

# Social Innovation Toolkit 2018

European  
Social Innovation  
Competition



With the support of the



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Commission

# Colophon

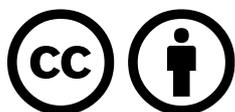
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The European  
Social Innovation  
Competition:  
building a  
movement of  
changemakers

**How can we create more economic, social and environmental value in our communities? Over the last few years, the European Social Innovation Competition has mobilised thousands of Europeans to tackle that question. Whether the issue is how to make digitalisation inclusive, providing refugees with opportunities to take part in society or using place-based approaches for empowering young people in a changing economy: social innovation is about coming up with new responses to such societal needs and problems. This toolkit aims to support social innovators all across Europe to develop their ideas, by using the steps of the innovation spiral. Each step is presented with a set of tools and sources that you can use to transform your idea into a viable and effective initiative.**

Social innovation is not a new phenomenon, but it has grown in prominence over the last decade both as a term and as an important driver of social change. There is no universal definition of 'social innovation', but one that is both elegantly simple and widely-used is 'ideas that are social in their ends and in their means' (see [Nesta 2010](#)). Ideas may vary to be products, services, processes or organisational models. Social innovation concerns the process of developing and deploying new effective solutions to challenging and often systemic social and environmental issues.

The European Social Innovation Competition seeks social innovation ideas that are social in both their ends and their means. Each year, the European Social Innovation Competition raises awareness of a different challenge facing European society and aims to unearth potentially game-changing ideas from all corners of Europe. The competition was established in memory of Diogo Vasconcelos, a visionary Portuguese leader who focused on fostering innovation to address some of the great societal challenges of our time. This competition will continue his legacy by inspiring more and more Europeans to become social innovators, making improvements to their communities and societies.

# Developing Social Innovation in Europe: a toolkit

This toolkit is meant to encourage innovators to step forward and build their capacity to deliver ground-breaking solutions. For this toolkit, we draw on the concept of the innovation spiral (see Figure 1). We do not consider the phases of the innovation spiral to be linear however, and you will experience loops back, detours and jumps.

While acknowledging that innovation is messy, unpredictable and risky, the Toolkit takes innovators through a journey through problem definition and ideation all the way through to scaling. The toolkit covers the essential building blocks of building a social venture, structured according to the spiral, covering issues such as framing a problem, prototyping, revenue generation, stakeholder engagement and communications, sustainability and impact measurement. The toolkit is based on existing resources, and gratefully builds upon the expertise and input of coaches and workshop leaders that we have collaborated with for the Competition over the years.

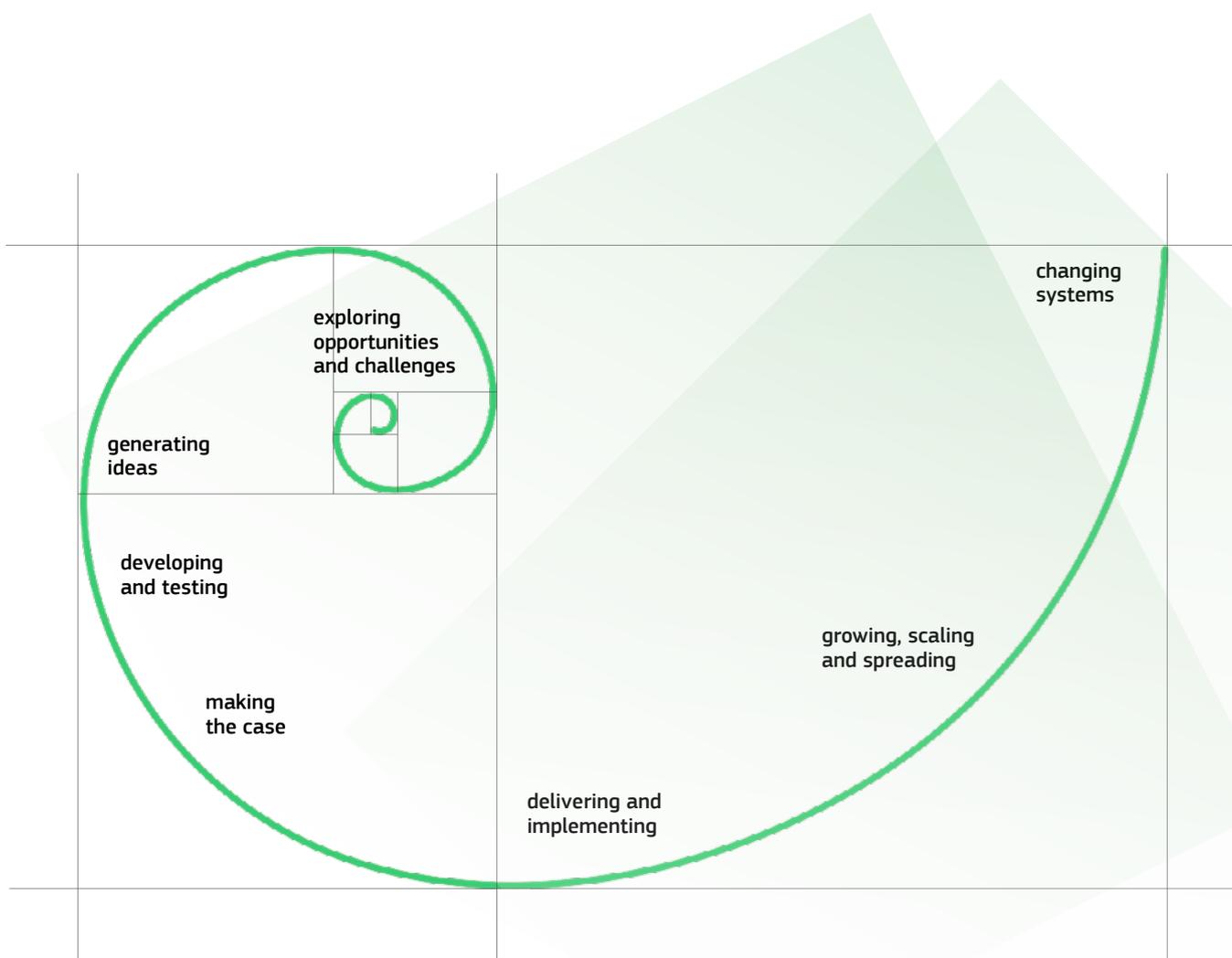


Figure 1. The Social Innovation Spiral. Source: p. 11 [The Open Book of Social Innovation](#), Nesta 2010 CC BY-NC-SA

In The Open Book of Social Innovation (2010) Nesta identified seven stages of innovation, which we build upon for this toolkit (CC BY-NC-SA):

### **1. Exploring opportunities and challenges**

This stage concerns assessing the reasons innovation might be necessary, such as a crisis, public spending cuts, or poor performance of services. When exploring opportunities, it is key to use a systemic lense to analyse the social problem you want to address. Are you considering the whole issue including its root causes, or are you just looking at the tip of the iceberg?

