aim at creating a network of bars interested in hosting cultural activities and a network of young artists interested in adopting the model at a national level to improve the access to culture and to give more space and relevance to cultural expressions coming from the bottom.

A. DO I NEED TO ADAPT MY MODEL?

When you scale to a different context and need to cope with challenges specific to this new environment and demographics, you may need to adapt your existing model to make it more relevant to this new context. Adaptation is often needed to gear the operational model to not just a different regulatory framework, but also cultural, economic and social differences can be issues when scaling transnational. There is a relation between adaptation and the complexity of the model and the sector in which it will be implemented: the more complex the operational model and the more stakeholders are involved, the more effort it takes to implement the social innovation in a new context.

The key questions in this chapter:

1. **Have we already assessed the feasibility of entering the market, possibly through a small test of our offering or market study?**
2. **Will we be able to achieve the desired level of impact in the new market?**
3. **Have we sufficiently considered the time and resources required to adapt to the new market?**

1. HAVE WE ALREADY ASSESSED THE FEASIBILITY OF ENTERING THE MARKET, POSSIBLY THROUGH A SMALL TEST OF OUR OFFERING OR MARKET STUDY?

A feasibility study to test your concept requires some investment, but it's key to successful scaling. By doing a market study or a pilot test, you will learn a lot about the new context and the relevance of the societal challenge you want to tackle. Strong market knowledge is needed before implementation: is there a clear need in the new market? Are you facing institutional, cultural or language barriers? What is the regulatory environment like? Do you need to rethink your legal model (legal structure, contracts, licenses etc.)? Cultural, administrative, political and economic dimensions can make markets considerably more or less attractive.

> **TIP!**
> **You can have a better chance to demonstrate the validity of your model by realizing a 'limited' pilot project.**

A new context

How does the competitive landscape look? Is there local competition? How are they performing? Be aware of the advantages they have over you: like access to local networks and resources, market knowledge and no language barriers. It might be useful to work with an expert who can give you advice, or to partner up for strategic purposes. In case you can't detect any competitors, you need to find the reason. Is this just a new market for the new context, or are there hidden factors that hold people back from this specific market (like culture, religion, public versus private market...)?

> **TIP!**
> **When approaching a new context, listen, learn and modify your approach.**

Early adopters

Testing the feasibility of your concept means identifying your first customers in the new context. When approaching a new market, finding the early adopter is crucial! Especially when you are tackling a societal need that was not met before. How big the real demand? Are persons only interested or will they undertake clear actions to buy? Who will pay? You need to get insight into who your future customers are and what is driving them, a clear understanding on how to approach them is vital. It is a good idea to involve stakeholders from this new market to create the demand, and to define and find your (first) customers.

2. WILL YOU BE ABLE TO ACHIEVE THE DESIRED LEVEL OF IMPACT IN THE NEW MARKET?

The success you have today is no guarantee for success in a new market. Whether or not you will achieve the impact you want, differs from the original context. You need to consider in what degree the following adaptions are necessary in order to reach the desired impact:

- Adapting your product/service: What's your added value compared to alternatives? Does it all make sense in the new context? Is there a willingness to pay?
- Adapting the way it's delivered: What's your marketing and communication plan? Adapt your communication to the local context: culture, language, habits...

3. HAVE I SUFFICIENTLY CONSIDERED THE TIME AND RESOURCES REQUIRED TO ADAPT TO THE NEW MARKET?

Governance, legal hurdles, channels to reach customers, cultural issues, translations... these take time and resources as you adapt your social innovation to a new market and many elements need to be taken into consideration. Plan in advance in order to avoid implementation failure or additional surprises: what are the internal and external transfer costs before, during and after the implementation? Take into account different steps: doing market research, designing the legal and organisational model, finding the right place, finding the right people, creating a new network and promoting your concept, following-up, training... Is your organisation mature enough to devote the necessary time and resources?

There's a significant increase of necessary adaptation once other countries, cultures, languages and norms and values are involved. Therefore, consider carefully if your organisation is mature enough to look for places with a different culture or language. Scaling transnational is a challenge and should not be underestimated. However, scaling in your own country might also require quite some adaptations if it for example involves new regions or new target groups.

We learned that organisations who needed to adapt their model, turned to specific resources like growth funding and visibility in order to scale successfully, while organisation who didn't need to adapt their model turned more towards network resources, business coaching and peer-to-peer support for a successful scaling.

TIP!
First explore opportunities to scale in markets without too many adaptations. This increases your success.

TIP!
Working with locally available resources helps avoid creating an innovation that is too costly or complex for the user organization to adopt.

BENISI FACT
Scaling is easier without adaption but anticipating adaptation can help
- Organisations that did not require adaptations to enter new markets doubled in personnel and revenue - 50 percent more than those that required changes.
- When scaling outside their home country, organisations that did not anticipate adaptations to their social innovation were less likely to succeed in scaling.

CASE
BeeOdiversity

WEBSITE	www.beeodiversity.com
YEAR FOUNDED	2012
COUNTRY	Belgium
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Environment
SECTOR	Agriculture, Fishing, & Forestry, Communications & Information Technologies, Consulting Services, Health & Well-Being
SCALING STRATEGY	Capacity Building, Branching

MISSION AND VISION

BeeOdiversity's mission is to develop projects and offer advice on how to boost biodiversity, food diversity and the well-being of everyone by protecting pollinators, via a global, innovative and scientific approach while uniting and raising awareness amongst all the stakeholders (the corporate sector, private citizens, farmers, scientists, beekeepers, public institutions). Protecting pollinators and biodiversity requires the commitment and cooperation of these various stakeholder communities. This virtuous circle guarantees that the beneficial impact will be enormous!

DESCRIPTION OF SCALING PROCESS

BeeOdiversity has adapted rapidly their business model, from selling products (honey) to services (monitoring of pollution). This pivot was realized with coaching support of Oksigen Lab. BeeOdiversity now provides monitoring tools to companies and cities about pollution and biodiversity using bees and beehives. Beeodiversity is currently active in Belgium and France. International scaling is planned for 2017. The model of BeeOdiversity is based on scientific intelligence and in order to grow internationally they need to reinforce the staff with this expertise as well. To scale-up will require additional engagement with their community, mobilizing all stakeholders (citizens, beekeepers, companies, public entities...) for a higher leverage.

By rendering important value-added services via bees (including the monitoring of the environment for cities, companies...) they managed to make bees an important and valuable resource for companies, cities, etc. The same will be done for plants through the launch of major therapeutic gardens in 2016. In the near future they are launching services related to urban and sustainable agriculture, as well as education programs in several schools.

SCALING RESULTS

From 2013 to 2015, turnover grew from 25,000 Euros to 250,000 Euros and FTE from one to three. Over the last two years BeeOdiversity has been able to secure funding of 75,000 Euros to finance their growth and in 2016 they will be hiring two more employees. In the last three years the projects of BeeOdiversity have been able to preserve the biodiversity on 31.000 ha (equivalent to 46.000 football fields) and have regenerated hundreds of bee colonies per year.

CASE
New Horizons Foundation

WEBSITE	http://www.noi-orizonturi.ro/
YEAR FOUNDED	2010
COUNTRY	Romania
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Poverty-related
SECTOR	Education & Training Services for Employment
SCALING STRATEGY	Dissemination of knowledge

MISSION AND VISION

New Horizons inspires youth for social change by innovating and sustaining models of experiential education. The organization works to combat apathy, hopelessness, disengagement, and unemployment in youth by providing them with life skills and holistic competencies, a desire to serve their community, and a supportive group of peers with whom they can learn and serve. The primary programs are called IMPACT and SKYE and target youth between the ages of 12-18 and 18-25 (respectively) through an award-winning program that combines experiential education and service-learning to produce real personal change and community development.

DESCRIPTION OF SCALING PROCESS

IMPACT and SKYE clubs are groups of 12-25 youth who meet once or twice a week with 2-3 trained, trusted adult leaders. Together they spend time in a program that has three main parts: games (fun and adventure education), stories (moral narrative and discussion), and service-learning projects (which are entirely youth-identified, youth-planned, and youth-run). The IMPACT and SKYE programs are now in twelve countries around the world, working in urban and rural settings with youth from all sectors of society, creating and supporting sustainable and holistic change that makes for a brighter future for our youth and the communities they live/work in.

