Playbook
for Social Innovation

CHALLENGING
Plastic Waste

European
Social Innovation
Competition 2019

An initiative of the

European Commission

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The European Social Innovation Competition

Building a movement of changemakers

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

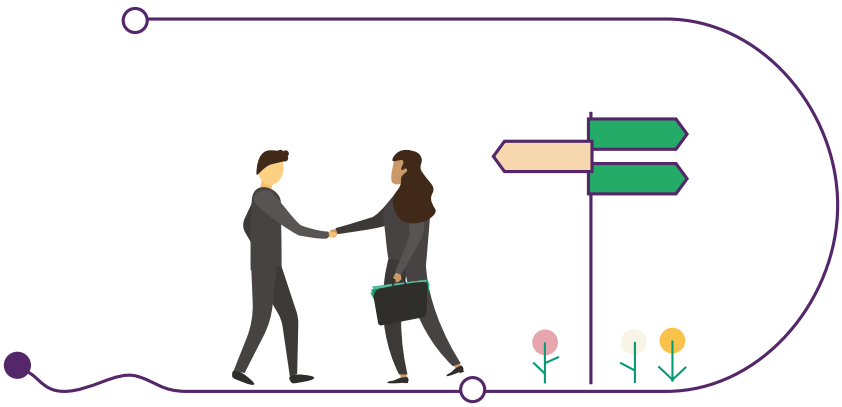
You might not have thought of yourself as a social innovator before. Maybe you see yourself as an innovator, an entrepreneur, a changemaker, or just as someone with an idea or ambition. Social innovation has grown in prominence over the last decade both as a term and as an important driver of social change. There is no universal definition of social innovation, but we consider social innovations to be 'new ideas (products, services, and models) that simultaneously meet social needs and create new social relationships or collaborations' (after The Open Book of Innovation, Nesta 2010). With this playbook, we aim to make you more familiar with what social innovation is, and how it can inform, shape and catalyse your journey in tackling social challenges. Ultimately, social innovators like yourselves are the key actors that help change, transform and empower society.

The European Social Innovation Competition seeks ideas that are social in both their ends and their means. Each year, we raise awareness of a different challenge facing European society and aim to unearth potentially game-changing ideas from all corners of

the European Union and the countries associated to Horizon 2020. The competition was established in memory of Diogo Vasconcelos, a visionary Portuguese leader who focused on fostering innovation to address some of the great societal challenges of our time. This competition continues his legacy by inspiring more and more Europeans to become social innovators by making improvements to their communities and societies.

Challenging Plastic Waste

This year, the European Social Innovation Competition focuses on Challenging Plastic Waste. Plastic waste has become ubiquitous. We need new solutions for the design, production and use of plastics, as well as for the collection, sorting and recycling of plastic waste and sustainable alternatives to fossil-based plastics. The European Strategy for Plastics aims at addressing the plastic waste challenge through measures such as ensuring that all plastic packaging is recyclable or reusable by 2030, but successfully tackling plastic waste requires a systemic approach, including a rethink of supply chains, redesign of materials and products, new uses for plastic waste and recycled plastics, or changing consumer and business habits.

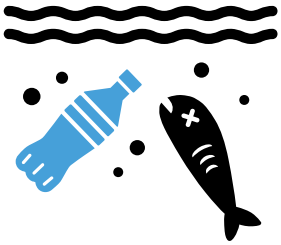


Humans have created more than **8.3 billion metric tons of plastics** to date, outgrowing almost all other man-made materials.

The world plastic production almost reached **348 million tonnes** worldwide in 2017.

In Europe, the **packaging industry** was responsible for 39.7% of the total demand for plastic in 2016.

In 2016, 27.3% of post-consumer plastic ended up in a landfill, **31.1%** of it was **recycled**.



Around **8 million tonnes** of plastic end up in the world's **oceans** annually.

In ten years, **plastic packaging recycling** has increased by almost 75% to a total of 41% of plastic packaging in 2016.*

In 2017, **microplastics** were found in 83% of **tap water** worldwide.

The European Social Innovation Competition encourages you to step forward and work on tackling social challenges like Plastic Waste. Whether you're focusing on reducing the consumption of single use plastics, dealing with accumulated plastic in landfills, changing consumer or business behaviour, or on another area with potential for innovation, or on something entirely different, we hope that this Playbook provides you with the support you need to turn your idea into a viable project.

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* Statistics from:

1. Jambeck, J.R., et al. (2015). Plastic Waste Inputs from Land into the Ocean. *Science 347 (6223), 768-771.*
2. PlasticsEurope and EPRO, *Plastics, the Facts* (2018).
3. Liam Stack (2018, April 18), Ocean-Clogging Micro Plastics Also Pollute the Air, Study Finds. *New York Times.*

This playbook

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

Throughout the process, you will find that innovation is messy, unpredictable and risky, and that's okay! You may have already found out that the journey to become a viable venture is not quite linear. You will experience loops back and forward, detours and jumps. Therefore, we encourage you to think of this learning process as iterative, 'repeating' or circular rather than linear. Like in your journey, you might want to jump back and forward in this playbook. Writing down your thoughts, ideas or questions will help you get insight in your development process, and can help you to identify your next steps to achieve your goal.

Enjoy the journey!

