MEDUP!

Promoting social entrepreneurship in the Mediterranean Region

Scaling and Replication:
A way to grow your impact

Author: **Cristina Vindas, Impact Hub**

Scaling and Replication:
A way to grow your impact

TABLE OF CONTENTS

INTRODUCTION

A practical book that comes as an additional tool for SESOs and SEs part of the MedUp! learning journey.

We are approaching the end of the MedUp! project and we are in an important phase where we want to capitalize on the work done with SESOS and SEs during the 3.5 years, and at the same time would like to move important steps forward.

SESOs and SEs have received and are continuing to receive tailored technical support in the form of coaching and mentoring services, capacity building and networking. On top of that, social enterprises have also been supported with grants.

Now it's time to focus on growth strategies for SESOs and SEs and to do so we want to help you in identifying conditions and strategies to replicate or scale your business idea.

In this toolkit, you will find useful concepts and indications that can help you navigate the replicability and scalability worlds. On the one hand, we've realized there is a need for social entrepreneur support organizations (SESOs) to acquire techniques and tools to integrate in their offer of technical services specific tools and methodologies to support the social entrepreneurs (SEs) that are ready and mature enough, in their growth path. On the other hand, this tool wants to be of support for the SEs that are interested in understanding the different essential steps that need to be undertaken, to assess their readiness to start a replicating or scaling strategy and to choose the best option to achieve one of two growth options.

It must be clear that replication and scalability are two very different concepts. However, they are interlinked. OECD defines clearly the difference between the two concepts: "*replicability entails a copy-paste replication to grow impact…, scaling …… means to increase your impact at an increased rate, compared to your costs and effort*".

Replication is relatively straightforward. Scaling requires a bit more foresight into how to effectively reach more people, while not diminishing the impact that's already been made. Both are important and sometimes complementary. As social enterprises, working on these aspects it's crucial to expand and deepen your social impact by creating value for people, communities and society.

In this context and with the present toolkit, MedUp! wants to provide you with an additional technical contribution and guidance that we hope will be useful for you if and when you decide to embrace a new ambitious growth journey.

Enjoy reading!

WELCOME

About this toolkit

In this toolkit "Scaling and Replication: A way to grow your impact" social entrepreneurs will find information and tools that will guide them in their process of growing their organization and its impact.

Social enterprises are key to the development of a sustainable economy. We will start by contextualizing who we are as social entrepreneurs, so that we can better measure and understand why it is important to find ways to expand our impact and organizations beyond organic growth.

Then we will continue with some introductory theoretical concepts, such as scaling timing, definition and characteristics. Although there are a variety of theories on scaling strategies, you will find specific references related to replication. No matter what strategy you choose for scaling or replication, you need to start this path by understanding the foundations and current situation of your organization or venture. This will allow you to know how ready you are to scale, which is known as "Readiness to Scale" and will be the focus of this toolkit.

Scaling and Replication: A way to grow your impact" is a toolkit that will help you understand, analyze and define the key elements to start with your path for growth.

If you are a program manager within a social entrepreneur support organization reading this document, you can use this toolkit to support and guide the definition of your social entrepreneurs' growth and scaling ambition. The chapter "additional guidance for program managers" will provide you with more information on how to successfully use this toolkit in social entrepreneur support programs.

About Impact Hub

Impact Hub is a global network focused on building communities for impact at scale. With 100+ communities of 16,500 change-driven entrepreneurs in more than 55 countries across five continents, Impact Hub is one of the world's largest communities and accelerators for positive change. We contribute to the development of social enterprise ecosystems to drive collaboration and innovation around the Sustainable Development Goals through locally rooted Impact Hubs, as well as with partners and allied networks.

About MedUp!

MedUp! Promoting social entrepreneurship in the Mediterranean region aims at promoting social entrepreneurship in Morocco, Tunisia, Jordan, Egypt, OPT and Lebanon as a driver for inclusive growth and job creation. The project, co-funded by the European Union with a budget of 5.5-million-Euros, started in March 2018 and its implementation will last 4 years. Implementing countries are Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia. Actions will focus on three levels of interventions:
  • Promoting country and cross-country policy and advocacy initiatives and public-private dialogue to create an enabling regulatory and policy environment (macro level);
  • Reinforcing 60 social entrepreneurship support organisations through capacity-building and networking activities (meso level);
  • Providing financial and technical support to 100 social enterprises (micro level).

The project, led by Oxfam Italy, is implemented by European and Southern Mediterranean co-applicants, in coordination with the Oxfam regional platform.

INTRODUCTORY CONCEPTS

What is social entrepreneurship?[1]

Before exploring what scaling or replication is, it is important to understand who we are: social entrepreneurs managing social enterprises.

A social entrepreneur is an individual (or a team of people) applying an entrepreneurial solution to address a social or environmental problem. There is no generally agreed definition, however social entrepreneurs most often combine business activities and social issues in a way that improves the lives of people connected to a particular social or environmental issue. They don't measure their success in terms of profit alone. Success, to a social entrepreneur, means that they have improved the world.

Social enterprise is then all about combining business with social justice. As with the term social entrepreneur, there is no standard definition for what a social enterprise is. We can see from some of the ways that social enterprises are described that there are some characteristics associated with social enterprises:

1. They have a social mission written into their organizational rules. This is sometimes known as a mission lock.
2. They generate a portion of their income from selling goods and services
3. They invest or give away a portion of their profits to further their social mission
4. They are independent: owned and controlled in the interests of the social mission
5. They are transparent in how they report their social impact and how they operate They look to innovate

Here are some examples of how social enterprises and their business models are described:

"A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involve employees, consumers and stakeholders" - European Commission

"A non-dividend company created to solve a social problem. Like an NGO, it has a social mission, but like a business, it generates its own revenues to cover its costs. While investors may recoup their investment, all further profits are reinvested into the same or other social businesses" - Mohammed Yunus

"Social enterprises are revenue-generating businesses with a fundamental difference. Whether operated by a non-profit organization or by a for-profit company, a social enterprise has two goals: to achieve social, cultural, community economic and/or environmental outcomes; and, to earn revenue" - Centre for Social Enterprise, UK.

> **Reflection:** While scaling is a business decision, as social enterprises we are impact driven and our scaling ambition will be motivated by expanding or incrementing the scope or depth of our social or environmental impact.

What is scaling?

First of all, let's talk about growth. Growth usually means to increase revenue or other standard business elements in a linear pattern, as a result of being in business. The problem being that it takes a lot of resources to sustain constant growth.

In this toolkit we are invited to see scaling as a pathway to growth. We will be intentional when deciding on the resources and strategy to expand our venture and impact.