The New Horizons scaling process has begun with an opportunity-based collaboration with another organization in Honduras, combating the toll that high criminal trends were having on the future of young people. Transitioning New Horizons know-how was not easy - the model was moving from a teacher-led, school-based program to a local volunteer-driven community one, where organization representatives did not have the skills or confidence to work with children. Other challenging adaptations required engaging younger beneficiaries as well, to address a high-risk situation early, before community factors had already taken a strong negative impact on children's values, skills and future.

This has been the first step in a scaling journey across ten countries. Currently, New Horizons partners with NGOs of various sizes who share a common vision with the organization. These partners range in size from extremely large (e.g. World Vision) to extremely small (e.g. a two-person organization in the Dominican Republic who support six clubs in partnership with community churches). These NGOs are 'clients' in the sense that the Foundation provides them with a highly-effective, field-tested, and internationally-adapted program to use in their work with youth, in their own context. New Horizons works closely with these partners to help them set up necessary support structures for success and adapt the program as they gain expertise and figure out how to use it most effectively in their own sphere of operations.

CASE
Citizens' agreement in Barcelona

WEBSITE	http://www.bcn.cat/barcelonainclusiva/ca/
YEAR FOUNDED	2006
COUNTRY	Spain
TYPE OF ORGANIZATION	Public sector innovation
SOCIAL TREND(S)	Demography, New Community, Health & Well-Being, Environment, Poverty-related, Ethics
SECTOR	Public Participation & Engagement
SCALING STRATEGY	Affiliation

MISSION AND VISION

The Citizen Agreement for an Inclusive Barcelona is the space of private-public participation for the cooperation between institutions and organizations in the city of Barcelona working to build a more inclusive society and better quality of life for all the people. The main objective is to create a stronger society with better social cohesion.

DESCRIPTION OF SCALING PROCESS

The Citizens' agreement was established in April 2006 with 235 entities, enterprises and institutions; less than ten years later the initiative scaled to 578 organisations (December 2014). The members are associations and federations (75 percent), citizens, public administrations (10 percent), enterprises (5 percent) and some others. The main activities of the members are education, health, employment, local actions...

The scaling strategy has been based on opening new working networks. In 2006 only three networks existed: care of children, adolescence and social economy. Year after year, additional networks were created, providing each of them a multiplication of resources as a result of cooperation and mutual understanding. This increased efficiency and the creation of unique workspaces that did not exist previously in the city of Barcelona. The main impact of the citizen agreement is the involvement of over 13,000 volunteers which work in coordination with 17,000 professionals to reinforce social cohesion in the City of Barcelona.

A key aspect of successful scaling is the use, by the municipality, of dedicated professionals to manage the Citizens' agreement. There is also a clear structure to integrate different stakeholders to contribute with a defined structure using thematic working networks (currently there are 13 working networks).

With new societal challenges come new initiatives, for example, the plan 'Ciutat Refugi' (Ignasi Calvo) mobilising (through the same structure of the Citizens 'agreement) those volunteers providing assistance to the new immigrants from the war in Syria. It also acts a channel of the additional €390.000 Euros of funding provided by the municipality of Barcelona.

SCALING RESULTS

The agreement is led by the municipality. Since its creation in 2006 it has been able to integrate over 500 entities organised in 13 sub-networks dealing with different aspects: immigrants, homelessness, children's rights, social use of time, social economy, etc.

CASE
New Horizons Foundation

Opera domani...

WEBSITE	www.operadomani.org
YEAR FOUNDED	1996
COUNTRY	Italy
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Poverty-related
SECTOR	Cultural Preservation, Entertainment, Sports & Leisure, Public Participation & Engagement
SCALING STRATEGY	Affiliation

MISSION AND VISION

Opera Domani aims at raising young audiences' interest in opera through the production of interactive shows and didactic programs. They answer a double challenge: the need to give back to opera its social and cultural role and to give opera back to the people.

DESCRIPTION OF SCALING PROCESS

Opera Domani (OD) coproduced their 2015 opera for young audiences "Milo, Maya and the world tour" on the Expo Milan theme "Feeding the Planet" with Opéra Royal de Wallonie in Liége (BE), Theater Magdeburg (DE) and Opéra de Rouen in Haute Normandie (FR). OD has also scaled successfully in Oman working with the Royal Opera House of Muscat to engage children in "The magic flute" by Mozart in 2012. OD staff trained local cultural educators to meet 2,500 teachers and students at school to participate actively in the show. The successful pilot project collaboration has resulted in ongoing collaborations in 2016 with some part of the operas being translated into English, French, German and Arabic.

The impact of this program on building the audience of tomorrow for Opera is wide and documented. To scale however requires flexibility. Being creative in adapting the format to new situations but keeping its core and its aim: Selling previous productions already 'tested' in a local tour, to other Opera Houses and passing know-how and investing to skew the format to other cultural contexts is a good way to scale. OD team studies and creates a new format for each new context. Attending workshops and meetings at national and international level was crucial to finding scaling opportunities. The organization that 'invented' OD, AsLiCo, is a member of Opera Europa, the professional association of opera houses and festivals in Europe: which provided the chance to access similar experiences with a different level of development in different geographical areas generating an enrichment for all.

SCALING RESULTS

In 2015 in Italy Opera Domani engaged 130,000 students (70 percent from primary and 30 percent from secondary schools), 4,500 teachers and 20,000 parents; outside Italy 17,000 children participated in the program. Opera Domani is in dialogue with theatres in Japan, Kazakhstan and Georgia to scale up further. In Italy they are going to expand geographically to the cities of Ferrara and Piacenza and to the Abruzzo region. A staff of 50 people generate an annual revenue of 700,000-800,000 Euros.

C. DESIGNING YOUR SCALING PATH: CHOOSING THE RIGHT SCALING STRATEGY

Choosing the right scaling strategy is very straight forward once you have clarified the partnering and adaptation questions. In this section, we'll dive a little deeper into the four strategies BENISI promoted during the program to support the social innovations in line with tier-scaling ambitions.

If we take a look at the BENISI sample, consisting of 303 social innovations, we notice that the most 'popular' scaling strategy was capacity building (scaling without a partner and without adaptation) with more than the half of the organisations. This is usually a sign of 'early growth phase'. One third of the organisations implemented the dissemination of knowledge strategy, while 23 percent opted for branching and 19 percent for affiliation. It is important to note that some of the social innovations implemented more than one strategy at the same time.
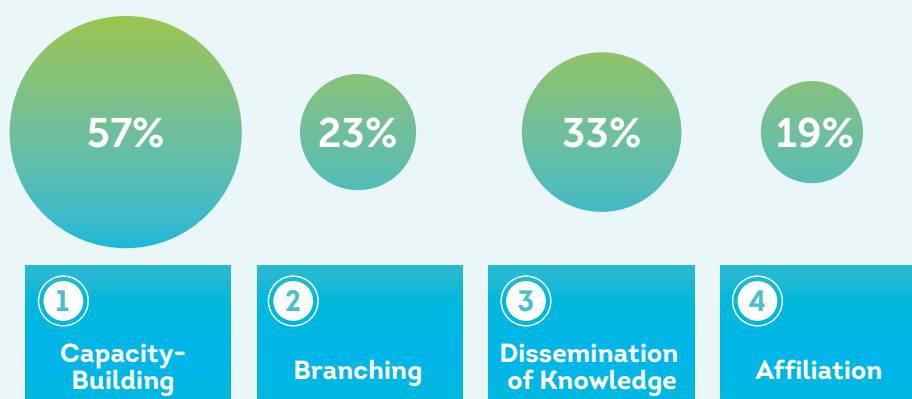
Figure 3: Scaling strategies in the BENISI sample

1. CAPACITY BUILDING

The social innovator develops a suitable business model generating revenues (for public sector: securing public funding) in order to scale. This strategy is typically followed by social innovators who want to grow bigger in the market where they are already present.

Capacity building is investing in your own organisation: expanding the current activities in their current form to enhance efficiency, productivity and/or performance, and thus increase social impact. Some people call it 'doing more of the same' since the scaling involves the same target group, the same product or service, and the same location. More capacity can result in benefiting more people, or the number of beneficiaries remains the same, but with an improved quality. In principle, no new knowledge or skills are required. However, this type of scaling is often underestimated in terms of effort and the change needed. Building more capacity means more resources are needed. This might also implicate the role of the founder: it this person willing and able to manage a team? This phase is often considered as the foundation stone of the social innovation. Once the organization has built its own robust capacities it can explore scaling out to new markets.