Read [chapter one](#) to: Analyse the issue you want to tackle, and understanding what root causes you want to address rather than just tending to its symptoms.

### **2. Generating ideas**

This is the stage of idea generation. Sometimes an idea spontaneously pops up out of nowhere, but there are also many prompts or design and creativity methods that you can use to increase the number of options to choose from.

Read [chapter two](#) to: Find tools for developing new ideas and selecting the idea you want to continue with.

### **3. Developing and testing**

This is where your idea gets tested in practice. This can be happen through trying things out, or through more structured pilots, prototypes and randomised controlled trials. It is through iteration, and trial and error, that new partnerships gather strength (for example, linking users to professionals) and conflicts are resolved (including battles with entrenched interests).

Read [chapter three](#) to: Develop your Theory-of-Change model, find tools to structurally prototype your service or product, and to emphasise and engage with your target group and stakeholders.

### **4. Making the case**

Once you have tested and developed your ideas and assumptions, you can start to make your case: What makes your initiative worthwhile? In this chapter, we lay out the essentials of impact orientation and collecting evidence to support your impact claim. This stage also includes thinking about how to finance your venture and assessing the partnerships you need to achieve your envisioned change.

Read [chapter four](#) to: Analyse your financial sustainability, start measuring your impact, and find out what partners you need to get on board.

## **5. Delivering and implementing**

In stage five, your idea becomes an everyday practice, and you build up your user base and circle of influence. This involves sharpening ideas concerning team organisation and communicating about your initiative.

Read [chapter five](#) to: Learn about how to grow your organisation in terms of team composition, and find tools to develop a communication strategy.

## **6. Growing, scaling and spreading**

There is a range of strategies for growing and spreading an innovation – from organisational growth, through licensing and franchising to federations or sharing your service through open source.

Read [chapter six](#) to: Find support for what strategies to consider when planning to grow and spread your initiative.

## **7. Changing systems**

Systemic change concerns the interaction of many elements: Social movements, business models, laws and regulations, data and infrastructures, and entirely new ways of thinking and doing. It generally involves new frameworks or architectures made up of many smaller innovations. Individual pioneers may sidestep barriers of the old system, but the extent to which they can grow will often depend on the creation of new conditions to make the innovations economically viable.

Read [chapter seven](#) to: Learn about how to identify systems and the conditions needed for your innovation to succeed in achieving long-term societal impact.

This toolkit will be updated regularly to respond to the needs and feedback of innovators using it as a guide. We are curious to hear your ideas and input at:

[info@socialinnovationprize.eu](mailto:info@socialinnovationprize.eu)

## **The European Social Innovation Competition team**

*Nesta, Kennisland, Scholz & Friends, Ashoka Spain & European Network of Living Labs (ENoLL), in collaboration with the European Commission.*

# 1

Exploring  
opportunities  
and challenges

Ideas for innovation are often sparked by new information or events that expose a social need. Such prompts can mobilise groups of people and trigger action and innovation. Once you recognise a certain problem, it is crucial to understand its root causes. Often, what is in first instance identified as the problem, turns out to be just the tip of the iceberg of underlying causes.

If you want to address a social problem, it is paramount to understand the underlying dynamics. Therefore, the most important task in this stage is identifying the right problem by framing or reframing the question at play – even if you spontaneously came up with a great idea.

It is advisable to firstly look at what research already exists about the problem you are addressing, and how people have developed solutions before you. This allows you to save time and resources on generating and collecting information. Are you actually innovating, or re-inventing the wheel? In Figure 2, the [causes diagram](#) from the DIY toolkit, offers a clear way of separating and prioritising issues related to the topic you are addressing.

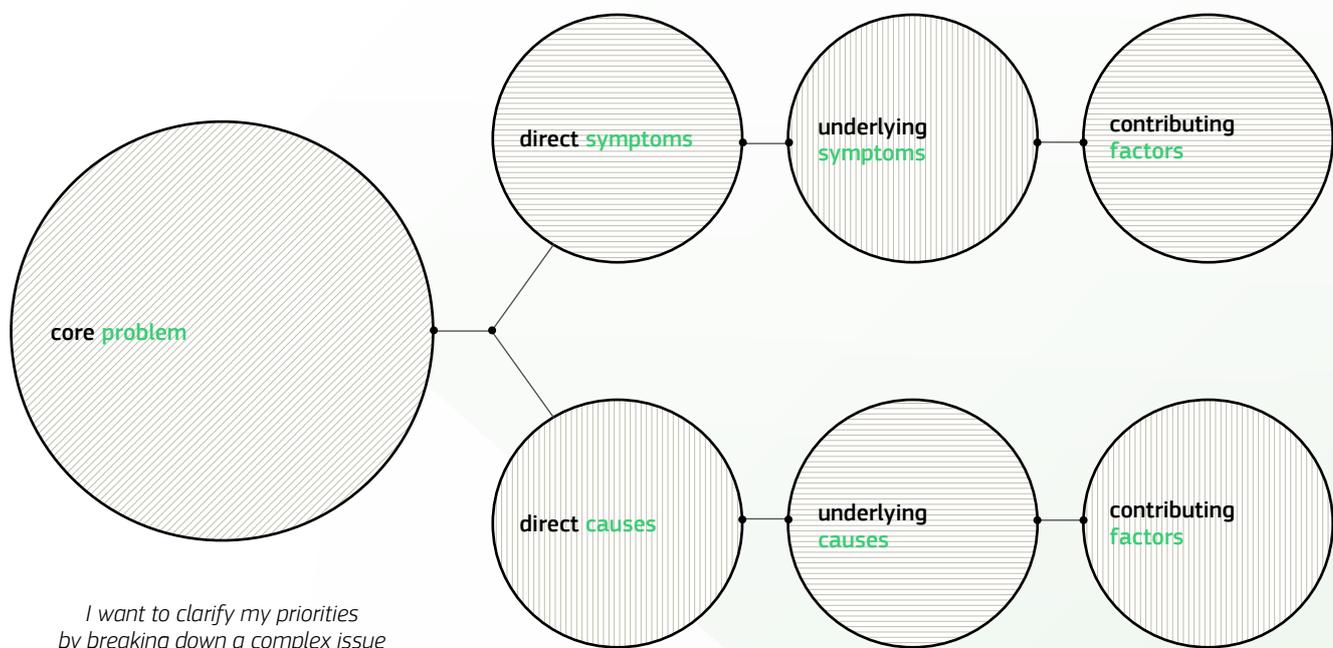


Figure 2: Causes diagram. Source: [DIY Toolkit Problem definition](#) CC BY-NC-SA

