

Social Innovation Playbook



**REIMAGINE
FASHION**

An initiative of the



European
Social Innovation
Competition 2020

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The European Social Innovation Competition

Building a movement of changemakers

This Playbook for Social Innovation has been created for the 2020 European Social Innovation Competition. Over the last few years, the European Social Innovation Competition has mobilised thousands of Europeans in an effort to create more economic, social and environmental value in our communities. At its core, social innovation is about coming up with new responses to societal needs and problems. This playbook aims to support social innovators, those who are on a quest to create social change, for example by starting up a social venture.

The European Social Innovation Competition promotes ideas that are social in both their ends and their means. Each year, we raise awareness of a different challenge facing European society and aim to unearth potentially game-changing ideas from all corners of the European Union and the countries associated with Horizon 2020. 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 continues his legacy by inspiring more and more Europeans to become social innovators, making improvements to their communities and societies.

You might not have thought of yourself as a social innovator before. Instead, you might see yourself as a fashion pioneer, an innovator, an entrepreneur, a changemaker, or just as someone with an idea or ambition. Social innovation 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 we consider social innovations to be 'new ideas (products, services, and models) that simultaneously meet social needs and create new social relationships or collaborations' (after *The Open Book of Innovation*, Nesta 2010). With this Playbook, our aim is to make you more familiar with social innovation,

and how it can inform, shape and catalyse your journey in tackling social challenges. Ultimately, social innovators like yourselves are the key actors that help change, transform and empower society.

Reimagine Fashion

This year, the European Social Innovation Competition is themed Reimagine Fashion: Changing behaviours for sustainable fashion. As Valeria Valotto of [Progetto Quid](#), Winner of the 2014 edition of the Competition says: “fashion not only transforms us; concealing our flaws, making us feel pretty, sexy or professional. It also transforms, for better or for worse, cities, politics, trade and the world. The potential for transformation is in our hands.”

The fashion industry has immense environmental impact, and is one of the most polluting industries in the world. At the same time, the industry contributes to rising social inequality on a global scale. We need to change the way clothing and textiles are designed, produced, used and disposed of. Reversing the trend of higher sales and a single-use attitude towards fashion will require a concerted effort, prompted by bold and new ideas. As part of its efforts to transform Europe’s economy into a more sustainable one, the European Commission has implemented a number of actions targeting textile, footwear and retail, such as [Green Public Procurement](#) criteria for the textile sector, the development of a [harmonised methodology](#) for the calculation of the environmental footprint of products and organisations, and the [European Circular Economy Stakeholder Platform](#). Successfully tackling the biggest challenges in the fashion industry will require a systemic approach, bold leadership, and extensive collaboration between diverse stakeholders.

The European Social Innovation Competition encourages you to step forward in changing the fashion industry for the better or in working on other social challenges. Whether you’re focusing on changing consumer or business behaviour, stimulating socially inclusive processes throughout the fashion value chain, implementing climate neutral production, reducing fashion’s environmental footprint, creating a business model for reuse, upcycling and sharing, or something entirely different, we hope this Playbook provides you with some of the support you need to turn your idea into a viable venture.

This playbook

This playbook provides you with the opportunity to work on your project's development process. It covers all the topics you need to investigate in order to start a project for social change. The playbook is based on existing resources, and gratefully builds upon the expertise and input of coaches and workshop leaders that we have collaborated with on the Competition over the years. Drawing on the concept of the innovation spiral (Figure 1), each chapter in this playbook is about a particular step in the journey of turning your project into a viable venture. Generally, every chapter provides you with information about a specific topic and exercises that could be helpful in improving your project step-by-step.

Throughout the process, you will likely find that innovation is messy, unpredictable and risky... and that's okay! You probably have already experienced that the journey to become a viable venture is not quite linear. You might experience loops back and forward, detours and jumps. As such, the playbook might not exactly match your development process. We encourage you to use this Playbook in an iterative and circular way; like in your journey, you might want to jump forward or backward, skip steps you already mastered, or revisit past exercises. Writing down your thoughts, ideas or questions will help you gain insight into your development process and identify next steps to achieve your goal.

Enjoy the journey!



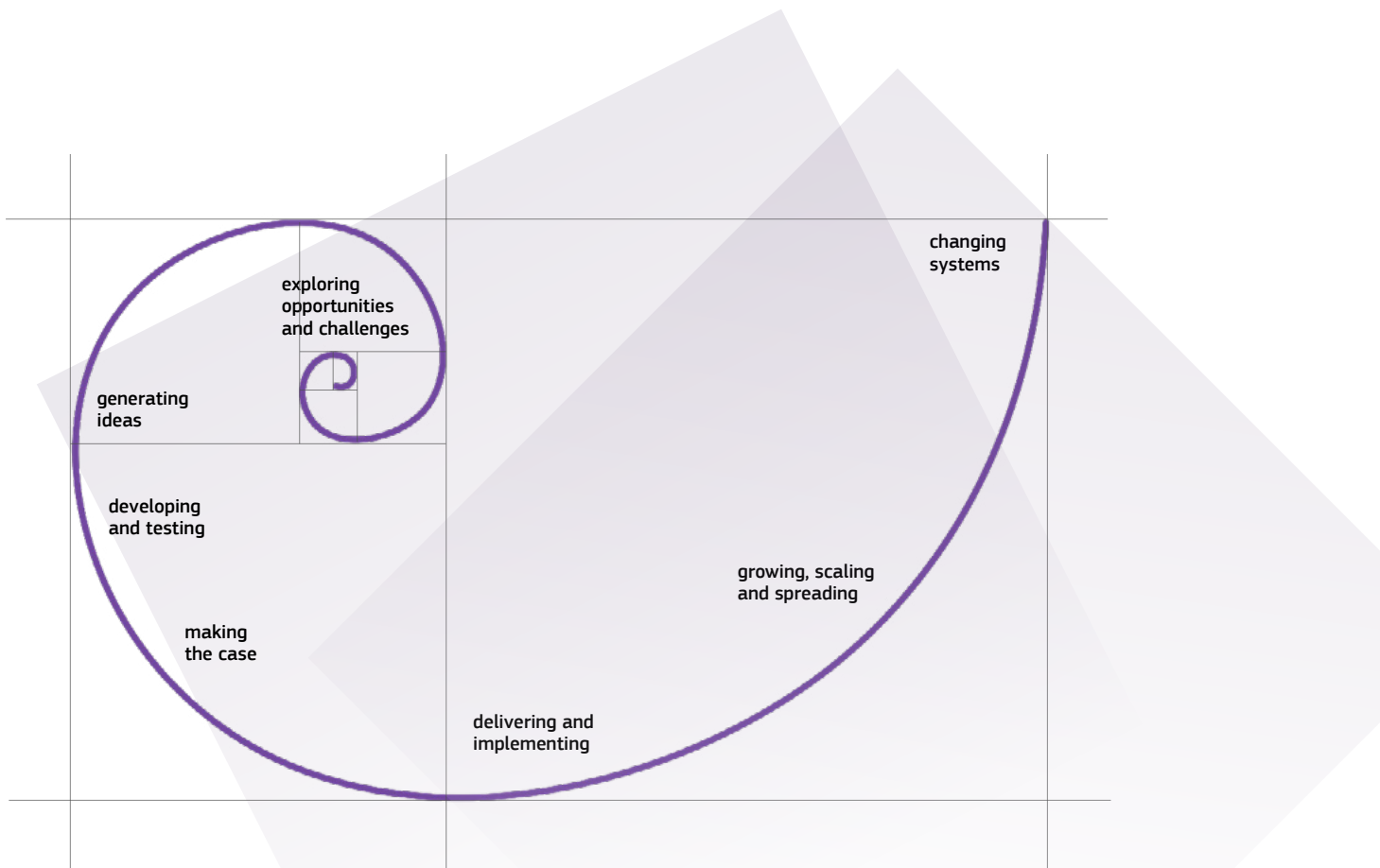


Figure 1. The Social Innovation Spiral. Source: p. 11 [The Open Book of Social Innovation](#), Nesta 2010 CC BY-NC-SA





Chapter 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 identified as the problem in the first instance, turns out to be just the tip of the iceberg of the underlying causes.

If you want to address a social problem, it is paramount to understand the fundamental dynamics. Therefore, the most important task at this stage is identifying the right problem by framing or reframing the question at play – even if you spontaneously come up with a great idea. Take a look at the case of Tony's Chocolonely's chocolate makers below.

Case: the journey of Tony's Chocolonely

When Teun van de Keuken read a book about child slavery on cocoa farms in West Africa, he decides to start an investigation with Dutch television programme 'Food Unwrapped'. It turns out child slavery is alarmingly common in West Africa - where 60% of the world's cocoa comes from. This is shocking considering that in 2001 a number of large international chocolate makers signed the Harkin-Engel Protocol where they agreed to ban the 'worst forms of child labor'. Teun rang every single chocolate maker in the world, but nobody would talk to him. In the television show, he ate a pile of chocolate bars and turned himself in as a "chocolate criminal" to the Dutch authorities.

On November 29th 2005, while waiting for the judge to make up his mind, Teun decides to lead by example: he produces 5,000 fair trade chocolate bars and brands them Tony's. Tony's chocolate bars are a big success. Tony's goes

official and registers with the Chamber of Commerce.

In 2008, the Netherlands' largest chocolate producer (Verkade) follows Tony's example and becomes Fairtrade certified. Around the same time, the Chocolonely Foundation is founded. The Chocolonely Foundation empowers cocoa farmer communities and is funded through chocolate sales.

