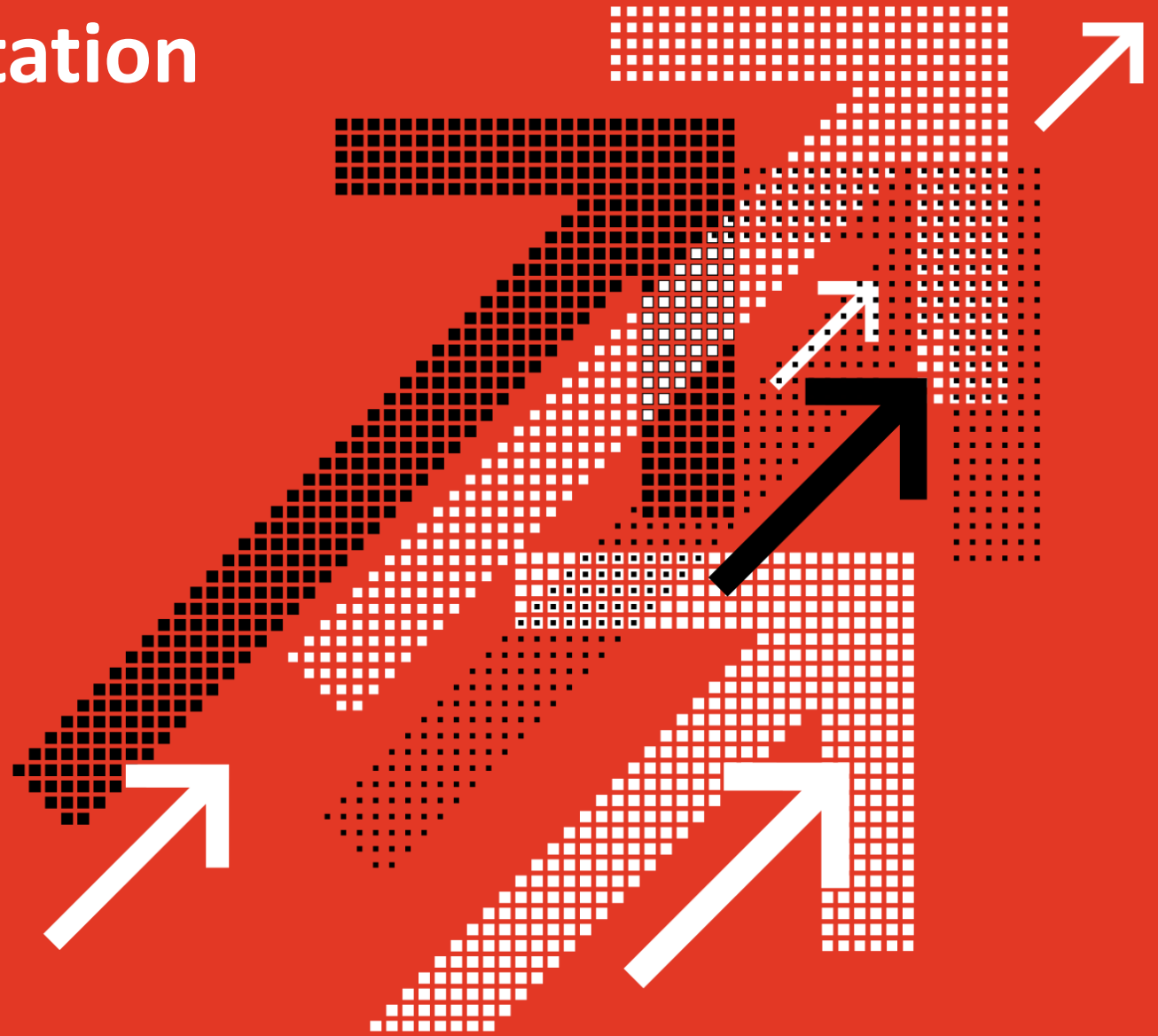
Scalability and experimentation workshop

National conference on social entrepreneurship
Chisinau, September 27th 2019

UpSocial Innovation and Scaling



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Let’s talk about scale

1.