2. BRANCHING

The social innovator is operational in a particular country or geographical region and is looking to scale up to other countries or geographical regions by developing branches. The mother entity owns and manages all branches.

Branching is all about developing your concept in new places and markets, in such a way that the founding organisation keeps control as the 'mother organisation' and creates new local entities, called 'branches'. These different branches can be managed without a specific legal form, or with a specific legal structure: a group with a holding structure. Although there is certain hierarchy, giving large management autonomy (finance, operations, strategy etc.) to the branches is perfectly feasible, if desired. This path allows you to expand, but with a level of control and centralised management. Because of the large investment needed and the high risk-taking, this strategy is generally used by large organisations, and less by social innovations.

> **TIP!**
> **It is important to standardize your core offering across branches: it ensures same level of quality when scaling and resource planning for growth.**

3. DISSEMINATION OF KNOWLEDGE

The social innovator wants to spread his experiences, knowledge and know-how. The social innovator enables a different team to replicate a successful social innovation in a new context by using an open-source or similar approach.

In order to maximize your social impact, without expanding your own organisation or make long-term commitments, social innovators can decide to make their knowledge available. Other interested innovators can decide to pick the knowledge up, without being restricted by the original concept. No formal links, no sharing of brand name is needed. This means that the founder is willing to share his knowledge without keeping control, and accepts that his original concept will evolve over time. Although this is an 'easy' and less expensive way of scaling, not all social innovators are keen to open up their intellectual property to others.

Dissemination of knowledge is mostly done on a voluntary basis, to inspire other. However, according to the project, it may be a lot of work to reflect and codify the key aspects of the innovation in a way that it can be disseminated and used by others. In such cases it's not that obvious how one can just 'give it away'. However while social innovators mostly have an open mind set and a willingness to share and collaborate, we see that revenue generating social innovators tend to keep a certain control on their knowledge and expertise. Dissemination of knowledge is more common in informal social innovations.

We saw that dissemination of knowledge is the most appropriate scaling strategy for public sector innovations. Because of their territorial focus, owners of a social innovation (e.g. a city) are not well placed to do the scaling themselves. A platform for promoting public sector innovation could be a tool to disseminate and match these type of innovations with potential receivers who may be interested in transferring the experience in their area.

4. AFFILIATION

The social innovator develops a network of legally independent structures that adhere to the principles set by the innovator's original entity. While the innovation is adapted locally, the partners use licensing, franchising or similar formulas to benefit from previous successful implementations by the original innovator.

Using the affiliation strategy, new organisations are initiated sharing the main principles of the 'mother organisation' (mission, values, activities), with limited legal relationships. Both organisations have their autonomy, few constraints and control. The initiative is a two-pronged affair: a mother organisation that is willing to share and scale, and the new organisations who has the desire to implement. It's up to the new organisation to encourage, support and provide assistance, and position itself as a 'network head'. Crucial aspects in this strategy are the maturity of the mother organisation and financial stability; new organisations have to find the resources to launch.

A special case called 'social franchising', occurs where the degree of control and legal relationships are stronger. In some examples no fee is required from the new organisation due to the search for external funding.

> **TIP!**
> **Strong branding and clear licensing or credentials for knowledge are important to provide recognition to generate of knowledge.**

CASE
WEEE in Prison

WEBSITE	http://raeeincarcere.org
YEAR FOUNDED	2008
COUNTRY	Italy
TYPE OF ORGANIZATION	Public sector innovation
SOCIAL TREND(S)	Social exclusion, Environment
SECTOR	Communications & Information Technologies
SCALING STRATEGY	Capacity Building

MISSION AND VISION

WEEE in prison started as a project supported by the European Social Fund in the framework of the geographical Equal Pegaso partnership (2005-2008) promoted by the Emilia Romagna Region. The purpose was to promote the social and labour inclusion of disadvantaged people under criminal prosecution or just released from prison. They were trained on waste treatment of Electrical and Electronic Equipment (WEEE). After the end of the pilot project, which saw positive results, the partners of the project decide to keep it functioning.

DESCRIPTION OF SCALING PROCESS

The key element to ensure project survival after the close of support from the European Social Fund was the extended partnership, involving all the relevant actors with a clear common interest. With the support of the penitentiary authorities, under the leadership of Hera Spa (a multi-utility public company responsible of waste collection), the project promoters were able to involve Vocational and Educational Training (VET) organisations, nongovernmental associations, social cooperatives and institutional partners to enhance the sustainability and development of the laboratories of the WEEE Consortia. Currently, there are three laboratories in three different prisons of Emilia Romagna.

In 2014 the initiative WEEE in prison won the Italian award of waste reduction in the category of 'public administration'. At the time the project had trained 60 people and recruited 22; in addition more than 2,500 tons of WEEE has been processed, allowing recovery of secondary raw materials and avoiding the dispersion of hazardous substances. One of the members of the WEEE consortia (Ecolight) has developed special bins that are installed in major shopping centers to collect small appliances and consumer electronics.

SCALING RESULTS

These partnership were driving factors of success. Private enterprises are pleased to continue this experience that combines an alternative form of recycling of electrical and electronic waste with social inclusion and employment of offenders through the acquisition of new skills in the environmental sector. The Region has promoted the initial project through the Equal program and now, together with the Ministry of Justice, plays a role in institutional support. This support enabled the Memorandum of Understanding with Ecolight and Ecodom Consortia, which provides that the disposal waste is assigned to social cooperatives and held in laboratories set in prisons. Partnership also enabled visibility as Hera and the Penitentiary Administration maintain an internet site, continuously updated by two female ex-inmates. The alliance between training institutions and type-B social cooperatives (those cooperatives providing work integration for disadvantaged people) allows real engagement and promotes synergy between the three provinces in providing real employment to prisoners and productive management in laboratories.

CASE
Compuritas

WEBSITE	http://www.compuritas.at/
YEAR FOUNDED	2009
COUNTRY	Austria
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Environment, Poverty-related
SECTOR	Education, Communications & Information Technologies
SCALING STRATEGY	Branching, Capacity

MISSION AND VISION

The Compuritas hardware distribution program offers professionally refurbished computer equipment to schools, the NGO sector and under-privileged households to help to close the digital gap.

The social start-up Compuritas was founded in 2009 in Graz, Austria. It provides an organizational and technical interface between hardware donors and recipients. As an environmentally and socially innovative enterprise, Compuritas collects cooperating companies' hardware, repair and recondition the equipment it in their IT workshop and allocate it to non-profit organizations, schools and private customers, according to its Distribution Charter. As well as affordable hardware, the new users receive repair and servicing at affordable rates. The life cycle of each computer is increased by 50-100 percent, saving many production resources while benefitting the environment and society!

The Hardware Distribution Program aims to support underprivileged sectors of society and to strengthen charities. Within the past years, the Compuritas Hardware-Distribution Programme has received national attention and has earned numerous respected awards for its innovative business concept - e.g. Austrian Climate Protection Award, Trigos, Ö-GUT Environment Award...

DESCRIPTION OF SCALING PROCESS

The venture worked on the question of what to mainly scale: impact or revenue. Driven by the goal to scale their impact, the venture tried to find a model to achieve just that. They decided to start with Branching as a first step. For this the venture went through a thorough assessment of their shop concept, managed to raise significant monies and got mentors and advisors on board. Due to cultural challenges and limited capacity in the team, the venture decided to focus on their scaling in the Austrian market to begin with. For this and through the participation a national start-up TV investor show/competition they were able to acquire positive media visibility which helped the process.

SCALING RESULTS

Today, Compuritas:
- Saves up to 550 kg of CO2, 11 kg of chemicals, 120 kg of fossil fuels and 750 litres of water with each computer refurbished
- Has received 83,750 Euros of investment through crowd investing and a 100,000 Euros of media capital (winner of National TV show '2 minutes 2 millions')
- It has increased its turnover from 100,000 to 190,000 Euros.