In 2009, Tony's launches the 'Tony's in Africa' research project to study the cocoa supply chain and identify ways of improving Fairtrade certification, with funding from Oxfam Novib. Tony's examines the supply chain, researches possible options for improving it, travels to cocoa farms in Africa and engages in dialogue with the farmers and cooperatives.

In 2012, Tony's showcases new products and comes up with the unequally divided chocolate bar, because "it's strange for a chocolate bar to have equal pieces, while the industry is still so unequally divided".

In 2013, Tony's takes an important next step towards 100% slave-free chocolate: the first bean-to-bar chocolate bar becomes a reality. The cocoa mass in the bar is fully traceable and manufactured by farmers that Tony's knows personally.

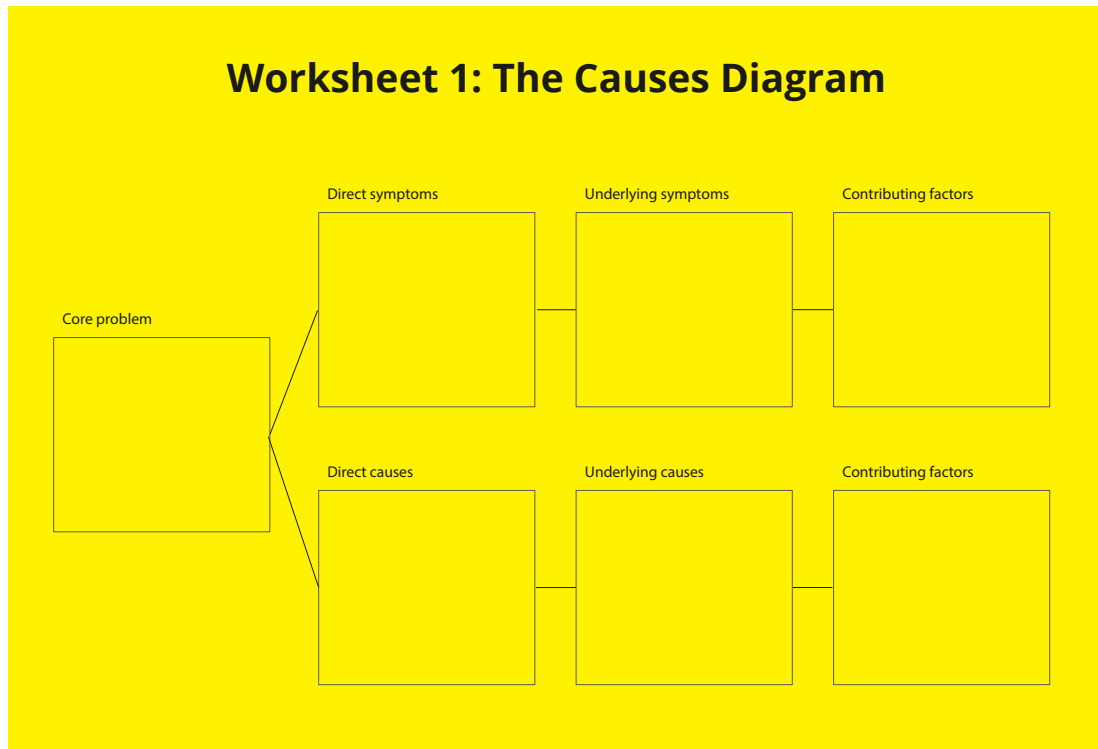
In 2014, Tony's start paying cocoa farmers 25% more than the standard price they receive for their cocoa. This is based on the findings of a study by True Price, which calculated the amount cocoa farmers needed to be paid in order to receive a living income.

In 2015, ten years after Teun turned himself in as a "chocolate criminal", Tony's Chocolonely has created a supply chain sturdy enough to go international, and they do.

A first lesson from Tony's story: it is advisable to 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 reinventing the wheel? The story also teaches us about ways to generate publicity for your cause, whether it's through the example of Teun turning himself in as a "chocolate criminal", or through the choice to create 'unequally divided' chocolate bars.

Furthermore, Tony's shows us how a socially innovative project can transform a system – in this case, the chocolate industry. Through launching research projects, continuously innovating and refining their products and publicly showcasing them, Tony's leads by example. Both their partners in the supply chain and other (much larger) chocolate producers get taken on a transformative journey through Tony's actions.

Going back to step one, Tony's also started with research on the core problem(s) in the chocolate industry. Following their example, you could use [DIY's Causes Diagram](#) to break down the specific challenge you're working on. The diagram supports the separation and prioritisation of issues to help you clarify your priorities.

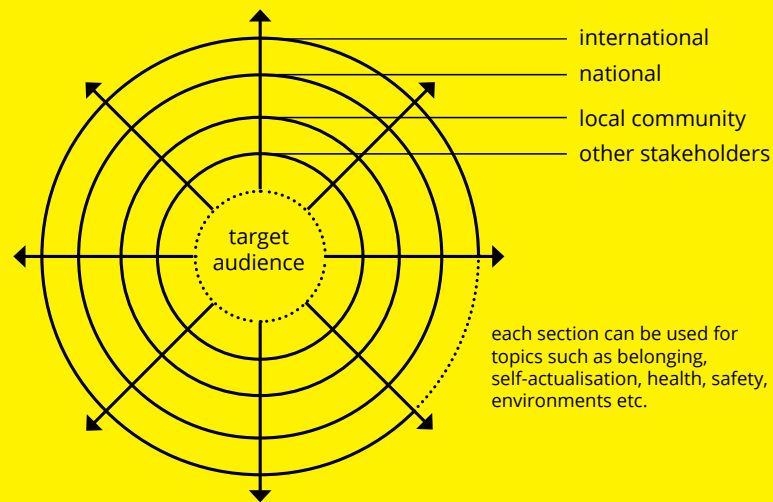


Worksheet 1: [The Causes Diagram](#), Nesta 2010 CC BY-NC-SA

Besides breaking down the core issue you're working on and clarifying your priorities, if you haven't made a stakeholder map yet it could be helpful to do so. Stakeholder mapping gets you an overview of the people you are or will be working with, and helps clarify relationships between stakeholders too.

There are many ways to map your stakeholders. An example is the [DIY people and connections map](#). You can just use a large piece of paper for this map. Start working from in the middle by describing your target audience: who is benefitting from your work? Then, plot other stakeholders on the map. The closer people and organisations are to the inner circle, the more influential they are. Once you've finished the map, you could review it with your team and reposition some actors if needed. Finally, you could ask yourself questions like: how are the people and organisations positioned in relation to the target audience and why? Is this an ideal situation, and if necessary, how could we alter it?

Worksheet 2: Mapping people and connections



Worksheet 2: [Mapping people and connections](#), Nesta 2010 CC BY-NC-SA

Understanding your target audience

In this Competition, the following distinction is made between users and beneficiaries: a **user** is a person or organisation who is willing to pay you for a product or service that satisfies an unmet need. A **beneficiary** is a person or organisation who benefits from the value created by your product or service, though they might not be the one to pay for it.

If you want to know if your work is relevant to your target audience, it can be worthwhile to spend some time on listening. Working in a human centered way means you get to immerse yourself in the lives of your users and beneficiaries and try to understand their needs. .

The Kennisland conversation canvas could help you organise qualitative data, get first-hand information that you can use in your communication, and get relevant insights into the topic you're working on. You will get a deeper understanding on why people are involved (or not), and what possible ideas and solutions are from their perspective..

As a next step, you could collectively analyse the insights from the different conversations you've had with your team in a creative workshop setting, and preferably some people that are part of your targeted audience will join you. What are their most important insights? Which topics need more attention? What follow-up stories are needed? With the rich data you collected, you will be better capable of understanding the challenge ahead of you, and know better how to reframe your problem.

Worksheet 3: Conversation Canvas

Profile: name, age, gender, work, context, contact details, photo, other relevant info

What I take with me:

- Notebook
- Camera
-

General: on the current situation (What does this person think and believe now?)

Did I disclose...

- my intentions
- publication
- anonymous

Ideal future situation: i.e. on living with a different relationship to fashion (What could your future look like in 1, 5, 20 years?)

Reflection: differences between current and ideal life, paradoxes, disconnects, contradictions

Tips for new contacts & follow-up actions

Insightful quotes

Mentioned people / organisations / institutions / networks

Details surroundings / interviewee

Tips:

- Be silent, listen
- Open questions
- Hold your judgement
- Ask for an example
- Follow-up questions

Worksheet 3: Conversation Canvas, Kennisland CC BY

Other instruments that you could investigate when exploring opportunities and challenges are the 'Using research evidence practice guide', going on an 'Experience tour' of like-minded projects, and 'Backcasting future scenarios'. Instruments that can help you identify and engage stakeholders are the 'Empathy Map' and 'Power Mapping'. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.

Chapter 2: Reframing

Reframing your question involves investigating the context in which something is considered a problem. As a simple example, a vehicle exceeding the speed limit is a problem when the driver is a regular member of the public, but can actually serve a societal benefit when it is 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 might want 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 a solution too quickly, which can lead to a limited impact, or even negative impact, from your innovation. The [Reframing Tool](#) by THINK takes you through the process of rethinking your problem definition and reframing your supporting beliefs step by step. This will help you to challenge your initial assumptions and find the 'right' frame for the challenge you are working on. On [THNK's website](#), you can use a live version of this tool, and take a look at the 'hall of reframes' from other changemakers.

Reframing Tool

Step 1: What is the situation you would like to change? This is your core belief. Check if it's impactful, strong. Does this situation really bother you?

For example: 'Consumers will not pay a premium for fair trade products' or 'Traffic jams are a waste of time'...

Step 2: What are your supporting beliefs? Write down at least four of them.