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Why to scale?

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What does it mean to scale?

Make the impact grow to meet society's needs

When to scale?

Scale is not appropriate in all cases

- **We have a (presumably) better solution for a current unresolved issue**
- **There is a large pool of unattended / badly attended potential beneficiaries**

Thinking big to reach the dimension of the problems

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2.

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What do we want to scale?

What do we want to scale?

Social entrepreneurship
Scaling the organization

Social innovation
Scaling the impact

What parts of the model we want to scale?

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Principles

The Change Factory

Methodology

JobAct

Products or services

JUMP Math

Program and procedure

Forge

3.

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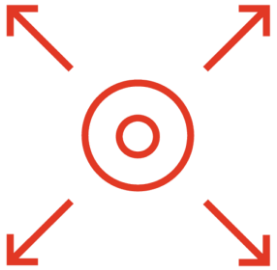
How to scale?

How to scale?

Scaling out

Grow in numbers, replicate, disseminate…



Scaling deep

Change cultural norms, relationships, values…

Scaling up

Change institutions, laws, policies…

PallAPuPas
Riure omple de vida

COL·LABORA CONEIX BOTIGA CONTACTA

FES-TE PALLADRÍ

FES UN DONATIU

Scaling deep

Goal:
Promoting the sense of urgence and necessity of mental and emotional health and improving the care people in complex emotional moments receive.

Alliances:
Other organizations with similar goals. Professional guilds. Civil society organizations. Civil society movements. Influencing doctors. Universities…

Critical success factors:
Constant, long term visibility.
Augmented perception of this issue as a necessity (not luxury).

Scaling up

Goal:
Long term: include hospital clowns in the public services offer.
Mid term: change Health law to allow public hospitals to pay.

Alliances:
Professional guilds. Patients organizations. Parliament health commission. Unions.

Critical success factors:
Compile and/or create evidence of impact.
Change the vocabulary and perception of some professionals (volunteer clowns, not therapeutic).

Scaling out

TOP SECRET

Business model
Binding revenue model with impact model
Focus on specific targets
Geographical reach
Structure and process changes

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Exercise

4.

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How to capture value while scaling?

