SCALING SOCIAL INNOVATION

BENISI
scaling social innovation

transition
TRANSNATIONAL NETWORK
FOR SOCIAL INNOVATION
INCUBATION

Experiences and first success
stories of the two European
networks of incubators
for social innovation

CONTENTS

Scutari, 1854.

A Victorian lady of some breeding arrived to nurse the wounded of the Crimean War. Horrified by the desperate conditions faced by the sick and suffering, she mobilised a regimen to alleviate the misery she saw around her. From implementing hand-washing hygiene rituals, to calling for (and setting up) a makeshift hospital, to working tirelessly to alleviate the suffering she saw around her... She changed the course of nursing in the annals of human history. Florence Nightingale was a social innovator who received strong government support

Calcutta, 1929.

Born Agnes Gonxha Bojaxhiu, this young woman changed the lives of thousands with a simple idea of loving her neighbour as herself. The organisation she founded today is active in 133 countries. They run hospices and homes for people with HIV/ AIDS, leprosy and tuberculosis, soup kitchens, dispensaries and mobile clinics; children and family counselling programmes;, orphanages; and schools. Years before today's global awareness of these issues, she hand fed lepers, and held the unwanted as they took their last breaths and fed the starving by hand. She changed and touched the lives of thousands, and yes, Mother Theresa was above all else, a social innovator, one backed by a powerful institution.

San Francisco, 2013.

The Business Incubator magazine carried a story two years ago about a businessman who reached out to long-term prisoners in the San Quentin prison in California. He trained and guided some of them through an entrepreneurship programme... helping them create businesses that had to have both a technological component and a social component. Over 20 prisoners finished The Last Mile Programme to create social businesses that helped make the world a better place and enabled prisoners to walk out of prison with meaning and purpose. Chris Redlitz was a social entrepreneur backed by strong societal support.

Social innovation changes lives. And forward-thinking governments try to empower their citizens to bring about innovations that foster positive social change at the local, regional and international level. Encouraging and supporting social entrepreneurs is one of the most powerful tools at the disposal of enlightened governments - and the TRANSITION and BENISI projects supported by the European Commission are living proof that social entrepreneurship is alive and well in Europe, impacting lives, benefiting society, and creating a wave of positive socio-economic change that is spreading ripples well beyond European borders. The following pages describe the aims, objectives, learnings, milestones and strategies that are helping usher in a new era of social innovation in Europe, bringing together society, governments and innovation-support networks.

Introduction

WHY SOCIAL INNOVATION INCUBATION?

FROM INNOVATION-BASED INCUBATION TO SOCIAL INNOVATION INCUBATION

Business incubation itself started as a light-heartedly coined phase in Batavia, New York, when the Mancuso family converted an old warehouse that once housed a chicken coop into a set of offices to help new businesses get off their feet. From that time the concept of business innovation has come a long way. In Europe, over the last two decades it has undergone a series of evolutionary phases from the commercial transfer of academic research into a widespread network that today incorporates Governmental bodies, benchmarking systems, innovation consultants and non-governmental business support organisations that work to turn ideas into commercial realities.

Incubation — the support of early stage enterprises through intensive mentoring, training and other guidance delivered by experts — has been around for over 50 years. Support from the public sector has gone through a number of peaks and troughs of popularity ever since, but incubation is now recognised as a central driver of innovation.

Innovation-based incubation has been seen (for the last few years) as an effective tool for regional development — leading to job and wealth creation and economic growth. As the innovation/incubation industry is only seeing push as an industry in recent times, data is still in the process of being accumulated, especially over the long-term. However number-crunching from EBN (European Business and Innovation Centre Network) Annual Observatory, as well as data from Impact Hub Network, throws up an interesting figure - showing that incubated companies show a 90 percent survival rate after three to five years, post incubation phase. Through the data gathered from EBN each year, through member surveys, the results for 2014 indicate that 3,000 businesses have been developed in just 150 incubators and innovation centres, creating 13,000 jobs, with an average contribution of €8,000 per job.

However, is innovation-based incubation sufficient in itself? Increasingly, across Europe there has been a growing need and trend for businesses that tackle social issues. It seems to be time for yet another evolution that takes into account incubation services that address social innovation, to meet the new challenges faced at the EU level. Social stability and development is a vital accessory to economic growth... Enter social innovation and entrepreneurship.

Although social innovation incubation is a relatively new concept, it has the potential to significantly impact social activities. However, for social innovation and social enterprises to effectively solve social challenges, they have to be financially sustainable. If their income comes from the market — that is, if they provide paid services, whether from the public or private sector — evidence shows that incubation support positively impacts the likelihood of success. It is vital therefore to consider new solutions with social impact, and that takes into account the unique needs posed by social innovation and its respective players. From finding unusual suspects/clients to formulating innovative services to serve new demands, and cater to social innovation at all its different maturity levels.

In Europe social innovation incubators are increasingly active today, showing the relevance of dedicated actions and tools supporting social innovation and entrepreneurship — Nesta Good Incubation report and the data from Impact Hub Network would appear to support this — leading to the natural conclusion that Europe needs specialized social innovation incubators. Certainly, Social Innovation Incubators respond to the specific needs of social entrepreneurs: social enterprises exhibit different takes on IP and sharing; typically less competitive aggressive attitudes and more openness to collaborate and share insights. Furthermore there are more complex partnerships that drive social innovations, more cross-sectoral collaborations that create the need for different financial instruments.

That said, in spite of the growing evidence that incubation works, there seems to be an imminent and urgent need to increase incubation support to social activities.

SOCIAL INNOVATION INCUBATION

UNLOCKING THE POTENTIAL OF SOCIAL INNOVATION IN EUROPE

Meet BENISI and TRANSITION - two socially innovative projects launched by the European Commission that are mandated with helping social entrepreneurship and innovation in Europe mature and scale up in local, regional and international contexts. The projects aim to connect research and learn with on-the-ground social innovation and entrepreneurship support, and further investigate the role and the impact social innovation incubators have in Europe.

Due to the early stage evidence/development of social innovation incubation in Europe, the BENISI and TRANSITION experimentation programmes have been valuable in validating the social innovation incubation results and experimenting with new and improved methods to foster innovation in this space. There has been a particular emphasis on social innovation scaling, which is seen as vital to the development of this sector.

Many questions have been asked and answered - not the least of which was how to enable local solutions to go international and solve problems that are common to different European regions and across other sectors.

This document aims at introducing the preliminary findings from BENISI and TRANSITION scaling-up programmes as they reach a mid-point in their operations. It will present tools, methods and initial results from projects and activities, drawing some initial conclusions on the role incubators, and networks of incubators, can play in successfully scaling and increasing the scope of social innovation in Europe and beyond. It will explore how social innovation incubators can support innovators in defining, implementing and scaling solutions that address the societal challenges Europe is facing today. It will provide guidance on how traditional incubation methods and tools can be adapted to serve the specific needs of social innovators and entrepreneurs.

The main aim, of course, is to enable and make social innovations sustainable and scalable across Europe.

Projects Overview

BENISI

The BENISI project focuses on social innovators with a concept that has already been successfully tested in the market and with an explicit aspiration to scale (henceforth, we refer to them as 'scalers'). It aims to better understand the nature of the scaling trajectory they actually pursue, and the relative effectiveness of different capacity support measures that we, as a network of incubators, can provide them with, vis-à-vis their innovation capability, societal and economic performance. The project also seeks to enhance the understanding of the diversity of so-called 'scalers', and analyse the dominant patterns (and outliers) in the nature of the social innovation they embrace, and of who they are, within and across different geographies.

Finally, BENISI aims to leverage its practical intelligence to help inform the design of effective social innovation incubator networks and incubator processes to support the scaling of social innovation and policy initiatives specifically targeted at stimulating social innovations achieve impact through scaling and increased scope of activities.

Focused on five different geographic clusters that are largely based on the INTERREG programme, the BENISI project is designed to operate in the following regional clusters.
- Cluster 1: Belgium, France, Luxembourg, the Netherlands and Switzerland
- Cluster 2: Denmark, Estonia, Finland, Latvia, Lithuania, Sweden, Norway
- Cluster 3: Italy, Greece, Spain, Portugal, Cyprus, Malta
- Cluster 4: Austria, Czech Republic, Germany, Hungary, Poland, Slovakia, Slovenia, Bulgaria, Romania and Croatia
- Cluster 5: United Kingdom & Ireland

This project has been underway for 18 months (mid-term) and seeks to build a Europe-wide network of incubators specialised in fostering social innovation. Over the course of this project, the network aims to identify at least 300 social innovations with promising successful scaling possibilities, Beyond this, the programme also seeks to ensure the delivery of the necessary support services that assist these social innovations in getting off the ground. Networks have been established between members of the consortium to spread knowledge and practice horizontally across Europe to balance local action with continent-wide strategy and vision. These networks are geared to meet the unique needs of social innovation and therefore have been structured along four key "axes" - along each mobilising complementary expertise and experience across the range of social innovation actors across the EU. These are:

1. New infrastructure for knowledge sharing based around five geographic clusters
2. Reach across different types of social innovations & social innovation actors
3. Flexible framework for different types of scaling
4. pen network structure allowing diverse stakeholders to participate

Project partners represent different actors within social the innovation field: social innovation incubators (represented by i-Propeller and the Impact Hub Network), public sector bodies (represented by EURADA), cooperatives and social economy actors (represented by DIESIS) and philanthropic foundations.

BENISI ACTIVITY HIGHLIGHTS

BENISI has documented 246 Social Innovations so far and has entered 217 trajectories of Social Innovations. They met the two key conditions which are proof of concept and willingness to scale. By the end of the project we will do the assessment of the scaling trajectories.

BENISI co-organised (with TRANSITION, TEPSIE and SI-Drive projects) the SI LIVE in Lisbon in November 2014, a European conference merging the research and incubation perspective on social innovation in Europe and beyond , attended by 160 participants.

BENISI surpassed already its mid-term mandated goal of 100 events. 104 events have been organized so far involving 4,329 people. Additionally, BENISI activities were promoted at several carefully curated events (European Social Innovation Conference, European Social Innovation Competition, Boosting innovation for a better social outcome, World Economic Forum Lille)

BENISI developed a learning methodology that aimed at generating new data about the role of incubation in scaling up social innovation.

BENISI designed and developed several communication and dissemination tools and activities: such as the BENISI newsletter, webinars, materials with case studies, videos etc to ensure maximum reach of the programme.
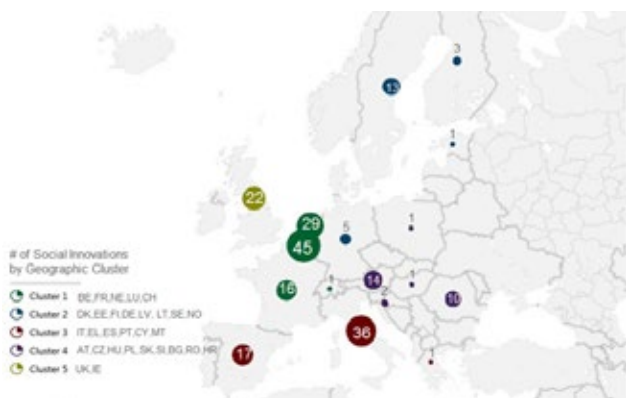
BENISI launched the Social Innovation Accelerators Network (SIAN), composed of SI2 Fund, UnLtd, Social Impact, DLA Piper, MovingWorlds, Business in the Community and others. Currently, 60 SIAN members create a network of organisations that promote social innovation across Europe.

BENISI launched the 'SIAN Award' in Lisbon in November 2014. Five successful social entrepreneurs pitched their case: Charity Stars, MOD - More Organ Donation, Three Coins, BeeOdiversity, Two Fingers Brewing. The winner, selected by SIAN members, was BeeOdiversity which develops projects and offers advice on how to boost biodiversity, food diversity and the well-being of everyone by protecting pollinators, via a global, innovative and scientific approach while uniting and raising awareness amongst all the stakeholders.

> "We would normally have to find our own contacts, funders and business hubs in each country – a difficult and long process. But the ecosystem that BENISI is building will make expansion faster and more efficient. We've been introduced to the right people and received all the local help and advice we need. We thought our impact was big when we were just in Belbee preservation and, as a result, sustainable European agriculture."