For example: 'Traffic jams make me miss appointments' or 'I can't do any useful work in a traffic jam'...

Step 3: Now that you've made your train of thought clear, you can start reframing. Write down the opposite of your first supporting belief. First focus on the grammatical opposite, and then try a different variation.

For example: 'I can do useful work in a traffic jam' and then 'I can do my best work in a traffic jam'...

Can you make it extreme?

For example: 'I can only be really creative in traffic jams'...

Step 4: Choose the most important (or most remarkable) opposite belief for every one of your supporting beliefs.

My most important 'opposite' beliefs are...

Step 5: If all the opposite beliefs you just chose were true, what would the core belief they support be? You'll find that your new core belief is not necessarily the exact opposite of your initial core belief. It's a different perspective on the situation.

What are these new supporting beliefs leading you to think? What conclusion did you arrive at? If the world was really like this, then what would follow from it?

You don't have to agree with these beliefs, or believe they are true, but just imagine: what if these things were true?

My 'new' core belief is...

Have you got a new perspective on the initial situation?

Is this an inspiring reframe?

Is it extreme enough to lead change?

My thoughts after this exercise are...



Chapter 3: Generating and refining ideas

The second stage of the innovation spiral invites you to use your creativity to generate concrete ideas. It could be very helpful to check and refine ideas you already have based on the work you might have done in the previous chapters. And – who doesn't love a good brainstorm?!

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). Take a look at these different modes in the Double Diamond Design Process (Figure 2).

The first – **the divergent mode** – is about opening up possibilities. What, if anything, could improve your current project? What tweaking can you do, considering any reframing work you've done? If you think big, what would be the best solution for the problem you're addressing? How does your current project compare to that? The divergent process is positive and collaborative.

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 2 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.

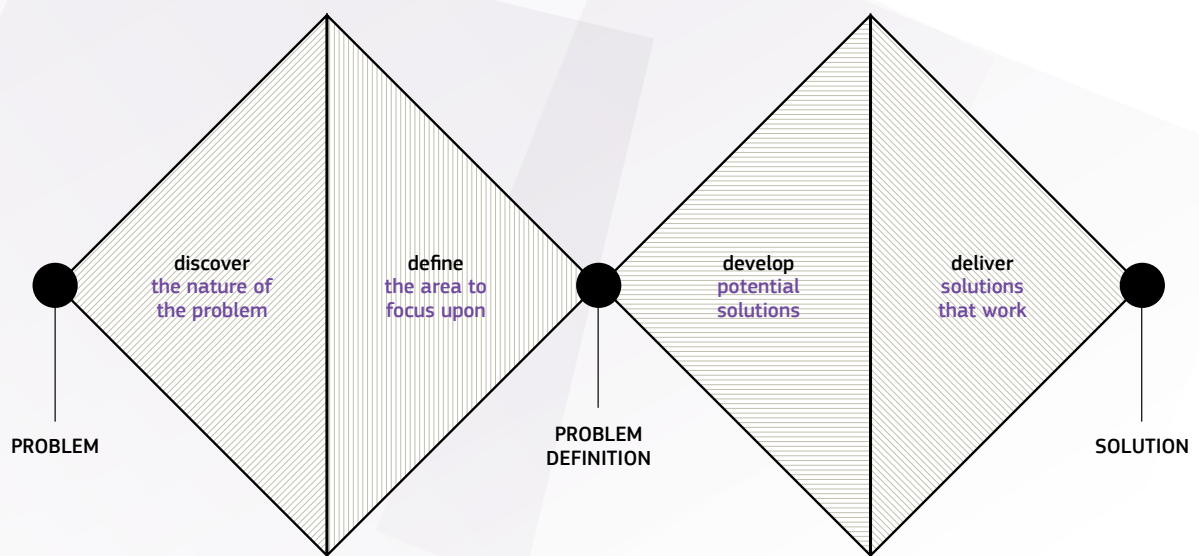


Figure 2. Double Diamond design process (Adapted from Design Council 2015) Source: [Nesta Playbook for Innovation](#), p. 68, Nesta 2018, CC BY-NC-SA

Generating ideas (divergent mode)

A tool that can help you generate ideas to improve your current project is the [Fast Idea Generator](#). The Fast Idea Generator prompts you to think differently – from a range of perspectives – to help you create ideas to solve problems, and to strengthen or expand your proposition.

If you're going for it, these key principles could help during the idea generation process:

1. Stay open and positive.
2. Be creative with how you represent your ideas. Drawings & prototypes are encouraged, the bigger the better.
3. Don't judge ideas during idea-generation sessions or cross things out.
4. Come up with as many ideas as possible!

Other instruments that you could investigate when generating ideas are the ‘Creative Workshop’, ‘Idea Speed Dating’ and ‘Idea & Concept Development’. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.

Selecting the best ideas (convergent mode)

After generating ideas to solve problems, or to strengthen or expand your proposition, it is time to select the best ideas.

Step 1: Cluster and narrow

In a sea of ideas there are always ideas that look alike. Group common themes and similar ideas together. Remove duplicates and give each thematic cluster a title.

Step 2: Select ideas

Generate a set of criteria that are important to you. For example: How relevant is this idea? How feasible is this idea? What is the potential impact of this idea?

If you’re with a group, one rapid method for selection is to use [Dotmocracy](#), in which each participant has a certain number of dots to assign to the ideas on the table. The ideas with the most dots then have the most collective endorsement from the group.

Guiding questions to help you pick the best ideas are:

- ▶ What is new and innovative about your idea?
- ▶ What other related projects are happening in your country or wider region?
- ▶ 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?

Refining ideas

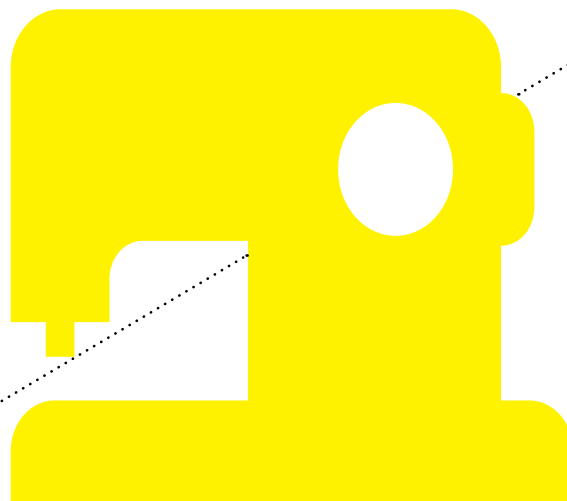
When you already have ideas in mind, de [Bono’s Thinking Hats](#) will help you look at them through a magnifying glass. Thinking Hats support group discussions, so try to gather a team of peers to do this exercise with. The exercise will guide you in allowing for a range of different viewpoints and perspectives to be brought into a discussion, whilst still keeping the focus on the issue at hand.

Other instruments that you could investigate when refining ideas build on the user & beneficiary research discussed in Chapter 1. More information on ‘Interviews’, ‘Group interviews’, ‘Personas’, ‘Unconferences’ and the ‘World Café Method’. can be found in the Additional tools & methods section at the end of this playbook.

Considering intellectual property rights

Intellectual property (IP) is what we call our 'intangible assets', which are mainly (mainly) our ideas. Artists, developers, writers and inventors sometimes protect their ideas by using their intellectual property rights . They do so to make sure others don't profit from their creations or ideas. The most well-known instruments used to protect intellectual property rights are patents, copyrights, and trademarks. Some people, however, choose to share their creations for example [open source](#) or under [open licensing](#). Reasons to share your creations could be because you believe others should have access to them, should be able to use them to accelerate progress, or maybe because you believe something is a 'common good'.

To explore if your idea potentially infringes the intellectual property rights of others, you can start by doing a [patent search](#) for patents that cover subjects similar to what you do. If you are serious about moving on with your idea, seeking professional assistance is recommended.



Chapter 4:

Developing your idea

You have an innovative idea worth pursuing! Some of you are at the stage to develop and test these ideas (the second half of the Double Diamond in Figure 2). It is through iteration, trial and error, that projects are strengthened and potential conflicts are resolved.

Essentially, this stage focuses on outlining how your project is going to affect the desired social impact, identifying what conditions are required, as well as what assumptions you have to test with your stakeholders. Working on your 'Theory of Change' can be a tool to help you do this.

Importantly, you need to develop a strategy to demonstrate how your project impacts your users and beneficiaries by defining ultimate goals, outcomes, assumptions and activities. This allows you to structurally test 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 project will be.

Case: Kasha

Kasha is an e-commerce start-up that helps women to get the health and personal care products they need, especially in low-income rural areas of emerging markets. *"Kasha is really working to disrupt the way women access health products in emerging markets,"* co-founders Bichsel and Arch say in an [interview](#). The mobile phone is the innovation that has really made confidential ordering possible.

On their website Bichsel and Arch state that they aim to have measurable impact in:

1. Increasing access to contraceptives proven to decrease maternal and neonatal death rates, decrease poverty, and decrease HIV infection rates.

2. Keeping girls in school by enabling access to affordable menstrual care, which has been proven to decrease poverty and improve livelihoods.
3. Empowering low income women with paid employment through their Agent model driving economic development and prosperity for women, families and communities.

In Rwanda, many women face obstacles to accessing necessary health and hygiene products, like pregnancy tests and birth control. For some, they're just not available where they live. For others, lingering stigma and shame around sexuality make venturing out to buy them in public a daunting proposition.