## Tools and methods for exploring opportunities and challenges:

- Nesta has mapped out various innovation methods and approaches in their [Landscape of innovation approaches](#).
- For a better understanding of the issue you want to address, you can use the [Using research evidence practice guide](#) and perform a [market research](#) to explore what is already happening in the field.
- [Horizon scanning](#) and [backcasting](#) provide a sense of possible futures and scenarios that could unfold in the field you are focussing on. This method helps you to identify emerging trends which might shape how or what you innovate.
- You can use the [Experience tour](#) to learn first-hand from other initiatives in your field by visiting them.
- The resource [Understand my audiences](#) helps you to understand and engage with the people who are dealing with the issue at stake.
- From the first moment onwards, it is key to generate ideas with potential users to understand their perspective. These tools by IDEO support you in conducting [interviews](#) and [group interviews](#).

## Reframing your question

Reframing your question means to investigate the context in which something is considered a problem. As a simple example, a speeding driver is a problem when it concerns a regular driver, but becomes a necessity when it concerns an ambulance or fire truck on its way to an emergency. Reframing demands you to take a step back and wonder whether you have considered multiple angles to look at your issue.

Reframing a social issue challenges your assumptions: It might turn out that the problem you want to address is actually caused by something unexpected. You need to keep an open mind at this stage as you may need to change direction. Investing time in posing the right questions prevents you from moving on to implementation of solution too quickly, which can lead to limited impact, or even negative impact, of your innovation. At the end of this stage you have explored opportunities and challenges, reframed your question and found the 'right' question or problem for the issue you want to address.

### **Tools and methods for reframing the question:**

- To help open up a problem and define the wider context and associated issues involved, you can use the [problem definition worksheet](#). By approaching the question from different point of views, each angle provides a different perspective and reveals new insights and ideas.
- The [Question Toolkit](#) helps you to ask the right questions. The tools offered here are about asking 'why', and probing critical questions.
- The [Reframing tool](#) by THINK helps you to generate creative approaches for issues you are dealing with in your work.



*Semi-finalists of the European Social Innovation Competition 2017 at work during social innovation academy in Madrid / Victor Luengo / CC BY 4.0*

# 2

## Generating ideas

The second stage of the innovation spiral invites you to use your creativity to generate concrete ideas. Ideas can come from all kinds of places. Sometimes they just pop up into your head, sometimes they are borrowed, and sometimes they can be sourced from a crowd. Existing ideas can be reframed, or new collaborations can help foster fresh ideas. Successful idea generation and selection requires individuals and teams to switch between two modes: Developing new ideas (divergent mode) and selecting the best ideas (convergent mode).

The first – the divergent mode – is about opening up possibilities. This process should be positive and collaborative to reach the best results. Create many new ideas: Many might seem useless, but you may eventually hit upon a great, radical and transformative idea.

The second mode – the convergent mode – concerns evaluating your options and selecting the best ones, so that you can move forward. The challenge lies in identifying what ideas have the most potential, developing them further and then bringing them to life. The Double Diamond design process in Figure 3 helps you to be explicit about the mode you need to be operating in at different stages of your innovation process, and the attitudes and behaviours you need to adopt in each mode.

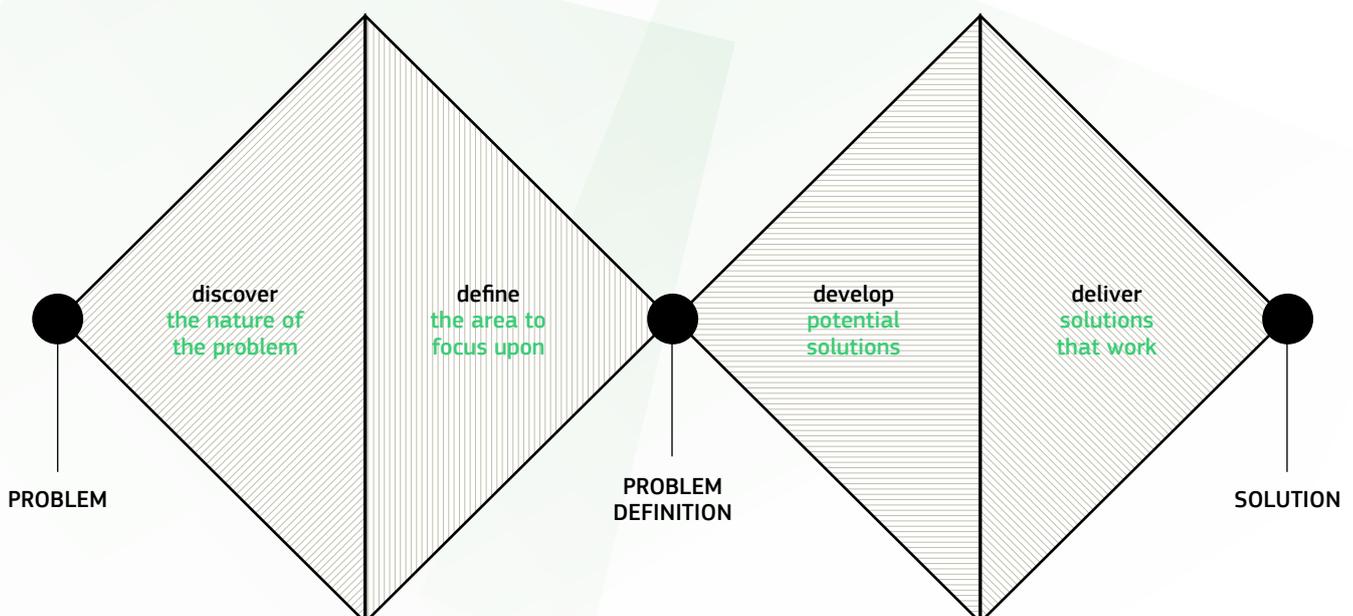


Figure 3. Double Diamond design process (Adapted from Design Council 2015) Source: [Nesta Playbook for Innovation](#), p. 68 CC BY-NC-SA

### **Methods and tools to develop new ideas:**

- With a little help of your friends: Organise an [Unconference or Open Space Conference](#). You can organise a bottom-up gathering where all participants can claim time and space to initiate a discussion on a topic or idea. Another method for enabling conversations completely driven by participants and topics that are relevant and important to them, is the [World Café method](#).
- The [Creative Workshop](#) method allows you to share experiences and expertise, and to come up with new solutions or ideas.
- The [Fast idea generator](#) worksheet is designed to challenge your thinking with regards to your initial concept, by applying different scenarios to it.
- The tool [Six thinking hats](#) supports group discussions by allowing participants to separate their thinking into six different roles.
- To quickly come up with new ideas and build on each other's ideas you can use the [Idea speed dating method](#).

