



# How can we transfer best practices in Europe?

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entersocial good practice transfer

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## **Social entrepreneurs characteristic**

*Predominant focus on value creation for the society rather than value appropriation for shareholders and management*

– Santos, 2009

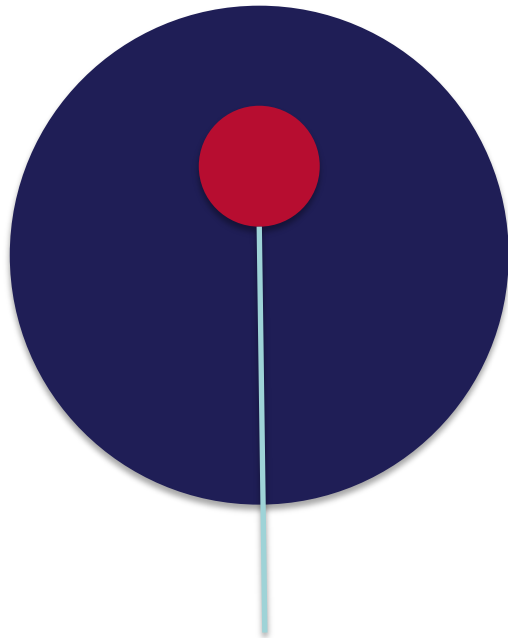
*"We have learned to create the small exceptions that can change the lives of hundreds. But we have not learned how to make the exceptions the rule to change the lives of millions"*

– Lisbeth Schorr, policy expert and author

**How can social entrepreneurs effectively scale their impact to reach the many people and communities that could benefit from their innovations?**

# Transfer

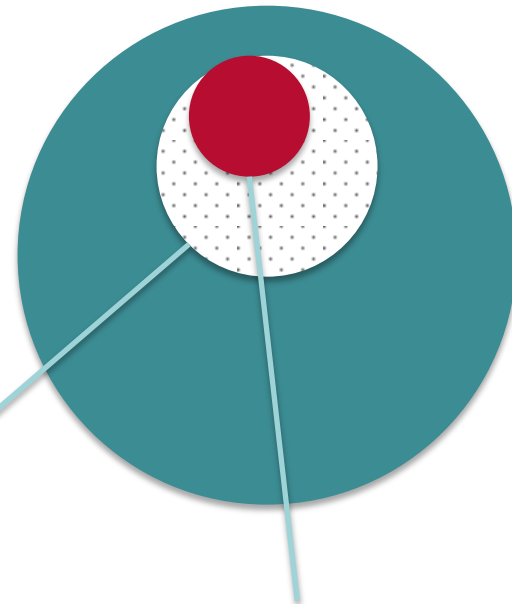
**Original context**



*Original  
innovation  
- max. social impact*



**Target context**



*Accepted  
deviation*

*Transferred  
innovation  
- max. social impact*

# Defining an Innovation

## **First think about how to define your social innovation!**

- What makes your approach distinctive?
- What is essential to its success?
- What internal or external factors play critical supporting roles?
- And what could possibly be changed without jeopardizing impact?

## ***How transferable it is:***

- Will the core elements be as effective in different contexts?
- Are these elements easily communicated and understood?
- Are they reliant on rare skills or conditions?

# Defining an Innovation

## Jeffrey L. Bradach's principle

- Bridgespan Group co-founder

### *"minimum critical specification"*

- aim to define the fewest elements possible to produce the desired impact

### **Goal:**

To find a level of detail that is most effectively transferable.

# Defining an Innovation

## *Common forms for scaling social innovations*

*narrow*



**Organizational**

**Program**

**Principles**

*broad*

- **Organizational model** – an overarching structure for mobilizing people and resources to serve a common purpose
- **Program** – an integrated set of actions that serve a specific purpose
- **Principles** – general guidelines and values about how to serve a given purpose

## Spreading the impact

**Dissemination** – *actively providing information, and sometimes technical assistance*

- Simplest
- Least resource intensive
- Little control over implementation

**Affiliation** – *formal relationship defined by an ongoing agreement between two or more parties*

- Loose coalition <-> Business franchise
- Broader range of possibilities
- General or specific: governance, brand name, program content, funding responsibilities, reporting requirements, etc.



## Spreading the impact

- **Branching** – *centrally coordinated, strongest type of affiliation*
  - Greatest potential of central coordination
  - High investment of resources by central org.
  - Attractive when innovation depends on:
    - Tight quality controls,
    - Specific practices,
    - Knowledge that is not explicitly documented or readily communicated,
    - Strong organizational culture.
  - However, can allow significant local autonomy.

# Spreading the impact

## *Which strategy is best for me?*

### “Five R’s”:

- **Readiness** – is the innovation ready to be spread?
- **Receptivity** – what strategy will best ensure that the innovation will be well-received in target communities?
- **Resources** – what are the resource requirements for the strategies under consideration?
- **Risks** – to society and their organization.
- **Returns** – what strategy will reach the most locations most effectively?

# Spreading the impact

*Which strategy is best for me?*

## Organizational readiness

Scaling requires different skills and major investments of time, energy and resources.

Finding the right strategy involves a mixture of action, analysis, and refinement. It is an interactive process of learning and testing ideas.

## Possible phases as an example

- (1) Informal collaboration**
- (2) Needs assessment → Transfer formalization**
- (3) Implementation**
- (4) Maintenance/ Support**

# Barriers

**Empathy**  
**Leadership**  
**Innovation**  
**Selection**  
**Quality**  
**Funding**  
**Context**  
**Time**  
**Local**  
**Communication**

# Support

- **EEN –Enterprise Europe Network**
- **LLP - Leonardo da Vince, Transfer of Innovation**
- **Erasmus for Young Entrepreneurs**
- **Other EU Programs**
- **National, regional, local**
- **Corporations (CSR)**
- **iq consult - entersocial**

## Type of support

- **Access to networks**
- **Content support by staff**
- **Training**
- **Support in Communication & Fundraising**
- **Financial resources**
- **Provision of external advice**

## Sources

- **Gregory Dees & Beth Battle Anderson**, "*Scaling Social Impact*", Stanford Social Innovation Review, Spring 2004
- **Imran Chowdhury**, "*Scaling Social Innovations: The Case of Gram Vikas*", ESSEC Business School – Paris, 2009
- **Michael Alberg-Seberich**, "*Wie können Stiftungen wirksam zum Transfer von Projekten beitragen?*", Forum for Active Philanthropy, 2012