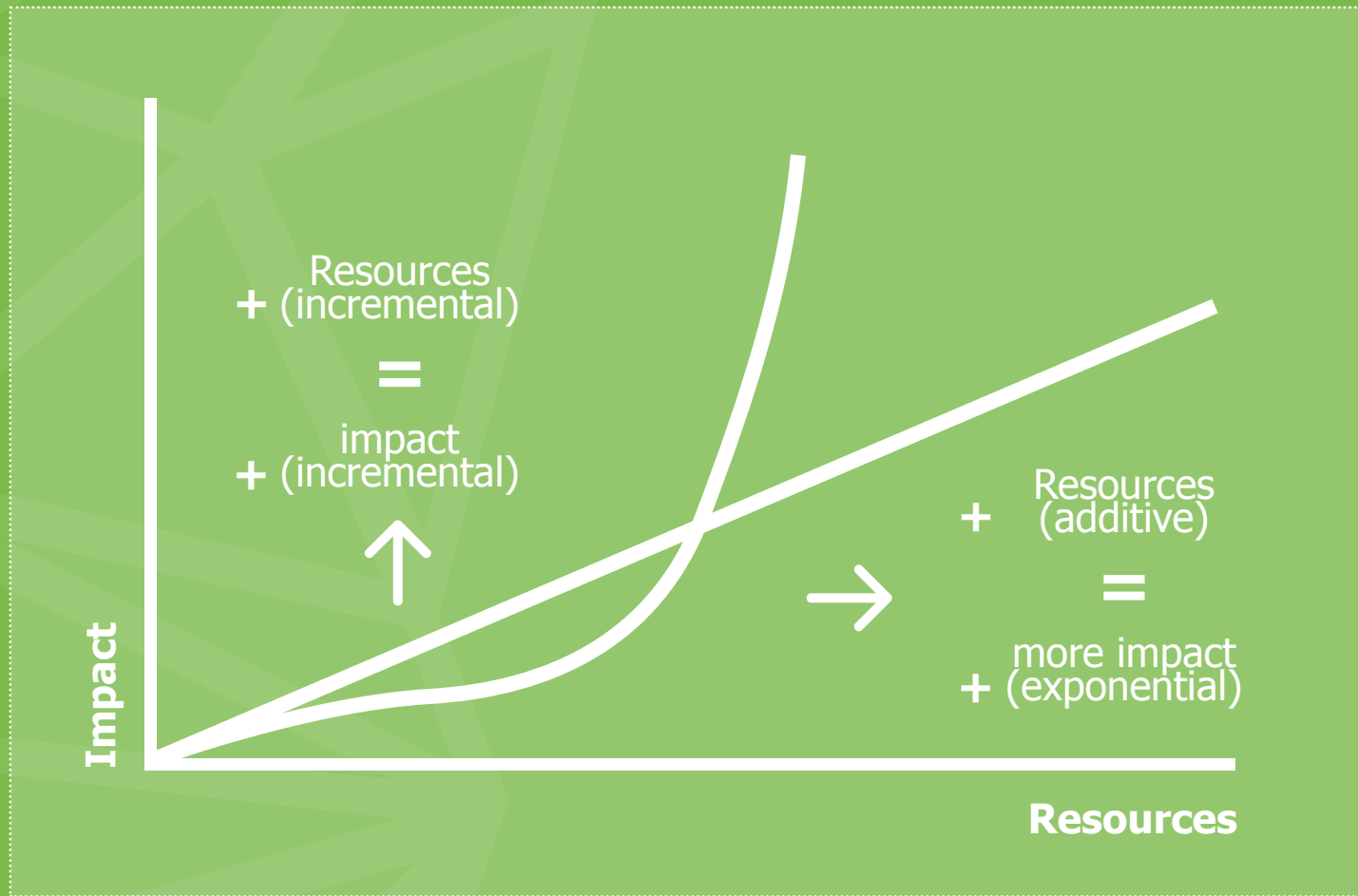Figure 01.
Growing vs. Scaling

Figure developed by the author.

"*Scaling is an approach where the enterprise aims for impact growth, which is multiplicative or exponential, while taking advantage of economies of scale for costs and resources*".[2]

Beyond this definition, we are invited to understand **scaling as an ambition and an approach.** As a result, scaling can start at any point in the life-cycle of a social enterprise.

Reflection: Scaling can happen even before the enterprise has launched. How is that possible? When we understand scaling as an approach, we can apply a scaling mindset from the very start, when developing and defining the idea, concept, and fundamentals of our product or service and impact.

When does scaling happen?

As social ventures, we need to know when we are ready to scale. We can start understand the timing better by answering the following questions:

Are all ventures ready to scale their business?
No. It is important to review key elements to define when is the ideal time to start scaling for a social enterprise. In addition it is crucial to assess which elements need improvement during the first part of the scaling stage (readiness to scale).

When is a venture ready to scale?
It depends on these four key elements:

• Business validation: You can't scale something that is not yet validated.
• Business maturity: An executed business model capable of proving that product/ service sales are improving from one period to another (ideally quarter to quarter).
• Team willingness and alignment: The team, investors and leadership of the venture are aligned with the business' scaling vision and the managing director is willing to lead the effort.
• Impact relevance: Based on the impact the venture is already generating, the team can easily recognize how innovative and relevant it is to scale their solution geographically.

What are key scaling characteristics?[3]

To complement our understanding of scaling and the elements above, scaling applies when entrepreneurs engage with the three factors listed below:

Operation in multiple markets

Impact Growth

Business Structures

Impact growth

Scaling is characterized by growth which is multiplicative or exponential, while the costs and resources required are additive - in other words, it takes advantage of economies of scale. Scaling a social enterprise also needs to take into account the scaling of impact. Will scaling make a substantial difference to the impact goals of the enterprise?

Operating in multiple markets

Scaling enterprises have an expectation of spreading one or more core products or services to multiple markets. These markets could be in another continent, country or city/region within their own country. Alternatively, it could involve adding a new suite of products to an existing location. The new market, therefore, could be a new set of customers with similar but not identical needs or cultures to those purchasing the original product. It could involve moving from selling B2B to B2C or selling to a large national customer (e.g. a supermarket chain) which demands a dramatic increase in the operational capacity of the enterprise.

What these all have in common is that scaling enterprises necessarily must:

1. Understand how to successfully enter a new market, including understanding the specific needs of that market and how to meet them.
2. Have the capability to operate simultaneously in multiple markets. This usually requires internal systems and processes (HR, finance, impact measurement, quality management, IT, etc) and externally focused processes (customer service, marketing, sales, logistics, distribution, manufacturing, etc.) and a skilled team that allow for successful operation at scale.

Business structures

Selecting the right structure to scale is an important decision for an enterprise, but while the mainstream start-up ecosystem often assumes you must be a digital business to scale, we believe there are actually many structures available.

Reflection: The need to operate successfully in multiple markets is why IT based businesses are often easier to scale. Once a platform is built, scaling it is often a matter of translation and local marketing / sales. Physical products, in contrast, have to look at manufacturing and logistics in more complex ways. However, this does not mean they are not scalable.

Scale can be generated through a range of business structures. For social entrepreneurs for whom scaling impact is more important than scaling an organization/company, we include replication models such as open-sourcing and building a network or licencing arrangements that allow for a product or service to be scaled often across multiple smaller local organizations. There is a need for some coordination activity, mutual learning and shared

⁴Spring Impact Toolkit: https://www.springimpact.org/toolkit/

systems to take advantage of economies of scale, but this does not have to be organised in a hierarchical manner. The Impact Hub network itself is a social enterprise that has scaled through a network model and technically is an association of small businesses with shared values and protocols.

Replication as a model to scale

Reflection: Scaling is the process of growing your business. There are different scaling models. In this toolkit we focus on **replication as a way of scaling impact**.

There are a variety of business structures that support scaling (scaling strategies). In this toolkit we will be using the social replication spectrum (14 scaling models) developed by Spring Impact to define replication strategies. In addition, as an annex we will be including 4 basic scaling types and 11 strategies developed by Bertelsmann Stiftung.