### **Methods and tools to select the best ideas:**

- The [Idea and concept development](#) approach helps groups to work creatively and collaboratively and includes steps for idea selection and development.
- Read this article: [How to Select the Best Idea by the end of an Ideation Session](#) for some guidance on how to pick the best ideas.
- You can also cluster your ideas based on relevance, feasibility and potential impact, and use the following questions to select the best ideas:
  - What is new and innovative about your idea?
  - What other related initiatives are happening in your country and in other EU countries?
  - Where have you taken inspiration from, and how does your idea differ?
  - Can your idea exist alongside other products or services?
  - Are there any potential intellectual property issues?

# 3

## Developing and testing

Once you have applied divergent and convergent thinking and have determined innovative ideas worth pursuing, it is time to develop and test these ideas (the second half of the Double Diamond in Figure 3). It is through iteration, trial and error, that initiatives are strengthened and potential conflicts are resolved.

Essentially, this stage focuses on outlining how your idea is going to affect the desired social impact, identify what conditions are required, as well as what assumptions you have to test with your stakeholders. The theory of change can be a tool to help you do this but you may also pick a different tool. A theory of change is usually preferred by charities and NGOs, so you might find that you prefer a different model for your initiative.

Importantly, you need to develop a strategy to demonstrate how your initiative impacts your beneficiaries by defining ultimate goals, outcomes, assumptions and activities. This allows you to structurally test the first version of your service or product, your prototype, and discover possible underlying assumptions. Simultaneously, this makes for a good starting point to engage with your stakeholders, and familiarise yourself with measuring and presenting your impact. The better you understand the field in which you operate, the more realistic and effective your initiative will be. In other words: Get out in the field!

## Theory of Change

In [Guidance for Developing a Theory of Change for Your Programme](#), a Theory of Change (ToC) is defined as “a diagram that explains how a programme has an impact on its beneficiaries. It outlines all the things that a programme does for its beneficiaries, the ultimate impact that it aims to have on them, and all the separate outcomes that lead or contribute to that impact.” A ToC outlines the logic behind your activities and the impact you want them to have.

A Theory of Change is a live tool that should be adjusted and added to during implementation. As you go, the assumptions and your evidence base will change. The ToC provides the core for your impact framework: These are the points that you should collect evidence for. A ToC does not refer to the scale, growth plan or operational details of the organisation itself.

In this stage, instead of using a ToC as a clear project plan, you can use the following table in Figure 4 based on the collected information in the first stage and the remaining ideas after the convergent thinking mode. Consult Nesta's [webpage](#), the [DIY Toolkit module](#) or this [NPC publication](#) on how a ToC can be useful for your organisation and for further guidance for developing your Theory of Change.

activities	assumptions	outcomes	impact
5. what activities will you carry out to achieve your outcomes and impact goal?	<b>innovation impact</b>		1. what is your ultimate impact goal?
	2b. what assumptions will you test?	2a. what new innovation do you aim to create?  outcome 1: ..... outcome 2: ..... outcome 3: .....	
	<b>innovation capabilities</b>		
	3b. what assumptions will you test?	3a. what capabilities and skills do you aim to stimulate?  outcome 1: ..... outcome 2: ..... outcome 3: .....	
	<b>innovation ecosystem</b>		
	4b. what assumptions will you test?	4a. what influence do you aim to have on the wider ecosystem?  outcome 1: ..... outcome 2: ..... outcome 3: .....	

Figure 4. Log frame from the European Social Innovation Competition Development Plan. CC BY-NC-SA

# Prototyping with users

Prototyping can be done without having a ToC, seeing as it is about testing your ideas for a potential product or service. The innovation spiral implies that you learn and test assumptions throughout the design processes, so that you stay as close to the needs of the users as possible. Prototyping allows you learn fast and cheaply before investing a large amount of resources, as is demonstrated in Figure 5.