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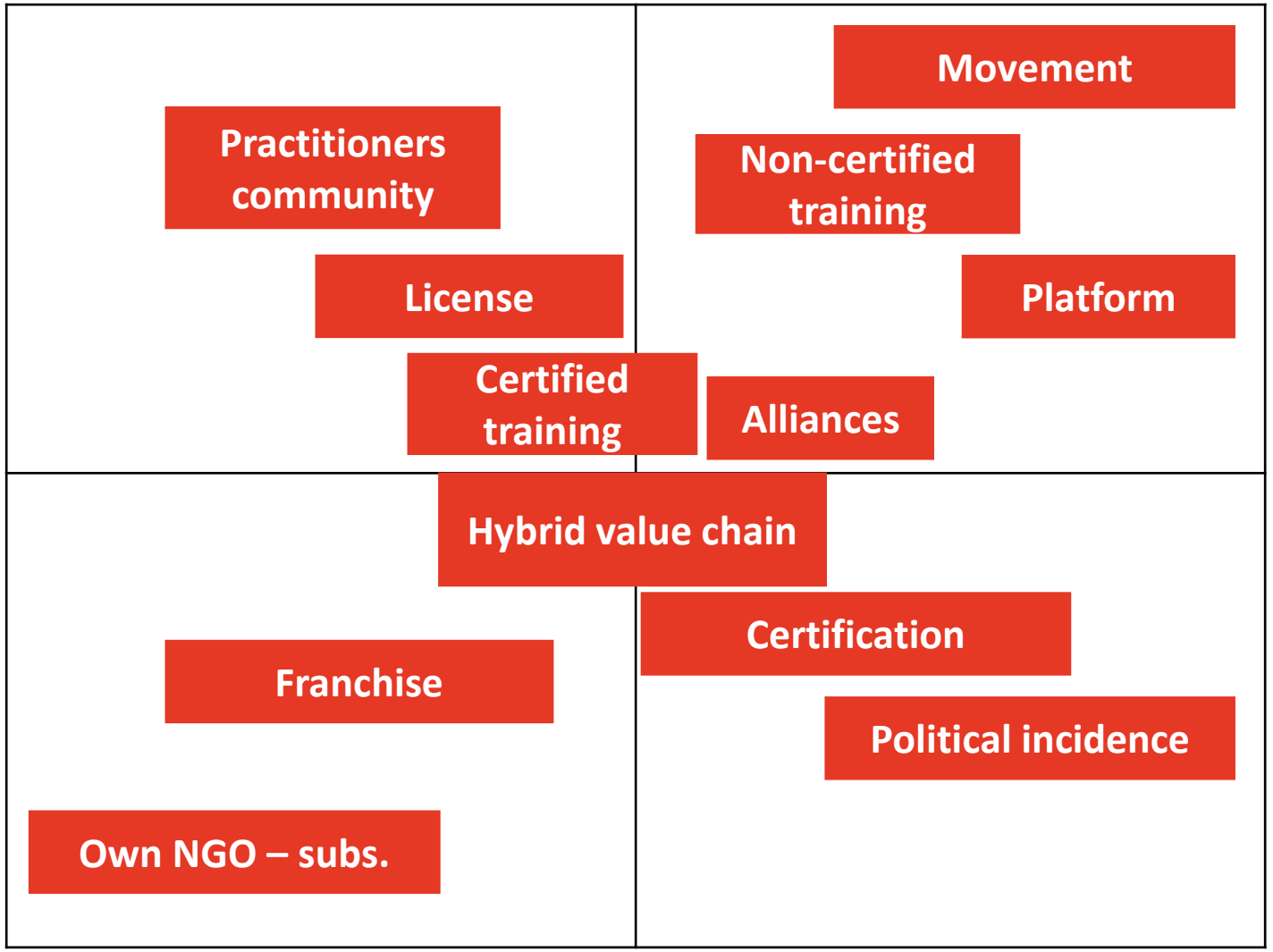
Intense use of external resources

Control



Velocity

Intense use of own resources

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Let’s talk about rigorous experimentation

Social Impact Bonds

IF:

We need evidence of the impact of the projects we finance

We want to experiments with solutions for a social issue

We want to incetivize the third sector to strive for results

We need flexibility to adapt the interventions while we finance the,

... SIBs CAN BE USEFUL

In concept, it's a tool for financing a pilot of an innovative intervention

In practice, it's a pay-per-success contract, signed with a Payer-per-success.

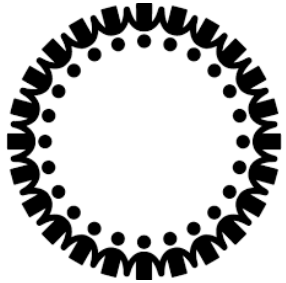
Payer-per-success

Public adm. or donor

1 Signing the pay-per-success contract

5 Refund based on the results

Impact investors



Service provider

2 Transfer of funds for the service providers to implement the intervention

3 Executing the intervention

Independent evaluator

4 Evaluation of the results and informing the Payer-per-success

Beneficiaries

Which is the logic of a SIB?

Social innovation: Test the effectiveness of innovative interventions in order to solve a chronic social challenge or one with difficult solution.

Preventive focus: Intervene in the moment when maximum impact is generated.

Business case:

1. Generate savings short or long term (if the payer is a Public Administration) and/or;
2. Improve cost-effectivity of the interventions.