MICHAEL VAN CUTSEM, BEEODIVERSITY - SIAN AWARD WINNER, LISBON 2014

# of Social Innovations by Geographic Cluster

- Cluster 1 DE,FR,NE,LU,CH
- Cluster 2 DK,EE,FI,DE,LV, LT,SE,NO
- Cluster 3 IT,EL,ES,PT,CY,MT
- Cluster 4 AT,CZ,HU,PL, SK,SI,BG,RO,HR
- Cluster 5 UK,IE

TRANSITION

FULL NAME:
Transnational Network for Social Innovation Incubation
PROJECT WEBSITE:
www.TRANSITIONproject.eu
PROJECT TWITTER:
@TRANSITIONeu
NETWORK WEBSITE:
www.esiin.eu
NETWORK TWITTER:
@ESIINeu

The TRANSITION project operated in the following regions to establish a support network for social innovation.

o   TRANSITION Milano = Politecnico di Milano and Make a Cube
o   TRANSITION London = the Young Foundation
o   TRANSITION Basque Country = Social Innovation Park
o   TRANSITION Ireland West = WestBIC
o   TRANSITION Lisbon = Social Entrepreneurs Agency
o   TRANSITION Paris Region = Paris Region Entreprises

TRANSITION aims to scale up at least 300 social innovations in Europe. TRANSITION considers a wide range of social innovations, from prompts to social ventures. Building up a European network of Social Innovation Incubation stakeholders, TRANSITION identified and tested a range of tools and methodologies for supporting social incubation across Europe. It started at grass root levels, from the field experience of the six scaling centres, and tested several scaling approaches across regions and sectors, and supported the social innovation community through dedicated events, communication and learning and dissemination tools. Partners in the TRANSITION initiative include the European BIC Network (Belgium), The Young Foundation (UK), Social Innovation Park (Spain), Paris Region Entreprises (France), WestBIC (Ireland), Politecnico di Milano (Italy), Social Entrepreneurs Agency (Portugal), Nesta (UK) and Social Innovation Exchange (UK).

TRANSITION ACTIVITY HIGHLIGHTS

TRANSITION has, in the period December 2013-June 2015, run twelve Spark Session events in seven countries gathering more than 800 social innovators and social innovation stakeholders.

TRANSITION Scaling Centres have assessed over 250 social innovations in Europe

TRANSITION partners developed an action format for social innovation incubation named the Social Innovation Journey (SIJ) that focussed on the sequential steps social innovators may go through to acquire the skills and capabilities they need to grow and increase impact

TRANSITION (with BENISI, TEPSIE and SI-Drive projects) co-organised the first European conference that merged the research and incubation perspective on social innovation in Europe and beyond (160 participants). TRANSITION currently supports 300 social innovators scaling their projects.

TRANSITION defined an acceleration programme for social innovators, the Transnational Start-up Lab that today involves nine projects.

TRANSITION developed a learning methodology with the aim of producing new evidence about the role of incubation in scaling up social innovation.

TRANSITION designed and developed several communication and dissemination tools and activities: TRANSITION eMag, TRANSITION newsletter, TRANSITION videos, webinars, etc.
TRANSITION has launched the European Social Innovation Incubation Network (ESIIN), 70 plus incubation practitioners attended the launch event, and an online platform has been recently developed to provide them with a 'meeting point'.
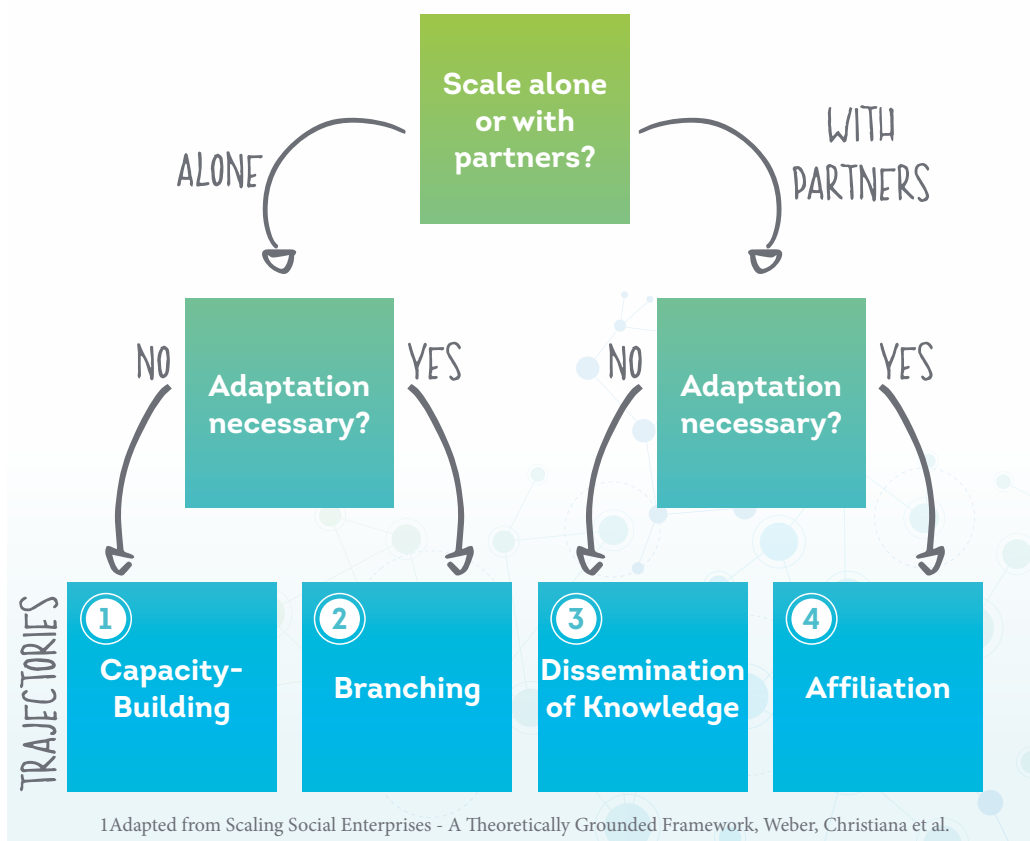
The Process

BENISI

The programme has established clear action plans in order to provide the most appropriate scaling model for each enterprise. Action plans were designed around the following processes: intake, guidance on scaling approach and matching social innovation with scaling resources.

The **Intake** process aims to identify social innovations with proven concepts, interest and potential to scale across Europe and to provide all the information to create a custom-tailored scaling strategy. Firstly, social innovators are selected though an interview process. This interview is run to capture key profile data on social innovations, scaling interest (where/how do they want to scale), scaling needs (what resources are needed), and finally a scalability rating is identified. After this point they are inserted into BENISI common Internet platform.

During the **Guidance in scaling part**, BENISI helps social innovators to identify which scaling approach(es) are the most suitable to maximize their social impact. BENISI provides a guidance and monitoring approach and also captures experiential learning from both the social innovator and supporting consortium member's perspective. This bottom line ensures that BENISI develops the best practices to follow each individual trajectory. There are four types of scaling approaches/strategies promoted by BENISI based on whether social innovators want to scale on their own businesses (branching and capacity building) or work with new partners (dissemination of knowledge and affiliation). Each path has pros and cons and has to be adapted to the specific needs of the social enterprise.

1 Adapted from Scaling Social Enterprises - A Theoretically Grounded Framework, Weber, Christiana et al.

Strategy 1 - Diffusion of Knowledge:

Scaling up comprises using the experiences, knowledge and know-how of a successful social innovation applied to a new context and new team. This could include support to individuals and groups seeking to bring small-scale innovations to a new local context or possible public authorities and other bodies that have a defined operating area.

Strategy 2 - Capacity Building:

Social innovators who need to develop a suitable business model or business plan, or secure public funding benefit from this second type of support. The latter are provided with legal and business counselling through one of the 'clusters' defined by the consortium. This type of support typically concerns social enterprises that want to grow bigger in the same country.

Strategy 3 - Joint venturing and franchising:

This strategy is suitable for social innovations for which ongoing local adaptation is necessary, but which could benefit from ongoing close partnerships with existing successful implementations of the social innovation. This method allows social innovations to explore options to develop legal agreements that govern differing degrees of cooperation and explore methods for adapting franchise models found in the private sector to social-mission driven enterprises and organizations.

Strategy 4 - Creation of new sites:

This type of support is provided to social innovations that are operational and looking to scale up to other countries. Alternately, it would be possible to develop similar initiatives in the other countries that will benefit from this fourth path – based on the network created with this project and the transfer of information between a variety of clusters. With this path an organisation or an individual - established in one country - will be able to receive qualified support through one of our centres established elsewhere in the EU, and also be able to explore opportunities to tap into local financing schemes and public contacts.

Matching Social Innovators with Scaling Resources

It is fundamental for social enterprises not only to have access to coaching and strategic support, but also to connect with appropriate resources at the right time. This is why BENISI has provided a network of more than 600 resources across 43 countries and access to 40 SIAN (Social Innovation and Accelerators Network) members. BENISI provides a report of key resources and peers to support scaling process, connect social innovators to SIAN members, provide business coaching and access legal resources. SIAN members are premium resources selected by the consortium

> "Being part of BENISI creates networking opportunities with other actors in the field of social entrepreneurship. Especially being invited as SIAN member at the SI Live event in Lisbon was a great opportunity to connect with other incubators in Europe."
>
> **MAREIKE MULLER,**
> **SOCIAL IMPACT, SIAN MEMBER**

FLEXIBLE FRAMEWORK FOR DIFFERENT TYPES OF SCALING

The consortium partners draw on their own resources and programmes to scale the social innovations selected. However, to aid in the identification of best opportunities for collaboration and sharing of intellectual capital across the network, the consortium may also draw upon research into successful scaling of social innovations to provide a common framework for consortium partners to discuss social innovations, match social innovations to resources required, and guide the identification and replication of best practices for supporting social innovations. Four different types of scaling strategies are specified, and each scaling strategy is championed by a consortium partner with responsibility to oversee progress and identify opportunities within that strategy. The four scaling strategies are defined by consideration of the following:

1. Whether or not there is a significant degree of adaptation and
2. Whether or not the scaling is conducted with significant input (and/or partnership) with others.

GENERAL ANALYSIS

The BENISI Project is contributing to providing a clear understanding of social enterprise development trends in Europe. The data collected through the BENISI programme enabled a better description of the social enterprises' development around Europe and found correlations among different variables. Starting from a single project overview, it is now possible to develop a deeper analysis in order to underline relationships between the age of social enterprises, financial success, size of teams and strategies to scale.

The studied variables are as follows:

- **Location**, defined as the country where the social innovation operates, is a key factor as the economic context and the local ecosystem affect an enterprise's scaling strategy and rate of success. Countries of location were grouped in categories in the database according to the corresponding level of purchasing power the **year of launch** is important in showing how long a SE has been in business, indicating not only experiences and learnings, but also the grade of maturity and the development of teams, processes and resources (key factor for scaling).
- A measure of **annual revenue** only provides a part of the bigger picture, but remains the most important metric for the maturity of a social enterprise.
- The number of **full-time employees**: this variable important to discern between social enterprises with full-time employees and those that rely on volunteers. While volunteering remains an important resource for the social sector, it cannot provide an organization with all the capabilities required for scaling.
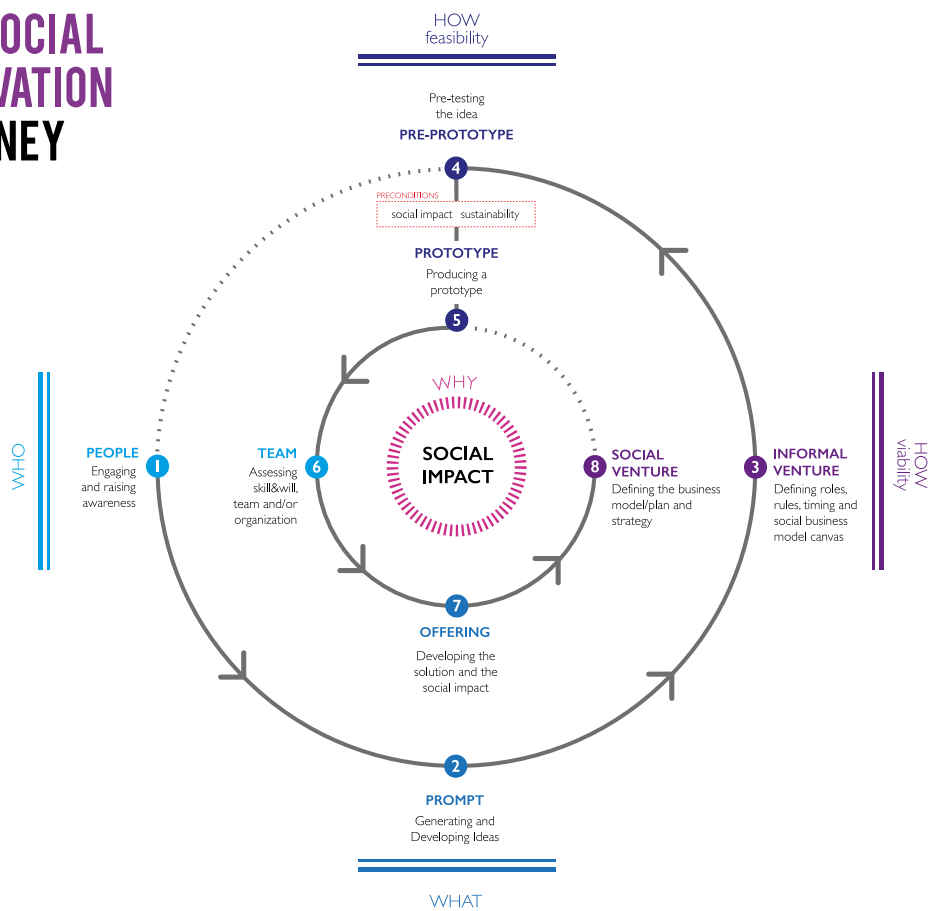
Data collected so far indicates that there is a positive relationship between enterprise age, size and income. Although average measures do not provide a full picture of the relationships between these variables, it is also important to note that average income is clearly higher in countries with higher purchasing power. Results also show that annual revenue and number of full-time employees are strongly correlated.