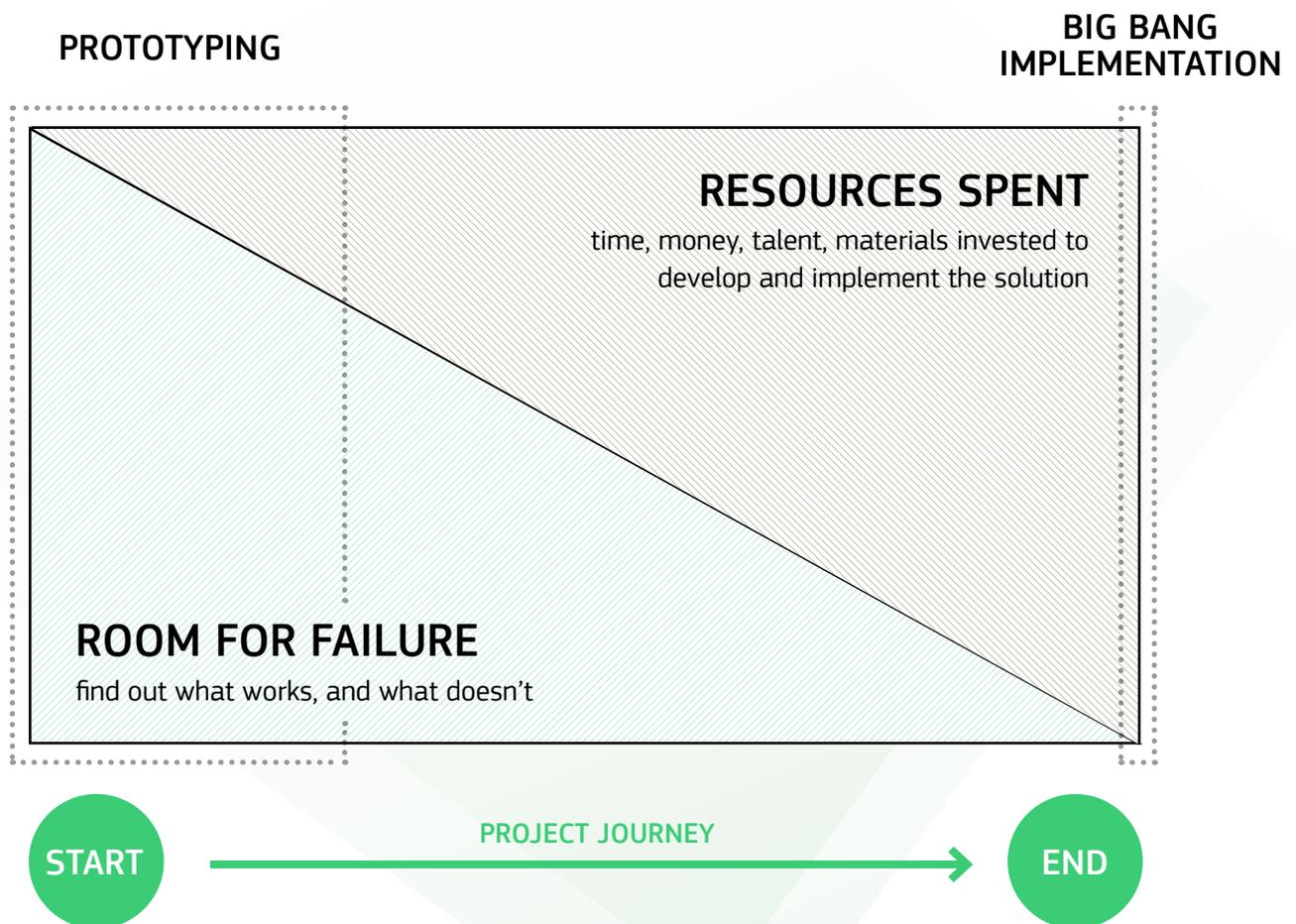


Figure 5. Prototyping vs big bang implementation. Source: [Nesta Playbook for Innovation Learning](#), p. 72 CC BY-NC-SA

By working with prototypes, you make early ideas real and then test, reject, and remake them to find out what works. You can only learn from experimentation if you work with your (potential) users. Building quick and cheap prototypes helps you test your idea and understand your target group.

### **Tools and methods for developing and testing:**

- The free online [Acumen's Human-Centred Design course](#) guides you through the four steps of the human-centered design process and supports you in building an interview guide and prototype your service or product with users.
- The IDEO method on '[Determining what to prototype](#)' helps you to decide on how to isolate and test parts of your idea.
- Need a guide for prototyping new ideas? Check out Nesta's [Prototyping Framework](#) and the [Prototype testing plan worksheet](#).
- Identifying strengths, weaknesses, opportunities, and threats through a [SWOT analysis](#) helps you to review how you might improve your aspired impact.
- The [Learning Loop](#) helps you evaluate the process of prototyping and define how the work you do now informs what you do next. The tool [Integrate Feedback and Iterate](#) can also be helpful in this respect.
- Use the [Blueprinting tool](#) for crafting a detailed overview of your operations and resources, which helps you break down your work into smaller details. The [Start-a-project approach](#) can help to keep an open mind and ask questions to explore new ways of thinking once you know what project you want to initiate. It includes a tool for evidence planning and making an innovation flowchart.

### **Tools and methods for identifying and engaging with stakeholders:**

- [Personas](#) and [journey mapping](#) can help you empathise with the people you will be working with. A [Role Play](#) within your team can also be helpful to test your service or product.
- Stakeholder mapping is a key method for identifying stakeholders, defining their concerns and issues and assess their level of commitment and resistance. The [People and connections map](#) is a useful tool that helps you visualise who is involved and who you are trying to reach.
- The [Empathy Map](#) can help you empathise with users and different stakeholder groups and gain insights about their needs.

## Seeing what happens is a strategy that leads nowhere

Matthew Neary is co-founder of Saga, a start-up working to build a new, peer-to-peer educational model. In 2017 Saga was one of the winners of the European Social Innovation Competition. Here, Matthew reflects on their prototyping and developing process:

“

*The hardest mistake to avoid in prototyping is also the simplest to understand – to make sure every version or iteration of the prototype is designed to test something specific. Prototyping is just running a series of iterative experiments, and experiments only work if you have a clear framework for testing, and you change one variable at a time.*

*We struggled to adhere to this: When you create something you think is awesome it's tempting to try and get it in front of people and 'see what happens'. But seeing what happens is a strategy that leads nowhere – whether your prototype is successful or not, there are too many variables at play so you don't know which are responsible for your success or failure.*

”

# 4

## Making the case

Once you have taken a deep dive into the issue that you are addressing, and figured out how your social innovation can have an impact on the problem at hand, it is time for a next step: Making the case. From all the great ideas that develop, only a handful of them will make it into successful innovations. Therefore, it is important to consciously position yourself: What makes your initiative worthwhile? And how will you make sure you can turn it into a sustainable venture in order to reach your impact goal? Who will you partner with to ensure this? How can you use impact measurement to improve your results?

At the end of this stage you have a first idea of how your initiative could be financially sustainable, assessed your partnerships, and collected the first evidence for measuring your social impact.

## Financial sustainability model

A model for financial sustainability, generally referred to as a business model, addresses your entire operations from your customers/users to the financing and generating revenue for your organisation. This includes anticipating what expenses you will incur (think of your own living costs, salaries of your employees, rent or production costs) and profits you might make by delivering your product or service. Not only do you have to consider your current needs, but you can also anticipate on possible future scaling ambitions to increase your impact (more on that in chapter 6). It is therefore crucial to think thoroughly about how you choose to structure your business model, or financial sustainability.