BIS

DIB

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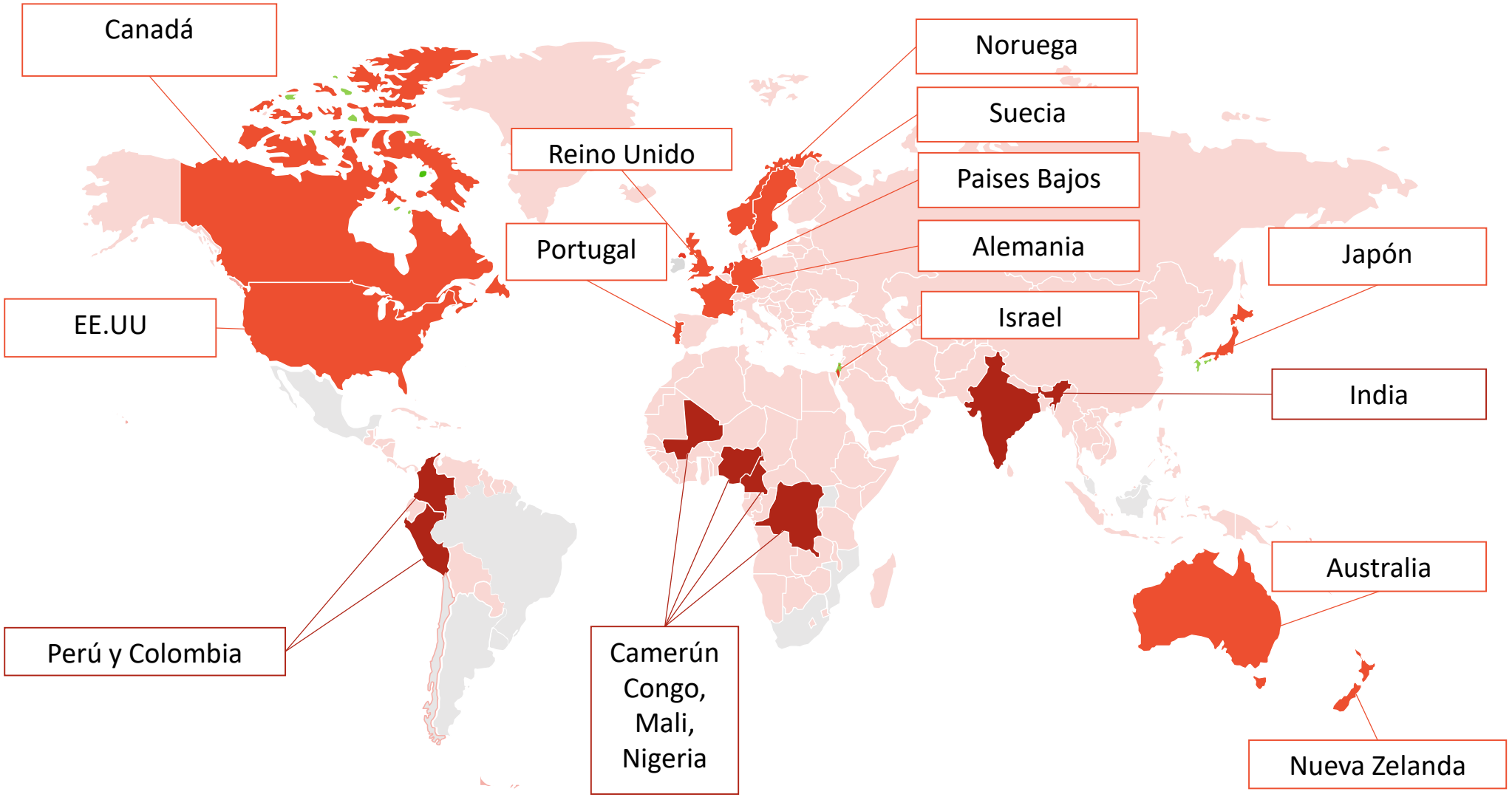

Source: Social Finance UK Database. - Access15/01/2019

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