CASE
Allia

WEBSITE	http://allia.org.uk/
	http://www.retailcharitybonds.co.uk
YEAR FOUNDED	1999
COUNTRY	UK
TYPE OF ORGANIZATION	Public sector innovation
SOCIAL TREND(S)	Poverty-related
SECTOR	Real Estate / Housing
SCALING STRATEGY	Dissemination of knowledge

MISSION AND VISION

Allia is a charity that supports social ventures through business support, workspace and social finance. Their main products, charitable bonds, are an ethical five-year savings scheme, where some or all of the interest an investor could earn, plus the profit that a bank would normally take for itself (the arbitrage), is donated to a charity of the investor's choice. This scheme allows investors to make a low-risk ethical investment in social housing and donate the yield upfront in support of various charitable projects.

DESCRIPTION OF SCALING PROCESS

Allia decided to launch its 'retail charity bonds' scheme after the Order Book for Retail Bonds (ORB) done by the London Stock Exchange in 2010. Thanks to the experience gained during the first years of operation with social bonds, Allia immediately identified the opportunity provided by the change of regulation by the London Stock Exchange. These new schemes allowed individual investors to buy and resell bonds and for the social entrepreneurs it represented a cheaper way to finance investments. In fact, the bonds are in the format of loans given by investors (from £10) to a company. Allia mainly helps to finance social housing.

Since launch, over £4.7 billion has been invested in retail bonds for a variety of different issuers such as Tesco and National Grid. Following the financial crisis investors were looking for predictable, fixed rate income opportunities with social impact. Since bond issue companies have to be publicly listed in the stock exchange and charities are not allowed, though the opportunity appeared in 2010, the first subscription opened successfully only in 2014.

During recent years, the new instrument issued bonds with a total value of 37,643 million GBP. For example, in July 2014 Golden Lane Housing obtained 11 million GBP in just eight days using Allia's platform. It has enabled Golden Lane Housing in one year to purchase 24 homes for people with learning disabilities. Nearly 90 people have moved in or are planning to move into much-needed houses that have been specially adapted to meet their current and future care and support needs.

In addition, Allia has established two social business centres in Cambridge and Peterborough, The Talent Nurture Fund in South Wales, Launch Pad North East and SkillsBridge based in Newcastle and the Social Incubator East in Cambridge.

CASE
Le Mat

WEBSITE	www.lemat.it
YEAR FOUNDED	2005
COUNTRY	Italy
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Ethics
SECTOR	Consulting Services
SCALING STRATEGY	Affiliation

MISSION AND VISION

LE Mat is a social franchising network operating in the social tourism arena. Le Mat turns ideas to reality by bringing and advising on social issues using the principles of responsible tourism and social economy. As a social franchisor, it wants to empower small, but sustainable, social entrepreneurial practices by distilling their success elements and developing a business model that can be replicated in other contexts and by other social entrepreneurs.

DESCRIPTION OF SCALING PROCESS

Le Mat started as small social enterprise managing a bar/restaurant in a former mental health facility, organizing events, serving clients and opening closed spaces. They then turned an old hotel in the city into a beautiful boutique hotel. The concept drew a lot of interest from social entrepreneurs and the franchising business model evolved from that interest. The dream was for a worldwide hotel chain managed by social entrepreneurs. The European EQUAL Programme helped to distil practical experience, to write the manuals, set up the business model, find interested partners in Europe and start the replication process... By 2008 Le Mat Europe was up and today has successful franchises in Italy and Sweden, Poland, Hungary, Bosnia & Herzegovina, UK, Germany and Spain.

While Le Mat is well known today, a social franchisor needs excellent technical staff able to communicate the replication process of the business model in all details. Presently Le Mat franchisees have to finance their own learning process. The Franchisor helps to find country specific ESF programmes, development funds or at least private funds, but a specific social franchising or scaling development fund, or private philanthropic investments, equity capital would be beneficial at this stage. A (social) franchising system becomes sustainable slowly. The start period is long because quality has to be assured, a brand and market developed... And since franchising requires stringent control measures, social franchising can be an important way to progress the social impact issue.

A key successful factor is that the small Le Mat social enterprises know how to manage their tourism products and how to empower human resources. Each Le Mat is different but they all agree on common values and have a common social and commercial strategy!

Useful Resources

To find out more about scaling readiness, please visit our online database with useful resources. A sample of these is listed here below:

- The **Ashoka Fellows** database
- **Social Innovation Exchange** (SIX) (SIAN member): world's primary network focusing on social innovation
- Article: **"Top tips: Attracting the best talent to your social enterprise"**
- Article: **"Building the Right Team to Scale a Startup"**
- **TANDEM**: an exchange programme that assists cultural organisations in developing long-term working relationships, knowledge development and networking opportunities with project partners from Europe and beyond.
- Guide on affiliation by UnLtd Ventures: **"Choosing a Social Enterprise Replication Strategy: The Affiliation Model"**
- For more information about social franchising: **the International Centre for Social Franchising (ICSF) or the European Social Franchising Network** (ESFN).
- **Decision Matrix for Transfer Formats:** a decision matrix incorporating decision-triggers, firm preferences, firm capacities, business dependencies, and strengths, to help you determining the choice of scaling approach, part of the report "Corridors for Shared Prosperity" by the International Finance Corporation (IFC)
- **Overview of Replication Strategies:** 6 strategies to multiply your impact, part of the report "Multiplying Impact: Supporting the Replication of Inclusive Business Models" by Endeva
- **DLA Piper Pro Bono (SIAN member):** Pro bono legal advice for NGO's and social enterprises to establish partnerships and IP protection
- **Thomson Reuters Foundation (SIAN member):** Pro bono legal advice for NGO's and social enterprises to establish partnerships and IP protection
- **Creative Commons:** enables the sharing and use of creativity and knowledge through free legal tools

Stage 3:
IMPLEMENTATION
How do I start scaling?

You have decided why you want to scale, you are ready and motivated, you have decided what approach to use and chosen the most appropriate scaling path: now you are ready to implement! This chapter will guide you through the set-up and execution of your scaling, providing you some key questions to reflect on.

The key questions in this chapter:

1. **Have we assigned people accountable and is our team well informed about the scaling strategy and the implementation plan?**
2. **Have we considered reaching out to a mentor or advisor for expert advice during scaling?**
3. **Are our current systems and processes capable of handling additional growth?**
4. **Do we have access to the funding and additional resources that we will need as the business scales?**
5. **Have we identified opportunities to leverage our network or the network of our partners during the scaling process?**

1. HAVE WE ASSIGNED PEOPLE ACCOUNTABLE AND IS OUR TEAM WELL INFORMED ABOUT THE SCALING STRATEGY AND THE IMPLEMENTATION PLAN?

We already spent some time on the question 'Is our leadership team ready and highly motivated to scale our impact?' In 'Chapter 1, Am I ready for scaling', you already assessed the competences and motivations of your leadership team, transferred accountabilities if necessary. Now we take it a step further and take a look at the challenges the social innovator will face during the scaling implementation.

In order to involve the whole team (including your Board) and enable them to understand the strategy of the organisation, good communication and transparency on a regular basis is necessary. This allows team members to have ownership. Find the right balance in sustaining employee motivation with your desire to change the world. Reporting is good for internal use, and can also help for external purposes: informing institutions or funders about how the social innovation is evolving (e.g. using the grant received), or receiving advice and guidance from them in return. It is important to understand that accountability arrangements might change as your organisation grows.

Keep ensuring that your social mission is being achieved during the scaling process. The assessment of each phase is really important in order to evaluate the next steps.

> **TIP!**
> **Scaling is a matter of human relations: be sure to have your team, directors, volunteers and other stakeholders mobilized and convinced of the project.**

2. HAVE YOU CONSIDERED REACHING OUT TO A MENTOR OR ADVISOR FOR EXPERT ADVICE DURING SCALING?

If you need support during your scaling, don't be afraid to reach out to an external mentor or advisor who can guide you. Look for someone with the right competences. Depending on your need, this can be someone who is very familiar with the sector of social innovations (governance structure, financing model…), or someone from other sectors (marketing, technical development…). If you scale into another country, someone who knows both contexts can be very useful. The outsider position of an external advisor allows him an impartial view of the implementation process and identifies difficulties or risks that you will encounter on your way.

> **BENISI FACT**
> *Network resources and business coaching and support were the most commonly used resources*
> 55 percent of the social innovations used business coaching and support during their scaling trajectory.