Spring Impact social replication spectrum⁴

Spring Impact uses the word replication, for them "Social Replication refers broadly to taking your organization, programme or a set of core principles to other geographic areas". They divide social replication into three broad types of strategy:

Figure 03.
Spring Impact: Broads of strategies in the replication spectrum

The Replication Spectrum

FLEXIBILITY — CONTROL

D
DISSEMINATION
Sharing knowledge about a social innovation

A
AFFILIATION
Forming an ongoing relationship with others to replicate a social innovation

W
WHOLLY OWNED
Spreading your social innovation through owning and operationg new sites
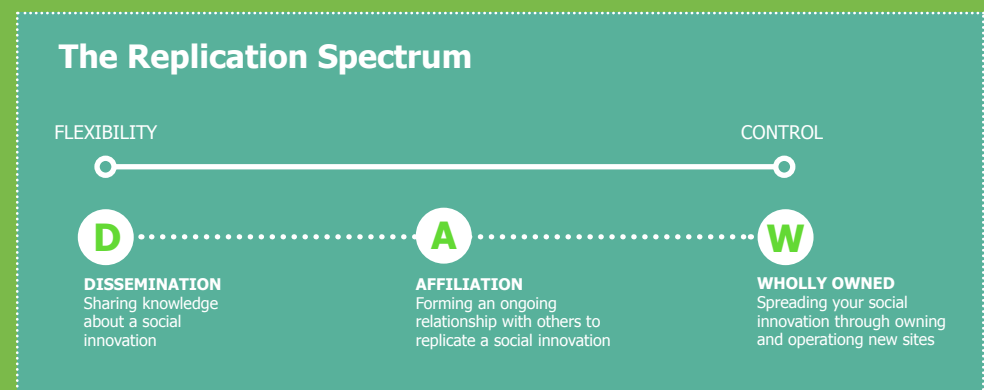
Source: Spring Impact Toolkit

In the replication spectrum, you will find 14 strategies to replicate or scale your impact model:

Figure 04.
Spring Impact: 14 Replication Strategies or Models

FLEXIBILITY   CONTROL

D   **A**   **W**

DISSEMINATION   AFFILIATION   WHOLLY OWNED

Training   Loose Networks   Merges/ Acquisitions   Branching

Open Sourcing   Consultancy

Accredation   Federations   Associations   Associations

Associations   Strategic Partnerships   Social Franchising   Subcontracting

Source: Spring Impact Toolkit

Below is a brief description of each one of the 14 replication models. You can find more information at Spring Impact's website in the toolkit section: https://www.springimpact. org.

DISSEMINATION

1. Open Sourcing: This is where an organisation creates resources advising others on how to create interventions in their local area or improve what they are already doing.

2. Training: Organisations can teach others to implement a model or aspects of it through, for example, courses, workshops or seminars. Training works best when

resources need explaining, or some adaptation initially, but can then be easily used independently.

3. Consultancy involves providing one-off or ongoing expert advice on how to implement your venture, likely in return for a fee/payment from the implementer. Loose Networks are networks of individuals or organisations who share the same social mission but with little coordination or control. The originator shares resources with the network which often grows spontaneously with implementers rallying to a popular cause. Network members may or may not share the same brand.

AFFILIATION

5. Accreditation: Under this model you would become the accreditor, providing formal third-party recognition by way of a recognised 'mark' of competence to operate a venture.

6. Associations involve individuals or organisations entering into an agreement to achieve a common purpose. In an Association, members operate and raise funding in communication with peers. However, there is limited central organisation and coordination of activities.

7. Federation models are similar to Associations but with a greater level of coordination as members work towards a shared goal. They include principles and stipulations regarding how those involved work together, backed up by oversight mechanisms and formal agreements. Federations are normally

8. Strategic partnerships are where an originator enters into an agreement to collaborate with one or more partners (implementers) to address common goals and opportunities. Any partner you choose needs to be well placed to help your organisation replicate your venture and help you meet your own impact goals.

9. Social licensing involves turning an innovation into intellectual property (IP), such as a trademark, business model or product that can be licensed for use by others, with certain restrictions on quality. The implementer or licensee purchases the license to sell a product or service as part of another business model.

10. Social franchising is about packaging up a proven model and providing carefully selected others (implementers or franchisees) with the training and ongoing support they need in order to run the project to the same standard as the original.

11. Joint venture arrangement: your organisation would join an outside party to create a new entity. Profits and losses would be shared and both parties exercise control over the new entity. Generally, a new brand is created, as well as a new governance structure to oversee the venture.

12. Subcontracting: This is where other individuals or organisations are contracted to deliver your venture in their area.

WHOLLY OWNED

13. Mergers and Acquisitions: Where two separate organisations combine to form a single entity.

14. Branching: Branches are wholly owned organisational units that are managed and controlled by the central organisation, with local staff operating the branch but reporting directly to the central office.

Reflection: As you can see, there are a variety of scaling strategies in the replication spectrum. Please remember that before selecting your strategy the goal is to understand your current situation and impact ambition. The next chapter will guide you through this important step in your venture lifecycle.

SCALING AND REPLICATION TOOLKIT

Objectives and introduction

The **objective of this toolkit** is to reduce the risk of failure in our scaling ambition.

Why does scaling fail?
Ventures that fail share one or more of the following characteristics:
> There is not enough clarity on why and what the venture is scaling.
> The right scaling business model was not selected (product - market combination).
> Overspend on customer acquisition efforts before successfully establishing a solid product and market alignment.
> Lack of resources to support growth.

This toolkit will include a practical tool for each of the following recommended steps in planning to scale your business and impact.

How to use this toolkit?

• Each of the tools will have instructions and a section for social ventures to complete the recommended activities.
• It is recommended to read the introductory concepts section before starting to complete the toolkit
• Although this document can be completed individually, it is recommended that you complete this toolkit together with your team.
• This toolkit is a living document for your readiness to Scale/replication stage. As you learn more and begin to apply strategies, feel free to come back to any tool and update it.
• We are going to be using two case studies to facilitate the understanding and application of each tool.

Figure 05.
Activities – Scaling Journey

Figure developed by the author

Name	Little Kids	Fish Tech
Country	Colombia	Norway
Sector	Education	Fish Technology
Solution Description	Service. Little Kids is a preschool educational center with a high quality methodology, internal design and team.	Product. Fish Technology offers tech solutions for seafood traceability.
Users	Children in early education (between 1 year to 5 years).	Fishermen and Fisherwomen
General Context	In 2018, Little Kids opened an educational center. Their vision is to impact education and therefore they want to expand their educational approaches and methodologies to more locations in the country. They have already received requests to bring more educational centers to certain areas of the country. However, as their method is highly personalized and unique, they have been analyzing the best way to expand their impact, without sacrificing the quality of their services.	After having won several national and international competitions and after several months of perfecting the hardware, Fish Tech tracking device was ready to be manufactured at scale at the end of 2018. After several months of planning, the installation of the tracking devices was done in March 2019 in a pilot community and they started testing and analyzing the design, communication and the behavior of the community towards the hardware and data. By the end of 2019, they had been able to implement their technology in 2 coastal communities, with the help of public / private partnerships. The Fish Tech team is analyzing how to bring their technology to other coastal communities, but also how to bring their technology to other countries.

Tool no1. **The Why?**

1.1 Definition: In any stage of innovation and social entrepreneurship, the Why is the initial element that we must reflect on and define. For social enterprises, The Why describes their intentions, in this case scaling or replicating their impact.

Starting with the Why is important as it helps us to:
> Keep focus
> Decide how to distribute resources
> Choose between different scaling models
> Define the "core" element
> Inspire the team

1.2 The Why Tool
This tool invites us to reflect on 3 elements:

Element	Description
Problem Definition	A Problem Definition states the nature of the problem an organization is trying to solve and for whom
Mission	A Mission shares what the organization does to achieve its vision, it is our organizational purpose
Impact Goal	What is the change you want to see? What is the ideal long-term impact you want to achieve in the world with your solution? The Impact Goal specifies the change that a member organization or program seeks to achieve over a set timeframe. It is not a restatement of the mission, but the specific impact that the organization is making within it.

1.3 Case Studies: Tool examples
A. Let's think about the Fish Tech case. This venture has two important components, one technological (hardware/software) and one social (community program).

Their "Why" definition can be completed like this:

Problem	Fisherman, Governments - Lack of knowledge of sustainable practices Consumers - Non existent options in responsible fishing consumption
Mission	Connect responsible fishermen with conscientious consumers, through the commercialization of artisan, responsible and traced fish, we believe in transparency from sea-to-plate.
Impact Goal	Fisherman - greater return of responsible practices, protective of the sea Consumers - help them make better decisions regarding responsible fishing consumption

B. Let's see Little Kids example, their "Why" definition can look like this:

Problem	The first years of children's lives are key not only for their intellectual development but also for their emotional and psychological development. Currently, pre-school education is not implementing, at a general level, modern methods aimed at forming sensitive and empathetic human beings, a relevant element if we want to solve the most complex future challenges of our society.
Mission	Promote an education with creative thinking, positively impacting the largest number of people who participate in the teaching-learning process.
Impact Goal	An innovative, high-quality preschool education, and educators / families who value the relevance of education at this stage.