Kasha's delivery method (via motorcycle or pick-up point) is a radical departure from the way health supplies are usually sourced in the developing world. *"Globally, the focus is really on getting health products to clinics,"* Bichsel says. That works fine for things like vaccines or malaria medication, but because of the stigma around contraceptives and sexual health products, women often don't request that the clinic provides these items, Bichsel says, even though they personally want them. *"That has led to this huge gap in access,"* she adds, and also a missed opportunity to serve a significant portion of the population.

Women drive 70-80% of all consumer purchases, so it makes great business sense to build a solution that focuses on women. While Kasha's mission is decidedly purpose driven, Bichsel and Arch chose to build Kasha as a for-profit social enterprise that capitalises on the mobile ordering and e-commerce trends now taken for granted in the developing world. As such, it carries high-quality products that span a range of prices; all women who use Kasha, Bichsel says, have the opportunity to speak to a representative who will ensure that their needs are met within their price range.

Kasha's customer base, Bichsel says in 2017, is very diverse economically: Around 30% are low-income and live in rural areas, 50% are middle-income, and 20% are working professionals, mostly in Kigali. Between their launch and December 2017, Kasha delivers over 5000 confidentially wrapped packages to their clients.

In 2018, Bichsel and Arch expand their work with Kasha to Kenya, to create more impact for women and with the ambition to grow into a global network.

Theory of Change

In the 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 is a management tool that outlines the steps by which you plan to achieve your goal. It provides clear, concise and systematic information about a project through a framework. It helps you define whether your work is contributing towards achieving the impact you envision on a societal level.

Why impact?

Like many other social innovators, you want to make a difference, change the world, create impact. But what is (social) impact exactly? The Center for Social Impact (Michigan) describes it as “A significant, positive change that addresses a pressing social challenge, as a result of a deliberate set of activities with a goal around generating social impact and social change.”

Impact can be created on different levels:

- ▶ Within the target group you have identified
- ▶ In that group’s (living) environment
- ▶ In society at large (e.g. changing policy, legislation, procurement)

Whether you want to reduce the use of (fast) fashion, change people’s shopping behaviour, lobby for different procurement regulation, or work on an industrial process to recycle textiles - you aim for your work to have the greatest possible impact. Being aware of your desired impact and the level of that impact, will help you to potentially achieve it.

The ToC tool helps to clearly articulate and connect your work to your bigger goal, and also allows you to spot potential risks in your plan by thinking about your underlying assumptions for each step. It furthermore aids in the monitoring and evaluation of your project.

The [DIY Theory of Change canvas](#) is a live tool that you can adjust 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. Also note that ToC does not refer to the scale, growth plan or operational details of the organisation itself.

You can start by noting down the main problem you want to solve, and also your long-term vision on the change you want to accomplish. Then complete the other boxes, such as your key audience and your entry point to reach that audience. Try to be as specific as

possible, that will help you to come up with more effective actions that you can take.

As you fill each of the boxes, it is critical to also reflect on the key assumptions that underpin these steps in your work. This may help you to spot potential risks or connections between the different projects.

Worksheet 4: Theory of Change

What is the problem you are trying to solve?	Who is your key audience?	What is your entry point to reaching your key audience?	What steps are needed to bring about change?	What is the measurable effect of your work?	What are the wider benefits of your work?	What is the long term change you see as your goal?
				Measurable effect?	Wider benefits?	
				Measurable effect?	Wider benefits?	
My key assumptions	My key assumptions	My key assumptions	My key assumptions	My key assumptions	My key assumptions	My key assumptions

Worksheet 4: [Theory of Change](#), Nesta CC BY-NC-SA

Other instruments that you could investigate when formulating a Theory of Change are the DIY Learn module on ‘Creating a Theory of Change’ and an NPC publication on how a Theory of Change can be useful for your organisation. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.



Chapter 5: Prototyping

Prototyping is an important way to rapidly test and optimise your ideas with your target audience. Specifically, prototyping is about testing your assumptions for a potential product or service by using a simple version of it. By using a 'feedback loop', a few rounds of testing that follow each other up, experiences and insights from earlier tests become the building blocks of the next prototype.

When you think about a prototype, you might think of a new model for a vacuum cleaner or a chair. Prototyping is, however, not limited to just physical products. Any idea or service, physical or not, like conversations, events, bike tours and room set-ups can be prototyped! The innovation spiral (Figure 1) 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 to learn fast and cheaply before investing a large amount of resources, as is demonstrated in Figure 3.

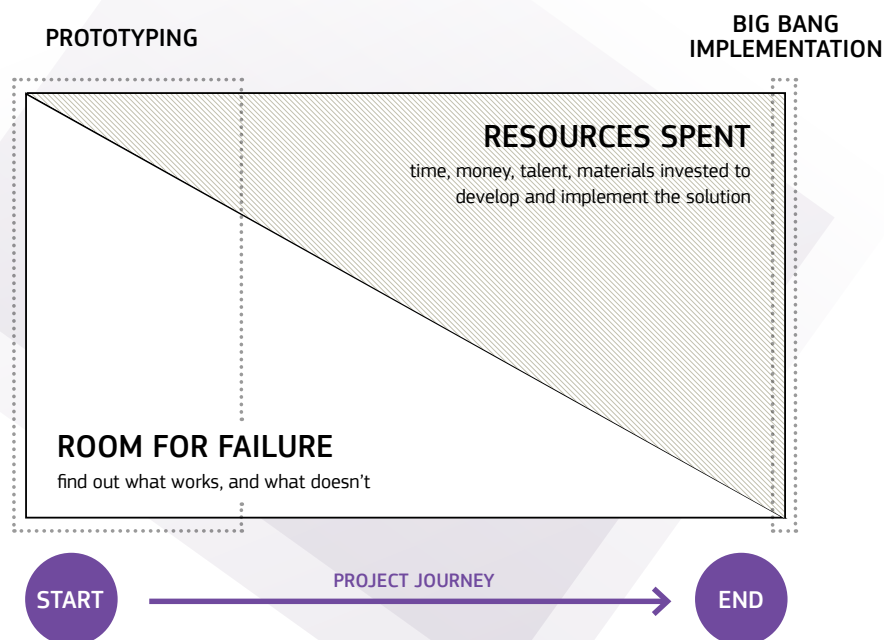


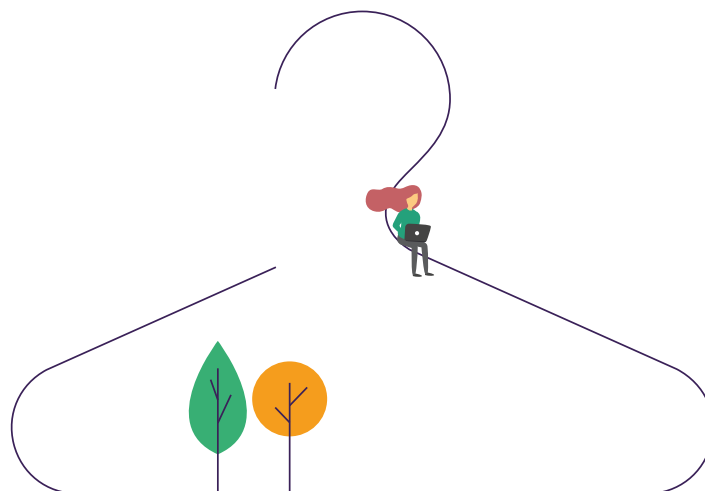
Figure 3. Prototyping vs big bang implementation. Source: [Nesta Playbook for Innovation Learning](#), p. 72 CC BY-NC-SA

Please note that prototyping and piloting are not the same. Where prototyping is aiming to continually experiment and improve an idea in order to change reality, piloting focuses on implementing an idea to find out whether it works or not. Usually, piloting therefore comes at a later stage in the development process. By working with prototypes, you make early ideas real and then test, reject, and remake them to find out which specific assumptions you have are correct, and which are not. You can only learn from experimentation if you work with your (potential) users. Building quick and cheap prototypes help you test your idea and understand your target group. Remember: you can prototype anything you want, we are not limiting ourselves to physical products when we use the word 'building' in prototyping.

The IDEO method on 'Determining what to prototype' helps you decide on how to isolate and test parts of your idea. IDEO describes the start of the process as follows:

"Your idea will have lots of testable components, so be clear about what you need to learn and which components will give you the necessary answers. Prototyping isn't about being precious. Make simple, scrappy prototypes to not only save time, but to focus testing on just the critical elements. You might be trying to learn something like, "How big should this be?" or "What should the uniforms of the social enterprise look like?" At this stage you should have a lot of questions about how your idea should work. This is a great way to begin answering them."

If you feel like you could benefit from thinking about your hypotheses and consequently design your prototypes, you can follow the steps on the next page.



A prototype from beginning to end

Step 1: Key elements of your idea

As a first step, write down the key elements of your idea. Think practically about what needs to be tested, write down your primary questions for each component, and think about what your hypothesis is.

What I want to test:
My primary question is:
My hypothesis is:

(repeat for multiple prototypes)

Step 2: Choosing your kind of prototype

There are many different kinds of prototypes. A scale model could be a great prototype if the lay-out of a workspace is important to you and your users. However, when your idea is a service or interaction, a physical prototype might not be the best option for you. Please take a look at the following examples, and maybe look up some online inspiration as well:

- **Mock-up:** a model of a design or product. For example: a small-scale model of a 3D-printed chair, a paper model of a website design, or even a model of a (postal) letter.
- **Walkthrough:** a digital or physical version of a step-by-step process. For example: a YouTube video of the steps in a (serious) game, or a city plan with movable figures in preparation for a parade.
- **Storyboard:** a paper representation (similar to a comic strip) of a linear sequence. A storyboard (as opposed to a walkthrough) often reflects the user's imagined state and interaction with the product or service. For example: a storyboard on how your solution addresses a particular problem.
- **Role play:** a 'theatre' version of an experience. For example: to test the experience of sharing or receiving information at a new type of information desk, you can act it out.
- **Simulation:** a digital prototype of a physical model. For example: to test a 3D printer, simulation modelling can help create the optimal geometry or predict fluid flow.