Results show little correlation between location and team size, but practice shows that immature social enterprises need to focus more on capacity development and be patient with themselves before engaging in more aggressive scaling.

TRANSITION

The approach developed by TRANSITION has been a journey into social innovation incubation: an evolving sequence of actions, activities and tools tested by the TRANSITION Scaling Centres with the aim of helping incubators and practitioners develop their own paths of scaling social innovation. **The TRANSITION Social Innovation Journey (SIJ) is an 'action format for social innovation incubation'** developed by partners to meet some commonly identified needs for the social innovators – access to networking, clarifying their value proposition, access to finance, business modelling, etc. – while fitting into the different demographic situations, capacities and skill sets involved in delivering support.

A clearer understanding of the SIJ can be based on the following premises:

- Social innovations often emerge from bottom-up initiatives, from citizens' activism, from spontaneous group of neighbours. TRANSITION action format aimed to support innovators from the very early stage of an idea, to empower communities to grow solutions to social needs and raise awareness around them. Moreover it aimed at delivering supporting activities to groups and innovators usually excluded from traditional path of incubation.
- Social innovations find 'fertile ground' in hybrid spaces where the public sector, the private sector and communities overlap and intersect. TRANSITION aimed to experiment with social innovations coming from a range of sources, including new ventures, as well as innovations based within existing organisations, or delivered through strategic partnerships, voluntary initiatives or campaigns.
- Social innovation overlaps with, but is not the same as, social entrepreneurship. Supporting social innovation is a broader task than supporting social ventures to scale and grow.
- Social innovations aim, by definition, to meet social needs. The goal of maximising social impact must be placed at the centre of each process of social innovation incubation. TRANSITION aimed to support both initial concepts but also mature organisations in increasing their social impact, by designing new solutions or re-orienting existing ones.
- Social innovations produce innovative social forms and value creation systems. They often base their processes on co-creation and peer-to-peer collaboration, local empowerment and capacity building of society at large. TRANSITION geared itself to include tools and methods of stakeholders' engagement and co-design.

THE SOCIAL INNOVATION JOURNEY

HOW feasibility

Pre-testing the idea
PRE-PROTOTYPE

4

PRECONDITIONS
social impact   sustainability

PROTOTYPE
Producing a prototype

5

WHY
SOCIAL IMPACT

WHO

PEOPLE
Engaging and raising awareness
1

TEAM
Assessing skill&will, team and/or organization
6

SOCIAL VENTURE
Defining the business model/plan and strategy
8

INFORMAL VENTURE
Defining roles, rules, timing and social business model canvas
3

HOW viability

OFFERING
Developing the solution and the social impact
7

PROMPT
Generating and Developing Ideas
2

WHAT

The Social Innovation Journey was conceived as a progressive spiral taken by both the social innovator and the incubator, who were/are able to recognise the different entry points, the subsequent steps to be followed, the expected outcomes and the activities needed to achieve them.

The SIJ consisted of two main circles/stages of incubation:
o   the external one involved social innovation at an early stage of maturity, helping them move from an intuition or an idea to a structured proposal and a pre-prototype ready to be tested within a community of stakeholders;
o   the internal circle worked with more formalised and mature social innovations, supporting them to achieve a more structured and replicable solution.

Within both circles, the activities of the SIJ were organized around five main areas:
1.   **Who** (Stages 1 and 6) - supporting a mix of people in becoming a group and a team, thus working on raising awareness, engaging stakeholders, building capacity and skills and outlining roles.
2.   **What** (stages 2 and 7) - helping the social innovator to transform a first vision into an idea and to formulate the idea into a proposal, defining the social value proposition and the design of the solution.

3.   **How** (stages 3 and 8) - looking at the viability of the social innovation, by investigating its sustainability, business model and financial plan, thus developing the proposal into a more structured organization and into a form of social enterprise, if suitable.
4.   **How** (stages 5 and 6) - looking at the feasibility of the social innovation by verifying and testing its technical and operational model, thus trying to move the social innovation from being a series of hypotheses to one or more prototypes.
5.   **Why** (centre of the circle) - the social impact at the centre of the model as the goal of the overall Social Innovation Journey and a condition to be assessed in all stages of the journey.

This is, in brief, the action format TRANSITION scaling centres referred to when defining their scaling programme for cohorts of social innovations. Built on the SIJ model, each scaling programme reflected and responded to the needs that emerged from the assessment and selection process. Each scaling centre openly called for social innovations in their catchment area: innovators were requested to fill in an assessment form which aims at understanding the innovation, its expected social impact, the sectors of interest, and the type of social benefit it was going to create; the social innovation's current position against the SIJ and the applicants' expectations.

Once selected, social innovators and the scaling centre together defined their path across the SIJ: this resulted in a set of support services that could be delivered during 1:1 coaching sessions or collective workshops in cohort formats.

Just as we have found that scaling is not a unilinear path (and social innovators may find they are working at a number of the scaling stages simultaneously), the SIJ is also a non-linear process, where a social innovation project can find itself moving both forwards and backwards along the Journey. In some cases this was even encouraged, to ensure that an innovation became as effective as possible.

The SIJ also has multiple entry and exit points – a social innovation project did/does not have to go through all the stages, but may enter and exit along the Journey according to their stage of maturity, and experience and needs. Each progression requires the adoption of specific tools and competences, provided through professional advices from the scaling centres.

The **Transnational Start-Up Lab (TSL)** is a third and final scaling support designed by the TRANSITION programme to identify and accelerate the implementation of high-potential social innovations in another location The TSL offers social innovators dedicated support services from 'smart take-off' to 'soft landing' to ensure that scaling into new contexts are introduced to the country's business practices, culture and opportunities more effectively.

At the end of each scaling programme, social innovators were asked to repeat the assessment exercise to evaluate the impact TRANSITION (either the SIJ or the TSL) had on their projects.

transition

TRANSNATIONAL NETWORK
FOR SOCIAL INNOVATION
INCUBATION

"We first availed of support from TRANSITION in the form of mentoring from Seamus McCormack. This was extremely beneficial, as it came at a time when we were considering the possibility of winding-up the enterprise, due to market conditions and emerging competition. Seamus enabled us to see the positives of our venture, and to refocus to build on those. We also availed of very useful mentoring from industry experts through TRANSITION. Seamus's advice and support was very helpful during ongoing discussions regarding a possible joint venture or buyout by a major publisher. The TRANSITION programme has been much more beneficial to our social enterprise than any grant aid would have been, and we would highly recommend it to other enterprises".

**EAMONN TOLAND, THE MATHS TUTOR,
SOCIAL ENTERPRISE**

The Difference

Set alongside the same objectives, the TRANSITION and BENISI projects followed different lines of actions and approaches. There are likely to be significant opportunities to share evaluation approaches and findings between the two sister projects.

The two projects highlighted four areas of analysis and benchmarking:
- Consortium
- Scaling up
- Networking approach
- Types of social innovations (sector and maturity)

The following will outline the difference in the two projects based on the above mentioned parameters.

CONSORTIUM: THE GEOGRAPHY AND NATURE OF THE INCUBATORS

BENISI

The BENISI consortium is mainly composed of actors who are already active and specialised in the field of social innovation and social entrepreneurship. The involvement of incubation centres dedicated to social entrepreneurship, such as the Impact Hub network (with several local Impact Hubs) as well as OksigenLab, meant that there was an important and existing basis of expertise and competencies in the field of coaching and incubation. The BENISI consortium has an important focus on incubation partners, although we have had a good balance of types of partners to reach to specific sectors and fields.

Diesis is our partner to reach and engage with the European cooperative and social economy movement.

Eurada connects us with Local Economic Development Agencies in different European countries as well with Social Innovation emerging from the public sector. **Cariplo** and **Pefondes** are bridging foundations with

incubators and support organisations in order to support the scaling up of social innovation through their grant and funding strategy and activities.

BENISI worked with a **geocluster approach**, using a responsible partner for each geocluster in a neighbouring country.

Impact Hub Amsterdam, Netherlands is responsible for cluster 1: Belgium, France, Luxembourg, the Netherlands and Switzerland

Impact Hub Stockholm, Sweden is responsible for cluster 2: Denmark, Estonia, Finland, Latvia, Lithuania, Sweden, Norway

Impact Hub Milano, Italy is responsible for cluster 3 : Italy, Greece, Spain, Portugal, Cyprus, Malta

Impact Hub Vienna, Austria and **Impact Hub, Bucharest** in Romania are responsible for cluster 4: Austria, Czech Republic, Germany, Hungary, Poland, Slovakia, Slovenia, Bulgaria, Romania and Croatia.

Impact Hub London King's Cross, London is responsible for cluster 5: United Kingdom & Ireland

"Thanks to organisations like Impact Hub, and specifically their scaling programme, we are able to bring entrepreneurs a big step further to successful businesses. Due to a fixed structure and an excellent expert team, the social innovators of our area are able to reach more social impact nationally and internationally. And this benefits the Amsterdam region at large!"

DOMINIQUE VAN RATINGEN, AMSTERDAM ECONOMIC, BOARD STRATEGIC STAKEHOLDER

TRANSITION

Partners in the consortium were all pioneers in social innovation and incubation, and provided a broad geographical spread for the six scaling centres identified.

TRANSITION's scaling centres have different 'incubation backgrounds', some partners being more familiar with social innovation incubation and acceleration (Young Foundation, Social Innovation Park), while others had strong expertise on social entrepreneurship (Social Entrepreneurs Agency), while yet others were more focussed on mainstream incubation (WestBIC and Paris Region Entreprises). Some centres had no structured incubation programme but were used to designing and implementing ad hoc support programmes for social innovators - like the POLIMI-DESIS Lab.

The European BIC Network (EBN), Nesta and The Social Innovation Exchange (SIX) completed the consortium to ensure that a diversity of approaches and methodologies for social innovation and innovation-based incubation were tested, analysed and shared. Particularly relevant was the role of the three networks part of the TRANSITION consortium: DESIS (POLIMI), EBN, and SIX who ensured an active engagement of their respective communities (incubation, social innovation, research) across Europe and beyond.

The partnership proved to be successful in combining different cultural traditions and expertise: this resulted in a brand-new framework methodology that builds on the complementarities and peculiarities of all scaling centres. All partners committed to experiment with the new methods and tools in order to set up or renew their social innovation incubation paths, resulting in improved services to social innovators. The adoption of a common curriculum facilitated the transnational scaling of SIs: 9 projects - incubated by a scaling centre in cohort 1- have been accelerated either in London or Bilbao through the TSL programme. In addition to this structured programme, other transnational scaling up support has been activated through the TRANSITION network.