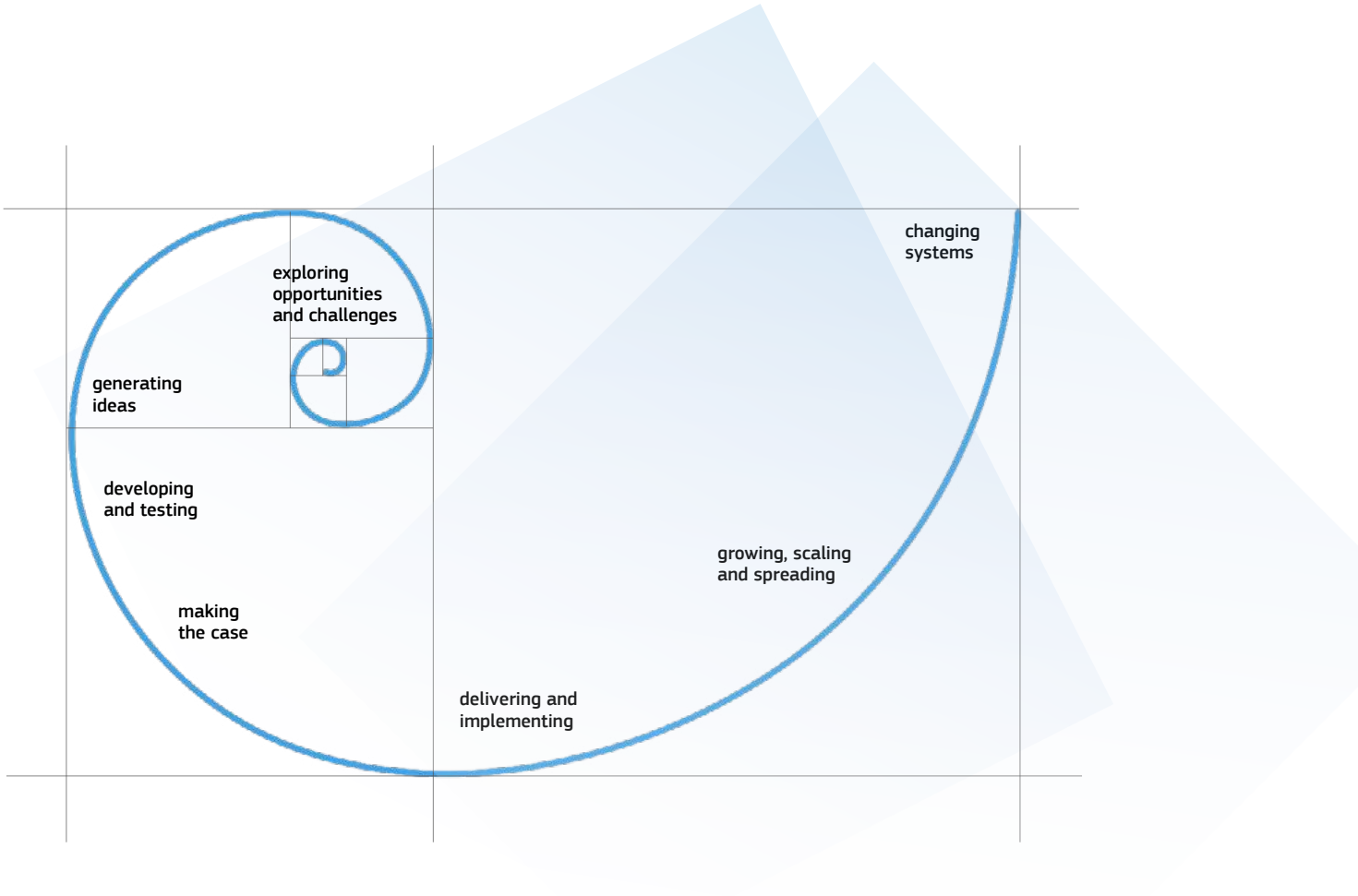
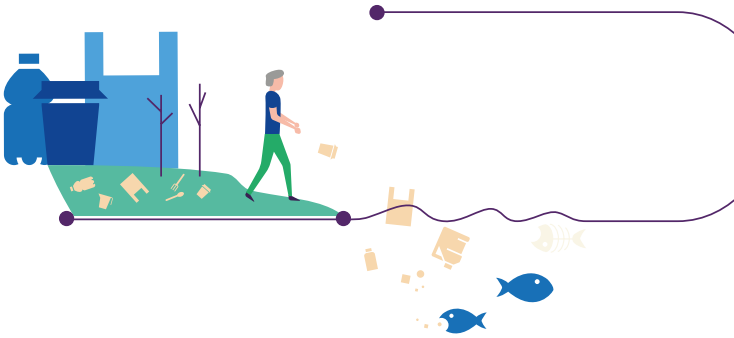


Figure 1. The Social Innovation Spiral. Source: p. 11 [The Open Book of Social Innovation](), Nesta 2010 CC BY-NC-SA

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2018
CREATIVE
WORKINGS

Chapter 1: Exploring opportunities and challenges

Ideas for innovation are often sparked by new information or events that expose a social need. Such prompts can mobilise groups of people and trigger action and innovation. Once you recognise a certain problem, it is crucial to understand its root causes. Often, what is identified as the problem in the first instance, turns out to be just the tip of the iceberg of the underlying causes.