The prototype that is easiest and most fitting to test my (our) idea is...

Step 3: Create your prototype

Remember, a prototype is the simplest possible version of your idea, and should be ready to use in very little time! Use whatever materials you need, depending on the type of prototype you have chosen.

Step 4: Test your prototype

Collect stories and insights from your target user group by testing your prototype with them. Think about who needs to be engaged, how to engage people, what you want them to do and how you want to receive their feedback. This [‘Mainstreams and Extremes’ tool](#) by IDEO will help you think about all the different people that might use your product or service.

These links to doing a [group interview](#), or just [interviewing](#) random people on the street will help you go outside and ask the right questions. Don't forget that there is also the option to find an [expert](#) to give you feedback. There will be plenty of experts at the Academy, but maybe you already know some local experts to connect with!

It is crucial to capture honest feedback from your audience, so it helps to assure people that your prototype is only a tool by which to learn and that you welcome honest, and even negative feedback. Sharing it with lots of people helps you get a variety of reactions. Write down the feedback you hear immediately and use this opportunity with the people you're designing for to ask more questions and push your idea further.

The feedback that people have given me (us) on the prototype is...

Step 5: Integrate feedback

Create a framework of the feedback you have received by sharing the stories with your team, and looking for (recurring) emerging patterns in the stories. You could, for example, draw the patterns in a simple framework like a Venn diagram or a 2x2 matrix, or draw a more complicated pattern in a [Journey Map](#).

These frameworks help to visualise patterns and the perspectives of both individuals and groups.

The most important patterns I (we) have found in the feedback are...

Step 6: Iterate your prototype

Build the next iteration of your prototype based on the feedback and patterns you have identified. Don't take too long, once you've determined how your prototype should change to reflect the feedback you got, get building!

Step 7: Test again (and repeat) to refine your idea.

Other instruments that you could investigate when (preparing for) prototyping are Acumen's 'Human-Centered Design Course', doing a 'SWOT Analysis', using the 'Learning Loop' or the 'Start-a-project' approach. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.



Chapter 6: Developing a business model

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 project 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?

Case: MUD Jeans, leasing for change

[MUD Jeans](#) poses a great example of how a business model can support the ambitions of a brand and help change the system. Bert van Son, founder of MUD Jeans and European Social Innovation Competition judge this year, dedicated his working life to the fashion industry. His experiences in Chinese textile factories in the early days of his career laid the basis for his deep understanding of the poor working conditions and extreme negative environmental impact of the fashion industry.

With high ambitions to change the status quo he founded MUD Jeans in 2013. They aim to make high quality and ethical jeans, while being affordable and available to more people than most sustainable brands. Bert van Son wanted to truly do things differently and knew it wouldn't be enough to just produce sustainable jeans with a fair supply chain. Something also had to be done about the way we consume fashion.

He realised it was essential to create a circular jeans collection, meaning to reuse the jeans. But how do you ensure getting your jeans back from the consumer? By not selling it to them in the first place: MUD Jeans introduced *Lease A Jeans* into their business model. By leasing their jeans MUD Jeans stays the owner of the valuable textile while the customer enjoys ethical jeans.

How it works? Consumers pay a one time subscription fee, order their jeans

and pay a monthly fee for the period of time they are using them. After a year they have two options: getting new jeans and keep enjoying the same model or sending the jeans back for reuse or recycling. Consumers don't pay to replace, return or repair their jeans. This model allows MUD Jeans to have control over the lifecycle of their jeans and get closer to becoming 100% circular.

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 possible future scaling ambitions to increase your impact. Therefore, it is crucial to think thoroughly about how you choose to structure your business model, or financial sustainability.

It is worth investing time in performing 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. The information a market analysis will provide you with can inform how you might differentiate yourself from others and showcase a specific '[Unique Selling Point](#)' – the unique benefit that makes you stand out from the crowd.

If you want to develop a clear plan on how to grow your idea, you can fill out the well-known DIY Business Model Canvas. Ideally, this is done over a few days with some feedback from seniors, peers and your coach. You can sketch out multiple models for the same idea.

Other instruments that you could investigate when analysing your financial sustainability are the DIY Learn module on the 'Classic Business Model Canvas' (to help you fill the canvas below out), the article 'What is a Business Model?' on Harvard Business Review, and the 'Social Business Plan' worksheet. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.

Worksheet 5: Business Model Canvas

<p>WHO WILL HELP YOU? KEY PARTNERS</p> <p>Who are your key partners and suppliers? What are the most important motivations for the partnerships?</p>	<p>HOW DO YOU DO IT? KEY ACTIVITIES</p> <p>What key activities does your value proposition require? What activities are most important for your distribution channels, customer relationships, revenue streams etc?</p>	<p>WHAT DO YOU DO? VALUE PROPOSITION</p> <p>What core value do you deliver to your audience? Which needs are you satisfying?</p> <p>[START HERE]</p>	<p>HOW DO YOU INTERACT? AUDIENCE RELATIONSHIPS</p> <p>What relationship does the target audience expect you to establish? How can you integrate that into your work in terms of cost and format?</p>	<p>WHO DO YOU HELP? AUDIENCE SEGMENTS</p> <p>Which groups are you creating value for? Who is your most important audience?</p>
<p>WHAT DO YOU NEED? KEY RESOURCES</p> <p>What key resources does your value proposition require?</p>		<p>HOW DO YOU REACH THEM? DISTRIBUTION CHANNELS</p> <p>Through which channel does your audience want to be reached? Which channels work best? How much do they cost? How can they be integrated into your and your audiences routines?</p>		
<p>WHAT WILL IT COST? COST STRUCTURE</p> <p>What are the most important costs in your work? Which key resources/ activities are most expensive?</p>			<p>HOW MUCH WILL YOU MAKE? REVENUE STREAM</p> <p>For what value are your audiences willing to pay? What and how do they recently pay? How would they prefer to pay? How much does every revenue stream contribute to the overall revenues?</p>	

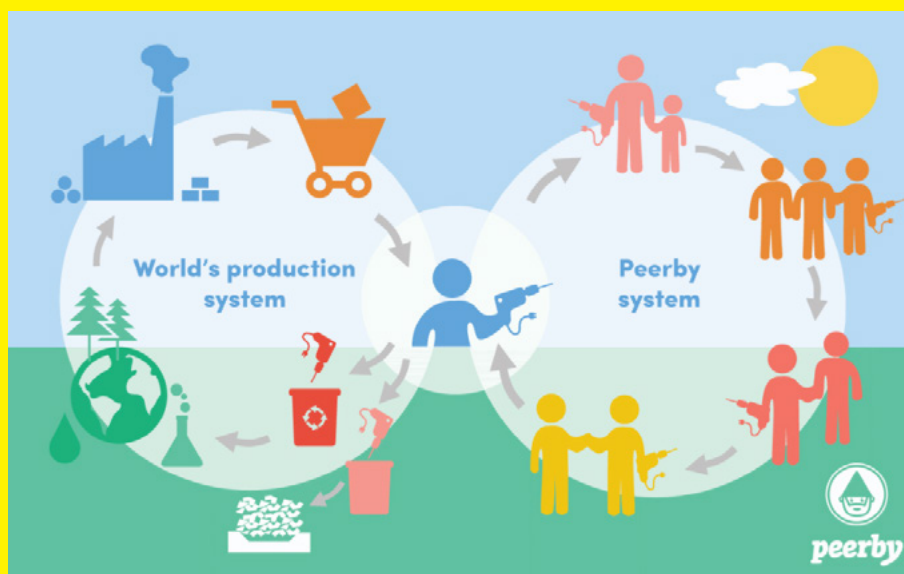
Worksheet 5: [DIY Toolkit Business Model Canvas](#), Nesta CC BY-NC-SA



Case: the journey of Peerby

[Peerby](#) is a website and app that enables consumers in cities to borrow and rent the things they need from others in their neighbourhood. For years, Peerby has been working towards a world where sharing items is a serious alternative to buying. The platform started with a lending service for neighbours in 2012 that offers access to \$1Bn worth of products in over 20 cities in Europe and the United States.

38 percent of the impact that private individuals have on the environment is caused by the purchase of things. In other words: sharing can be a means to reduce our ecological footprint.



By the end of 2015, a new rental service named [Peerby Go](#) was added to the platform. Peerby Go enables access to household items from people nearby. The rental service offers a curated catalogue of products with guaranteed availability, delivery and insurance. With the launch of Go, Peerby introduced a secondary revenue model, alongside Peerby Warranty.

Daan Weddepohl, founder of Peerby (and European Social Innovation Competition judge in 2017): *"Borrowing is fun, but it's not the best solution if you frequently need household items. According to interviews with our members, convenience and reciprocity are key factors enabling daily use. Borrowing to many people feels like a special favour, that you only occasionally call upon. Renting however, is easily done daily, just like going to the bakery. With Peerby Go we want to offer people a serious alternative to buying. To achieve this, we want to offer at least the same convenience as the best (web)shops; full stock, good quality and accessibility wherever and whenever it suits you."*

Peerby started as a lending platform, and further developed as a rental platform because of the feedback they received from users. Afterwards, Peerby added a collection and delivery service. Peerby is still experimenting with its business model.