1.4 Social Venture Exercise
Instructions: Please reflect on the most important elements related to your Why and complete the following table. Please remember to keep the objective of scaling your venture's impact in mind when completing this exercise.

Expected exercise duration: 45 min

Element	Description	Your context:
Problem Definition	A Problem Definition states the nature of the problem an organization is trying to solve and for whom	
Mission	A Mission shares what the organization does to achieve its vision, it is our organizational purpose	
Impact Goal	What is the change you want to see? What is the ideal long-term impact you want to achieve in the world with your solution? The Impact Goal specifies the change that a member organization or program seeks to achieve over a set timeframe. It is not a restatement of the mission, but the specific impact that the organization is making within it.	

1.5 Discussion & Reflection Section

Why does your organization want to scale its impact goal?

Expected exercise duration: 30 min

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Based on your initial thoughts and your team discussion, incorporate your social and business objectives in the next table:

SOCIAL OBJECTIVES Describe your venture's social impact goals and the impact you want to have	**BUSINESS OBJECTIVES** Describe your venture's aims to remain a financially and operationally sustainable organization

Tool no2. **The Core Element**

2.1 Definition: Our ventures are made up of various valuable elements. When we want to increase the scope or depth of our ventures' impact, we must understand what we are going to scale or replicate.
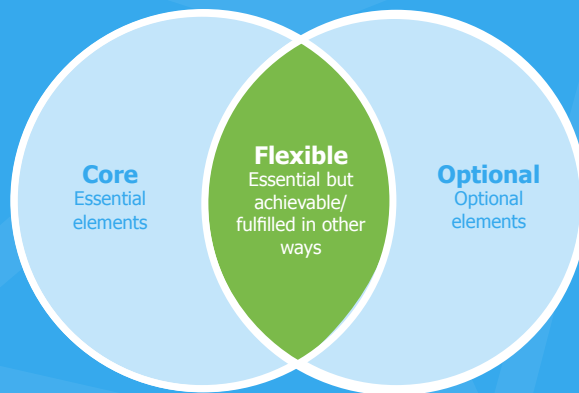
Figure 06.
The Core Element expanded

Figure developed by the author based on Spring Impact's Social Replication Tool.

Core element(s) are the main elements of our business model, program or organizational purpose that we would like to scale. It is everything essential that the scaling team must do to achieve the desired level of social impact.

To facilitate the understanding of the core element as a key concept, let's use an analogy. If we traveled without any limitations, what would happen? How wonderful would it be not to have to think about what to pack in our bags, as we could take everything with us! But let's go back to reality. When we are planning to travel we need to ideally pack everything in a suitcase, we need to prioritize the places to visit because we have limited time, and so on and so forth. The decision of the essential things we need to bring can be compared with the core element.

Why do we need to select the core element?
- To validate and scale faster. We can't scale everything.
- To reduce expenses.
- To define what can be adapted in new contexts and what should be regulated in terms of quality or other criteria.
- To determine the support that the company needs.

As an additional reference to complete this section, NESTA[5], in their article Make It Big, describes different ways of framing a social innovation and how that framework can help us identify the core element we want to scale.

Figure 07.
Social Innovation Framework and Core Elements

Central idea that underpitns the innovation		
Expressed in		
Activities/provision	**Ways of working**	**Activities/provision**
Products and services offered to a customer or user,in physical or virtual form	**Principles, values, processes or guidelines** that can be applied in different contexts	**Structures and relationships** that enable an organisation to work in a specific way that makes the innovation successful
Programmes - sets of activities or measures with a long-term aim	**Roles -** tacit knowledge, mindsets, skills residing in people	

For more information: https://media.nesta.org.uk/documents/making_it_big-web.pdf

2.2 The Core Element Mapping Tool

When selecting the core element(s), we also need to identify those business or venture elements that are flexible (should be included but can be adapted) and optional elements.

CORE ELEMENT	FLEXIBLE	OPTIONAL
Main element or elements that we would like to scale of our business model or organizational purpose in our scaling journey.	Important elements that can be achieve / fulfil in other ways (can be adapted) or transitioned later in my scaling journey	Not important or complementary elements. Not relevant elements team needed to achieve the desired level of social impact in my scaling journey.

Reflection: There is no correct or incorrect answer in this mapping approach. It will depend on your scaling and impact objectives. It is possible for two almost identical types of companies to select different core elements.

2.3 Case Studies: Tool examples

A. Let's continue with the Fish Tech case. The core element mapping tool can look like this:

CORE ELEMENT	FLEXIBLE	OPTIONAL
Traceability technology	Education in food handling - safety	Infrastructure with fishermen
Brand	Certifications	
Income distribution for all stake-holders, including fishermen communities		

B. And a possible core element mapping tool for a the social education venture with an unique methodology to educate children in early childhood can look like this:

CORE ELEMENT	FLEXIBLE	OPTIONAL
Educational Methodology	Complementary pedagogical services (example: workshops for parents)	Other non-pedagogical services (example: food)
Company Branding	Educator volunteer network	Sport Program

As you can see they decided to start scaling their methodology and their company branding, but will wait to define a strategy to scale their educational volunteer network. The Fish Tech venture is prioritizing their technology but also their income distribution model with fishermen communities.

2.4 Social Venture Exercise

Instructions: Please define the core elements for your scaling phase and remember to list your flexible and optional elements.

Note: As this mapping exercise has a prioritization/focus approach, please try to define no more than 4 core elements and use the information in tool no1 as inputs.

Expected exercise duration: 45 min

CORE ELEMENT	FLEXIBLE	OPTIONAL
Main element or elements that we would like to scale of our business model or organizational purpose in our scaling journey.	Important elements that can be achieve / fulfil in other ways (can be adapted) or transitioned later in my scaling journey	Not important or complementary elements. Not relevant elements team needed to achieve the desired level of social impact in my scaling journey.

2.4 Social Venture Exercise

Instructions: Please define the core elements for your scaling phase and remember to list your flexible and optional elements.

Note: As this mapping exercise has a prioritization/focus approach, please try to define no more than 4 core elements and use the information in tool no1 as inputs.

Expected exercise duration: 45 min

CORE ELEMENT	FLEXIBLE	OPTIONAL
Main element or elements that we would like to scale of our business model or organizational purpose in our scaling journey.	Important elements that can be achieve / fulfil in other ways (can be adapted) or transitioned later in my scaling journey	Not important or complementary elements. Not relevant elements team needed to achieve the desired level of social impact in my scaling journey.

2.5 Discussion & Reflection Section

What was the line of thought and prioritization used by the team?

Expected exercise duration: 30 min

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Tool no3. **Scaling Readines Assessment**

3.1 Definition: The scaling readiness assessment is an initial diagnosis that highlights how ready the venture is to start its scaling journey. A scaling readiness assessment will cover key elements such as validation, maturity, willingness to scale, and impact relevance.

It is important to assess scaling readiness and status of your company in order to progress further. Imagine the initial diagnosis as going to the doctor: doctors use diagnostic tools such as x-rays and bloodwork to get a better understanding of the problem and to ultimately diagnose and treat health conditions.

Reflection: It is not realistic to expect to find a company that is 100% ready to scale. That is why scaling support processes are so necessary, as it is a complex stage to manage for a venture on their own

3.2 Scaling Readiness Assessment Tool[6]

This test will not only help you assess your venture's readiness for scaling but also enable you to make more informed decisions about what may be involved in this decision.

1. Is there an ambitious yet realistic strategy for scale and reducing the size of the social problem?

A. Limited strategy in place.	B. Good understanding of the problem that you seek to address and how it could be solved. A good idea of how those problems may be addressed.	C. Detailed understanding of the problem you are seeking to address backed up by research. Ambitious SMART targets in place for helping to solve that problem with a realistic plan.