*I want to develop a clear plan on how to grow my idea into something bigger*

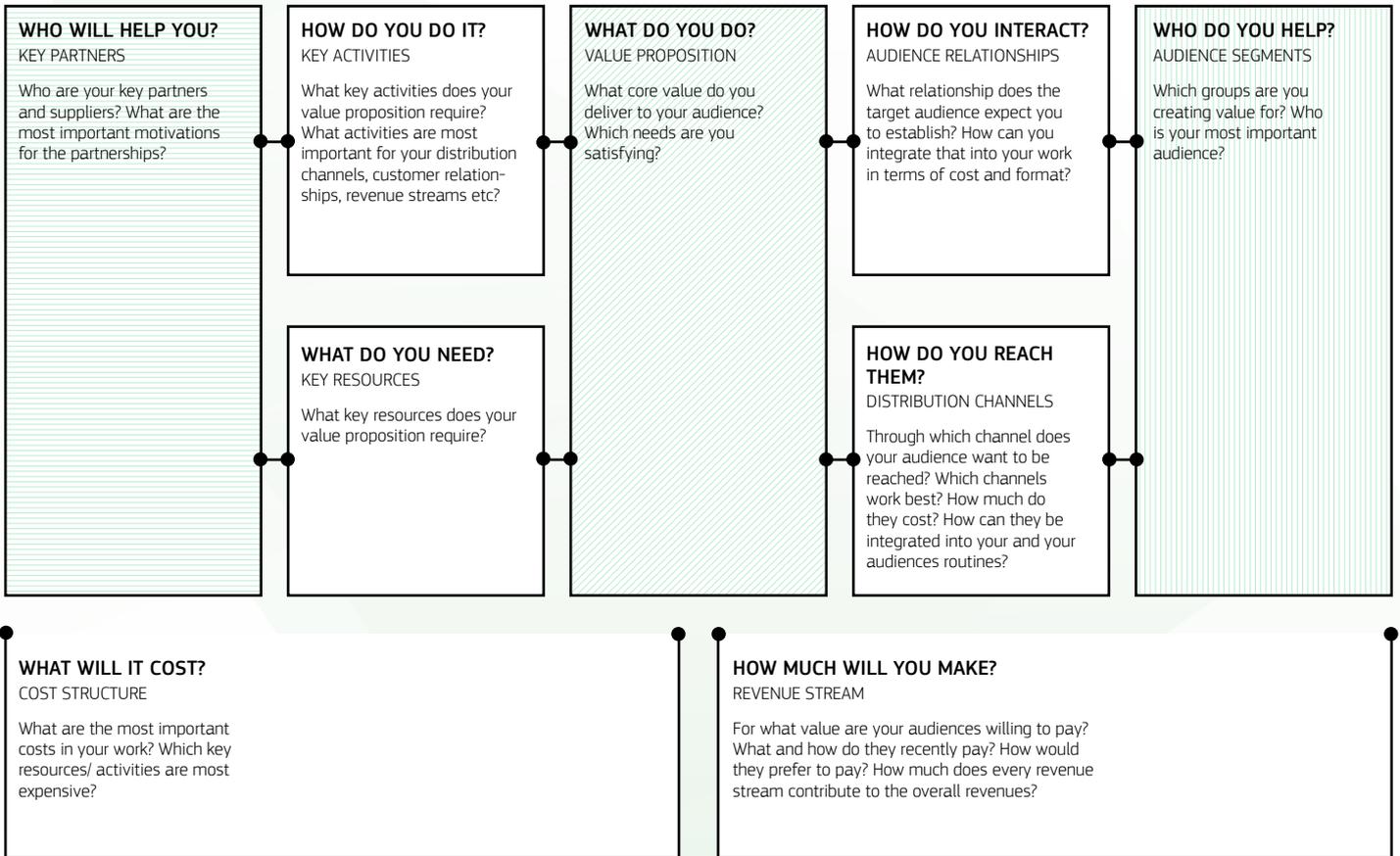


Figure 6. Business Model Canvas. Source: DIY toolkit CC BY-NC-SA

## **Tools and methods to analyse your financial sustainability:**

- The article [What is a business model?](#) published on Harvard Business Review provides an extensive list with different business models you can consider.
- Check out the classic [business model canvas](#), [mission model canvas](#), or opt for a free [two-hour learning module](#). This canvas helps you get an overview of your value proposition and the financing structure that supports it. Make sure you complete the whole canvas and include your proposed revenue streams.
- The [Social business plan](#) offers a comprehensive format to structure your social business plan from the DIY toolkit.
- If you haven't already, make sure to perform a [market analysis](#) to provide a clear overview of the need of your product or service, the potential size of your user base and other parties that might be working towards a similar goal.

Once you have decided on the structure of your business model, you can work on a strategy on how you will raise money for your innovation. There are many ways to fund your idea. Will you make use of cash donations, and/or donations in kind? Are you interested in project grant funding from sources like local and national government, European institutions, or Corporate Social Responsibility departments? A helpful starting point can be to identify leads and resources within the network of your team, family and friends. Make a list of all the people who could provide you with start-up funding and prioritise them.

Finding investors, for instance through crowdfunding platforms or through Angel investors or venture capital, can also be part of your strategy. Crowdfunding refers to funding a project by raising money from a large group of people, who each contribute a relatively small amount of money. A big advantage of this strategy is that it simultaneously functions as a way to build a community and gain popular support for your initiative.

A particularly interesting type of venture capital for social innovation is impact investing. The [Global Impact Investing Network](#) (GIIN) defines impact investments as “Investments made into companies, organizations, and funds with the intention to generate social and environmental impact alongside a financial return.” This usually means that the conditions for receiving return on investment are slightly different from conventional investment agreements. For instance, many impact investors help draw out an impact plan alongside the business plan.

### **Tools and methods for fundraising:**

- The How-to guide: funding your social enterprise with and without money by the Guardian addresses key aspects of funding a social enterprise. Check out the website of [\\*tbd](#) for Europe-wide funding opportunities and practical advice.
- Learn about impact investing on the website of FA:SE or Nesta Investments, or refer to the website of the European Venture Philanthropy Association to learn about the opportunities for impact investing in your country.
- Nesta Investments provides five tips for start-ups looking to work with impact investors.
- For more information about crowdfunding, have a look at the website of Oneplanet-crowd or refer to this overview of directories.
- In Matching the crowd, Nesta addresses how crowdfunding can be combined with institutional funding to get great ideas off the ground.

## Assessing your partnerships

Who do you want to partner with and what will you offer them? How do you go about creating long-term partnerships with companies, authorities, municipalities and other organisations? Based on your specific project or venture, the best way to approach partners can differ. Again, making an overview of people who are already in your network is a good starting point.

### **Tools and methods to assess your partnerships:**

- The [Building partnerships map](#) is a tool that can be used to facilitate the creation and development of a partnership.
- This [Partnering toolkit](#) uses experience of people who have pioneered innovative partnerships to identify key elements of effective partnerships.

## Measuring social impact and collecting evidence

In stage three, Developing and Testing, you have collected information to develop your product or service through prototyping, and perhaps also described how you intend to achieve social impact based on your Theory of Change. Analysing the results generated by your innovation helps your project to test the assumptions on which you designed your approach and improve in order to work towards achieving your desired impact. It is key

to collect evidence to make sure that your intervention is having the intended positive outcome on its users. Besides, it can help you to convince funders that their investment is effective and provide you with proof and stories that will help you to reach out to new funders.

Rather than evaluating your impact at one point in time, for example annually, embedding ongoing data collection for social impact measurement into your operation processes can be more efficient and gives a much more timely picture of your impact and validate your assumptions.

It is thereby important to determine your methods of data collection, and to draw up the limits of what you can and want to know. Methods of data collection can include surveys, interviews, observations and using existing data and statistics. How can you combine qualitative and quantitative data to get a rich picture of the effects of your work? Also be mindful of issues such as language barriers or power structures within groups when conducting this research.