Weddepohl:

"We have a rental model where we earn money. But in a way we are still a startup, looking for a scalable business model. We create a lot of value, but that value is not yet monetary. We create value for the environment, for society. But at the same time, generating money is and remains complicated."

Peerby still operates with a relatively small team and is not yet profitable. In the meantime, Peerby must survive. Weddepohl says that it does so by working with 'patient investors': *"What we do is a long-term task. The technology makes it easier to share, but the sector is still developing."*

Sources:

1. [Sprout](#), "De moeilijke weg van Peerby naar product markt fit, en wat jij daarvan kunt leren"
2. [Sprout](#), "Daan Weddepohl (Peerby): 'Wij zijn als Netflix dat nog dvd'tjes rondstuurt'"

Starting up your venture: fundraising

Once you have decided on the structure of your business model, you can work on a strategy on how you will raise money for *starting up* your venture. Even though you might be selling your product or service later on, for the initial start of your project you will likely need funding from investors or grants.

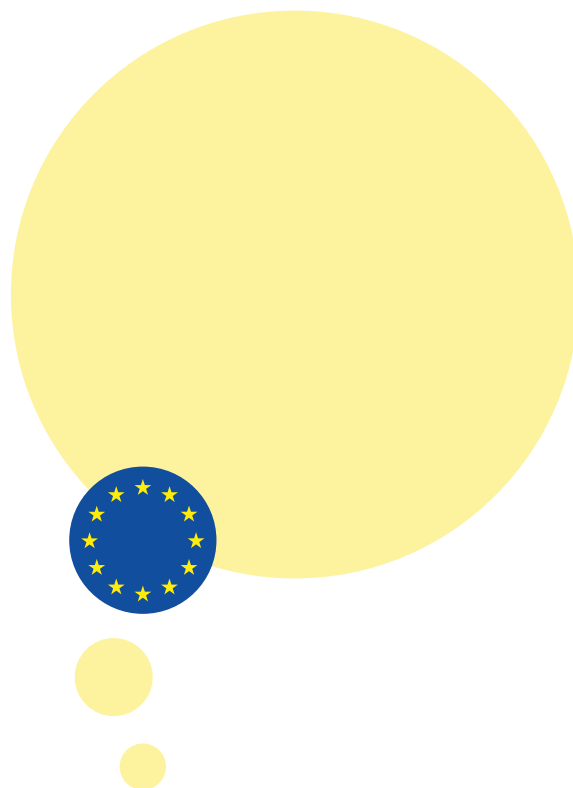
There are many ways to fund your project. Will you make use of cash donations, and/or donations in kind? Will you present yourself to (social impact) investors? Are you interested in project grant funding from sources like local and national government, European institutions, or Corporate Social Responsibility departments?

A helpful starting point can be to identify leads and resources within the network of your team, acquaintances and maybe even 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, could also be part of your strategy.

Crowdfunding (either via online platforms like [Kickstarter](#) or offline in your own community) 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 project.

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, organisations, 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 you draw out an impact plan alongside the business plan.

Instruments that you could investigate when working on fundraising are the ‘How-to guide: funding your social enterprise with and without money’, the websites of [tbd*](#), [FA:SE](#), [Nesta Investments](#) or the [European Venture Philanthropy Association](#), Nesta’s ‘Matching the crowd’ and their ‘Five Tips for start-ups looking to work with impact investors’. You could also take a look at the European Commission’s [Recipe book for social finance](#) and [EaSI leaflet](#). More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.



Chapter 7: Delivering and implementing

Implementation is the process of moving a project from concept to reality. Your focus will shift from developing your project to planning and managing its sustainable implementation. What do you need in terms of skills, people, buildings, physical resources and support from other organisations to sustain in 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.

Assessing your partnerships

Building partnerships takes a lot of effort from all those involved. They often take a considerable investment of time to build the high-quality working relationships that underpin effective collaboration. It is important to ask yourself: 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. Making an overview of people who are already in your network is a good starting point.

The [Building Partnerships Map](#) breaks the process into steps, so you can anticipate difficulties and challenges ahead. If you want to dive into this, we recommend also taking the [DIY Learn module](#) (that will take two to three hours to complete) on how to use the Building Partnerships Map.

Another great resource is the extensive [Partnering toolkit](#) that uses experience of people who have pioneered innovative partnerships to identify key elements of effective partnerships.

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 project. 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 in your country. For instance, the [B-corp](#) 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. This [article on Entrepreneur](#) gives an overview of the most common business structures and their pros and cons (although it could well be, of course, that none of these structures fit your needs).

Another way of looking at your organisational structure, is to not start with the legal entity, but with the people you want to work with (also take a look at the Team development section). Do these people already have companies? Are they self-employed? Can you create a network of self-employed people working together? Or can you think of any other innovative business structures that will allow you to work with the (variety of) people you're looking for?

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 on your team must match well, have a common objective, and responsibilities should be clearly distributed among the team members. First, you need to define the roles that need to be fulfilled: You will often need 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.

Filling out the 'User Manual for Team Members' by [SIX](#) is not only quite fun to do, it will also help you gain insight into your (current or potential) team members' preferences and strengths. We recommend filling the worksheet out individually, and then sharing and discussing your answers. You might learn something new about someone you've known for a long time already!

Other instruments that you could investigate when working on your team development are Nesta's 'Competency Framework', watching 'How to run a company with (almost) no rules', or watching Tom Wujec's 'Build a Tower, Build a Team'. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.

Worksheet 6: User Manual for Team Members

Conditions I like to work in are...	The times / hours I like to work are...	The best way to communicate with me is...	The ways I like to receive feedback are...
Things I am great at are...	Things I struggle with are...	Things I love are...	Other things to know about me are...

Worksheet 6: User manual for Team Members, Social Innovation Exchange, CC BY

Personal leadership

Having a team is great, but knowing how to move mountains together might be even better. Therefore, it is important to think about personal leadership. Leadership is not just interesting for those in 'classic' hierarchical businesses, but for anyone keen on having good relationships within and outside of your organisation. How can you foster sustainable and reciprocal relationships? What kind of leadership is needed to mobilise and motivate people in your organisation, the community surrounding it, and maybe even in your country?

Personal leadership is about personal growth. About imagining and experimenting with new ways of working, looking for new connections with your audience, other social innovators, other disciplines and other sectors. It is about self-reflection, self-consciousness, developing a vision and the power to innovate; the power to change.

What do you know about yourself? And how can you use that knowledge to influence others? Leaders can shed light on new ideas, even if they're controversial or go against the mainstream ideas of what 'doing good' is or what our planet and communities need. To start exploring what personal leadership means to you, you could begin by watching

Roselinde Torres discuss 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’](#).



Case: Progetto Quid, leadership and positioning within the fashion market

Quid was founded in 2013 in Verona as an organization for social advancement. Their mission was to create employment and career opportunities for those who'd otherwise struggle on the job market. [Anna Fiscale](#), judge for this year's European Social Innovation Competition and co-founder of [Progetto Quid](#), entered this same Competition in 2014 and won. At the time Quid was little more than a garage-stage social start-up, now they are a thriving social enterprise.

With their ethical fashion brand, Progetto Quid, Quid recovers end-of-line fabric and redesigns it into limited-edition and affordable fashion collections. After winning the Competition they were able to hire their first five employees and rent a workshop. Staff increased between 2013 and 2014 from 0 to 15 employees. Today they're 142 people, from 15 counties, aged 19-67 and 86% women.

Strategic planning is high on the agenda within Progetto Quid. With a 'train-empower-retain' model they work towards the long-term labour inclusion for of all people who have encountered discrimination on the labour market and invest in their employees potential and involvement in the company. Besides this they have a constant internal discussion on their strategy, like opportunities, ideas, and feedback within the company which creates a more shared collective thinking. By investing in the company's organisation structure like this, employees get motivated and feel connected to the organisation beyond merely spending their time at work.

Having a healthy workplace helps Progetto Quid to effectively spread their sustainable message, because the way they shape their organisation's structure is closely linked to the way they position themselves in the market. By intertwining their social identity and sustainable products they establish themselves as an ethical supplier for partners and create opportunities for partnerships. Because they connect fabric and social projects, textile manufacturers are motivated to partner up with Progetto Quid. In 2014 they secured their first B2B client, the Calzedonia Group and in 2020 they finalised collaborations with Unilever, IKEA, L'Oreal and Zalando.

To get your thinking on leadership started, take a look at the questions below.

Leadership starter questions

Q1: What does good leadership look like for you? Write down ten traits/skills of a good leader:

Pick the three most important qualities.

Q2: Take the opposite in mind and write down of which five traits you think when thinking of a bad leader:

Q3: Think of a situation where you showed good personal leadership? Write down what you did or didn't do:

Q4: Think of a situation where you could have performed as a better leader. What would you improve and why?

Q5: Think about what leadership skills you want to test in real life situations. What will you try out next time you run a meeting or talk to your team?

Chapter 8: The perfect project pitch

It can be helpful to consider your project 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.

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.

The elevator pitch is one of the most powerful instruments you have to persuade a potential customer, client, funder or partner. The stronger the pitch, the more likely people are to believe in what you do. When you have created a strong pitch, you can also use it as a base for the rest of your communications (press, social media, interviews, storytelling).

To practice a one-minute pitch, take a look at the guide below. Make sure to ask feedback from a wide range of people!

The perfect project pitch

1. Why do you do what you do? (purpose)

To convey your project, you need to have a strong message concerning the 'why'. This [TED Talk by Simon Sinek](#) called 'How great leaders inspire action' might help you. Try answering why you do what you do by thinking about what your purpose is. Why do you get out of bed in the morning?

Why I do what I do is...