The nine consortium partners proved the importance and the efficiency of such a network: the Social Innovation Journey shows how social innovation needs a wide range of incubation services and tools, which are difficult to find in one single organisation alone, but are available in the broader regional and international communities. The power of the network relies in the complementarities of its members, and the connection with key partners and stakeholders: a social innovation incubation chain enabling mutual learning and trust that seeks to build a community that enables social change.

SCALING-UP ACTIVITIES

BENISI

As the BENISI consortium is composed of various partners active in the field of coaching and supporting social entrepreneurs, it has been decided to maintain an open approach to scaling support and methodology. Specific new support methodologies were not developed at the start of the project. The first part of the project mainly used existing tools and methodologies to test for scaling social entrepreneurs. Based on the learnings of the specificities (needs, challenges) of scaling social entrepreneurs the tools and methodologies were refined in order to make supporting activities as efficient as possible.

A better understanding of the needs of social entrepreneurs emerged during the scaling trajectories with some consortium partners developing new programmes; for example the **Impact Hub Scaling Programme** created with the support of Fondazione Cariplo, Stavros Niarchos Foundation and JP Morgan Foundation. **Oksigen Lab will also be launching a scaling up programme**, offering in-depth support, at the start of 2016, incorporating the learnings into this new programme.

Using such tools and programmes, BENISI consortium partners have combined their assets and resources in order to provide scaling support to the social entrepreneurs. The main support areas covered were:
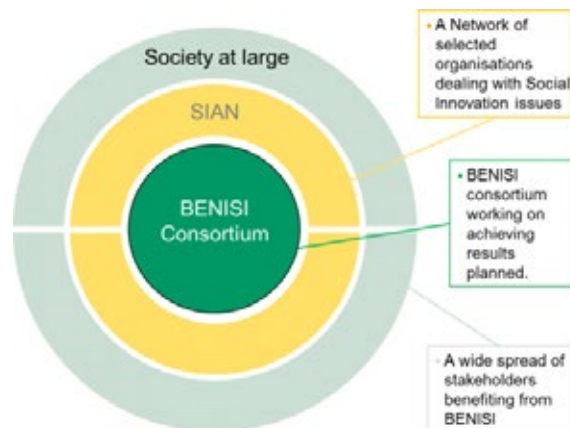
- **Networking:** connecting with peers, resources and funders
- **Visibility:** providing promotion and visibility to the social entrepreneurs through our communication channels: website, SIAN award, newsletters, social media
- **Coaching:** providing intake meeting (assessment) and follow-up support and basic advice

TRANSITION

TRANSITION scaling activities reflected a broader understanding of scaling up as defined by the CASE project (2006): "Increasing the impact of a social innovation to better match the magnitude of the social need or problem it seeks to address". This definition implies that innovations can be described as 'scaling' at any point in their lifetime, if they are working to increase their impact. Nevertheless, the geographical aspect of scale is particularly important in TRANSITION, as both the TSL and the SIJ emphasised geographical scaling as an important outcome.

This broader definition was reflected in the SIJ. The continuous exchange and mutual learning approach allowed project partners to align their understanding on the 'social dimension' of incubation, and agree on a set of key areas all social innovations (at different stages of development) had to take into account in order to be sustainable and scale to the next development stage or go transnational.

The SIJ is a standard reference partners shared initially, but also proved to be a good starting point for incubators which were looking for a reference to develop new incubation paths dedicated to social innovators (i.e. Paris Region Entreprises, POLIMI, Social Entrepreneurs Agency and WestBIC) or improve existing ones (i.e. Young Foundation, Social Innovation Park).

Member of

SÍAN | Social Innovation Accelerators Network
initiated by **BENISI**.eu

Social Innovation Accelerators can be leading organisations or accomplished individuals able to create an impact on society and who can act as catalysts of the BENISI project's scaling activities, by enabling the consortium's access to finance, skills and connections.

The SIAN Awards, a yearly award organized by BENISI, will highlight the most interesting examples and promising social innovations across Europe and provide them necessary publicity and hopefully through the Network – access to finance.

SIAN members are involved in BENISI at different levels & activities. There are constant collaboration between SIAN members and consortium partners on a regular basis. Opportunities & activities :

> "The main added value is sharing know-how and European connections. The TRANSITION Project also contributes to enhance the visibility of the different social innovation ecosystems across Europe. In addition, some specific actions such as TSL add value to our offer. Within ESIIN, the next step will be to support the transnational partnerships and international development of our different social innovators who have transnational scaling aspirations."
>
> **MICHEL DEIGNY,**
> **PARIS REGION ENTERPRISES**

- Meet annually at one of the project locations (total of 3 meetings over the duration of the project);
- Have an opportunity to develop spin off projects that contribute to achieving the goals of the project, in partnership with Consortium members and other SIAN members;
- Help identify and connect with social innovation examples locally;
- Help scale-up the identified social innovations locally in cooperation with the cluster leader (the Impact Hub network) whenever possible;
- Promote the objectives of the BENISI project through dissemination of information, further policy research and other activities that have the potential to increase the impact of the project.

NETWORKING APPROACH

BENISI

The **Social Innovation Accelerators Network (SIAN)** aims to identify, promote and scale up social innovation initiatives, by joining skills, resources and capabilities of its members and of the whole BENISI consortium. There are currently, more than 60 SIAN members covering diverse sectors (incubators, funders, legal advisors, volunteer network, academics…). Coordinated by the BENISI partners, this network unites organisations specifically interested in social innovation from a variety of sectors and with a wide geographical spread.

"DLA Piper Pro Bono, in collaboration with Atos, is partnering with BENISI to offer pro bono support for the multifaceted legal challenges faced by social entrepreneurs in Belgium. Lawyers from DLA Piper and Atos are developing a series of bespoke "Legal Helpsheets" for social entrepreneurs. SIAN member"

ÖZGÜR KAHALE, DLA PIPER PRO BONO COUNSEL, EUROPE, SIAN MEMBER

TRANSITION

TRANSITION recently launched the **European Social Innovation Incubation Network (ESIIN).** ESIIN is an incubation/scaling ecosystem to help spark, support, expand and replicate new social innovations in Europe. ESIIN's purpose is to raise the visibility of European social innovation and social innovation incubation, facilitate the exchange between social innovation incubators across Europe, and enhance the social innovation incubation ecosystem to better support the development and growth of social entrepreneurs and innovators.

European Social Innovation Incubation Network

"At a time of social and economic crisis, Social Innovation is seen as an opportunity for sustainable economic development. Many European territories and regions, like Brittany, are currently thinking of how to best foster and support SI initiatives through incubation, but a lack of collaboration among them is observed. ESIIN closes this gap, allowing for exchange of good practices between SI pioneers and followers, to the benefit of social entrepreneurs and innovators at the local level."

FEDERICO SGARBI, BRETAGNE DÉVELOPPEMENT INNOVATION, ESIIN MEMBER

Incubators first. It is strongly believed that in order to generate an impact in Europe and let social innovation flourish, we need to empower and provide more, better ongoing support to those enablers, who will then work together with European innovators to design, develop, implement and scale innovative solutions to the societal challenges identified in Horizon 2020 and ultimately to society's needs.

This is the rationale behind ESIIN: to create a forum for incubators, accelerators, fab-labs, co-working spaces: a forum made of online and offline opportunities, to better connect, learn, exchange, cooperate. In a word: networking! ESIIN's platform, www.esiin.eu, is an online meeting place to start conversations with other social innovation incubation practitioners, create connections, build partnerships, better support local projects to scale across Europe. Social innovators will also benefit from this initiative, as they entrust incubators that are a part of a community of trustees enabling increased and better connections across Europe, contributing to the further development of the social innovation ecosystem.

The membership to ESIIN has different meanings for us. After more than four years of incubation and acceleration of social business in Italy, Make a Cube3 is still in the need of learning, adapting methods, innovating the business model, working with other experts on the most interesting and ambitious social business projects. In addition, a quick and effective development of social business requires an in depth knowledge of markets, local contexts (socio-economic conditions, together with regulatory frameworks…) human resources. This know-how can be provided and channelled by other incubators working in Europe. So, we welcome the startup of this network and we hope to give and take, as mutual learning is the basic ingredient of our work."

MATTEO BARTOLOMEO, MAKE A CUBE3, ESIIN MEMBER

# TYPES OF SOCIAL INNOVATION (SECTOR AND MATURITY)

BENISI

The BENISI project identified over 240 social innovators across Europe willing to scale their innovations. These social innovators were looking to scale first locally, then across borders into neighbouring countries. Most of the social enterprises are located in the consortium partners' countries: the Netherlands, Belgium, Italy, Sweden, Austria, United Kingdom and Romania. This in itself, emphasizes the importance of having a consortium partner taking care of the local needs of social enterprises.

While observing the profile of BENISI social innovators, we have identified three top-sectors in which social enterprises are active: health & well-being, education & training and public participation. Only a minority were geared towards legal services and transportation and mobility.

Most of the revenues were generated by enterprises operating in the private sector or as NGOs. It must be stressed here that there were few social innovations from public sector. This seems to be due to the fact that the public sector is not driven by the entrepreneurial mind-set, by the willingness to grow or a willingness to scale in other countries as is seen in the private sector.
Although we saw some opportunities of public sector innovations in one geography that might benefit challenges in another geography, it was difficult to demonstrate the benefit to local civil servants of scaling their social innovation to other units and even countries, without any internal directive or incentive.
Regarding the enterprises' foundation, many of the social innovations looking to scale were founded back in 2010.

Due to new technologies and the increasingly popular crowd-funding system it is easier to scale internationally even if the company is a startup (founded 2-3 years ago). Unlike previously, things happen on a much quicker timescale and the winning element is not the age of the company, but its ability to adapt and respond to markets in quicksilver time. As a result of the defined nature of the BENISI consortium, especially the Impact Hub network and Oksigen Lab, there has been much support for younger (but promising) scaling social enterprises. That's why the majority that have been identified are in their early growth phase, where proof of concept and a certain maturity have already been demonstrated. Nevertheless the consortium partners DIESIS & PEFONDES are connected with social economy and the bigger cooperatives from social economy that have been in existence for a length of time.
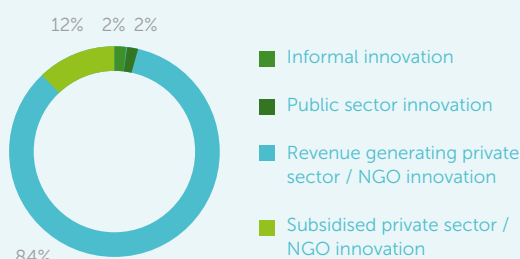
Social Innovations by Sector
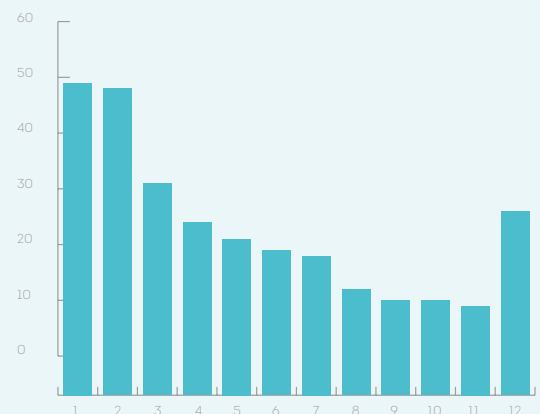
1. Health & Well-Being
2. Education & Training Services for Employment
3. Public Participation & Engagement
4. Agriculture, Fishing, & Forestry (Use & Preservation of nature resources)
5. Consumer Goods (Clothing, Household Goods, etc.)
6. Food and Beverage
7. Communications & Information Technologies
8. Entertainment, Sports & Leisure
9. Energy and Utilities
10. Real Estate / Housing
11. Financial Services and Insurance
12. Other

Innovations overview

12% 2% 2%

84%

- Informal innovation
- Public sector innovation
- Revenue generating private sector / NGO innovation
- Subsidised private sector / NGO innovation

Furthermore, it was observed that the Horizon 2020 Goals were different between Social innovations operating in Northern and Southern Europe. The first ones are focused on SMART growth, mainly encouraging innovation in approaches to address societal or environmental challenges. The Mediterranean regions are more focused on INCLUSIVE growth, mainly helping people to integrate into communities where they live. This valuable complementarity offers viable opportunity for more North-South collaboration between social enterprises

The following points were noted:
- Source of money and maturity of innovation affect the chosen scaling trajectory
- Mature initiatives (>5 years) tend to follow approaches of **affiliation or branching** (69 percent follow this trajectory)
- Mature, revenue generating businesses are not interested in disseminating knowledge as a means of scaling their business
- Younger startups (<5 years) **focus on capacity building** (39 percent follow this trajectory)
- Start-up, revenue generating businesses are more open to dissemination of knowledge (15 percent consider this approach vs 0 percent for mature revenue generating businesses)
- Revenue-generating businesses are **least willing to 'give away'** their concept to scale the impact
- Adapting to new markets (when required) demands an understanding of the context and regulatory framework by revenue-generating innovations most willing to pursue these changes

Key changes identified by social innovators needed to enter new markets:
- Adapting to local social and cultural context
- Adapting to or understanding local regulatory framework
- Developing sales staff and new or local distribution and marketing channels
- Building (entrepreneurial) capacity

Innovations overview

Number of innovations

Year founded

Focus on SMART growth
(mainly encouraging innovation in approaches to address societal or environmental challenges)

Focus on INCLUSIVE growth
(mainly helping people to integrate in communities where they live)
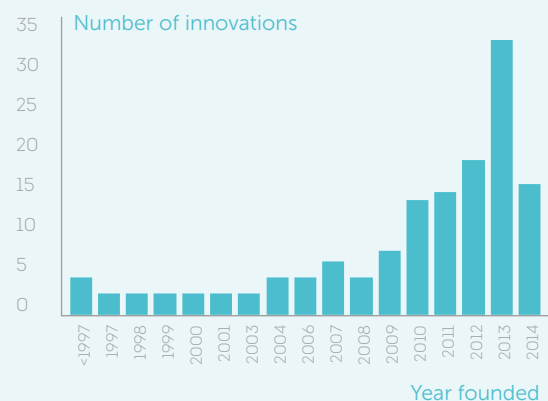
TRANSITION

The TRANSITION project has so far assessed approximately 250 social innovation projects.