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

Case Study: the journey of Tony's Chocolonely

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

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

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

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

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

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

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

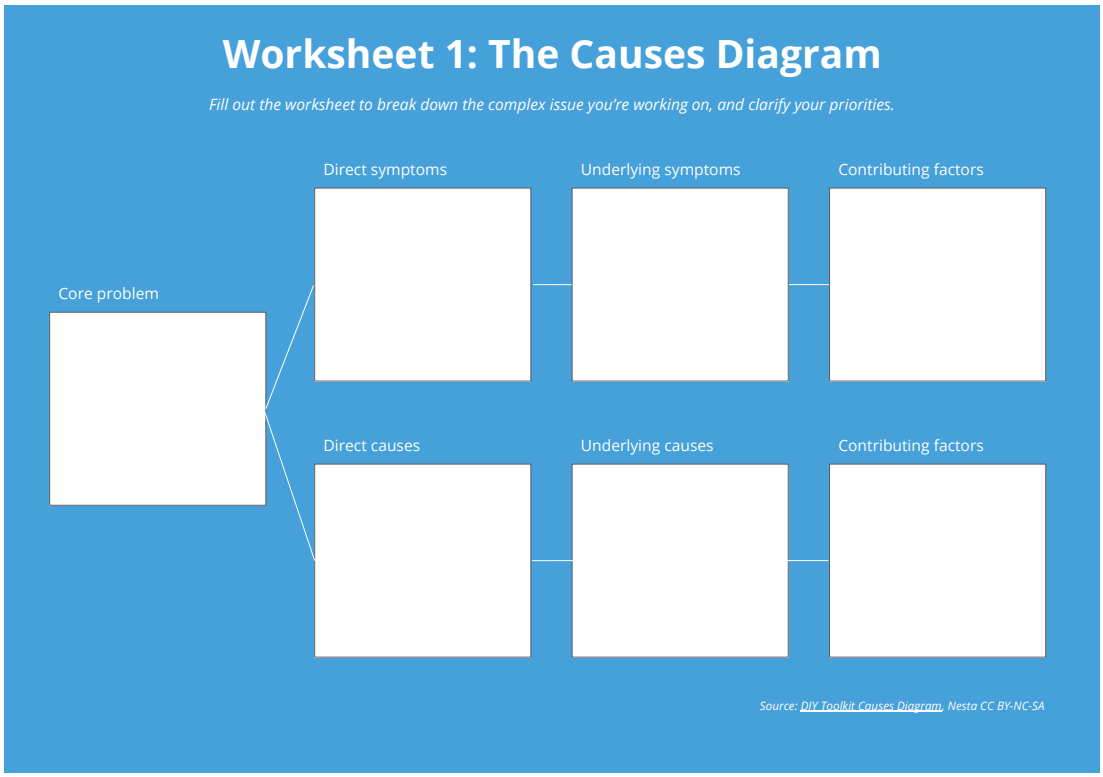
In 2015, ten years after Teun turned himself in as a "chocolate criminal", Tony's Chocolonely has created a supply chain sturdy enough to go international, and they do!

In Tony's journey, we can find many lessons. For example, it is advisable to firstly look at what research already exists about the problem you are addressing, and how people have developed solutions before you. This allows you to save time and resources on generating and collecting information. Are you actually innovating, or reinventing the wheel?

The story also teaches us about inspiring ways to generate publicity for your cause, whether it's through the example of Teun turning himself in as a "chocolate criminal", or through the choice to create 'unequally divided' chocolate bars.

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

Going back to step one, Tony's also started with research on the core problem(s) in the chocolate industry. Following their example, you could work on breaking down your specific challenge. Filling out Worksheet 1, the Causes Diagram from Nesta's DIY Toolkit, will help with separating and prioritising issues related to the topic you are addressing.

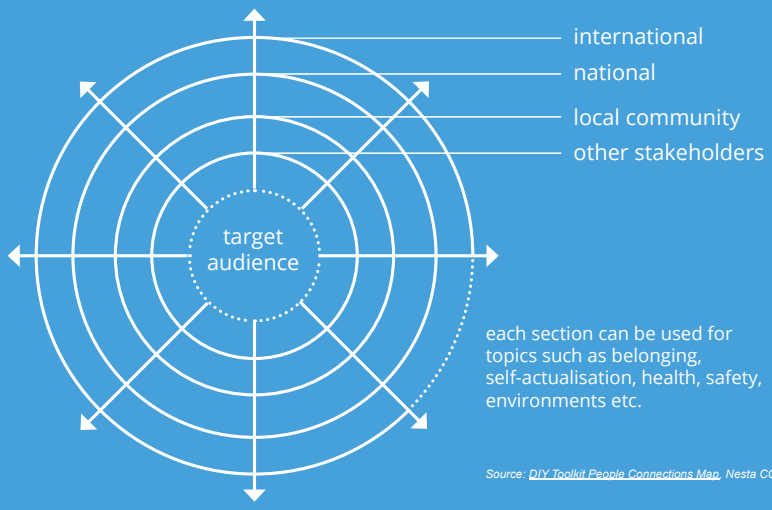


Once you've worked on understanding the causes of the problem you're solving, you have probably also learned more about the people that are experiencing the problem, and that are most likely also part of the solution. You will want to get a better picture of how people and organisations in your project are related and dependent on each other, how they work together or how they are not. This can include beneficiaries, people or communities you work with, organisations that can fund you, your peers, and national or international networks.

Filling out Worksheet 2 (next page), Mapping people and connections, will help you get a clear overview of your target audience and the relationship between stakeholders in your challenge.

Worksheet 2: Mapping people and connections

For this Worksheet, please take a large size paper (A2 for example) and draw the circles from the People & Connections map on it. Then start in the middle of this worksheet by writing down your target audience, who is benefitting from your work? Afterwards, fill in the other layers. The closer the people and organisations are to the inner circle, the more influential they are. Once you've finished the map, review it with your team and reposition some actors if needed. Then ask yourself: how are the people and organisations positioned in relation to the target audience and why? Is this an ideal situation, and if necessary, how could we alter it? After filling the map out on paper, please take a picture of it and upload it to this slide (insert > image > upload from computer).