#### **Tools and methods to measure your impact:**

- [Social Impact Navigator](#). This useful guidebook by Phineo helps you to integrate impact orientation into the process of innovation, with step-by-step explanations and practical examples. They guide you through Part I, planning results, through Part II, analysing results, to eventually Part III, improving your results.
- The [Practical guide to measuring and managing impact](#) by Avance and the European Philanthropy Association is a great resource that supports you from identifying your objectives to monitoring your progress.
- A [checklist](#) by Nesta for social innovators looking to demonstrate their impact, improve their work, and build a learning culture.
- [Setting our sights: A strategy for maximising social impact](#), as well as the [standards of evidence](#) by Nesta can be useful to demonstrate how to make your case to an impact-focussed funder.
- This [report](#) by the Global Impact Investing Network provides insights into why impact investors measure their impact and how they do so. Social businesses usually progress on developing higher standards of evidence as their products gain traction with customers. Read more about Nesta's approach in this document [Standards of Evidence for Impact Investing](#).
- Have a look at these resources to learn more about ways to collect your data, for instance through [surveys](#), [interviews](#) or [observations](#).

# 5

## Delivering and implementing

Implementation is the process of moving an idea from concept to reality. Your focus will shift from developing your idea to planning and managing its sustainable implementation. In this stage, you need to think very practically: What do you need in terms of skills, people, buildings, physical resources and support from other organisations to sustain on the long term? To prevent yourself from becoming overwhelmed with the tasks at hand, you can use the [critical tasks list](#) to prioritise what needs to happen first.

It can be helpful to consider your initiative through the lens of your most skeptical customers and (potential) funders: What are they looking for? What delivers value for them? Is your product or service viable? This is the moment to think about the best ways to communicate about it.

At the end of this stage, you will have a strategy for your marketing and communications and acted upon funding options.

## Organisational structure

What organisational structure do you need in order to deliver the service or product that you want to implement? In case you are not part of an organisation already, it is crucial to decide on what legal entity best suits your initiative? Is it a charity, limited company, or something else? Research the kind of decision-making you want to have in your organisation and the different kinds of entities available your country. For instance, the [B-corps](#) status might be offered in your country. In the UK, many social enterprises choose the entity of a [Community Interest Company](#) (CIC). From a cooperative to a foundation or limited company, different structures fit different ambitions, and different entities are available in different countries.

## Team development

The composition of the team is one of the crucial success factors for generating and developing innovative ideas. The most important prerequisite: The people in the team must match well, have a common objective and the responsibilities are clearly distributed among the team members. First, you need to define the roles that need to be fulfilled:

You need someone to set things up, someone to do the accounting, marketing and sales, someone to set up systems, and perhaps someone to train staff and volunteers. Second, it is a matter of finding the right people to match the skills you are looking for.

Issues such as volunteer management and leadership development can also be relevant in this respect. Many social innovation initiatives rely heavily on volunteers. How do you manage volunteers in a way that is motivating for them? How can sustainable and reciprocal relationships be fostered? And what kind of leadership is needed to mobilise and motivate people in your organisation and the community surrounding it?

### **Tools and methods for team development:**

- The [competency framework](#) Nesta developed for public servant teams can provide a framework for identifying the key skills, qualities and attitudes your team needs.
- The famous CEO Ricardo Semler upholds a radical form of organisational democracy in his company. Curious to hear how he does it? Watch [How to run a company with \(almost\) no rules](#).
- Roselinde Torres discusses the three simple questions that leaders in organisations need to ask themselves to thrive in the future, based on 25 years of observation in [‘What it takes to be a good leader’](#).
- Learn about team building from Tom Wujec in this TED Talk [‘Build a Tower, Build a Team’](#).

## Marketing and communications

How do you make the case for change? How can you be convincing? How do you engage others in your innovations? How can you ensure people pay for your service or product? Communications play a crucial role in ensuring that your innovation convinces others of its value. Therefore, it is important to explore how you can create messages that explain your mission as an impact-led organisation to your community, to the press, on social media, and through using communication tools like photography and film.

Before you lose yourself in the different media outlets you want to use, it is important to have your core value proposition ready. Practice a one-minute pitch in which you convey your message to others, make sure to ask feedback from a wide range of actors. Once you have this strong base, you can use this for the rest of your communication strategy in your press work, social media, interviews and storytelling.

### Tools and methods for communications:

- The [Marketing Mix](#) from the DIY toolkit helps you to get buy-in from important stakeholders for your initiative or project.
- Albeit focussed on corporate ventures this blog on [Pitch Creation 101](#) provides useful advice to prepare your pitch deck.
- Non-verbal communication is key when pitching your idea. Watch [Your body language may shape who you are](#) by Amy Cuddy.
- To convey a your idea, you need to have a strong message concerning the 'why'. This TED Talk by Simon Sinek called '[How great leaders inspire action](#)' might help.
- For your social media strategy, be sure to have a look at [How To Create A Social Media Strategy \(With 3 Steps And A Template\)](#) from the CoSchedule Blog.



*Semi-finalists at work with their coach during European Social Innovation Competition 2017 / Victor Luengo / CC BY 4.0*

# 6

Growing, scaling  
and spreading

Growing, scaling and spreading concern increasing your innovation's impact to address the need you want to address. This means you will widen your reach to a significant proportion of people in the target group, or society overall. There are different ways to grow your influence and achieve impact. By the end of this stage you have decided if you are ready to scale, and if so, what could be the best strategy for you to do so. For instance, by engaging in new partnerships, spreading your method or opting for a social franchise of your concept.

The following excerpt comes from the publication [Making it Big - Scaling Social innovations](#) (2014, CC BY-NC-SA):

*The prize for scaling up is potentially huge. Have a bigger impact on social problems or needs – perhaps even solve those problems. (...) Yet scaling is not appropriate in every case. Nesta's report [In and Out of Sync](#) identified that scalable social innovations tend to be ones that:*

- *Are relevant beyond their initial context;*
- *Are relatively simple;*
- *Are clearly better than the alternatives;*
- *Do not rely solely on the talents of specific individuals.*

*Cost is also important. Scalable innovations need to provide value for money in relation to existing solutions. Ideas may appear ready to scale, but detailed analysis of cost compared with competitors from the buyer's point of view shows that they are too expensive. The world is unfortunately full of 'gold plated pilots' – projects that work well in a few places but are simply too expensive ever to spread.*

Scaling in a traditional sense costs a lot of money and effort. Meanwhile, you don't want scaling to become an end in itself, offering a service or product that does not respond to the social issue you are addressing. It is crucial to critically consider whether scaling is a fit for you, professionally as well as personally, and if so, what creative ways you could use to do so.

# Scaling

How do you effectively scale your idea when you don't have a ton of resources? Which strategic partnerships do you need to create to get your ideas off the ground? The methods and frameworks below can support you in discovering the answers to these questions.