2. How do you do what you do? (process)

What specific actions are you taking to realise your 'why'? What makes you different from others? This [Marketing Mix](#) from the DIY toolkit might help when formulating your 'how' and your 'what' (process and product).

How I do what I do is...

3. What do you do? (product)

What is the result of your work? What are the products or services you sell?

My product or service is...

4. What's in it for them?

Think about what will persuade the person in front of you. What can a potential funder get out of your project? A volunteer? Someone buying your product?

What others can get out of this is...

5. What's your 'grand finale'?

Stimulate the listener to take the next step by making a call-to-action, or use a one-liner that refers back to your core message or a metaphor you have used.

Smashing oneliner:

6. How's my body language?

Non-verbal communication is key when pitching your idea. Watch [Your body language may shape who you are](#) by Amy Cuddy to get inspired and maybe even "power pose". It might be scary, but asking others how they perceive your body language could be informative as well.

Optional: reflections on body language...

This is it!

After practicing with the questions above, my perfect project pitch is:

Marketing and communications

Before you lose yourself in the different media outlets you want to use, it is important to have your core value proposition ready. You have just worked on this through working on your pitch. Once you have the strong base of a good pitch, you can use this for the rest of your communication strategy in your press work, social media, interviews and storytelling.

Depending on your budget and vision, there are a lot of benefits to giving your marketing and communication strategy attention. As stated above, good marketing might help attract funders for your cause. But it also helps create 'brand awareness' in potential users, express any competitive advantages, foster goodwill, and attract talent to your organisation or improve your communication with your users.

Press

Being featured in newspapers, magazines and on radio and TV can be a great way to build influence, authority and awareness of your brand. However, many small businesses don't have the budget to hire help with their media relations. With a little bit of know-how, you can do your own PR.

First, it helps to decide who you want to reach. Why do you want media exposure and how will it help your business? Once you're clear on your objective, think about who you want to reach and find out what they read, watch, and listen to. The more specific your target audience is, the easier it will be to decide which publications or programmes you should be targeting.

The article '[How to get press coverage for your small business](#)' by the Guardian explains which next steps you can take, from gathering contact details from journalists to writing a press release.

Social media

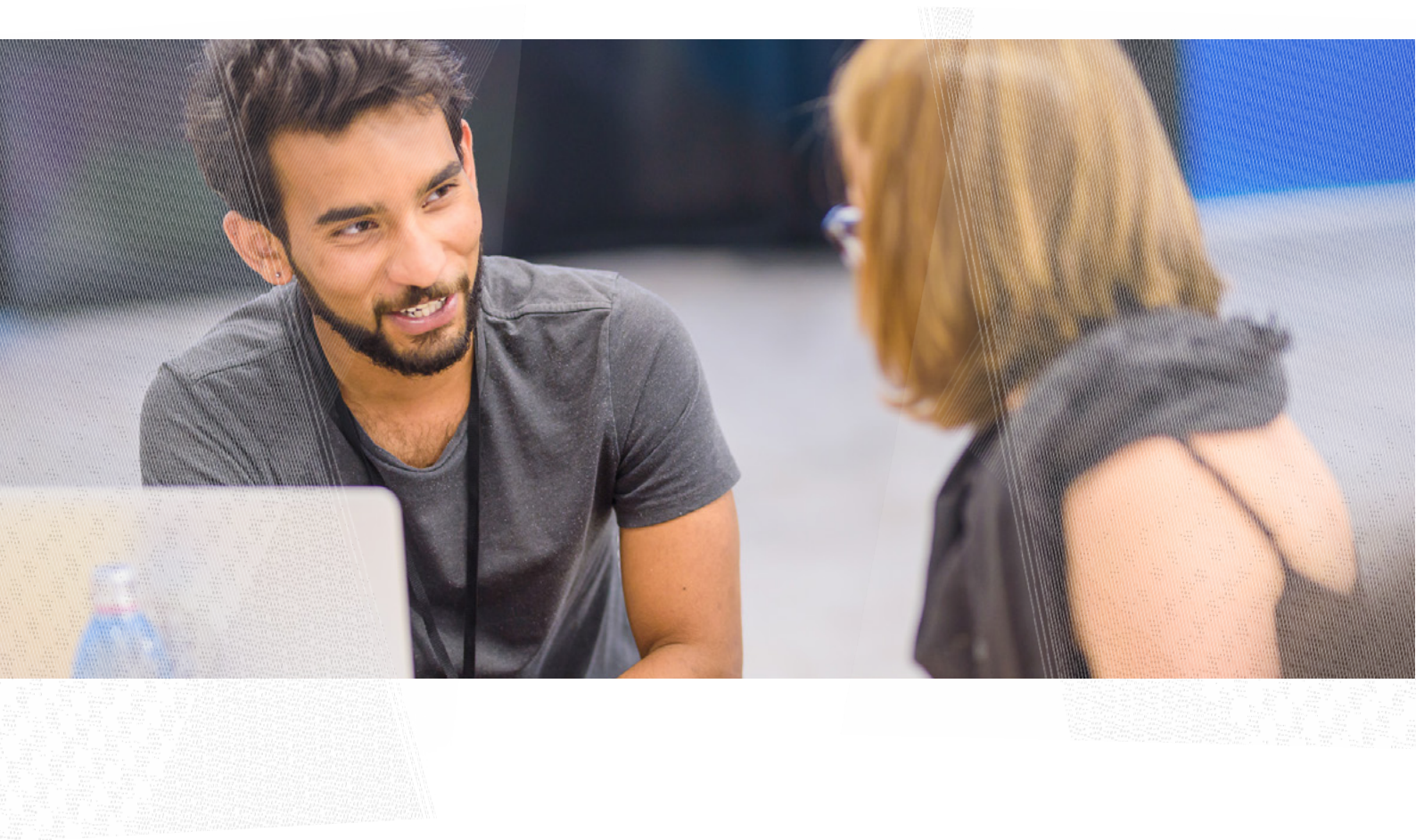
When thinking about using social media for your marketing and communications, it helps to think of the process as a marathon, and not a sprint. You need to figure out what you want out of social media at large, and set goals that are realistic. Maybe getting 10,000

new followers on Instagram in your first year is feasible, maybe it is not. The more important question is what you want from those followers, and why you want to engage with them.

To create 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.

Social media planning is often necessary and very helpful in helping you to consistently deliver 'content' of good quality that will engage your audience, establish brand trust and drive business – whatever your business might be. [This article](#) on Sprout (including a template) will help you get started with your social media planning.

Other instruments that you could investigate when working on your communications are the 'Marketing Mix' from the DIY Toolkit, and the 'Pitch Creation 101' article on how to prepare your pitch deck. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.



Chapter 9: Measuring social impact

In the stage of developing and testing, you have collected information to develop your product or service through prototyping, and 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:

- ▶ Get a clear understanding of your social impact: is your intervention having the intended positive outcome on its beneficiaries? In other words: are you achieving your purpose?
- ▶ Help you to convince funders (investors as well as your users or customers) that their investment is effective and provide you with proof and stories that will help you to reach out to new funders;
- ▶ Present yourself as a well-run ship to donors, investors and beneficiaries;
- ▶ Help you drive your product or service uptake by sharing the evidence in your media and communications;
- ▶ Help to ensure your competitive advantage over those organisations that have not embedded impact measurement within their strategy.

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 could give a more timely picture of your impact and validation of your assumptions.

Besides doing life-cycle assessments, it is important to determine your methods of data collection for your social impact, and to draw up the limits of what you can and want to know. Note that it is very important to be mindful of issues such as language barriers or power structures within groups when conducting this research. 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? To bring the data to life and simultaneously elevate your pitching, [storytelling](#) is a powerful tool to use in presenting your research.

There are many instruments that can help you measure your impact. For example, the 'Social Impact Navigator' by Phineo, the 'Practical Guide to Measuring and Managing Impact' by Avance, or the 'The State of Impact Measurement and Management Practice' by the Global Impact Investing Network. More information on these and other instruments can be found in the Additional tools & methods section at the end of this playbook.



Chapter 10: Growing and scaling

Growing or scaling can help you focus on your project's capacity to address the challenge you have identified, and capacity to reach beneficiaries. When growing in a sensible way, 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 – for instance, by engaging in new partnerships, spreading your method or opting for a social franchise of your concept.

Why scaling?

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 the 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. Projects 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.

Source: Making it Big - Scaling Social innovations, 2014, Nesta CC BY-NC-SA

Scaling in a traditional sense costs a lot of money and effort. It is crucial to critically consider whether scaling is fit for you, professionally as well as personally, and if so, what creative ways you could use to do so. How do you effectively scale your project when you don't have a ton of resources? Which strategic partnerships do you need to create to get your project off the ground?

Instruments that can help you identify if and what ways of scaling might work for you are 'Knowledge and Learning for Social Projects Aiming to Grow or Scale', 'Making it Big: Strategies for Scaling Social Innovations', 'Financing options for Scaling' and 'Scaling together' by Nesta. Instruments that can tell you more about spreading instead of scaling are a case study report by the Young Foundation, and the article '4 successful open source business models to consider'. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.

Case Study: Premium Cola

Uwe Lübbermann, involved with Premium Cola, was involved with the European Social Innovation Competition in 2015. Premium Cola is a small beverage brand that aims to challenge the dominant way of doing business by showing that doing business in a different way is possible. The project is controlled by an Internet collective according to the principle of consensus democracy and optimised in details such as the "anti-volume discounts" (customers get a lower price if they buy lower instead of higher amounts of beverages) and the "fixed turnover in alcoholism prevention".

Uwe argues that (social) innovators and social entrepreneurs should deliberately slow down their funding process, to find time for solutions by consensus democracy. Premium Cola limits their area of delivery, time pressure, contracts, speed of growth and size of their company.