3. ARE OUR CURRENT SYSTEMS AND PROCESSES CAPABLE OF HANDLING ADDITIONAL GROWTH?

Scaling almost always means growing. The social innovation will begin operating with more employees or considerably more partners. A shift may occur towards more specific roles for employees instead of 'everybody doing everything'. The founder will delegate some of his tasks to other team members if necessary and his role will tend more towards management and leadership. In some cases you will move to new markets. All these changes mean that you may have to gradually put in place new processes that allow you to handle the growing process without creating risks for the initial initiative. It is challenging for enterprises to have time to both set up the systems and to continue to run the day-to-day business.

> **TIP!**
> **Put in place your systems as early as possible as it will pay back later.**

4. DO WE HAVE ACCESS TO THE FUNDING AND ADDITIONAL RESOURCES (PEOPLE, IT, ETC.) THAT WE WILL NEED AS THE BUSINESS SCALES?

Finding funding is one of the major challenges social innovators face during the scaling process. Of all the available funding resources, you have to find out which resources fit best with your organisation and growth plans. There are (for e.g.) social initiatives suitable only for financing using grants, while there are other initiatives which better fit with other types of funding like equity or loans. Social innovators wishing to scale their social initiative have to take into account differences such as:

- the maturity of the investment proposed (start-ups, seed, consolidation, expansion, etc.)
- the fit between funders' ambitions and your own ambitions
- the origin of funds sought (friends and family, crowdfunding, private investors, financial intermediaries, governments, etc.)
- the type of funding (grants, loans, equity, etc.) and the organization's ability to provide a return to funders

To gain a better understanding of what kind of financial resources your innovation needs, it's helpful to clarify the amount of money needed, the time frame and the desired type of financial support and related risk/return. Be aware that finding funding is also influenced by your legal status. Social organisations who fall between non-profit and for-profit may experience some difficulties in the process.

> **Tip!**
> **Seek funders which believe in your mission and social impact and can provide non-financial support in addition to financial resources, in order to maximize the chances of successful use of the financial resources they have provided.**

> **BENISI FACT**
> *External funding leads to successful scaling*
> Of all the resources used by social innovators, funding had the highest success rates (growth funding: 76 percent and start-up finding: 79 percent) to achieve positive revenue growth during the scaling process followed by legal resources (75 percent).

Investment readiness

We would like to put forward three elements that social organisations are evaluated on for receiving investment[2] :

- How is your organisation creating social change and how is the social impact measured, taking into account the current situation in the market and how it will evolve in the future?
- How resilient is your organisation with respect to your team and the stakeholders involved (clients, users, investors, etc.)?
- How is your financial situation (income, potential markets, the professional capacities of the financial team, the management of cash-flow, etc.)?

The perceptions and criteria to evaluate the attractiveness of projects are quite different for social organisations and investors. When the investor is, say a government or any other public body, it is important for them to evaluate the creation of new jobs that could be generated by a particular project. In the case of private investors seeking a financial return it is very common to evaluate 400 project proposals and to invest in only 4 of them (ratio of 1 percent).

There are also strong differences among sectors. Some of the social initiatives are better prepared to receive investments and to negotiate with investors. This is, for example, the case for ICT-based social investments. In this industry it is very common to receive external capital to support the investments.

We notice that there is an evolution of the investors' skills which gradually tend to be more and more specialised. Investors start with a wide approach, without being sector specific. From there on, it is very common that they evolve to specialists in a certain type of investments, in order to take advantage of their previous experiences and current investments portfolio.

(Social) return

Funding in social initiatives demands enhanced monitoring and assessment. These investments are not only measured in terms of profitability; it is needed to measure the impact accurately, and as such to be able to report to investors the social impact of their investments. Social impact monitoring indicators have to be objective and simple, with quantitative and qualitative measurements. When an investment agreement takes place, there is a long-term engagement between investors and innovator. A clear collaboration framework is necessary, including objective measurement.

Complexity appears aligned with the involvement of investors, for example in equity where there is a need for establishing a realistic return on investments taking into account financial results and social impacts. Equity has the advantage of not demanding a payback but the social innovator could lose control because investors are keen to take decisions about their investments.

Incubators and accelerators

There is an increasing number of social innovation incubators in Europe. However, there is still a limited number of accelerators. Social innovations have more possibilities for causing impact when they are supported by an accelerator because of the stronger support: making connections with other social innovations, impact funders and support that is in line with the phase in which the social innovation is. Accelerators provide mentoring to a team of innovators (it is common for an accelerator to accept a team rather than individuals), whilst also providing equity capital and introduction to customers. The social initiative is evaluated at the beginning and also during the different phases of growth whilst supported by the accelerator.

There are also existing investor networks for social initiatives. However, their number and capacities are still far from being sufficient.

> **BENISI FACT**
> **Market driven approaches lead to higher success**
> **Organisations dependent on revenue from sales of products or services have higher success rates (75 percent) than those who are dependent on donations (59 percent) and subsidies (62 percent).**

5. HAVE WE IDENTIFIED OPPORTUNITIES TO LEVERAGE OUR NETWORK OR THE NETWORK OF OUR PARTNERS DURING THE SCALING PROCESS?

Support is crucial during the scaling process, it can make or break the business. Support can come from your own network and from partner networks. We underline the importance of existing local and national networks such as incubators, dedicated support structures and networks. What can you expect from them? Knowledge, contacts, lessons learned, experience, etc. It's the mission of incubators to give support and information. Especially when you scale to a new context, the involvement of local partners and networks can make the difference (getting market intelligence, mentoring...).

Some networks are 'members only' networks. In that case, you need to evaluate for yourself if becoming a member is relevant and useful with respect to successful scaling.

> **TIP!**
> **The existence of strong local and national networks and the direct implications of all stakeholders in the whole project is a key factor in scaling up.**

> **BENISI FACT**
> *Network resources and business coaching and support were the most commonly used resources*
> 58 percent of the social innovations used network resources to get access to clients and partners.

CASE
Three Coins

THREE COINS

WEBSITE	http://www.threecoins.org/
YEAR FOUNDED	2012
COUNTRY	Austria
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Poverty-related
SECTOR	Education, Financial Services
SCALING STRATEGY	Affiliation

MISSION AND VISION

Three Coins develops innovative learning tools for financial literacy education. It's a social business that aims at countering ignorance about how to handle your money with innovative financial education. The start-up, which is working from the Impact Hub Vienna targets young people between 14-19 years, families with migrant background and young entrepreneurs. Three Coins works closely with schools, banks, debt counselling services and youth centres.

DESCRIPTION OF SCALING PROCESS

Three Coins joined the BENISI program after winning Ideas Against Poverty Prize and receiving some pre-seed money to start their quest to increase financial literacy among young people (teenagers). They mainly wanted support in building their start-up and they received a lot of support in terms of financial planning, strategy etc. At the first CEE Impact Day, they met Alois Flatz who became an early advisor and mentor to the founder Kathi Norden and through that relationship secured the capital they needed in order to build the first financial literacy game that is at the core of their activities: Cure Runners. The game takes place on an abandoned island in the pacific where the users participate in a race for power and truth and subconsciously learn the basics of responsibly handling money. They raised 150,000 Euros to build the game and another 60,000 Euros through an Impact Hub fellowship that helped them to scale their activities to Switzerland.

Three Coins successfully set up a Board of Advisors, they managed to strategically bring in networks and door openers. They started operations in Switzerland, Serbia and now plan their market entry into Germany.

SCALING RESULTS

- Six people employed and market entry into Switzerland (a team of two/three people operated in Austria prior to that.
- Turnover increased steadily from 90,000 to 313,000 Euros
- The mix included consulting, product development and licensing of training formats /educational formats in the belief that increased financial literacy is one of the biggest levers for self-determination, poverty prevention and a healthy economy
- Received many national and international awards

CASE
2JEvents

WEBSITE	www.2jevents.com
YEAR FOUNDED	2011
COUNTRY	UK
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	New Community
SECTOR	Real Estate / Housing
SCALING STRATEGY	Branching

MISSION AND VISION

2JEvents is a UK based social enterprise that rents out spaces in schools (their clients) in the evenings, weekends and school holidays to community groups, sports clubs and individuals (their customers) for events and classes. Not only does this earn money for the school, it helps local groups to access great spaces and connect the schools with their community.