Source: DIY Toolkit People Connections Map, Nesta CC BY-NC-SA

Understanding your target audience

If you want to know if your work is relevant to your target audience, it can be worthwhile to spend some time on interviewing these people, or rather, collecting their stories. Whether they are citizens, civil servants or professionals, everybody has a story to share. Get ready to dive into people's lives and explore new worlds.

The story canvas in Worksheet 3 (next page) will help you organise qualitative data, get first-hand information that you can use in your communication, and get relevant insights into the topic you're working on. You will get a deeper understanding on why people are involved (or not), and what possible ideas and solutions are from their perspective. You can use the canvas in an interview setting, but spending time with your target audience, listening closely and filling out the canvas afterwards will probably give you more valuable information. Be sure to take notes or bring your recording device (and ask for permission to use it).

Worksheet 3: Story collection

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

What I take with me:

- [ ] Notebook
- [ ] Camera
- [ ] ....

Did I disclose...

- [ ] my intentions
- [ ] publication
- [ ] anonymous

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

Ideal: on living without Plastic Waste (What could your future look like in 1, 5, 20 years?)

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

Tips for new contacts & follow-up actions

Insightful quotes

Mentioned people / organisations / institutions / networks

Details surroundings / interviewee

Tips:

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

Source: Field Guide for Social Innovation, Kennisland CC BY

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

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

Chapter 2: Reframing

Reframing your question involves investigating the context in which something is considered a problem. As a simple example, a vehicle exceeding the speed limit is a problem when the driver is a regular member of the public, but can actually serve a societal benefit when it is an ambulance or fire truck on its way to an emergency. Reframing demands you to take a step back and wonder whether you have considered multiple angles to look at your issue.

Reframing a social issue challenges your assumptions: It might turn out that the problem you want to address is actually caused by something unexpected. You need to keep an open mind at this stage as you may need to change direction. Investing time in posing the right questions prevents you from moving on to implementation of a solution too quickly, which can lead to a limited impact, or even negative impact, from your innovation. At the end of this stage you should have explored relevant opportunities and challenges, reframed your question and found the 'right' question or problem for the issue you want to address. If you're interested in the 2019 Competition's theme of Challenging Plastic Waste, you can find an exploration of the issue and the different potential solutions on our blog.

Worksheet 4: Problem Definition will help you refine your problem definition by looking at it from different perspectives. To do so, please use the information you wrote down in the *Worksheet 1: The Causes Diagram*.
Refining your problem definition will help you get ready for *Worksheet 5: Reframing*. Worksheet 5 will take you through the process of rethinking your problem definition and reframing your supporting beliefs step by step. This will help you to challenge your initial assumptions and find the 'right' frame for the challenge you are working on.

Worksheet 4: Problem Definition

To open up a problem and define the wider context and associated issues involved, we invite you to use the Problem Definition worksheet. By approaching the question from different points of view, each angle provides you with a different perspective and can spark new insights and ideas. Keep in mind what core problem you came up with in Chapter 1!

*Using the exercises in Project Innovation's **Questions Toolkit** first can help you inform the answers you want to give below. The Questions Toolkit explains how you can use 'The Five Whys' technique to get to the core of the problem you want to address, and shows you how you can ask the right kind of questions (step 1), probing questions (step 2) critical questions (step 3), and discovery questions. It helps to do these exercises together with peers!*

What is the key issue you're trying to address, and why is it important?	Who is it a problem for?	What social or cultural factors shape this problem?	What evidence do you have that this is worth an investment?	Can you think of this problem in a different way? Can you already reframe it a little?

Source: DIY Toolkit Problem Definition, Nesta CC BY-NC-SA

Worksheet 5: Reframing (1/2)

*We use the **Reframing Tool** by THNK which helps you to generate creative approaches for issues you are dealing with in your work. On their website, you can use a 'living version' of this tool, and take a look at the 'hall of reframes' from other changemakers. Fill out the Step-by-Step Reframing Tool below.*

Step 1: What is the situation you would like to change? This is your core belief. Check if it's impactful, strong. Does this situation really bother you? For example: 'Consumers will not pay a premium for fair trade products' or 'Traffic jams are a waste of time'...

Step 2: What are your supporting beliefs? Write down at least four of them. For example: 'Traffic jams make me miss appointments' or 'I can't do any useful work in a traffic jam'...

Step 3: Now that you've made your train of thought clear, you can start reframing. Write down the opposite of your first supporting belief. First focus on the grammatical opposite, and then try a different variation. For example: 'I can do useful work in a traffic jam' and then 'I can do my best work in a traffic jam'...

Can you make it extreme? For example: 'I can only be really creative in traffic jams'...

Worksheet 5: Reframing (2/2)

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

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

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

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

Have you got a new perspective on the initial situation? Is this an inspiring reframe? Is it extreme enough to lead change?
My thoughts after this exercise are...

Chapter 3: Generating and refining ideas

The second stage of the innovation spiral invites you to use your creativity to generate concrete ideas. If you have already spent time developing your idea, working on this stage in the process might seem a bit redundant. It is, however, of great importance to check and refine your idea, based on the work you have done in the previous chapters.

Existing ideas can be reframed, or new collaborations can help foster fresh ideas. Ideas can come from all kinds of places. Sometimes they just pop up into your head, sometimes they are borrowed, and sometimes they can be sourced from a crowd. Successful idea generation and selection requires individuals and teams to switch between two modes: Developing new ideas (divergent mode) and selecting the best ideas (convergent mode). Take a look at these different modes in the Double Diamond Design Process (Figure 2).