2. Have you proven and evaluated the social impact of your organisation?

A. Organisation is unclear about its social impact or has undertaken no systematic evaluation process to prove it.	B. Organisation has undertaken an evaluation process and has a reasonable level of proof that the business model has significant (intended) social impact	C. Organisation has undertaken at least one rigorous evaluation process and results provide strong evidence of significant social impact

3. Have you developed and demonstrated a sustainable business model?

A. Organisation provides no evidence to demonstrate the sustainability of its existing business model.	B. Organisation provides evidence demonstrating a sustainable business model including a track record of securing income and strong rationale for this continuing into the future. Also has a business plan.	C. Organisation provides detailed evidence for the business model being sustainable including documentation around income sources, profit levels, reserve amounts, income ratios etc. Also has a detailed business plan.

4. Are the functions necessary for replication well defined and developed for delivery while ensuring quality?

A. Few or no processes, systems or values exist or they are fragmented and difficult to find.	B. Most processes and documentation for delivery and replication are in place but with some gaps. Values have been established	C. Accurate documentation is in place for process, systems, training, legal agreements, procedures and ensuring quality. Values are in place, recognised and embedded across the organisation.

5. Is there a clear project owner with capacity in their team to deliver?

A. The organisation has not nominated a lead for the project.	B. There is a clear project owner with a relevant skill set.	C. The project owner is an experienced individual with previous experience in scaling and is trusted by stakeholders.

6. Is there a significant social need and market in the area to be targeted for replication

A. The social need does not exist elsewhere or the potential market is saturated and/or has no growth potential.	B. The social need is inadequately met elsewhere and the market size of your organisation's business the environment is significant.	C. The social need is inadequately met elsewhere and the market size of your organisation's business environment is significant and growing.

7. Is success possible in a different context?

A. Organisation's success is culture-specific, reliant on specific individuals, and/ or unable or very difficult to adapt to different conditions.	B. Some evidence venture is able to work in another culture and condition however work is needed to understand the adaptation that will be required.	C. Organisation is able to work in other cultures and conditions without significant barriers or additional work needed.

8. Does everyone from staff to the board and do external stakeholders support replication?

A. The organisations stakeholders are hostile towards replication and/ or there has been no consultation at all.	B. Stakeholders are neutral towards replication and/ or there has been limited consultation.	C. Stakeholders fully support replication and have been consulted.

9. Is your brand understood and valued by your audience?

A. The organisation has no brand documentation at all.	B. Brand and its values are partially documented and understood internally and externally.	C. Brand and organisational values are clearly documented, agreed upon by all internally, and valued externally.

10. Is there a supply of people or organisations willing and able to take on the replicated project?

A. There are no interested parties who are willing and/ or to take on the replicated project or those people are difficult to access.	B. There is evidence of a supply of people or organisations willing and qualified to take on the replicated project.	C. There is evidence of a large supply of people or organisations willing and qualified to take on the replicated project.

3.3 How to analyze the test?

Each one of the answers has a score. After completing all the questions, you can find out your final score:

A	1	B	2	C	3

If the venture score is:

• Over 25: The venture is ready to scale.

• 15 to 25: The venture has a promising ability to scale but more work to do.

• Less than 15: The venture has more work to do before you can scale.

If you get more than 25 points, you have a solid base to start defining your scaling roadmap. If you get less than 25 points, review the elements that you evaluated the lowest in the assessment and take them as important elements and inputs to be considered in the next tools of this toolkit.

3.4 Social Venture Exercise

Instructions: Please complete the following assessment.

Important: Please add explanatory notes or comments on why you are choosing a specific score.

Expected exercise duration: 60 min

---

1. Is there an ambitious yet realistic strategy for scale and reducing the size of the social problem?

A. Limited strategy in place.	B. Good understanding of the problem that you seek to address and how it could be solved. A good idea of how those problems may be addressed.	C. Detailed understanding of the problem you are seeking to address backed up by research. Ambitious SMART targets in place for helping to solve that problem with a realistic plan.
Notes:	Notes:	Notes:

2. Have you proven and evaluated the social impact of your organisation?

A. Organisation is unclear about its social impact or has undertaken no systematic evaluation process to prove it.	B. Organisation has undertaken an evaluation process and has a reasonable level of proof that the business model has significant (intended) social impact	C. Organisation has undertaken at least one rigorous evaluation process and results provide strong evidence of significant social impact
Notes:	Notes:	Notes:

3. Have you developed and demonstrated a sustainable business model?

A. Organisation provides no evidence to demonstrate the sustainability of its existing business model.	B. Organisation provides evidence demonstrating a sustainable business model including a track record of securing income and strong rationale for this continuing into the future. Also has a business plan.	C. Organisation provides detailed evidence for the business model being sustainable including documentation around income sources, profit levels, reserve amounts, income ratios etc. Also has a detailed business plan.
Notes:	Notes:	Notes:

4. Are the functions necessary for replication well defined and developed for delivery while ensuring quality?

A. Few or no processes, systems or values exist or they are fragmented and difficult to find.	B. Most processes and documentation for delivery and replication are in place but with some gaps. Values have been established	C. Accurate documentation is in place for process, systems, training, legal agreements, procedures and ensuring quality. Values are in place, recognised and embedded across the organisation.
Notes:	Notes:	Notes:

5. Is there a clear project owner with capacity in their team to deliver?

A. The organisation has not nominated a lead for the project.	B. There is a clear project owner with a relevant skill set.	C. The project owner is an experienced individual with previous experience in scaling and is trusted by stakeholders.
Notes:	Notes:	Notes:

6. Is there a significant social need and market in the area to be targeted for replication

A. The social need does not exist elsewhere or the potential market is saturated and/or has no growth potential.	B. The social need is inadequately met elsewhere and the market size of your organisation's business the environment is significant.	C. The social need is inadequately met elsewhere and the market size of your organisation's business environment is significant and growing.
Notes:	Notes:	Notes:

7. Is success possible in a different context?		
A. Organisation's success is culture-specific, reliant on specific individuals, and/ or unable or very difficult to adapt to different conditions.	B. Some evidence venture is able to work in another culture and condition however work is needed to understand the adaptation that will be required.	C. Organisation is able to work in other cultures and conditions without significant barriers or additional work needed.
Notes:	Notes:	Notes:

8. Does everyone from staff to the board and do external stakeholders support replication?		
A. The organisations stakeholders are hostile towards replication and/ or there has been no consultation at all.	B. Stakeholders are neutral towards replication and/ or there has been limited consultation.	C. Stakeholders fully support replication and have been consulted.
Notes:	Notes:	Notes:

9. Is your brand understood and valued by your audience?		
A. The organisation has no brand documentation at all.	B. Brand and its values are partially documented and understood internally and externally.	C. Brand and organisational values are clearly documented, agreed upon by all internally, and valued externally.
Notes:	Notes:	Notes:

10. Is there a supply of people or organisations willing and able to take on the replicated project?		
A. There are no interested parties who are willing and/ or to take on the replicated project or those people are difficult to access.	B. There is evidence of a supply of people or organisations willing and qualified to take on the replicated project.	C. There is evidence of a large supply of people or organisations willing and qualified to take on the replicated project.
Notes:	Notes:	Notes:

3.5 Discussion & Reflection Section

After completing the assessment, discuss and analyze your results with your team. Which of the 10 parts of the assessment the team believes is the one that should be worked on the most? Write down the inputs summary as you will need them in the following section.

Expected exercise duration: 30 min

Tool no4. **Business Diagnosis**

4.1 Definition: A business diagnosis is an activity to identify and analyze specific information about a venture in order to have a better understanding of the current status of the venture, including needs, preferences and gaps before designing the scaling strategy.