According to the assessment of the first TRANSITION cohort of social innovations, the majority of social innovations were initially operating at a local or regional scale when they applied to TRANSITION. Although 14 percent declared they were already operating at an international scale, it doesn't necessarily mean the latter had already scaled up across borders, but possibly only reflected the business model of the innovating organisations.

Comparing the geographical scales of operation at the baseline and follow-up (in cohort 1) showed an increase in the numbers operating locally and nationally, and a decrease in the numbers not currently operating and those operating at a regional level. There was no change seen in the figures operating internationally. Moreover, there was an increase in the number reported to be at a later stage of development, as well as a decrease in those who were identified as 'prototyping' their work. Looking at individual cases, it is clear that there was movement both 'forwards' and 'backwards' through the other scaling centres.

It was also noted that the majority of innovations focused on education and training or health and wellbeing. Several projects were in the housing and ICT sectors. POLIMI applicants targeted a wide range of sectors (i.e. culture and heritage, transportation and mobility, hospitality, fashion and design and food) as compared to the other Scaling Centres.

Across TRANSITION, the most common type of support sought from applicants was help with accessing finance or funding, developing networks (e.g. with potential partners, customers, funders, etc.) and meeting other social innovators. The top types of support sought varied from one Scaling Centre to another. Other important needs included market validation, access to market partners, building the team and social impact measurement, particularly for innovators who didn't see themselves strongly as 'social' innovators.

Social innovators from cohort 1 were asked whether there had been any change since receiving support from TRANSITION in three areas – their geographical reach, the number of clients or beneficiaries they reached and, more generally, their social impact. Nearly half thought that their social impact had increased, while over 40 percent said that the number of people benefiting from their idea had increased. Less than a third said that their geographical reach had increased. Importantly, no respondents reported a decrease in any of the measures.
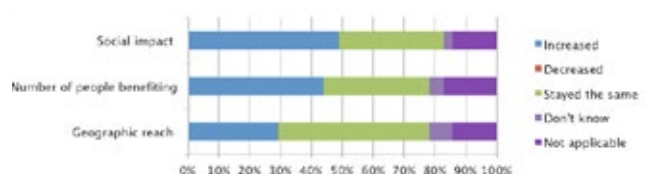
Preliminary Findings

BENISI

Based on our early experiences, we distinguished two distinct strategies across our scaling support activities, related to the maturity of the 'scaler' at hand:

The **'slow down first'** strategy: This was a strategy used when it was felt that the venture was not quite ready to scale. The coaching role then typically added most value at this point. We challenged the robustness and size of the societal impact achieved and the business model used. This reality check and push back was, perhaps surprisingly so, something the scalers typically appreciated. The extra benefit that BENISI brought about was twofold: [a] We could tap into our own database to more efficiently and reliably benchmark and contrast the 'scaler' at hand with similar initiatives. Take food waste, as an example. With our project, we tracked and supported at least ten related initiatives spread across five countries (Romania, Austria, Belgium Sweden and France) in this space. [b] We could present more experienced, subtle learnings we captured by conversing with the fellow incubators that supported those peers. This was important since real understanding of the elements that fostered growth came from looking at the use of mechanisms that strengthened desirable outcomes as much as the suppression of mechanisms that thwarted such outcomes.

The **'plug in, speed up'** strategy: This is a strategy we used when the venture had a lot in place already, and all it needed was an extra push, funding, exposure, contact, and/or experienced piece of advice. The extra benefit that BENISI afforded was that [a] we could speed up the special knowledge acquisition process involved when looking to scale across regional or nation-state borders; and [b] we could readily expose and introduce the 'scaler' to key partners: be it on-the-ground finding affiliates or entities that could imitate the innovation, or more in the back, connecting with commonly-needed finance or legal support or expert advice about the contextual differences.

Scalers and the Network Benefits
(Those with bandwidth, entrepreneurial and political skill have a winning edge)

Networks of incubators like BENISI are large pools of tested knowledge and contacts. However, the positive impact of these networks depends to a large extent on the 'scalers' themselves: the time and energy they can free up to leverage the network's assets. We found that only a small minority of 'scalers' were particularly skilled at activating and leveraging the network to best fit their needs. These scalers notably have enough bandwidth to absorb and quickly respond to the special insights and personalised information shared. They are typically very entrepreneurial and seem to exhibit strong 'political skills' (Ferris et al., 2005): They are socially astute, have an influence on others, are adept at developing and using diverse networks, and appear to others as possessing high levels of integrity, authenticity, sincerity and genuineness. For those 'scalers' who lack the time and mental resources to truly engage with the network (despite their promise), presumably a more intensive consulting support is welcomed, and could yield more rapidly a positive result. This insight has encouraged many BENISI Partners to look for and unlock extra leverage/financial support – and thanks to this, these incubators were able to go the extra mile in providing hands-on scaling support.

Scalers and Their Scaling Pathways: Predominantly Alone of Undecided

The overwhelming majority of our sample so far (82 percent of our 240 scalers), are scalers with a revenue-generating activity. This may well suggest that having a revenue-generating model in place puts social innovators eager to scale at a competitive edge. Admittedly, the aspired 300 'scalers' we supported and studied (through our action-research, if you will) were a convenient sample. Still, thanks to the very diverse social innovator traditions and support practices the network spans, the sample of social innovations is very rich – and can serve as a decent barometer for picking up on bigger trends. The fields in which the social innovations operate are manifold: more or less in equal measure, they relate to poverty, health and well-being, ethical goods and services, environment and community. One trend which is far less represented in our database (so far) is the trend of migration and the elderly. The median size of the scalers is 3 FTE, though the distribution is highly skewed, with an average firm size of 32 FTE.

As scaling strategies are concerned, two interesting findings stood out: first, most 'scalers' (and virtually all those with a revenue-generating model) stated they wished to scale alone, most commonly through building up own capacity or branching. Second, half of the 'scalers' were undecided about the scaling pathway they actually wished to embark on. This was in line with the intuition that social innovators have a tendency to adopt an effectual logic (perhaps more often than business enterprises), given they face high cross-border uncertainty, access limited resources and the importance of network dynamics.

Scaling up projects initiated by the public sector were/are difficult to detect. Most of the initiators were unable nor interested to implement their ideas and projects in another administrative area as their prime interest was to serve their own constituencies.

Scaling Support Practices: Fast Evolving and Experimental

It is still too early to assess the effectiveness of the practices being taken to the field. Within the network, there is a huge amount of experimentation that is on-going. Some are testing schemes whereby young leaders of a major bank are consulting a 'scaler', while others are experimenting with fellowship schemes. Ths vast experimentation confirms there is no consensus yet about what scaling support approaches are most appropriate, effective, etc. BENISI exploited this diversity to reflect over these experiments, and took stock of differences and similarities, and relative successes. Unfortunately, none of these experimentations so far have embraced a more scientific, rigorous evaluation method, which limits to some degree the reliability of insights.

Based on our learnings so far, scaling social innovators are looking for these resources :

- o Access to networks
- o Connecting to peers
- o Deep understanding of local framework and context
- o Accessing to growth capital
- o Finding partners and/or skilled personnel
- o Coaching and capacity building

We have received consulting from the beginning, with discussions focused first of all on figures, even if we wanted to start with new ideas, new possible collaborations. For us, it was important to receive the questions and solutions we got in order to scale our impact. When you have an overview of the financial part, it's like taking a step back to analyse what went good and what can be improved. This actually helped us to have an overall view of our activity and to ask ourselves in what direction we were heading. Focusing on the right things was never our strong point and presenting ideas to the BENISI team, who have experience in the business field and the Romanian market, helped us prioritize things and to choose wisely different partnerships."

ANDREEA ZAHARESCU, UPSIDEDOWN (IH BUCHAREST)

TRANSITION

Preliminary analysis on the impact of the Social Innovation Journey on the first cohort of social innovators showed several areas where TRANSITION has created significant capacity to help projects scale:

- Capacity to **reflect** on, and reinforce, the social value that the innovation creates
- Opportunity to bring together social innovations at wide ranges of maturity, with subsequent benefits of **knowledge sharing and peer support**
- Promoting co-design and prototyping approaches to social innovation development across a wide range of developmental stages
- **Broadening the perspective** of social innovators through new interactions with a range of others
- Increasing the **self-confidence** of innovators to make rapid progress with their journey

According to the six stages of the innovation spiral, TRANSITION scaling centres highlighted the different areas of work within the SIJ that were most beneficial to innovations at each stage of development.

PROMPT

At this stage, innovations benefitted most from:

- Value proposition development
- Understanding and framing the problem they wished to address
- Defining their role in addressing this problem and considering the potential challenges in this

PROPOSAL

- Establishing and refining the value proposition
- Clarifying the Theory of Change
- Developing potential team roles
- Considering the feasibility of different sustainability models

PROTOTYPE

- Learning from existing prototypes and considering them in relation to the newly developed/refined value proposition
- Identifying potential or actual new customers and partners and testing with them as appropriate
- Identifying potential funding sources to link into a more refined sustainability model
- Refinement of prototype through service design principles
- Gaining a better understanding of stakeholders through service design principles
- Learning and applying 'agile'/'lean' principles to the continual reiteration of the innovation

SUSTAINING

- Apprise expansion plans
- Further consideration of sustainability model
- Deeper analysis of cash flow model
- In depth scenario planning around different permutations of sustainability model
- Further reflection on/development of value proposition and theory of change
- Continued appraisal of existing business model
- Feedback and consideration from experts in appropriate field, particularly around sustainability model and growth planning
- Enhancement of marketing and sales strategies
- Collective project review and recommendations

SCALING

- Team assessment and internal capacity building
- Considering new potential stakeholders, in some cases internationally
- Considering different product offerings to different markets as part of growth strategy
- New fundraising principles and contacts appraised and pursued as appropriate
- Connections to key contacts to enhance the growth process
- Targeted promotions
- Facilitated discussions with potential major partners

Following the first round of support a few notable trends emerged:

- **Networks are key** – whether through additional mentoring and coaching provision, encouraging peer networks amongst innovators, ad hoc introductions for individuals or operating a networking event to close a programme, the importance of helping the innovators expand their network is indisputably high
- **One-one time is vital** – in addition to some centres using this format throughout, those using a cohort format have built in the capacity to cater to the varying needs of innovators at differing stages during taught sessions
- **Space is not essential** – Few centres needed to provide space for all, or even any, of those they were supporting. There has been little demand for workspace even when it was on offer. Nevertheless, TRANSITION Basque Country is today showing an interesting case of re-organization of physical incubation spaces to mirror the social innovation maturity stages as defined by the innovation spiral and the SIJ model, enabling p2p activities and networking.
- **A broad reach is common** – Even centres that have explicitly focussed on a target stage of development have supported innovations outside this range. Others have accommodated most, if not all, developmental stages and used different methods to support their varying needs accordingly.