The first – **the divergent mode** – is about opening up possibilities. What, if anything, could improve your current project? What tweaking can you do, considering the reframing work you've done in Chapter 2? If you think big, what would be the best solution for the problem you're addressing? How does your current project compare to that? The divergent process should be positive and collaborative to reach the best results. Create many new ideas: many might seem useless, but you may eventually hit upon a great, radical and transformative idea.

The second mode – **the convergent mode** – concerns evaluating your options and selecting the best ones, so that you can move forward. The challenge lies in identifying what ideas have the most potential, developing them further and then bringing them to life. The Double Diamond design process in Figure 2 helps you to be explicit about the mode you need to be operating in at different stages of your innovation process, and the attitudes and behaviours you need to adopt in each mode.

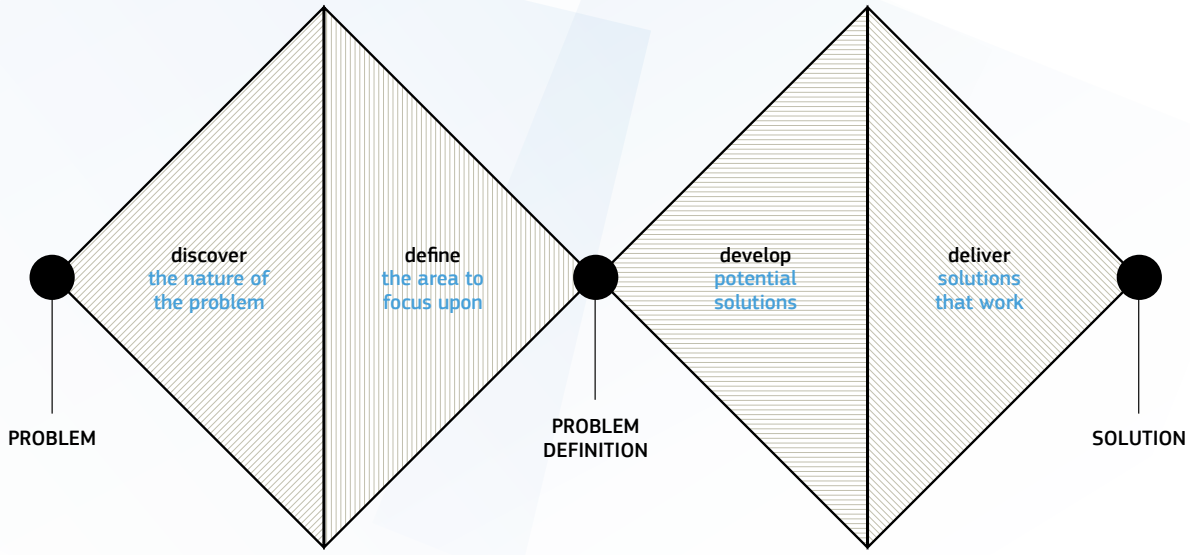


Figure 2. Double Diamond design process (Adapted from Design Council 2015) Source: Nesta Playbook for Innovation, p. 68, Nesta 2018, CC BY-NC-SA

Generating ideas (divergent mode)

A tool that can help you generate ideas to improve your current project is the Fast Idea Generator. The Fast Idea Generator prompts you to think differently – from a range of perspectives – to help you create ideas to solve problems, and to strengthen or expand your proposition. In Worksheet 6, we use a short version of the Fast Idea Generator.

Please keep in mind these key principles during the idea generation process:

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

Worksheet 6: The Fast Idea Generator (divergent mode)

Please clearly lay out your (reframed) core challenge, then apply the following approaches:

Approach	Normale Rule	Bending, breaking and stretching the rule
Inversion: turn common practice upside down	For example: 'Doctors treat patients'	For example: 'What if patients became doctors?'
Integration: integrate the offer with other offers	For example: 'People access a range of services in different locations'	For example: 'What if different local services had one access point?'
Differentiation: segment the offer	For example: 'There is a one-size-fits-all approach'	For example: 'What if a service was personalised and differently segmented?'
Translation: translate a practice associated with another field	For example: 'Hospitals and airports are different kinds of operations'	For example: 'What if airport management practices were applied to hospitals?'
Exaggeration: push something to its most extreme expression	For example: 'Schools support students to learn, but only within a designed time and place'	For example: 'What if students could access learning anytime and anywhere they choose?'

Source: Fast Idea Generator Toolkit, Nesta CC BY-NC-SA

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

Selecting the best ideas (convergent mode)

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

Step 1: Cluster and narrow

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

Step 2: Select ideas

Generate a set of criteria that are important to you to rate your ideas on. For example: How relevant is this idea? How feasible is this idea? What is the potential impact of this idea? If you're with a group, one rapid method for selection is to use Dotmocracy, in which each participant has a certain number of dots to assign to the ideas on the table. The ideas with the most dots then have the most collective endorsement from the group.

Guiding questions to help you pick the best ideas are:

- What is new and innovative about your idea?
- What other related projects are happening in your country or wider region?
- Where have you taken inspiration from, and how does your idea differ?
- Can your idea exist alongside other products or services?
- Are there any potential intellectual property issues?

Considering intellectual property rights

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

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

Refining ideas

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

In the exercise, each hat is a different colour, which indicates a particular viewpoint. If you're in a group setting, all team members think about a topic using the range of hats, helping them focus on the topic from each viewpoint at a time. This also helps getting contributions from all team members. This range of viewpoints can uncover new ways to address a particularly difficult problem, for instance by making an overly familiar issue feel 'strange' again, and it helps teams to develop a shared understanding.

Filling out Worksheet 7 will help you use Thinking Hats to bring different perspectives into your work.