DESCRIPTION OF SCALING PROCESS

When founders, Jemma Phibbs and James Lloyd, started engaging with BENISI they were working with seven schools in Oxfordshire. They employed 'community connectors' to lock and unlock the schools and provide customer service when the groups attended. However, the two founders did everything else in the business, from sales to payroll, invoicing and customer service with the school. They also stepped in whenever there was a problem, or a community connector was absent. While they knew their customers intimately, to grow they needed to develop their team, and the systems to support a larger organisation. To spread beyond their immediate region, they would need other levels of supervision and management that would leave them free to concentrate on client sales and managing the organisation as a whole.

Jemma and James worked intensively with the Scaling Manager at Impact Hub King's Cross to plan and systemise their business growth. They attended training workshops on sales, recruitment, investment, CRM systems and impact measurement. They were also introduced to an external mentor, the European President of a multi-national business that used a similar business model in a different sector, who helped them learn about leadership, sales systems and how to manage the operational side of the business as they grew.

2JEvents realised that growing their company would require them to further systemise what they did. The invoicing system was simplified. A clear checklist was set up for taking on a new school, so they were not re-inventing the wheel each time. They developed an organisational plan for each region that 2JEvents might operate in, including regional management and a customer sales team. They did a new financial forecast that included ambitious growth targets, but that would also allow the income that came from the growth to fund the salaries of new team members and drive further growth.

SCALING RESULTS

Having doubled the number of schools they were working with in 2015/16, 2JEvents took on their first full time administrator who handles their customer enquiries and is implementing a new CRM system within the business. They are also in the process of recruiting a new sales manager and a regional manager, as they expand into a new county. Within five years, they hope to scale nationwide, and potentially develop their business internationally thereafter.

CASE
Funds For Good

WEBSITE	www.fundsforgood.eu
YEAR FOUNDED	2011
COUNTRY	Belgium & Luxembourg
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	New Community, Poverty-related, Ethics
SECTOR	Financial Services and Insurance
SCALING STRATEGY	Capacity Building, Dissemination of knowledge

MISSION AND VISION

The vision of Funds For Good is to generate enough revenues to finance and coach 100,000 entrepreneurs in Europe. Their mission consists in offering quality investment funds generating a concrete social impact.

DESCRIPTION OF SCALING PROCESS

Funds For Good was founded in 2011. Their objective: allow jobless people with no financial resources to have access to microcredit and launch their entrepreneurial project, through loans and coaching. Coaching activities would come from commitment of their time, and those of community members. Financial support would represent 10 percent of income or 50 percent of profits of Funds For Good, active in the creation and distribution of investment funds.

Since 2013, in Belgium 52 entrepreneurs have benefited from loans thanks to Funds For Good, and roughly 50 percent of them benefit from an adapted coaching program. Funds For Good's community of clients grows every day, supported by their sales network, these being mainly insurance brokers and bankers. In 2016, a new Web-based application will permit expansion of its volunteer activities, and offer more information about the generated impact. Also, Funds For Good will start operations in France. To this end, the firm could count of the support of BENISI which opened its network.

CASE
My Dream now

WEBSITE	http://www.mydreamnow.se/
YEAR FOUNDED	2011
COUNTRY	Sweden
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Poverty-related
SECTOR	Education & Training Services for Employment
SCALING STRATEGY	Capacity Building

MISSION AND VISION

Companies need skilled labor. While many students lack motivation in middle school and high school, in some areas more than four out of ten pupils of primary school enter high school without qualifications. They have few role models and do not know what exciting opportunities they have in the labor market. My Dream Now organises meetings and exchange between students, university students and professionals to inspire young people to see their potential and see the value in engaging in their own education.

My Dream Now focuses on areas with high potential, with high unemployment. They have developed a tool that assists students in the process of identifying long-term goals and breaks it down to immediate targets. My Dream Now also provides an opportunity for companies, as their customers, to offer their employees meaningful activities as coaches to middle school students during office hours.

DESCRIPTION OF SCALING PROCESS

My Dream Now successfully used capacity building and branching to scale. They have formalised and systemised their offer which enables them to replicate it in new settings. They have strong international partners that are also interested in supporting their activities in other locations.

The immediate strategy and mission is to grow in Sweden and have a national presence that will enable the organisation to reach and motivate youth throughout the country. The longer term goal is to expand, with partners, in the Nordic countries. In addition, they are interested in expanding internationally. The ambition is to reach as many young people as possible.

My Dream Now envisions a well-established collaboration between schools and the private sector in Sweden, in such a way that enables pupils to solve real problems that are given to them in school, and combine this with understanding and knowledge of a potential career path. This will provide understanding for different professional roles, understanding of the education required to achieve that, and the possibilities of getting a job in line with interest.

SCALING RESULTS

Over the span of BENISI, My Dream Now increased its annual revenue from 1.3 million SEK in 2014 to 2.4 million SEK in 2015 and is targeting a revenue of 3.8 million SEK by the end of 2016. They now have presence in four major cities in Sweden. Their partners are mainly organisations with international reach, which allows them to initiate international expansion conversations with the same partners (in Europe and Africa). My Dream Now has already reached 1100 beneficiaries and is currently only available in Swedish.

CASE
Welfare Italia Milano
Solari 6

SOLARI 6
CENTRO MEDICO E ODONTOIATRICO

WEBSITE	http://solari6.it/
YEAR FOUNDED	2011
COUNTRY	Italy
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Health & Well-Being
SECTOR	Health & Well-Being
SCALING STRATEGY	Affiliation

MISSION AND VISION

Welfare Italia Milano Solari 6 is a medical center that offers more than 40 specialist practices in health care. The center, which is part of the national social franchise brand Welfare Italia and affiliated to the National Health Service, was created to be close to families with the aim of promoting health and well-being. It responds to a growing and articulated need: make high-level medicine accessible to all people, in terms of waiting times, costs and performance. Welfare Italia Servizi is a social franchising network, composed by 20 health care centres located all over Italy and managed by a social enterprise. It constitutes an alternative solution to a very expensive private health care service and provides recipients with proximity and high quality services managed by a private community of social actors.

DESCRIPTION OF SCALING PROCESS

At the beginning of BENISI project the center was just defining its sustainability. During the project and in the middle of it, the focus moved to the further development of services, including those that proving less effective to users. Today, it aims at promoting further experiences in other territories, up to the internationalization of its activity. Direct support has been provided by CGM – Italian network of social cooperatives and enterprises - member of DIESIS – and the national franchisor Welfare Italia, in terms of training, advice, business coaching, contacts with local authorities.

A key success factor for scaling was the support provided by the Welfare Italia national franchising network, which offered support for business planning, marketing and HR management, but also the deep knowledge of the territory and its social needs, thanks to the embedded nature of social cooperatives in the local community.

SCALING RESULTS

As far the quantitative scale, in 2013 the center supplied 1000 specialized services to people who had access to vouchers or needed to integrate visits from the National Health Service. Income increased by about 18 percent for each service in 2014. In terms of staff there is one Director, one financial manager, one president and one coordinator for development. It needs to recruit one administrative officer and one development manager to work with shareholders and the theme of mutuality. Technical staff comprises six receptionists, two nurses and 54 doctors. The turnover is currently seen to have increased up to 720,000 Euros.

Useful Resources

To find out more about scaling readiness, please visit our online database with useful resources. A sample of these is listed here below:

- **EVPA:** EVPA works to promote Venture Philanthropy and Social Investment in Europe
- **SI²Fund:** impact investment fund with the mission to generate high social impact and a fair financial return through sustainable investments in social enterprises.
- Crowdfunding platform:
    - **Oneplanetcrowd**
    - **Ulule**
    - **Kiss Kiss Bank Bank**
- **Enable Impact:** meeting platform for Social Investors and Social enterprises
- **Toniic:** global action community for impact investors.
- Crowdfunding for impact Report: **"Crowdfunding for impact in Europe and the USA"**
- **Social Investment Business (SIB):** social investment specialist in the UK
- **ClearlySo:** Raising investment for businesses, enterprises and charities focused on social impact.
- **European Small Business Portal:** portal gathers together all the information provided by the EU on and for SMEs, ranging from practical advice to policy issues. Help you to get finance, partners and go international.
- **Put Your Money Where Your Meaning Is Community (Pymwymic):** building a pan-European community of families and individual investors who are conscious with capital, and make positive impact on the world.
- **Fa-Se:** connecting social entrepreneurs with investors to maximize social impact.
- GSEN Article: **"Top 5: Investors in social enterprises"**
- Pwc NL review of types of impact investors and what they look for: **"How to raise capital as a social entrepreneur?"**
- **Creative Europe programme:** supporting Europe's cultural and creative sectors. Link to calls for proposals and tenders.
- **Erasmus for Young Entrepreneurs:** helps provide aspiring European entrepreneurs with the skills necessary to start and/or successfully run a small business in Europe

Stage 4:
FOLLOW-UP AND EVALUATION
Am I scaling efficiently?