Once you complete your assessment, the information gathered can be used as a starting point for the business diagnosis process. The objective of the diagnosis is to go deep into the results and analyze them to have a better understanding of the current business model and the elements that need to be improved or adapted to scale the business.

There are different diagnosis tools. In this toolkit we will include a tool derived from the SWOT Analysis, a common planning technique used to help a venture to identify strengths, weaknesses, opportunities, and threats.

4.2 Diagnosis Tool: TOWS Matrix

Turning Your SWOT Analysis into Actionable Strategies: Once you complete a SWOT Analysis, you can use the information generated to create your TOWS Matrix. As in the SWOT Analysis tool, TOWS stands for threats, opportunities, weaknesses and strengths and it is a strategic analysis tool that helps businesses identify their strategic options from an external-internal analysis. By analyzing the external environment (threats and opportunities), and your internal environment (weaknesses and strengths), you can use these techniques to think about the strategy for your scaling ambition.

In each of the quadrants of the TOWS matrix, two elements intersect. The four generated combinations can be a guide for which strategies to apply in our own venture:

	External Opportunities	External Threats
	(O) 1. 2. 3. 4.	(O) 1. 2. 3. 4.
Internal Strengths (S) 1. 2. 3. 4.	**SO** *"Maxi-Maxi" Strategy* **Strategies that use strengths to maximize opportunities.** How can we use our strengths to leverage opportunities?	**ST** *"Maxi-Maxi" Strategy* **Strategies that use strengths to minimize threats.** What new strengths do we need to build in order to counter these threats?
Internal Weaknesses (W) 1. 2. 3. 4.	**WO** *"Maxi-Maxi" Strategy* **Strategies that minimize weaknesses by taking advantage of opportunities.** What weaknesses could this opportunity reduce?	**WT** *"Maxi-Maxi" Strategy* **Strategies that minimize weaknesses and avoid threats.** What weaknesses must we strengthen to reduce these threats?

4.3 Case Studies: Tool examples

Let's use the Fish Tech case study to build their TOWS Matrix. Let's map some opportunities and strengths and answer the question for the "Maxi-Maxi" Strategy: Strategies that use strengths to maximize opportunities. How can we use our strengths to leverage opportunities?

	External Opportunities	External Threats
	(O) 1.The market is huge and growing 2.Many social and environmental allies 3. 4.	(O) 1. 2. 3. 4.
Internal Strengths (S) 1.Unique model 2. High value product 3. Triple impact and measurable 4.	**SO** Map allies and organizations that are working on triple impact initiatives, specifically with SDG # 14: Ocean, to build expansion proposals to other regions of the country or the world.	**ST**
Internal Weaknesses (W) 1. 2. 3. 4.	**WO**	**WT**

4.4 Social Venture Exercise

Instructions: Please list at least 3 strengths, weaknesses, opportunities, and threats of your venture situation. Then using the questions explained previously to identify at least one strategy for each one of the quadrants in the TOWS matrix.

Expected exercise duration: 45 min

	External Opportunities	External Threats
	(O) 1. 2. 3. 4.	(O) 1. 2. 3. 4.
Internal Strengths (S) 1. 2. 3. 4.	**SO** *"Maxi-Maxi" Strategy*	**ST** *"Maxi-Maxi" Strategy*
Internal Weaknesses (W) 1. 2. 3. 4.	**WO** *"Maxi-Maxi" Strategy*	**WT** *"Maxi-Maxi" Strategy*

4.5 Recommended Closure Activity

After completing the matrix, you can elaborate a diagnosis report or summary that includes the main insights of your venture. Also, if you use any other diagnosis tools, you can add them at this stage.

Tool no5. Scaling Strategies

5.1 Definition: One of the most relevant processes during a scaling support is to select a strategy that will generate the multiplicative or exponential growth we are looking for, without necessarily increasing the costs and resources required at the same rate. That is the challenge!

The idea of this process is to be able to have a "menu" of strategies or models, with the aim of analyzing which would be the most appropriate for your venture. You can review the list in the introductory chapter of this document: **Spring Impact:** Social replication spectrum (14 scaling models)

5.2 Case Studies: Tool examples

• As Little Kids is scaling their knowledge and methodology but also have a service that ideally is provided in a physical place, they will be using the social franchise model.

• For the Fish Tech venture, as they are scaling a product but also a way of doing things, and they want communities to own the process, they are going to be replicating their model using two strategies: training and social licensing.
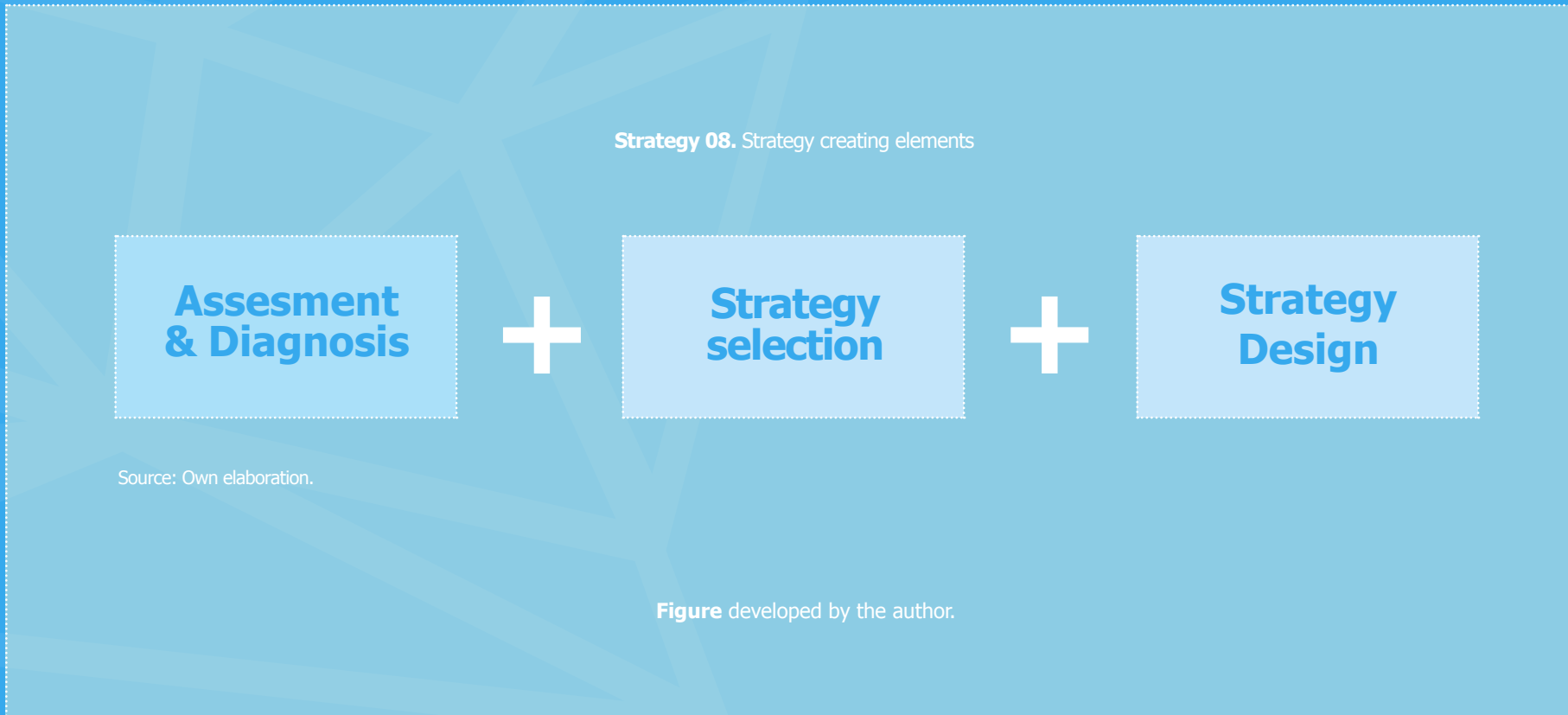
5.3 Social Venture Exercise

Instructions: After understanding your current situation and all the scaling/replication strategies available, please choose the scaling model that best suits and supports your social enterprise in your scaling impact journey. Justify your answer (There can be a maximum of two or a hybrid between several, please detail your analysis)

Expected exercise duration: 30 min

5.4 Discussion & Reflection Section

How does your selected strategy contribute to your scaling ambition? Along with your team, identify the pros and cons of your decision.