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

Worksheet 7: Thinking Hats

There are two ways of using the Thinking Hats:

1) Everyone ‘wears’ the same hat at the same time. Choose one of the hats and ask everyone to contribute to the discussion from that hat’s point of view. Each of the six hats is used to discuss an issue.

2) Everyone ‘wears’ a different hat and the topic is discussed from multiple points of view. All hats need to contribute sufficiently to the discussion. Hats can be switched around during the discussion, forcing people to look at the issue differently.

Hat 1: the factual hat	Hat 2: the emotional hat	Hat 3: the logical hat	Hat 4: the cautious hat	Hat 5: the out-of-the-box hat	Hat 6: the management hat
When thinking about the core issue / idea with a factual hat, I think...	When thinking about the core issue / idea with an emotional hat, I think...	...	...	...	...

Source: DIY Toolkit Thinking Hats, Nesta CC BY-NC-SA

Chapter 4: Developing your idea

Once you have applied divergent and convergent thinking and have determined innovative ideas worth pursuing, it is time to develop and test these ideas (the second half of the Double Diamond in Figure 2). There could be multiple solutions to a problem. But we encourage you to focus on one idea at this stage. It is through iteration, trial and error, that projects are strengthened and potential conflicts are resolved.

Essentially, this stage focuses on outlining how your project is going to affect the desired social impact, identify what conditions are required, as well as what assumptions you have to test with your stakeholders. You'll need to take a big leap, and working on your 'Theory of Change' can be a tool to help you do this.

Importantly, you need to develop a strategy to demonstrate how your project impacts your beneficiaries by defining ultimate goals, outcomes, assumptions and activities. This allows you to structurally test your prototype, and discover possible underlying assumptions. Simultaneously, this makes for a good starting point to engage with your stakeholders, and familiarise yourself with measuring and presenting your impact. The better you understand the field in which you operate, the more realistic and effective your project will be. The case on the next page illustrates parts of the Theory of Change of the Rwanda-based start-up Kasha.

Case Study: Kasha

Joanna Bichsel and Amanda Arch, two former Microsoft employees, moved to Rwanda after connecting over a mutual frustration that the life-saving technological innovations they had seen unfold under their noses in the Seattle tech scene were not reaching the developing world. In 2015, they founded Kasha.

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

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

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

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

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

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

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

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

Theory of Change

In the Guidance for Developing a Theory of Change for Your Programme, a Theory of Change (ToC) is defined as "a diagram that explains how a programme has an impact on its beneficiaries. It outlines all the things that a programme does for its beneficiaries, the ultimate impact that it aims to have on them, and all the separate outcomes that lead or contribute to that impact."

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

Why impact?

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

Impact can be created on different levels:

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

Whether you want to reduce single used plastic, change people's shopping behaviour, lobby for different procurement regulation, or work on an industrial process - you aim for your work to have the greatest possible impact. Being aware of your desired impact and the level of that impact, will help you to potentially achieve it.

Working on your Theory of Change should make it easier to plan and manage a project as you can see the sequence in which the actions lead to your overall goal. Your project consists of various components, such as a goal, objectives, activities, results and indicators. ToC helps in connecting all these components in one framework, presenting the tight relationship between them, leading to the achievement of the expected outcomes (Figure 3).

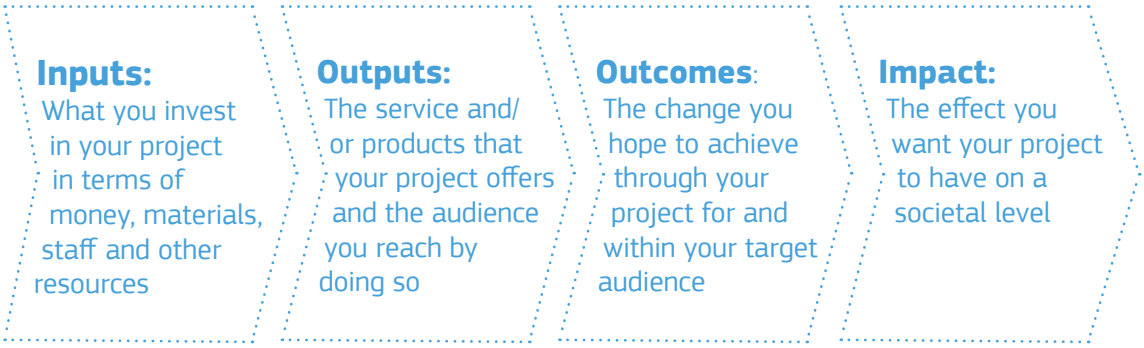


Figure 3: Theory of Change sequence

The ToC tool not only helps to clearly articulate and connect your work to your bigger goal, it also allows you to spot potential risks in your plan by sharing the underlying assumptions in each step. It furthermore aids in the monitoring and evaluation of your project. The framework can be used to examine the progress of the project and co-relate the activities carried out and the results achieved. By filling out Worksheet 8 (next page), you can work step by step on formulating your own ToC.

Worksheet 8: Theory of Change

Try to formulate your ToC as a clear project plan based on your learnings from the first chapters and the ideas you have selected and refined in the convergent thinking mode.

Please note that a Theory of Change is a live tool that should be adjusted and added to during implementation. As you go, the assumptions and your evidence base will change. The ToC provides the core for your impact framework: these are the points that you should collect evidence for. Also note that ToC does not refer to the scale, growth plan or operational details of the organisation itself.