The main reason of scaling a social innovation is about increasing the social impact. Therefore it is key to measure and monitor your performance in the scaling process. Being transparent about your social impact is key to engage with all your stakeholders and funders. The development of social enterprises requires to continuously seek a balance between increasing social impact and the increase of resources that create this impact. To support this search for balance, it's important to continuously follow-up and evaluate both the economic and social performance and impact.

The key questions in this chapter:

1. **Do we have KPI's (key performance indicators) to measure and communicate the success of our social innovation, both for society and economically?**
2. **Have we shared the results of our scaling with our key stakeholders?**
3. **Have we used the learnings from our scaling to strengthen our organisation?**
4. **Are we ready to scale further with new markets and/or partners?**

1. DO WE HAVE KPI'S (KEY PERFORMANCE INDICATORS) TO MEASURE AND COMMUNICATE THE SUCCESS OF OUR SOCIAL INNOVATION, BOTH FOR SOCIETY AND ECONOMICALLY?

There is no universal process for defining KPI's and performing impact measurement that suits every organisation. In order to make it relevant and useful, every organisation needs to work out its own process.
Useful guidelines in the development of effective measurement are given by GECES[3] in the box below. When defining your KPI's, keep in mind the following eight characteristics:

For measurement to be effective it must be:

1. Relevant: Related to, and arise from the outcomes it is measuring
2. Helpful: In meeting the needs of stakeholders, both internal and external
3. Simple: Both in how the measurement is made, and in how it is presented
4. Natural: Arising from the normal flow of activity to outcome
5. Certain: Both in how it is derived, and in how it is presented
6. Understood and accepted: By all relevant stakeholders
7. Transparent and well-explained: So that the method by which the measurement is made, and how that relates to the services and outcomes concerned are clear
8. Founded on evidence: So that it can be tested, validated, and form the grounds for continuous improvement.

Box 3: Guidelines for defining KPI's

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[1] *From: European Commission, Proposed Approaches to Social Impact Measurement, GECES Sub-group on Impact Measurement 2014*

It is necessary to evaluate the costs to implement the measurement process. Which indicators are measurable, and which are not? Good social impact measurement must balance the needs of stakeholders with the obligation not to waste generally limited resources. Measurement can be done internally, or by external organisations who can help you to define and design an impact measurement framework.

It can be effective to bring together similar organisations that are working on similar areas or having similar goals, to measure their impact and collaborate in order to obtain a stronger and recognisable route.

> **TIP!**
> **Indicators have to be simple, whilst still being relevant and proportionate reflections of the outcomes and impact to be measured.**

> **BENISI FACT**
> *Social impact measurement is critical, yet too few innovations have clear metrics*
> We have noticed that very limited amount of social innovations are capable of reporting strong data on social impact. Support is required in this particular area.

2. HAVE WE SHARED THE RESULTS OF OUR SCALING WITH OUR KEY STAKEHOLDERS?

Involving all your stakeholders in the different impact measurement phases is important. Not only at the end, but right from the beginning. Get them on board, ask for feedback and make them familiar with the measurement process.

Keep in mind that there are a variety of stakeholders who are crucial to the success of the scaling process, and will therefore need to be involved: funders, public authorities, potential customers, beneficiaries, local communities where the scaling will take place etc. It is a good exercise to define for all these stakeholders what their interests are and if they can they confirm the same? Finally inform them on how you will measure the indicators and how you will be sharing the results with them (on a public website, in a meeting, via a personal mail...?). Ask for their feedback and make room for their suggestions.

Keep in mind that growth takes time to materialise. Even if implementation happens right away, sometimes evidence of growth or impact is not immediately felt or seen. It is a non-linear process. Within BENISI we noticed a sudden influx of scaling success feedback from people we worked with two to three years ago.

> **TIP!**
> **Measuring social impact could help in convincing potential mentors and sponsors.**

3. HAVE WE USED THE LEARNINGS FROM OUR SCALING TO STRENGTHEN OUR ORGANISATION?

Besides sharing the results with your key stakeholders, measurement of your performance is a key asset to improve and strengthen your own organisation. It has to be realised both inside and outside the organisation: not only talking about 'what', but also about 'why'. Measuring your impact enables your organisation to learn, refocus and improve your scaling process. Share it with your whole team in a transparent and useful way. Celebrate milestones!

4. ARE WE READY TO SCALE FURTHER WITH NEW MARKETS AND/OR PARTNERS?

Congratulations, you've been through the whole scaling journey! Are your ready to now scale even further and increase your impact? You are quite familiar with the whole process, but don't hesitate to go back to chapter 2, 'Am I ready for scaling?' to guide you through the process again.
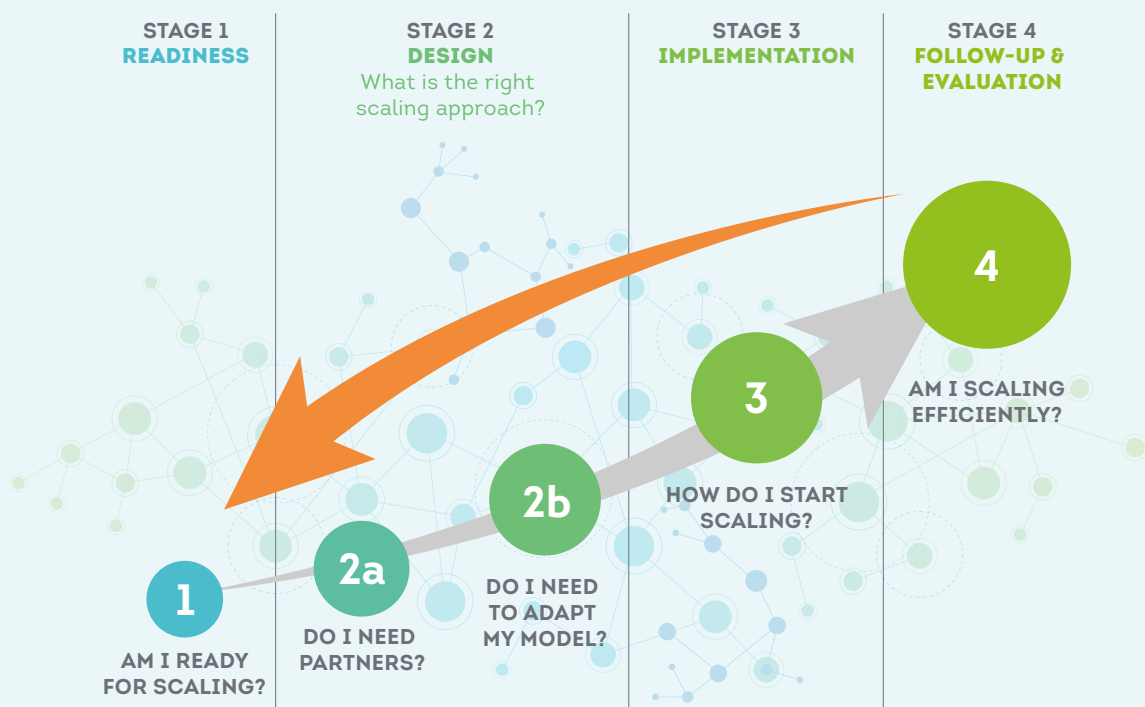

Figure 3: Scaling Path Iteration

CASE
microStart

WEBSITE	www.microstart.be
YEAR FOUNDED	2010
COUNTRY	Belgium
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	New Community, Poverty-related
SECTOR	Education & Training Services for Employment, Financial Services and Insurance
SCALING STRATEGY	Capacity Building