Nesta literature review highlighted the conditions of success for transnational scaling to occur. In particular, it highlighted the need for research and planning, the importance of working with local partners and the role of intermediaries and networks. This has a number of implications for the way in which the TRANSITION/ESIIN network can facilitate and support the transnational scaling of social innovations.

Creating a climate of collaboration and networking:
This shows the importance of working with partners when scaling ventures internationally. As such, one of the most important elements of transnational scaling support offered by TRANSITION was to connect social ventures with strategic partners amongst its wider network. The review suggests that the network should aim to build an ecosystem encouraging collaboration between different organisations and local actors to maximize positive social impact across and beyond the six participating regions.

"I have found the TRANSITION network programme a great opportunity to meet like-minded entrepreneurs who wish to make a difference in communities globally."

DERMOT CLANCY, ONETOUCHTELECARE, SOCIAL ENTERPRISE

Strategic thinking and controlled growth:
TRANSITION explored the concept of a 'born global' organisation, which is focused on tackling transnational challenges from the outset, compared to an organisation that focuses on its local market first, proving the concept and gaining traction before exploring international opportunities. While both approaches are valid, we believe TRANSITION encouraged more 'born global' organisations or ideas amongst the innovations that the network supported. This might imply (where relevant) looking at how internationalisation might fit in each of the incubation areas included in TRANSITION SIJ.

Local area expertise: An important element of strategically planning for transnational growth is understanding the external contexts for growth – specifically, understanding the social, political and market environment of the country or region in which the innovation plans to scale. The review suggests that social innovators needed to commit time and energy to research the contexts of countries where they envisage their innovation scaling. The TRANSITION network makes this task easier for innovators by operating as a first-point intermediary; offering participants country profile information and key resources needed to register companies or charities in the six participating countries in which they operate.

Common Preliminary Learnings

There is currently little evidence available on the effectiveness of social incubation and acceleration. *BENISI and TRANSITION offer a valuable opportunity to generate robust evidence about social incubation and to work with other initiatives to share evaluation practices, metrics and data.* Despite the differences and complementarities highlighted in the sections above, the two projects agreed on a set of common learnings that emerged from incubation and scaling activities so far:

1. The start-up process has a clear path, while scaling can take different trajectories, so it is fundamental to analyse each case separately. It is necessary to develop a holistic, but tailored model of support

2. Accelerators must screen their applicants to ensure an appropriate fit with the programme

3. Strong, committed and skilled teams are required, composed not only by volunteers, but by full-time employees

4. The maturity of the business is a key enabler to adapt in new markets

5. Timing is key: it is important to choose the appropriate strategy at the appropriate moment

6. Accelerators acknowledged that providing long-term support through this process is desirable to ensure enterprises remain on track with their plans

7. Social innovation incubation is not a short/unilinear process: the time and the resources needed to assess, improve, increase and measure the social impact of a project differ very much from the ones needed for the economic impact.

8. Appropriate resources are needed to let social innovators and entrepreneurs access coaching services: the role of networks is key to introduce and connect the right partners to innovators. Networks can also help social innovators to detect those funds and financial support needed to access qualified expertise complementing the support networks can provide themselves

9. The majority of social enterprises/innovations that entered TRANSITION and BENISI programmes were not ready to scale now, but they have been prepared and empowered to scale in the future. TRANSITION and BENISI gave them an opportunity to connect with other partners across Europe and prepare the innovators for the coming phases of development and scale

10. There is a strong need for a network and mechanism to enable partnerships and peer-to-peer support. Through partnerships, accelerators can provide better curriculum, connections, and expertise on specific geographic or sector dynamics

11. There is a need for more EU-level scaling support, to broaden the lens of opportunity for scaling beyond local markets

12. Foster collaboration amongst impact enterprises, starting a business to address these issues involves common growth challenges, which all impact enterprises face. This creates a unique opportunity for collaboration

13. So far the two projects have confirmed there is a need for social innovation incubators

14. Social Innovation Incubators proved to be valuable tools to attract and scout social solutions that otherwise would have stayed hidden or very local

15. The two projects address VERY ambitious goals, with limited resources: both TRANSITION and BENISI designed the best possible support models with matching and available resources with the objective of scaling 300 social innovations

16. There is a need to implement realistic demands around the investment incubators have to make in each social innovation to provide relevant and effective support

17. The strength of the network lies in the following: share, learn, scale for the benefit of the incubators and the innovators!

Future of Social Innovation Incubation and Recommendations

TRANSITION and BENISI networks have evolved into a valuable resource for innovators in Europe, and now need to further support and connect innovators at a deeper level, facilitating and encouraging further transnational collaborations. They must play an active role in ensuring that those who have something to give are connected with those who are in need. The wheel must stop being reinvented in Europe and resources must be actively shared.

The two networks have operated as catalysts for social innovation incubation, enabling new connections and discussions. By funding the latter, DG Research and Innovation enabled the whole ecosystem to move from research into action, reactivating close to a decade of studies and findings.

In the field of incubation this was the first EU call that focussed on scaling support for social innovation. Very little is currently available in this field, and from early stage results of these two projects it can be affirmed that relevant results have been achieved. That said, there is still room for improvement and further action in this area.

Placed at the core of the social innovation ecosystem, as the unique experimentation programmes now in place, TRANSITION and BENISI engaged in several collaborations and connections with other projects, networks and initiatives across Europe to multiply their impact. TRANSITION and BENISI closely collaborated with Social Innovation Europe, and attended several workshops organised by the EC to exchange dialogue with different DGs and help them understand the potential of social innovation incubation in different fields.

Probably the most relevant collaboration was represented by the SI LIVE event that TRANSITION and BENISI organised with TEPSIE and SI-DRIVE, in November 2015: an event that continues to give momentum to social innovation in Europe. Looking at SI from different perspectives, it allowed us to enrich our view on this subject, underlining the conviction that research should be closer to action, and action has to move closer to research. It was the first time different actors and stakeholders met and discussed challenges and opportunities for social innovation in Europe, understood existing complementarities and started thinking of possible interactions and collaborations between the two programmes. The net result was plenty of ideas, to-do lists and inputs: the event highlighted the complementarities of TRANSITION and BENISI, and stressed the impact the two networks have had on the territories involved.

RECOMMENDATIONS

TRANSITION and BENISI have been on a steep learning curve and the following recommendations and measures are suggested to increase the impact and reach of social innovations across different sectors and territories within and beyond European borders.

1. Social innovation incubation requires proper expertise and time in order to achieve relevant impact. Therefore, longer timeframes would be beneficial to better monitor and assess the impact generated by the social innovators.
2. Transnational scaling requires significant resources, skills and time. While very little evidence is available, the contribution of TRANSITION and BENISI have proven to be valuable, in their efforts to experiment with different methods and tools that can help to internationalise social innovation. Again, time is a key factor: transnational scaling requires time and the lifetime of the two projects often doesn't enable the possibility of seeing out the results/impact of these incubation programmes.
3. Public / Private Partnerships should be encouraged to balance the private and public components of social innovation incubation.
4. Recognise the learning that comes from 'failing' and create a culture of openness for failure: failing now to better prepare for future success. The role of incubators is also to help innovators and companies 'fail the right way'. E.g. The Silicon Valley extreme approach where entrepreneurs are expected to show failure before they receive funding.

5. Encourage early engagement with people outside their usual sphere. It is too easy to stay in one's comfort zone, with like-minded people or geographical-proximate people. The difficult step is to move outside of one's own region or country, and to connect with people who are doing something similar in other places very early in the cycle. The earlier they connect the better. The more mature a project, the harder it is to dovetail or connect into other ideas and operations.

6. Effective networking, partnerships and strategic international connections are key to expanding the impact of solutions in other markets. International consortiums provide projects with opportunities for experimentation, piloting and R&D capital that they would not otherwise get. It would be too difficult and expensive to bid on funding such as Horizon 2020 by themselves, and the likelihood of being successful would be low. A consortium model can create opportunities its partners might not otherwise have. Furthermore, in the course of these projects, yet outside their focus, there has also been significant interest expressed for EU social innovations/enterprises to scale outside the EU and non-EU entities to scale into the EU.

7. Social innovators must keep an open mind about how to finance and capitalise social innovation projects. The amount of financial instruments are now plentiful, and it is important to find that blend of funding mechanisms that are sympathetic to social innovation, and that are conducive to impact beyond the balance sheet. Intermediaries should be attached to all of these funding mechanisms, including the ones outside their own market. An inventory of key financial instruments available across the EU tagged to the various levels of a social enterprises growth trajectory would be most helpful.

8. Funding streams are enthusiastically open to support the growth of such project ideas as both the private equity sector and public funding are attracted to proposals that make a difference beyond shareholder value. These funding options should be considered for social innovation, together with impact bond, social investment, etc.

9. De-jargoning social innovation is important to support the creation of a social innovation culture in Europe. In this context, it is vital to stress the role of social innovation incubators as a 'tool' to cross the great divide between 'business' and 'social'. Today we can give social innovation a business model, but the next step is to make businesses more socially innovative. The Principles of Marketing, i.e. evaluate needs and design solutions, are even more essential when benchmarked against the seven Societal Needs agreed at the EU level. In the longer term, society will benefit and the

public good will be served... sustainably! Through innovative and dedicated incubation paths, social innovation incubators should be helping to make social innovation more sustainable; and look at serial entrepreneurs and help them be more socially innovative. The processes of social innovation need to be embraced by all business really and this message needs to be communicated effectively, especially to the emerging SME sector. This will channel new frontiers for innovation in Europe and will give off new resources and innovative solutions to societal challenges and social needs.

In the context of the vast innovation ecosystem, it behoves us, intermediaries and our partners (government municipalities, EC, academics and corporates etc) to harness all of this creativity and improve the targeting so as to optimise the impact on the societal need areas to deliver real value to the EU citizens.

❝❞

The processes of Social Innovation needs to be embraced by all business and we need to communicate this message effectively, especially to the emerging SME sector. The Principles of Marketing, i.e. evaluate need and design solutions against the market, are even more essential when benchmarked against the seven Societal Needs agreed at EU level. In the longer term, society will benefit through this approach and the public good is served....sustainably! The need for Government intervention will decrease. The power of networking and intelligent International linkage provided by programmes like TRANSITION, is key to expanding the `foot print` of the solutions through partnering in other markets. In the generality of the vast European Innovation Eco System, it behoves us Intermediaries and our Partners (Govt, municipalities, EC etc.) to harness all of this creativity and improve the targeting so as to optimise on the impact on the Societal Need areas to deliver real valued to the EU Tax Payers

**PROFESSOR JIM WARD,
NATIONAL UNIVERSITY OF IRELAND, GALWAY**

CASE STUDIES BENISI

AFRIEK
#consumergoods #employment #development

Afriek creates an inspiring collection of hand-tailored blazers of Dutch design in cooperation with talented craftsmen in Central Africa. As a general rule, the stories behind what one wear are left untold. In contrast, Afriek proudly reveals the history of its talented craftsmen and their efforts to make a personalized Afriek blazer. This unique social enterprise makes one aware of the roots and heritage of a handmade garment - a lost art in the setting of current Western fashion culture.
BENISI provided much needed networking assistance by connecting Afriek to retailers in London, Paris and Berlin. It provided business coaching, project management advice and knowledge sharing on scaling to other countries in Europe using access to local market know-how. Visibility was enhanced through online media channels and as a result, now, a new product line was recently implemented in the form of women's line of clothing.

www.afriek.com
Scaling partner: Impact Hub Amsterdam
Country: The Netherlands

BEEODIVERSITY
environment #technological

Pollinators are disappearing progressively. In 10 years, the Belgian mortality rate of bee colonies, for example, rose from 10 percent to 32 percent per year. This has negative consequences on food diversity and on biodiversity. BeeOdiversity's mission is to regenerate and preserve biodiversity and pollinators with an innovative, global and scientific approach, while involving all the concerned actors (farmers, beekeepers, citizens, public institutions, scientists, companies) in a concerted effort to fix this global issue. Beeodiversity provides an overview of pollution in a certain region thanks to the data collection from bees. Beeodiversity developed a technological tool to report on this data.
BENISI coached this company to strengthen its business mode and helped them to access the right network and partnership. Oksigen Lab also allowed Beeodiversity to benefit from the support of a team of 'high potentials' from a major bank for five months; this team worked mainly on stakeholder management and fine-tuning the value proposition of Beeodiversity in the real estate sector. BENISI connected Beeodiversity with potential partners for Business Development - Natuurpunt, Natagora, as well DG Environment.at the European Commission. It was awarded the SIAN prize and the resultant press release was widely shared via contacts and in the magazine published by the European Commission.