You can start by noting down the main problem you want to solve, and also your long-term vision on the change you want to accomplish. Then complete the other boxes, such as your key audience and your entry point to reach that audience. Try to be as specific as possible because it will help you to come up with more effective actions that you can take.

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

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

Source: DIY Toolkit Theory of Change, Nesta CC BY-NC-SA

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

Chapter 5: Prototyping

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

When you think about a prototype, you might think of a new model for a vacuum cleaner or a chair. Prototyping is, however, not limited to just physical products. Any idea or service, physical or not, can be prototyped. A conversation can be prototyped, an event can be prototyped, a bike tour can be prototyped and a room set-up can be prototyped as well.

The innovation spiral implies that you learn and test assumptions throughout the design processes, so that you stay as close to the needs of the users as possible. Prototyping allows you learn fast and cheaply before investing a large amount of resources, as is demonstrated in Figure 4.

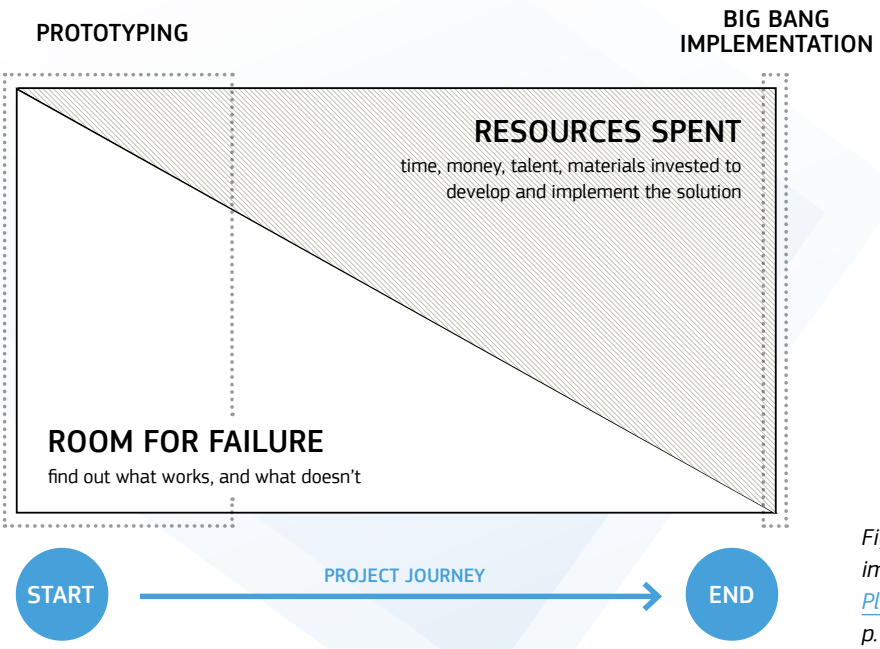


Figure 4. Prototyping vs big bang implementation. Source: Nesta Playbook for Innovation Learning, p. 72 CC BY-NC-SA

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

In Worksheet 9 (next page), you will create your first prototypes based on the IDEO method. The IDEO method on 'Determining what to prototype' helps you decide on how to isolate and test parts of your idea. They describe the start of the process as follows:

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

Worksheet 9: First prototypes

Step 1: Key elements of your idea
As a first step, write down the key elements of your idea. Think practically about what needs to be tested, write down your primary questions for each component, and think about what your hypothesis is. What I (we) want to test... / Our primary question is... / Our hypothesis is... (repeat for multiple prototypes)

Step 2: Choosing your kind of prototype
There are many different kinds of prototypes. A scale model could be a great prototype if the lay-out of a workspace is important to you and your users. However, when your idea is a service or interaction, a physical prototype might not be the best option for you. Please take a look at the following examples, and maybe look up some online inspiration as well:

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

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

Step 3: Create your prototype
Remember, a prototype is the simplest possible version of your idea, and should be ready to use in very little time! Use whatever materials you need, depending on the type of prototype you have chosen.

Step 4: Test your prototype
Collect stories and insights from your target user group by testing your prototype with them. Think about how to engage people, what you want them to do and how you want to receive their feedback. This **Mainstreams and Extremes' tool** by IDEO will help you think about all the different people that might use your product or service.

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

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

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

Step 5: Integrate feedback
Create a framework of the feedback you have received by sharing the stories with your team, and looking for (recurring) emerging patterns in the stories. You could, for example, draw the patterns in a simple framework like a Venn diagram or a 2x2 matrix, or draw a more complicated pattern in a **Journey Map**.

These frameworks help to visualise patterns and the perspectives of both individuals and groups.
The most important patterns I (we) have found in the feedback are...

Step 6: Iterate your prototype
Be tangible and build the next iteration of your prototype based on the feedback and patterns you have identified. Don't take too long, once you've determined how your prototype should change to reflect the feedback you got, get building!

Step 7: Test again (and repeat) to refine your idea until it's something that's bound to be adopted and embraced.

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

Chapter 6: Developing a business model

Once you have taken a deep dive into the issue that you are addressing, and figured out how your social innovation can have an impact on the problem at hand, it is time for a next step: making the case. From all the great ideas that develop, only a handful of them will make it into successful innovations. Therefore, it is important to consciously position yourself: What makes your project worthwhile? And how will you make sure you can turn it into a sustainable venture in order to reach your impact goal? Who will you partner with to ensure this? How can you use impact measurement to improve your results?

At the end of this stage you have a first idea of how your project could be financially sustainable, assessed your partnerships, and collected the first evidence for measuring your social impact.