Expected exercise duration: 30 min

Tool no6. **Strategy Design & Creation**

6.1 Definition. Strategy design: After the strategy selection process, we will need to design and create our strategy. This design or plan will include all necessary activities and actions needed to execute our scaling/replication strategy.

Strategy 08. Strategy creating elements

Assesment & Diagnosis	+	Strategy selection	+	Strategy Design

Source: Own elaboration.

Figure developed by the author.

The first tool helped us understand why we want to scale our impact. Then we reflected on what it is that we want to scale and the next tools were focused on getting the necessary information to define how we want to scale. In addition to the exercises of analysis, diagnosis and selection of a strategy, we must ensure that the most relevant elements of our business are ready and integrated in our scaling ambition.

6.2 Business elements and integration guidance checklist tool

The next table summarizes all the business elements that need to be considered when designing a strategy and guidance to make sure ventures are integrating / adapting each one.

BUSINESS ELEMENT	INTEGRATION / ADAPTATION GUIDANCE	CHECKLIST
Business model	The current business model has been reviewed and adapted	
Customer	Marketing – do you know your customer? Why do they buy your product/service?	
Challenge	Clarity on which challenge will be addressed	
Organizational governance	Do we need to update our current governance?	
Organisational structures, processes and value chain	Clarity on which internal elements need to be restructured or focused on.	
Intellectual Property	Is our service or product protected in this new strategy?	
Role of founders	Team roles & responsibilities have been reviewed and adapted to prepare for new team composition	
Culture	Clarity on which values are important for the venture; the founders have thought about how to transmit those values to new team members.	
Team	An HR strategy has been formulated for team expansion (why, which roles, conditions needed, timeline); HR systems (healthcare, safety policies, sick leave etc) have been put in place; new team members have been hired	
Impact / Purpose	Is our new strategy or model integrating an impact driven approach? Do we know how to measure the impact of this strategy? Is it relevant?	
Mentors / External Support	Clarity on which mentors and experts are needed (aside from the team members) to support the business going forward	
Legal form of the business	Clarity on the legal form of the business in this strategy - does the current one need to change?	
Finances & Company Economy	The venture has a healthy balance and is past break even OR the business plan shows the business to become sustainable within a reasonable time scale; finance systems have been set up	
Legal documents	Do we have all the legal support and advisory required to scale?	

BUSINESS ELEMENT	INTEGRATION / ADAPTATION GUIDANCE	CHECKLIST
New market, region or country	Have we assessed your company's export readiness? Do we have all the new market and legal information available? Do you have an export plan built and aligned with your new scaling strategy?	
Commercial and sales	Is there a clear understanding of how we will execute the strategy commercially? How are we going to make sales?	

Source: Developed by author based on program management experience at Impact Hub since 2015

By reviewing the elements of the business and their integration with our chosen strategy, we will be able to identify opportunities for improvement and gaps that we have to close to execute our new scaling strategy. The above checklist is a powerful and practical tool that can be used by scaling managers during scaling support services with social ventures.

6.3 Scaling Roadmap Tool

The design of a new strategy means being able to find what needs to be improved, transformed, aligned or adapted from the current business model or situation. Integrating this into a clear plan is the last step of this section. It is important to translate your strategy into a roadmap, so you can keep track of your progress in strategy implementation.

The scaling roadmap is your compass in moving closer to your impact ambition and the change you want to see in the world with your solution. It should capture:

• the key objectives/priorities for the next few months
• concrete actions you want to take, including any support you need on the way
• the results those actions will produce

It is a living document and it can change along the way.

Scaling objectives / Priorities	Key Results	Key Actions and Support Needed	Timeline & Milestones				Comments about progress: 1. Have you reached your objectives? Why or why not?
What are the 3 key steps or milestones within the next 6 months needed for you to reach your impact goal? Objectives are memorable qualitative descriptions of what you want to achieve. Objectives should be short, inspirational and engaging. An Objective should motivate and challenge the team!	Key Results are outcomes expected after each key action has been completed. They help us measure the progress towards the objective. Results must directly contribute to an objective.	Reflect on the key actions, resources and/or skills needed in order to complete your objectives. Reflect in particular also on the support you need in order to achieve the desired objective.	Q1	Q2	Q3	Q4	
[Objective 1]	[Key Result 1]	[Key Action/ Resources Skills 1]					
	[Key Result 2]	[Key Action/ Resources Skills 2]					
	[Key Result 3]	[Key Action/ Resources Skills 3]					

BUSINESS ELEMENT	INTEGRATION / ADAPTATION GUIDANCE	CHECKLIST
Intellectual Property	Is our service or product protected in this new strategy?	
Role of founders	Team roles & responsibilities have been reviewed and adapted to prepare for new team composition	
Culture	Clarity on which values are important for the venture; the founders have thought about how to transmit those values to new team members.	
Team	An HR strategy has been formulated for team expansion (why, which roles, conditions needed, timeline); HR systems (healthcare, safety policies, sick leave etc) have been put in place; new team members have been hired	
Impact / Purpose	Is our new strategy or model integrating an impact driven approach? Do we know how to measure the impact of this strategy? Is it relevant?	
Mentors / External Support	Clarity on which mentors and experts are needed (aside from the team members) to support the business going forward	
Legal form of the business	Clarity on the legal form of the business in this strategy - does the current one need to change?	
Finances & Company Economy	The venture has a healthy balance and is past break even OR the business plan shows the business to become sustainable within a reasonable time scale; finance systems have been set up	
Legal documents	Do we have all the legal support and advisory required to scale?	

6.4 Social Venture Exercise

Instructions:

A. Complete the Business Elements and Integration Guidance Checklist Tool.

B. Using all the information generated from the tools thus far, you are now at the last step of this toolkit: Completing your Scaling Roadmap.

Expected exercise duration: A: 90 min B: 120 min

BUSINESS ELEMENT	INTEGRATION / ADAPTATION GUIDANCE	CHECKLIST
Business model	The current business model has been reviewed and adapted	
Customer	Marketing – do you know your customer? Why do they buy your product/service?	
Challenge	Clarity on which challenge will be addressed	
Organizational governance	Do we need to update our current governance?	
Organisational structures, processes and value chain	Clarity on which internal elements need to be restructured or focused on.	

Scaling objectives / Priorities	Key Results	Key Actions and Support Needed	Timeline & Milestones				Comments about progress: 1. Have you reached your objectives? Why or why not?
What are the 3 key steps or milestones within the next 6 months needed for you to reach your impact goal? Objectives are memorable qualitative descriptions of what you want to achieve. Objectives should be short, inspirational and engaging. An Objective should motivate and challenge the team!	Key Results are outcomes expected after each key action has been completed. They help us measure the progress towards the objective. Results must directly contribute to an objective.	Reflect on the key actions, resources and/or skills needed in order to complete your objectives. Reflect in particular also on the support you need in order to achieve the desired objective.	Q1	Q2	Q3	Q4	
[Objective 1]	[Key Result 1]	[Key Action/ Resources Skills 1]					
	[Key Result 2]	[Key Action/ Resources Skills 2]					
	[Key Result 3]	[Key Action/ Resources Skills 3]					

SUMMARY STEPS

• Not all social ventures have the potential for rapid growth and also not all social innovators are interested in growing their impact.

• Assess deeply when is the right time to scale and reflect on the scale readiness of the venture. When doing so, it is essential to not only understand the readiness to scale the venture, but also the level of readiness and motivation of the leadership team to start this journey.