MISSION AND VISION

MicroStart promotes a vision where each human being regardless his or her educational background, income, economic position or geographical origin has a right to economic initiative and a right to choose personal destiny in our society. The mission of MicroStart is to ensure that everyone is in a position to access these rights and help people who have more ideas than money through three different activities:
- Funding of starters (mainly people who have no access to banks: jobseekers, migrants, young and senior) or existing entrepreneurs in providing microloans from 100 Euros up to 15,000 Euros
- Provide its clients with business development services mainly through coaching and training. These services are mainly retailed by 150 volunteers
- Advocacy in making adaptations in the legal framework to make it easier for people to create their own job

DESCRIPTION OF SCALING PROCESS

MicroStart was founded in 2010 by ADIE, the initiator of microcredit in Western Europe, European Investment Fund and BNP Paribas Fortis bank, a leading Belgian bank. Since 2011, MicroStart was only active in Brussels, but in 2013, the idea was replicated in another two cities - Ghent and Liège. The presence of BNP Paribas Fortis in those cities facilitates networking with local authorities and the engagement of local volunteers. By the end of 2015 MircoStart had several local offices spread across Brussels, Charleroi, Antwerp, Ghent and Liège. The structure is dual. One the one hand is the lending operation, MicroStart scrl-fs, which is a Belgian co-operative with a social objective that employs 25 staff. MicroStart scrl-fs borrows from BNP Paribas Fortis for on-lending to clients, and benefits from an EIF guarantee. On the other hand is the business support service, MicroStart Support asbl, which is a non-profit association run by some 150 volunteers and coordinated by four employed staff. In the near future MicroStart will focus on expanding their local presence and further collaborate with their partners to scale further. As MicroStart has seen rapid growth they will focus on further professionalizing their processes and management. They are also exploring the opportunity to launch new products and services; micro-insurance, coaching, microleasing etc.

SCALING RESULTS

Thanks to their excellent management skills and strong network, MicroStart was able to scale mainly on their own, with their assets, expertise, resources and partners. Within BENISI MicroStart got specific support to further improve their coaching offer/network to their clients. During the span of BENISI (2013 – 2016) they lent 1,843 microcredits to new and ongoing entrepreneurs. The outstanding amount at the end of 2015 was 8,150,000 Euros. In actual numbers this meant the creation of 920 new micro-enterprises and a social impact study is slated for 2016.

CASE
The Canvas Workshop
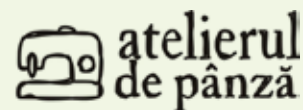
atelierul de pânză

WEBSITE	https://www.atelieruldepanza.ro/
YEAR FOUNDED	2009
COUNTRY	Romania
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Environment, Ethics
SECTOR	Consumer Goods
SCALING STRATEGY	Capacity Building

MISSION AND VISION

The Canvas Workshop is a project started in 2009 by ViitorPlus-Association for Sustainable Development to offer canvas products made from untreated, unbleached and undyed cotton. The Workshop is committed to reaching zero waste production in the workshop, promoting sustainable production and consumption and offering jobs to disadvantaged people.

DESCRIPTION OF SCALING PROCESS

The Canvas Workshop aimed at creating environmental impact by offering an ecological alternative to plastic bags while providing jobs for people with disabilities. Having launched high-quality products, their assortment of bags have quickly become a fashion item in Romania, worn by young people not only when shopping, but also while going out, as a replacement to other products - such as leather - that takes a heavy toll on the environment. The profit generated by the social enterprise is also be used to achieve the NGO's mission – reforestation of areas in Romania with less than five percent forests, and adhering to its license as a sheltered workshop hiring a minimum of 30 percent of employees who have disabilities.

Increasing the quality of products has opened new opportunities for the social enterprise. Coupled with a better understanding and use of tax exemptions in Romania, The Canvas Workshop has in the past years become a sustainable provider of materials to partners in Romania, who can allocate a part of their marketing budget to entities that provide opportunities for disabled people.

SCALING RESULTS

So far, The Canvas Workshop has produced more than 95,000 textile bags, replacing more than 13,728,000 plastic bags (an estimate of 156 plastic bags are replaced by each textile product). It has helped 13 people to enter the job market and hired a total of 23 people during its six years of activity. Developing a small, but experienced and dedicated team, a clear understanding of client needs and preferences, as well as a high-quality products is now opening up new possibilities in the EU, with the social enterprise having attracted its first international B2B customers.

CASE
Oneplanetcrowd

WEBSITE	https://www.oneplanetcrowd.com/en
YEAR FOUNDED	2012
COUNTRY	the Netherlands
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Demography, New Community, Health & Well-Being, Environment, Poverty-related, Ethics
SECTOR	Financial Services and Insurance
SCALING STRATEGY	Capacity Building

MISSION AND VISION

In ten years Oneplanetcrowd aims to be Europe's largest crowdfunding platform for sustainable and social projects. By building a community of game-changers, Oneplanetcrowd connects innovative entrepreneurs and future-minded investors to accelerate the transition to a sustainable economy. This allows entrepreneurs from Europe to get their innovations financed and generate a sustainable and/or social impact in areas like sustainable energy, clean-tech innovation, healthcare and the sharing- and circular economy. At the same time the platform allows investors to realize a double dividend – in terms of financial return and a positive impact.

DESCRIPTION OF SCALING PROCESS

Oneplanetcrowd showed a significant improvement in sales since it started out and realized targets (i.e. raised capital, number of projects) according to the business plan. On average, Oneplanetcrowd managed to double its results in six to nine months over the last two and half years. In 2015 it had realized half of the sales for all of 2014, and from 2012 onwards it raised over 4.7 million Euros. It is currently targeting to raise even higher investments from an extended loyal crowd. Also, by the end of 2015, Oneplanetcrowd had crowdfunded 1 million Euros to finance its own scaling.

Having scaled nationally in the Netherlands, Oneplanetcrowd is currently looking to scale to new markets. First steps have been taken to explore opportunities in Germany, Belgium and the UK. However, one of the main challenges that Oneplanetcrowd faces are legal restrictions concerning financial flows in crowdfunding. The lack of overarching European legislation that regulates crowdfunding across borders complicates growth, as it requires the development of different financial products (structure and documentation) and separate legal entities to be established in each country.

CASE
Yoni

Yoni

WEBSITE	http://yoni.care/
YEAR FOUNDED	2013
COUNTRY	The Netherlands
TYPE OF ORGANIZATION	Revenue-generating private sector / NGO innovation
SOCIAL TREND(S)	Health & Well-Being, Ethics
SECTOR	Consumer Goods, Health & Well-Being
SCALING STRATEGY	Capacity Building

MISSION AND VISION

Yoni believes every woman should have the choice for healthier tampons, pads and panty liners. Yoni tampons, pads and panty liners are made from organic cotton. Healthier and environmentally friendlier than their synthetic counterparts. Products do not contain plastics or other synthetics, no chlorine bleach and no traces of pesticides. In addition, they are biodegradable and hence environmentally friendlier.

DESCRIPTION OF SCALING PROCESS

Yoni started to sell its products in 2014 to a couple of small retailers, after which it quickly signed its first distribution collaboration with Dutch eco-chain Marqt in 2015. In fall 2015 they increased their production capacity and hit the shelves of Dutch mainstream drugstore chain Etos. Yoni has succeeded in getting a top-shelf spot in Etos, as such targeting a larger and more mainstream audience in the Netherlands. In 2016 Yoni expects to increase its revenue by almost four times its current figures. The founders are exploring sales opportunities in the UK, Germany and China to start selling in those countries in 2016.

Useful Resources

To find out more about scaling readiness, please visit our online database with useful resources. A sample of these is listed here below:

- **A practical guide to measuring and managing impact:** a report by EVPA
- **Impact measurement in practice : in-depth case studies:** a report by EVPA
- Social Value UK: national network for anyone interested in social value and social impact. Check their **tools and resources** to help with measuring, managing and accounting for your social value
- **Measuring Your Social Impact:** an article by the Impact Hub
- **Standards of Evidence: an approach that balances the need for evidence with innovation:** a report by Nesta
- **Impact measurement in impact investing learning from practice:** a report by Nesta
- **Proposed Approaches to Social Impact Measurement:** a report by GECES Sub-group on Impact Measurement (EN)
- **Approches proposées pour la mesure de l'impact social:** a report by GECES Sub-group on Impact Measurement (FR)
- **The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance:** article by Alnoor Ebrahim & V. Kasturi Rangan, Harvard Business School

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