## Tools and methods for scaling:

- The [Scaling plan](#) by Nesta: Exploring different ways to scale your innovation.
- The [PATRI Framework for Scaling Social Impact](#) by Rizwan Tayabali for Ashoka Globalizer.
- [Knowledge and learning for social projects aiming to grow or scale](#): A checklist for social innovators looking to demonstrate their impact, improve their work, and build a learning culture.
- [Making It Big: Strategies for scaling social innovations](#) or [What does it take to go big? Insights on scaling social innovation](#) by Nesta.
- [Financing options for Scaling](#) by Mark Cheung for Ashoka Globalizer.
- [Scaling Together](#): A publication by Nesta on overcoming barriers in corporate/start-up collaborations.

# Spreading

It could also be possible that growing might not be the best option for you. Uwe Lübbermann of [Premium Cola](#), who was involved with the European Social Innovation Competition in 2015, argues that (social) innovators and social entrepreneurs should deliberately slow down the funding process, to find time for solutions by consensus democracy. Premium Cola deliberately limits their area of delivery, time pressure, contracts, speed of growth, and size of their company. In order to still spread their ideas, core ideas are decoupled from the company by making them available as open source, and by collaborating with strategic partners. Below you can find some sources to read more about this approach.

## Tools and methods for spreading:

- [Spreading Social Innovations – A case study report](#) by the Young Foundation.
- [4 successful open source business models to consider](#) by Daniel Rubenstein.

# 7

## Changing systems

In the innovation spiral, changing systems is an outlier: It is not a stage that evidently follows from the previous six steps. Creating space for something new is the most difficult part of implementing innovation. It involves a clear analysis of the system you are operating in and your role therein, as well as those of others. Smart partnerships, lobbying, patience, and sometimes using technology are crucial if you have the ambition to change big or small systems.

How could the role of the government change in order to improve the care system, or the issue of loneliness among elderly in a certain district? What legislation or funding structures need to be adjusted? What is the role of (social) companies in the new constellation of parties in a system? Is there a role that universities can play? Or perhaps civil society organisations? Most importantly, value change is eventually needed among users and consumers? Changing systems involves a rethinking of role of the full stack of parties involved.

At the European Social Innovation Competition we aim to find links between big issues and the smaller actions that Europeans can initiate as social innovators. It also offers an opportunity for collaborations across Europe to join forces for addressing systems that need to be changed.

#### **Literature on changing systems:**

- [‘Systems Change—Big or Small?’](#) by Odin Mühlenbein, who works at Ashoka Globalizer. Systems change can sound intimidating. In this piece in the Stanford Social Innovation Review, Odin Mühlenbein addresses the scale of systems.
- [Transformative social innovation](#) by the TRANSIT project. In this research project a theory on ‘Transformative Social Innovation’ was developed. They researched changes in social relations, involving the challenging, altering and/or replacing of dominant institutions and structures.
- [The Necessity of a Boring Revolution](#) by Indy Johar, architect, co-founder of 00 ([project00.cc](#)) and Senior Innovation Associate with the Young Foundation. In this article, Indy Johar provides a framework for institutional innovation for systemic change.
- [Doughnut Economy: Seven way to think like a 21st century economist](#) by Kate Raworth, Senior Visiting Research Associate at the Environmental Change Institute (ECI), University of Oxford. Kate Raworth presents new ways of framing and understanding our present-day economy, and offers alternative directions for designing our

global economic system.

- [We change the world: What can we learn from global social movements for health?](#) by Nesta. This report addresses hands-on ways to grow social movements based on the experience of 40 social movement leaders.



*A semi-finalist at work with his coach during the social innovation academy 2017 in Madrid / Victor Luengo / CC BY 4.0*

# On the partner organisations

### **European Commission - The Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs of the European Commission (DG GROW)**

[DG GROW](#) is based in Brussels and employs approximately 1100 staff working under the political leadership of Commissioner Elżbieta Bieńkowska. The Commissioner is also the SME Envoy ensuring that all EU policies respect the ‘think-small-first’ principle. DG GROW manages the internal market for goods and services, supervises strategic economic sectors including space, supports the transformation of industry and promotes new sources of growth, including trends such as the collaborative economy or social innovation.

### **Nesta**

[Nesta](#) is the UK’s charity for innovation. Nesta was set up to help turn great ideas into successful innovations that change lives for the better. Over the past 16 years, Nesta has backed hundreds of creative individuals and dozens of new enterprises, charities and projects of all kinds, from inventors of new materials to makers of video games, and providers of childcare to communities finding solutions to climate change.

Nesta’s Centre for Challenge Prizes (CCP) is an internationally renowned centre for expertise in the design and development of inducement prizes and competition for societal impact. Nesta is the consortium lead for the European Social Innovation Competition.

### **Kennisland (KL)**

Kennisland’s mission is to make society smarter and to empower people to learn and to renew themselves continuously. [Kennisland](#) develops solutions to the questions that arise during the transition to a knowledge-driven society, and is part of the vanguard of that process. We learn how this must be done by developing interventions, both on a commission basis and on our own initiative.

Kennisland has a strong track record of developing and running innovative learning programmes and is responsible for organising and managing the Academy of the European Social Innovation Competition.

### **Scholz & Friends**

[Scholz & Friends](#) is one of the leading agency groups in the German-speaking world and offers all of its communication instruments from a single source, the Orchestra of Ideas. The agency acts as an integral part of WPP’s Government & Public Sector Practice, which aims to help public institutions achieve their missions and reach recognition through effective communications. Scholz & Friends enables the creation, development and implemen-

tation of communication and public relations services for successful, integrated institutional campaigns and establishes the strategic approaches to event communication and organisation all over Europe.

### **ENoLL**

The European Network of Living Labs ([ENoLL](#)) is a global network of open innovation ecosystems (Living Labs) that places people at the centre of product and service development and innovation. The network and its members provide innovation services for small and medium-sized international companies, the public sector, organisations and citizens. ENoLL promotes the development of business and industry and the creation of tax revenue and jobs. ENoLL has recognised nearly 400 living labs from around the world maintained by municipalities, universities, regions and companies acting also as the development and piloting partners.

### **Ashoka**

Ashoka's vision is a world in which every person realises his or her changemaking potential. To achieve this, it works on three different levels of social innovation: Supporting social entrepreneurship, fostering education for change and improving change from within companies. Since 1980, [Ashoka](#) has selected and supported innovative Social Entrepreneurs (Fellows), with the aim of multiplying and accelerating the impact of their projects. Today, Ashoka's network has more than 3,400 Social Entrepreneurs in 90 countries, making it the largest network of social entrepreneurs in the world.



*Semi-finalists during the European Social Innovation Competition 2015 'New ways to grow'.*

*Semi-finalists during the European Social Innovation Competition 2016 'Integrated Futures'.*



*Semi-finalists during the European Social Innovation Competition 2017 'Equality Rebooted'.*