www.beeodiversity.com
Scaling partner: Oksigen Lab
Country: Belgium

BEIT PROJECT
#culture #education

This is an innovative social-purpose project supported by the European Union that aims to transform heritage sites into education frames for dialogue and debate, linking history to major contemporary issues.
Launched in Paris in 2011, the project initially focused on sites linked to local Jewish history, before widening its scope to revisit the memory of heritage sites in general.
BENSISI provided the important introductions to London councils, authorities and schools as well as an introduction to UK SIAN members and BENISI social innovations. They were supported in finding collaborators and staff, namely one local coordinator and at least three to four facilitators, which helped them define their project vastly.

www.thebeitproject.org
Scaling partner: Impact Hub Milan
Country: Spain
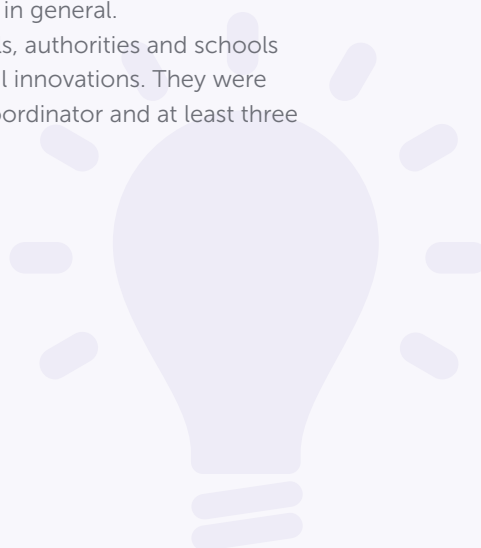
BOOBS 'n BURPS
#healthcare #wellness #socialincusion

Boobs & Burbs (founded in 2010) is a retail shop and online store aimed at promoting breastfeeding and ensuring access to knowledge on the benefits of breastfeeding to excluded populations, especially helping first-timers and experienced mothers through their breastfeeding journey. Boobs-'n-Burps has a mission to be a support to all future and young mothers and to make them choose positively for the healthiest and most durable nutrition for their children - breastmilk. Boobs-'n-Burps plans to achieve this through providing information, products and services. They also want to make the image of breastfeeding more attractive, throughout different layers of the population. All mothers-to-be and young mothers are welcome, whether breastfeeding or not. They pay special attention to the most vulnerable groups, and to the working mothers for whom a job or social life present an obstacle to begin with, or to continue, breastfeeding.
Oksigen Lab has coached Boobs & Burps in order to clearly define their social mission and social impact in order to attract capital from an impact investing fund. OksigenLab introduced Boob n' burps to a Belgian based impact investing fund, SI2 fund (SIAN member). SI2 Fund has invested in supporting their upscaling trajectory.

www.boobs-n-burps.be
Scaling partner: Oksigen Lab
Country: Belgium
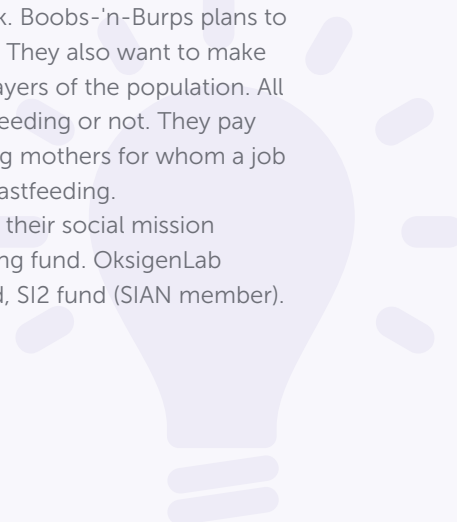
CO-ABITARE

#social inclusion #humanitarian #refugees

Coabitare plans and implements interventions in the field of social housing. Its first initiative was represented by the regeneration of the ancient ruined mansion, La Cascina located in Turin. The aim is to create a collective residence offering temporary housing to citizens at risk of social exclusion. In addition to the housing vocation, La Cascina wants to develop "commercial" activities (spa, restaurant, camping area) with the objective of strengthening the economic viability of the project and open the structure to the outside world, facilitating interaction across socio-cultural boundaries.
Direct support has been provided by CGM (Italian network of social cooperatives member of DIESIS) in terms of building a partnership, business coaching and advice and helping the company access contacts with local authorities and regional authorities BENISI also offered information on funding possibilities, existing local support networks and contacts with similar experiences in other parts of Italy.

www.coabitare.org
Scaling partner: DIESIS
Country: Italy

DIGITAL KIDS

#education #engaging learning #technological

Digital Kids is a programming course for children between the ages of 8 to 14 years. Children discover programming languages such as HTML5, CSS, JavaScript, and how to build a website or an app. In Romania there are many issues in the public school system: with a decrease in the quality of teaching, high dropout rates, lower results in international tests, outdated curricula... making the role of the civil society and private sector very important. They can represent an alternative, build schools, support extracurricular activities, participate in public policy debates and offer internship opportunities. In Romania, only about 2 percent of the children are enrolled in a private school. Digital Kids tackles this challenge by proving to kids that coding is fun and everybody can learn how to program.
Digital Kids is operationally located in Impact Hub Bucharest, where weekend courses are run. The team considers that access to the premium location has been very important to build parents credibility . In turn, this has contributed to stronger word-of-mouth marketing, which has remained the strongest customer acquisition channel throughout the two years of running the initiative. Through Impact Hub Bucharest, the Digital Kids program has been showcased in a series of events as guest speakers or best case practice in education. These additional PR opportunities have also contributed to customer acquisition.

www.digitalkids.ro
Scaling partner: Impact Hub Bucharest
Country: Romania

ECOLIVING

#health #consumergoods #environment

Ecoliving is a social cooperative created to manage the project l'Ape Bianca, a
sustainable store. Ecoliving occupies a space of 1100 square meters in Bologna, a
sort of "square" where visitors can move freely and pleasantly, choosing which of the different shops
to visit, or stopping in the open places and areas of aggregation. Ecoliving is a work integration social
cooperative.
Direct support has been provided by CGM (Italian network of social cooperatives member of DIESIS)
in terms of building a partnership, capitalisations, advice, business coaching, contacts with local
authorities and regional authorities. BENISI offered information on funding possibilities, existing local
support networks and contacts with similar experiences in other parts of Italy.

www.lapebianca.it
Scaling partner: DIESIS
Country: Italy

PRACTIVATE

#employment #development #wellbeing

Practivate Ltd designs, develops and delivers social impact
programming through social enterprise career building and entrepreneurship development
for global citizens at economic risk. Practivate's vision is to see their programming
everywhere on the globe where there is a need for fair opportunity and economic equality
for ex-offenders, young adults at risk in the community, and where gang enterprises have
become the accepted local economies of disadvantaged communities.

BENISI helped support the development and promotion of the crowdfunding campaign and
helped the company enrol in the SIAN programme – as Business in the Community ARC
programme (starting the programme in April/2015). The organisation was introduced to
investors and support was given with completing and submitting grant applications.
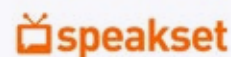
www.ipractivate.com
Scaling partner: Impact Hub London King's Cross
Country: United Kingdom
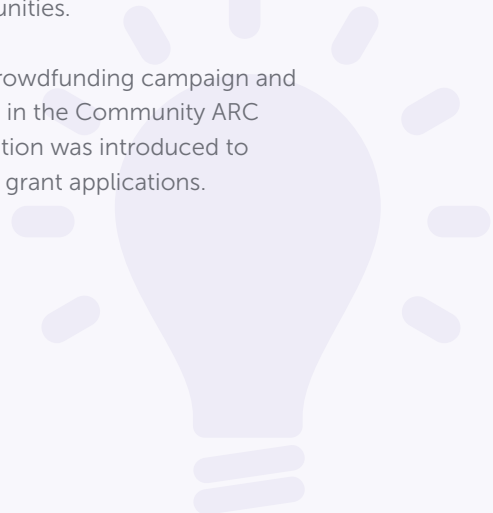
SPEAKSET
#elderly #social inclusion # technology

SpeakSet connects older people to their support network through simplified video calls on the TV. The team firmly believes that healthcare can be better. Care systems we see today were designed for another era and they aren't sustainable. Visual consultations are the most important part of care. Speakset is making them an order of magnitude better. BENISI assisted with business advice in the shape of Finance modeling, investors pitch advice and impact measurement strategy advice. They founders were introduced to advisors that later became board members, as well as to people specialised in selling to the public sector. On the HR front they received support with the recruitment process. And finally, discussion about potential future scaling to other European countries, will be discussed again in 6 months.

www.speakset.com
Scaling partner: Impact Hub London King's Cross
Country: United Kingdom
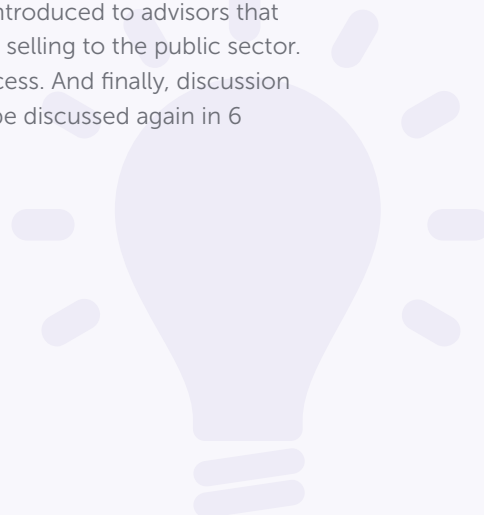
THREE COINS
#culture #education #engaging learning

Three Coins pioneers a new educational technology for behaviour-based learning about money. Globally, 20-29 year olds record the highest growth rates of private indebtedness. With social learning products, Three Coins provide educative tools that train players with 'alarm bells' that go off in situations where dealing with money responsibly is a key factor. Their first product is a mobile game that works with adventure stories, mystery and metaphors, as opposed to being openly educational. The core focus groups regards young people from low social backgrounds, as well as migrant families, since these are the most vulnerable groups (75 percent of debt counselling clients have finished school at 15 and 70 percent of private bankruptcies in Vienna are filed by people with migrant backgrounds). The initial idea of their social business – to develop a mobile game that trains young people playfully in managing their money – was 'born' in the Impact Hub Vienna. Since then, Impact Hub Vienna has enabled them to scale their social business with the help of an inspiring network in Europe and abroad. BENISI supports Three Coins to get visibility and scale in Austria, and across Europe (especially in the UK market). Financial education is highly fragmented in Austria, as well as the majority of European countries, and collaboration on eye-level is core for social impact. The BENISI network has played a key role in convincing some of these stakeholders to share their knowledge. BENISI also offered Three Coins access to various funding opportunities for their project.

www.threecoins.org
Scaling partner: Impact Hub Vienna
Country: Austria

CASE STUDIES TRANSITION
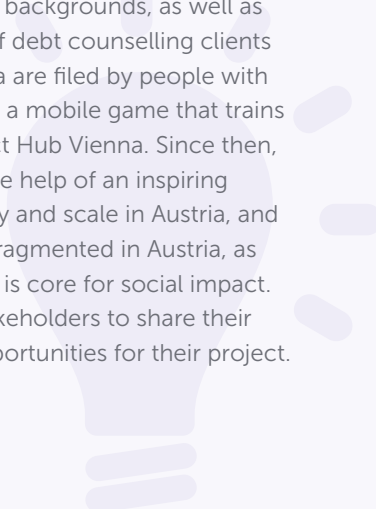
MARE CULTURALE MILANO
#culture #inclusion #urbanregeneration