• To replicate or scale effectively, it's important to get proper guidan ce, focus and analysis. This toolkit is meant to support you in your ambitious scaling/replicating journey!

• Entrepreneurs have different routes or alternatives to scale and replicate: assess your readiness to scale and the best option for you to scale.

• Assess the possibilities that scaling can bring to ventures and which options can best bring a venture closer to their goals, using a replication approach.

• Scaling and replication are different but complementary and allied concepts: if scaling is a way of growing, replicating is a way of scaling.

• Be aware of the innovation that you want to scale (do you want to scale products, programs, services, startups, organizational models, ways of working, ideas?)

• Before embarking on a scaling or replicating pathway, remember to use the tools provided in this toolkit and complete the steps and exercises based on your own context (the exercises should be done with the leadership team).

ADDITIONAL GUIDANCE FOR PROGRAM MANAGERS

If you are a program manager of a social entrepreneur support organization interested in using this toolkit in one of your entrepreneur support programs, please review the following recommendations:

• **Define the delivery format:** Depending on the characteristics of the delivery format you choose, you can design a facilitation experience including all tools presented in this toolkit. Some delivery elements that you need to analyze are:

▫ Will the program be virtual or face to face? If it is virtual will it be asynchronous or synchronous or a mix?

▫ Will it be better to deliver all the content in condensed form (e.g. one week)? Or should the program be divided into several weeks to have a less intense experience?

▫ Are you planning to deliver this toolkit to a group of ventures at the same time or individually?

▫ Is your team able to deliver the content or are you going to need to get expert facilitators on certain topics? Even if your team can deliver the content, do you want to invite experts or special guests to deliver part of the content with you?

• **Guidance for group process:** If you are planning to work with more than 2 ventures at the same time, it is better to select a group process. Please be aware that the purpose of this facilitation process is more focused on:

▫ Explaining instructions in detail and providing examples of each of the tools

▫ Enabling spaces for ventures to start completing the tools with the aim of them completing them individually (designing a facilitation process in which you are aiming to complete all the data needed in each tool is not feasible)

▫ Open Q&A sessions

▫ Designing spaces in which ventures can interact with other companies to broaden their perspective and get new inputs in their tools

▫ Including an initial section in which you explain the introductory section of this document.

Guidance for individual process: You can deliver the toolkit one by one, or you can complement the group process with 1:1 coaching, mentoring and spaces for follow-up.

▫ If you are planning to use the toolkit with one venture at a time, it is recommended that you ask the venture to complete it in stages. You can divide the individual process as follows:

• General explanation of the introductory concepts and explanation of the first round of tools

• Complete first round of tools: #1 and #2

• Reflection and harvesting of previous tools

• Second round of tools: #3 and #4

- Reflection and harvesting of previous tools and explanation of tool #5 and #6
- Second round of tools: #5 and #6
- Beginning of the official coaching, mentoring and follow up process to complete the scaling strategy.

Experts and Mentors: After ending a group facilitation process, or after completing tool #5 and #6 in the individual process, you can find experts, advisors or mentors and assign them to each venture to improve their design and/or implementation stage. For example, if your social venture selects a social franchise to scale, you can assign a franchise expert.

One of the main challenges of program managers is the diversity of scenarios and elements to analyze for each venture, to define the right scaling approach for venture's impact ambitions, and understanding that while ventures are working on their scaling strategies, they need to operate their current business as well. That is why 1) having a simple set of tools integrated in a process that works for your support organization and 2) looking for external support to complement some of the elements of the process, can streamline and facilitate the various scaling stages of the ventures that you are supporting.

ANNEX

Bertelsmann Stiftung (German Foundation) – The four basic scaling types and eleven strategies.

Bertelsmann Stiftung: Strategies by type

Capacity building	Strategic expansion	Contractual partnership	Knowledge dissemination
Expanding	New products/ Services	Network	Imitation
	New products group	Licensing	Lobbying
	New products/ Services	Social franchise	Techical support
		Joint venture	

Source: Scaling Social Impact in Europe. Bertelsmann Stiftung, Germany.

This document will include a brief description of each one of the 11 strategies of the 4 basic scaling types. You can reference more information directly in the following document: Scaling Social Impact in Europe. Bertelsmann Stiftung, Germany.

TYPE 01 – CAPACITY BUILDING

1. Expanding capacity – "Doing more of the same": Social enterprises of this type invest only within their organisations. The goal is to enhance efficiency, productivity, or administrative and programme-related performance – without creating new sites.

TYPE 02 – STRATEGIC PARTNERSHIP

New products/services: Social enterprises of this type develop at least one new product or service for the existing target group, without creating new sites.

New target group: These social enterprises provide their current products or services to at least one new target group, without creating new sites.

Geographic expansion: Enterprises of this type open additional branches at other sites that can be managed from their headquarter as part of a large organisation. From the organisation's headquarters, these social enterprises hire management personnel for the various branches, oversee operations and ensure quality.

TYPE 03 – CONTRACTUAL PARTNERSHIP

Network: These enterprises build a network of independent organisations sharing common principles, objectives and activities.

Licensing: Social enterprises of this type draw up guidelines for their organisations' processes, structures and technologies and create marketing materials, then license the entire "package" to an existing or newly established organisation at another site.

Social franchise: An enterprise of this type allows other organisations to replicate its processes and structures and use its brand. In return, those organisations agree to adhere to certain objectives, guidelines and methods.

Joint venture: The enterprise enters into a joint venture. The partners establish a legally independent enterprise that combines those activities that may allow them to achieve economies of scale and/or take advantage of synergies. A joint venture acts in the interest of both partner enterprises. Shares in the joint venture may be divided in various ways, but in most cases the two partners hold equal shares.

TYPE 04 – KNOWLEDGE DISSEMINATION

Imitation: As the activities of a social enterprise become widely known (through the media, case studies etc.), its programme may be emulated by another organisation without the involvement of the social enterprise in which the idea originated.

Lobbying: These enterprises seek to influence policymakers and/or public opinion on behalf of the relevant target group, and/or to raise awareness of a societal need and how it is currently being addressed.

Technical support: These social enterprises lend technical support, provide training or advise other organisations interested in offering similar programmes and activities.

BIBLIOGRAPHY

01 Produced by Impact Hub (2019). Social Entrepreneur Support Toolkit: Building Capacity for Social Entrepreneurship Support Organizations. England. Retrieved from: https://drive.google.com/file/d/191TTQmpfJnvST72ITGI-c5-2Ga5XwO66/view?us-p=sharing

02 Impact Hub internal document on definition of scaling stage and codification of scaling stage.

03 Spring Impact Social Replication Toolkit, published with funding from Bertelsmann Foundation and NESTA https://www.springimpact.org (formerly ICSF).

04 Weber, C., Kröger, A and Demirtas, Cihan. (2015). Scaling Social Impact in Europe. Bertelsmann Stiftung, Germany. Retrieved from https://www.bertelsmann-stiftung.de/fileadmin/files/user_upload/BST_ScalingSocialImpactInEurope_final.pdf

05 Gabriel, M. (2014). Making it Big: Strategies to scaling social innovations. NESTA, England. Retrieved from https://media.nesta.org.uk/documents/making_it_big-web.pdf

Scaling and Replication:
A way to grow your impact

MEDUP!

Promoting social entrepreneurship in the Mediterranean Region

Consortium Leader: OXFAM

Consortium Leader: IMPACT HUB · euclid. NETWORK · diesis

Southern Mediterranean Partners: enactus · TCSE TUNISIAN CENTER FOR SOCIAL ENTREPRENEURSHIP · PARC · JOHUD · SEKEM 40 Years of Sustainable Development

Associated Partners: bancaetica · Regione Toscana · REGIONE AUTÒNOMA DE SARDIGNA REGIONE AUTONOMA DELLA SARDEGNA · AIDDA

This project is co-funded by the European Union