In order to still spread their project, and more importantly, their vision, Premium Cola is focusing on spreading rather than scaling. Uwe and his 'colleagues' make sure that like-minded peers will have the opportunity to copy their operating system. They for example do this through decoupling core projects from the company by making them available as open source, and by collaborating with strategic partners.

Chapter 11:

Systems change

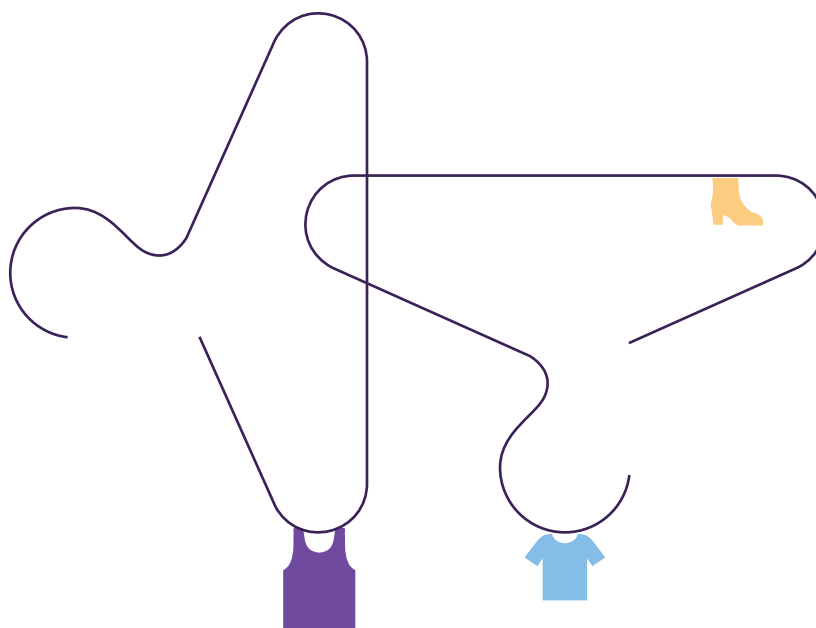
In the innovation spiral changing systems is an outlier: it is not a stage that evidently follows from the previous six steps. Creating space for something new is the most difficult part of implementing innovation. It involves a clear analysis of the system you are operating in and your role therein, as well as those of others. Smart partnerships, lobbying, patience, and in some cases 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, what value change is eventually needed among users and consumers? Changing systems involves a rethinking of the roles of all 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 collaboration 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 forty social movement leaders.
- ▶ [The year of systems change: 3 Things we need to do before we start](#) by Kennisland’s Tessa de Geus. This long-read presents reflections on the preconditions that we need to consider before getting into systems change.



Chapter 12: Additional tools & methods

For exploring opportunities and challenges

- ▶ The [‘Using research evidence practice guide’](#) can help you understand what works, where, why and for whom. It can also tell you what doesn’t work, and you can avoid repeating the failures of others by learning from evaluations of unsuccessful programmes. Nesta has created this guide to point you on the right path to finding what evidence might help you. It should help to build your confidence in understanding and using research, and to think about how you might go on to evaluate your own work.
- ▶ [Going on an Experience Tour of like-minded projects](#) means immersing yourself totally in a particular environment so you can gain a first-hand perspective of the situation or context. You use them to learn first hand from other projects in your field by visiting them. Experience Tours can help ‘ground’ your thinking; they give you a clear perspective for developing ideas that are intimately connected with the people you’re working for.
- ▶ In [Backcasting future scenarios](#) participants propose a future event or situation and then work backwards to construct a plausible causal chain leading from here to there. Backcasting is commonly used as a team brainstorming tool, often as part of a scenario-based approach. The technique had its origin in energy futures studies in the 1970s.

For identifying and engaging stakeholders

- ▶ The [Empathy Map](#) can help you empathise with users and different stakeholder groups and gain insights about their needs.
- ▶ [Power mapping](#) can help you to become aware of (political) power structures between different stakeholders.

For idea generation

- ▶ The [Creative Workshop method](#) allows you to bring people that are involved in your work together to share experiences and expertise, as well as come up with new solutions or ideas.
- ▶ A great way for a group to come up with new ideas and build on each other's ideas is the [Idea speed dating method](#), in which the end result is a beautiful mural of thoughts that can be used as inspiration moving forward.
- ▶ The [Idea & Concept Development tool](#) by Hyper Island guides you through the whole process of working creatively in a group to collaboratively generate ideas.

For refining your ideas

- ▶ From the first moment onwards, using the knowledge and experience of the potential users of your product or service can have huge benefits. By actually hearing their feedback on your initial thoughts, you can adapt and tweak your idea in its early stages. These tools by IDEO support you in conducting [interviews](#) and [group interviews](#) to support User-Centered Design.
- ▶ Developing a realistic idea of the ['personas'](#) in your target audience helps ground your work, keeping it focused on real people instead of an abstract, general audience.
- ▶ If you want to go big: 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](#).

For formulating a Theory of Change

- ▶ Nesta's [DIY Learn module](#) walks you through the process of creating a Theory of Change and offers guidance so that you can make the most out of it. Please note that if you join this module, it will take two to three hours to complete.
- ▶ This [NPC publication](#) on how a ToC can be useful for your organisation is largely focused on funders, but an insightful source for developing any Theory of Change.

For prototyping

- ▶ The free online [Acumen's Human-Centered Design course](#) guides you through the four steps of the human-centered design process and supports you in building an interview guide and prototyping your service or product with users.
- ▶ 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 [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.

For analysing your financial sustainability

- ▶ Check out this [DIY Learn module](#) that goes into the details of the classic business model canvas that we have presented you with. Please note that the module takes two to three hours to complete.
- ▶ The article [What is a business model?](#) published on Harvard Business Review provides an extensive list with different business models you can consider.
- ▶ The [Social business plan](#) from the DIY Toolkit offers a comprehensive format to structure your social business plan.

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](#).
- ▶ In [Matching the crowd](#) Nesta addresses how crowdfunding can be combined with institutional funding to get great ideas off the ground.
- ▶ In their [Recipe book for social finance](#), the European Commission follows the thought and decision-making process that investors, support organisations and intermediaries can pursue in designing and piloting their initiative. It points out key considerations and possible pitfalls, and is illustrated by case studies and examples.
- ▶ The [EaSI leaflet](#) contains useful information on the support that the Employment and Social Innovation (EaSI) programme offers to financial intermediaries providing finance to social enterprises or microloans to entrepreneurs.

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](#).
- ▶ Learn about team building from Tom Wujec in this TED Talk 'Build a Tower, Build a Team'.

For communications

- ▶ The [Marketing Mix](#) from the DIY toolkit helps you to get buy-in from important stakeholders for your project.
- ▶ Albeit focussed on corporate ventures this blog on [Pitch Creation 101](#) provides useful advice to prepare your pitch deck.

For measuring 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.
- ▶ [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](#).

For scaling

- ▶ [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.

For spreading

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

The team behind the Competition

The European Social Innovation Competition, launched in memory of Diogo Vasconcelos, is a Competition run by the European Commission across all European countries, now in its eighth year. The 2020 Competition is titled Reimagine Fashion – changing behaviours for sustainable fashion. We are looking for ideas that seek to improve the environmental and social impact of the European fashion market through the development of new products, services and processes, and innovative business models.

The European Social Innovation Competition is run by the European Commission with the support of a consortium of organisations. The consortium is led by Nesta Challenges and includes Kennisland, Ashoka Spain, the European Network of Living Labs, and Scholz & Friends.

European Commission

The Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) is responsible for EU policy on the single market, industry, entrepreneurship and small businesses. It is in charge of several policies that constitute a fertile ground for social innovation new sustainable business models in Europe. Some examples are the new industrial policy for Europe - which aims at transforming industry to make it greener and more digital - the support to the transition to a circular economy, social entrepreneurship and fashion.

Nesta Challenges

[Nesta Challenges](#) exists to design and run challenge prizes that help solve pressing problems that lack solutions. We shine a spotlight where it matters and incentivise people to solve these issues. We are independent supporters of change to help communities thrive and inspire the best placed, most diverse groups of people around the world to take action. We support the boldest and bravest ideas to become real, and seed long term change to advance society and build a better future for everyone. We are part of the innovation foundation, Nesta.

Kennisland

[Kennisland](#) researches and designs social progress, by improving society's capacity to learn and innovate. We strive for a world in which social systems support people, rather than holding them back, in which everyone can benefit, rather than just the happy few. We work to achieve a society that is inclusive and sustainable in all respects. We design new concepts, strategies, learning programmes, methods and learning communities that help society to progress – and not just on paper, but most of all in practice. Kennisland has a strong track record of developing and running innovative learning programmes and is responsible for organising and managing the support programme of the European Social Innovation Competition.

Scholz & Friends

[Scholz & Friends](#) is one of Europe's largest advertising agencies, working for the European Commission and other international institutions, associations and organisations. Winner for numerous awards for campaign efficiency, the Scholz & Friends "Orchestra of Ideas" model unites all communication instruments under one roof and provides full service communications support.

ENoLL

The [European Network of Living Labs](#) is the international federation of benchmarked Living Labs. Putting the people in the driver seat of the innovation, the network provides co-creation, user engagement methodologies, test and experimentation facilities in various domains.

Ashoka Spain

[Ashoka](#) builds and cultivates a community of change leaders who see that the world now requires everyone to be a changemaker. Together, we collaborate to transform institutions and cultures worldwide so they support changemaking for the good of society.



Colophon

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