Mare Culturale Milano is a social enterprises founded by a team of young people, with a multidisciplinary background: from performing arts, to economy and to social sciences. The project aims at creating an international centre of cultural innovation, social inclusion and urban regeneration, experimenting a new model of territorial development of the Milanese suburbs. **Mare** Culturale comes to life in two areas: farmhouse Torrette di Trenno - opening in spring 2016 - and Via Novara 75 - under construction in 2016. Both the areas cover approximately 7700 square meters and will include cinema, theatres and concerts, co-working, music studios, workshops and spaces for the community, cafes and bistros, a court, a large area of green public space. TRANSITION supported the innovators on the area of Cascina Torrette di Trenno, the first service that will open in spring 2016. This area will include mainly a coworking, music and performing arts studios, a café with a bistro and community spaces. Moreover, it is worth mentioning that the farmhouse is close to a new social housing settlement that has already contributed to revitalizing the area by opening new local services and creating an association that includes 100 families living the area. TRANSITION helped the Innovators to focus and harmonise the idea, by refining and clustering the offering. It supported the team in exploring community engagement tools and activities to be tested during co-design sessions and in designing an integrated system of services.

www.maremilano.org
Scaling Partner: TRANSITION Milano
Country: Italy

ONE TOUCH
TRANSITION Ireland West
#wellbeing #health #wellness #independentliving

One Touch recognises that social isolation and loneliness is a major contributing factor to the early onset of illness. One Touch offers a range of products and services to improve the lives of a person living independently. At OneTouch they design and deliver care management software, such as Service User Apps, Carer apps, Family portals and solutions designed to promote and prolong Independent Living through Innovative Smart Technologies. One Touch strive to support the clients life journey, self-management, wellness and health at home. Their Propositions empower the receivers of care to manage their own User-Led Care Programme, while supporting the Care Organisations to provide an enhanced quality of care to their members living independently.
One Touch have already commenced trading and, on the TRANSITION project, are being assisted to consolidate their position in the Irish market, develop their pitching capability to secure finance to grow, access business angels, research potential contacts/strategic partners, particularly in the UK, in association with The Young Foundation/TRANSITION London.

www.onetouchtelecare.com
Scaling Partner: TRANSITION Ireland West › TRANSITION London/The Young Foundation
Country: Ireland

ENABLING GENIUS
#education #engaging learning

This is a London-based organisation that has developed a cross-platform edutainment product to entertain and educate children (3-7 years old) in line with educational standards by combining best in class teaching, cartoons and interactive technology. The goals is to provide simple and engaging learning that works hand-in-hand with the national standards, making it easier for parents to get involved in their child's development and make learning more engaging.
They came to the TRANSITION programme looking for support to access new markets and receive mentoring support from individual experiences. The association with TRANSITION has resulted in connections with several key people and organisations; they have done several licensing deals of the series (in multiple regions) and are also testing the product in several nurseries in London.

www.enablinggenius.com
Scaling Partner: TRANSITION London
Country: United Kingdom

EMAKUMEEKIN
#entrepreneurship #gender #women #digital #empowerment

EmakumeEkin develop projects that promotes entrepreneurship among women in all sectors of activity.
This support is made taking into account the gender perspective in a transversal manner: womens' empowerment is central to EmakumeEkin. Currently EmakumeEkin is co-creating a training programme for the Department of Economic Promotion of the Provincial Council of Bizkaia (DFB): Supervision, Training and Creativity for women entrepreneurs, #EmprendedorasDFB. The training programme consists of a cross and common training which led to a workshop that guided women entrepreneurs about their needs. Moreover, EmakumeEkin, together with SIP, applied to a Basque Employment Service call for a training, supervision and coaching for women, in the same terms and conditions with DFB, but with a practical case with SIP (challenges and solutions). Emakumeekin has also benefitted from p2p activities: SIP organises monthly meetings with all social innovators hosted in the park in order to spread the network, share information, encourage connections. TRANSITION Basque Country offered its services and connected them to potential investors, partners and customers. TRANSITION Basque Country introduced EmakumeEkin to the Ministry of Economy and Competitiveness as a good Basque example in order to study possibilities of collaboration with the rest of Spain. They have shown the idea works and now EmakumeEkin is trying to scale up their social innovation in London through TRANSITION Transnational StartUpLab. During the acceleration workshop in the Basque Country (10-12 June 2015), EmakumeEkin established connections with Spare Space, a Netherlands-based social innovator incubated by TRANSITION London, and they are working on a proposal to scale up the Spare Space initiative in Spain, with an additional gender dimension.

www.emakumeekin.org
Scaling Partner: TRANSITION Basque Country › TRANSITION London (TSL)
Country: Spain

RECYCLIVRE
#sharingeconomy #unemployment #environment #illiteracy

RecycLivre collects books for free directly from individual's homes, not-for-profits and other organisations' offices in Paris, Lyon and Bordeaux. Books are then sold at a low price on internet in order to allow people to read on a regular basis. RecycLivre also works in partnership with a not-for-profit enterprise (Ares) who employs individuals who have been away from the job market to fulfil RecycLivre's orders and manage our inventory. Finally, RecycLivre seeks to reduce as much as possible its carbon emissions and aims to donate 10 percent of its turnover to not-for-profit and other social programs that fight against illiteracy. RecycLivre is operating in France and particularly in Paris, Lyon and Bordeaux covering Ile de France region, South West and South East of France. They are working now to open two new offices in Nantes and Lille to cover North West and North East of France. An Investment Fund entered last year the company's capital. Since 2008 RecycLivre collected more than 1,5M books; 500.000 clients bought low-price books from us; donating 300.000 € to not-for-profit programmes that fight against illiteracy; they trained 100 people in a new profession. TRANSITION Paris Region supported RecycLivre through workshops on different topics such as Business Model Canvas, finance, communication, strategy, social value, effectuation, design, human resources, sales and enterprise agility. They also benefitted from collective project review – discussions on the project with other social innovators, and dedicated coaching support providing an external point of view on the project. At the end of TRANSITION programme (December 2014), it was spread from two to five regions in just two years. TRANSITION, through the TSL programme, is now supporting them to prototype their free book collecting service in new countries, so as to multiply their social impact. In particular TRANSITION Basque Country is helping them: to translate and adapt their website, find local employees, an operating office and a local partner for the storage and fulfilment of the Spanish orders, as well as assisting in contact all not-for-profit organisations which already collect books to connect them to RecycLivre services.

www.recyclivre.com
Scaling Partner: TRANSITION Paris Region › TRANSITION Basque Country (TSL)
Country: France

SEMI DI LIBERTÀ (Seeds of Freedom)
#social inclusion #agro-food #employment

This is a not-for-profit organisation aimed at developing and implementing a microbrewery that increases the social inclusion of prisoners and reduces the recidivism rate. By setting up a production chain for beer, the project will provide professional courses to prisoners, plus internships, as well as a new job as brewers. TRANSITION supported the innovators to focus and clarify the overall design of the idea, to enhance the social value and to start considering criteria and indicators to evaluate the social impact. Moreover TRANSITION helped them in developing a clearer presentation of the project and in better understanding which competences were missing within the team. Semi di Libertà is now producing and selling its own beer called Vale la Pena (www.valelapena.it). They are re-organising the team by setting up groups dedicated to the different areas of work: production, communication, organisation, commercial activities. They are reinforcing their network and considering new partnerships with other regions in Italy. Their aim now is to define a replicable model.

Scaling Partner: TRANSITION Milano
Country: Italy

SOLLUNE

SOLLUNE

#textile #humanitarian #development #refugees

The innovation is a range of shelters based on phosphorescence and innovative textiles providing perpetual and sustainable minimal public self-illumination after sunset in emergency humanitarian situations and developing countries, with zero cost of installation or deployment or maintenance. The phosphorescent fabric, sold by the roll or the pack, can be used as signage in order to illuminate the main alleys in a camp or to indicate the direction to important locations (latrines, hospitals, cult places.) The phosphorescent utilities will provide sufficient light at night for people to see themselves. The phosphorescent shelters offer protection from the sun and the rain and the main benefits will be the improvement of security and social cohesion. It will also improve refugee camps economies as the shelter-assembling operations will be integrated in a 'cash for work' programme. When possible and appropriate, raw materials will be provided by local suppliers. Cost reduction is a key driver in the way Sollune design its products: materials, transportation, installation, maintenance and recycling. Sollune benefitted from an extensive review of their innovation project by TRANSITION Paris Region staff, and was provided with the following support: connection to incubators, local R&D and business partners, signposting to H2020 opportunities and support for the identification of project partners.

www.sollune.com
Scaling Partner: TRANSITION Paris Region
Country: France

SPARESPACE

#entrepreneurship #unemployment #urbanregeneration

SpareSpace aims at using empty spaces to help companies starting out, and offers an interesting working experience for the unemployed in the area. SpareSpace have three goals: help the 'hidden' entrepreneurs grow their business and increase their income; improve the liveability in high streets; increase the local employment rate. In the North of the Netherlands there are 11 SpareSpaces: in total they have helped 20 entrepreneurs and 15 unemployed move forward in a better direction. SpareSpace is scaling up locally, but believes very much in an international context.
TRANSITION London supported SpareSpace to develop a stronger value proposition, an awareness of their mission and introduced them to the 'theory of change'. They refined the clarity of the social side of their business, as well as looking at potential new markets. Through the Demo Day event at the end of the course they obtained access to experts in the field of urban regeneration, employment and entrepreneur support. Sparespace have been selected for the Transnational Start-up Lab in Bilbao with the ambition to build an international network of SpareSpaces. They are now working with EmakumeEkin to establish the first SpareSpace in the Basque Country.

www.sparespace.org
Scaling Partner: TRANSITION London > TRANSITION Basque Country (TSL)
Country: Netherlands

THE INAGH VALLEY TRUST
#agro-food #wellness

The Inagh Valley Trust has identified areas in which the energy of enterprise and the insights of research can have lasting societal impacts. Founded in the heart of Connemara in 2008, the concept has emerged into the 'Hatchery of Ideas'. Companies in the cluster now include Connemara Food Ventures, KoralSea, JLP Analysis and Advance Science and each in turn deliver products and services addressing specific societal needs. Connemara Food Ventures was established in 2014, following four years of R&D, in recognition of the huge role dietary choices are having across all sectors of society. As a food ingredients company, Connemara Food Ventures, specialises in bringing bio-active and wellness products to a wide consumer base, to enhance their welfare and deepen their understanding of the concept ''we are what we eat''. A major issue identified was the levels of salt in our diets and the increasing moves at EU level to curtail this. Bread is perhaps one of the most widely used salt-laden food items and a significant reduction in salt levels could have widespread positive dietary impact. As a result of an R&D campaign NORI Bake was developed and trialled and simply makes baking better. Easy to use, this blend of Inagh Valley Organic Seaweed enhances all baking. Scientifically blended this bio-active ingredient allows a significant reduction in salt and sugar in baking while delivering RDA of essentials such as iodine. The product has been trialled in artisan the restaurant trades and is due for widespread application in mainstream bread products across the EU in the winter of the current year. TRANSITION Ireland, together with Údarás na Gaeltachta, have worked closely with Connemara Food Ventures supporting them through their development stages with particular attention to the development of the business model, and investor and market strategies.

www.connemarafoodventures.ie
Scaling Partner: TRANSITION Ireland West
Country: Ireland

ASSOCIAÇÃO SONHA, FAZ E ACONTECE
(Dream, Do and It Happens)
#development #cooperation #education #illiteracy

In 2010, moved by the desire to create value, a group of friends flew to the Principe Island in Sao Tome and Principe where they discovered a different reality, where there were books to read, teachers to teach, libraries to study, training in several areas, etc. In Principe, there was - and still there is - a lot to do for the Education of those children and 'Sonha, Faz e Acontece' wanted to participate actively in this change. 'Sonha, Faz e Acontece' was born in April 2012,a non-profit association of social entrepreneurship and volunteerism whose dream is to promote education on the Portuguese-speaking African Countries (PALOP countries). They started their pilot project on the Principe Island, the intention was to expand the activity to other countries where education still is a basic need. Currently, they are focused on two lines of action - one in Portugal, the other one in Principe.
TRANSITION Lisbon provided a framework that supported the innovators to focus and clarify the idea, to enhance the social value and to define the criteria's to evaluate the social impact. Moreover TRANSITION Lisbon helped them with network development by connecting them with more stakeholders, and to re-think their strategy to become more finance stable. The past September, the organisation won the first prize in the national contest for volunteer's organisation given by the Montepio Foundation, increasing their credibility and recognition.

www.sonhafazacontece.org
Scaling Partner: TRANSITION Lisbon
Country: Portugal

Title
Scaling Social innovation. BENISI – TRANSITION: experiences and first success stories of the two European networks of incubators for social innovation

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