Financial sustainability model

A model for financial sustainability, generally referred to as a business model, addresses your entire operations from your customers/users to the financing and generating revenue for your organisation. This includes anticipating what expenses you will incur (think of your own living costs, salaries of your employees, rent or production costs) and profits you might make by delivering your product or service. Not only do you have to consider your current needs, but you can also anticipate on possible future scaling ambitions to increase your impact. Therefore, it is crucial to think thoroughly about how you choose to structure your business model, or financial sustainability.

It is worth to invest time in performing a market analysis to provide a clear overview of the need of your product or service, the potential size of your user base and other parties that might be working towards a similar goal. The information a market analysis will provide you with can inform how you might differentiate yourself from others and showcase a specific 'Unique Selling Point' – the unique benefit that makes you stand out from the crowd.

Please explore the Case Study below, and then fill out the classic business model canvas in Worksheet 10 to start your thinking on your project's sustainability.

Case Study: the journey of Peerby*

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

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

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

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

Peerby started as a lending platform, and further developed as a rental platform because people who borrowed things from their neighbours actually thought it would be awkward to borrow something from a stranger for free. Afterwards, Peerby added a collection and delivery service. Peerby is still experimenting with its business model.

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

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

** Sources:*

1. Sprout, "De moeilijke weg van Peerby naar product markt fit, en wat jij daarvan kunt leren"

2. Sprout, "Daan Weddepohl (Peerby): 'Wij zijn als Netflix dat nog dvd'tjes rondstuurt'"

Worksheet 10: Business model canvas

This visual format helps to make your offering real. Please fill out the Worksheet by taking a large size paper (A2 for example) and drawing the business model outlines below on it. Start out with what you do, and don't be afraid to fill out the canvas multiple times – your first (business model) idea is not always your best idea! After working on the business model of your choice, please take a picture of it and upload it to this slide (insert > image > upload from computer).

to grow my idea into something bigger

WHO WILL HELP YOU?
KEY PARTNERS

Who are your key partners and suppliers? What are the most important motivations for the partnerships?

HOW DO YOU DO IT?
KEY ACTIVITIES

What key activities does your value proposition require?
What activities are most important for your distribution channels, customer relationships, revenue streams etc?

WHAT DO YOU NEED?
KEY RESOURCES

What key resources does your value proposition require?

WHAT DO YOU DO?
VALUE PROPOSITION

What core value do you deliver to your audience? Which needs are you satisfying?

HOW DO YOU INTERACT?
AUDIENCE RELATIONSHIPS

What relationship does the target audience expect you to establish? How can you integrate that into your work in terms of cost and format?

HOW DO YOU REACH THEM?
DISTRIBUTION CHANNELS

Through which channel does your audience want to be reached? Which channels work best? How much do they cost? How can they be integrated into your and your audiences routines?

WHO DO YOU HELP?
AUDIENCE SEGMENTS

Which groups are you creating value for? Who is your most important audience?

WHAT WILL IT COST?
COST STRUCTURE

What are the most important costs in your work? Which key resources/ activities are most expensive?

HOW MUCH WILL YOU MAKE?
REVENUE STREAM

For what value are your audiences willing to pay? What and how do they recently pay? How would they prefer to pay? How much does every revenue stream contribute to the overall revenues?

Other instruments that you could investigate when analysing your financial sustainability are the DIY Learn module on the 'Classic Business Model Canvas' (to help you fill Worksheet 14 out), the article 'What is a Business Model?' on Harvard Business Review, and the 'Social Business Plan' worksheet. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.

Starting up your venture: fundraising

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

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

A helpful starting point can be to identify leads and resources within the network of your team, family and friends. Make a list of all the people who could provide you with start-up funding and prioritise them. Finding investors, for instance through crowdfunding platforms or through angel investors or venture capital, can also be part of your strategy.

Crowdfunding (either via online platforms like Kickstarter or offline in your own community) refers to funding a project by raising money from a large group of people, who each contribute a relatively small amount of money. A big advantage of this strategy is that it simultaneously functions as a way to build a community and gain popular support for your project.

A particularly interesting type of venture capital for social innovation is impact investing. The Global Impact Investing Network (GIIN) defines impact investments as "Investments made into companies, organisations, and funds with the intention to generate social and environmental impact alongside a financial return." This usually means that the conditions for receiving return on investment are slightly different from conventional investment agreements. For instance, many impact investors help you draw out an impact plan alongside the business plan.

Instruments that you could investigate when working on fundraising are the 'How-to guide: funding your social enterprise with and without money', the websites of tbd*, FA:SE, Nesta Investments or the European Venture Philanthropy Association, Nesta's 'Matching the crowd' and their 'Five Tips for start-ups looking to work with impact investors'. More information on these instruments can be found in the Additional tools & methods section at the end of this playbook.


THINK
LOCAL

Chapter 7: Delivering and implementing

Implementation is the process of moving a project from concept to reality. Your focus will shift from developing your project to planning and managing its sustainable implementation. In this stage, you need to think very practically: What do you need in terms of skills, people, buildings, physical resources and support from other organisations to sustain on the long term? To prevent yourself from becoming overwhelmed with the tasks at hand, you can use the critical tasks list to prioritise what needs to happen first.

Assessing your partnerships

Many complex problems have several different yet related causes and effects – with several organisations from different sectors trying to solve things individually. With many organisations having limited resources, forming partnerships is a good approach to not only increase capability, but also your reach. Partnerships help build a common understanding, and harness the knowledge which might be spread across various different perspectives.

Building partnerships takes a lot of effort from all those involved. They often take a considerable investment of time to build the high-quality working relationships that underpin effective collaboration. It is important to ask yourself: Who do you want to partner with and what will you offer them? How do you go about creating long-term partnerships with companies, authorities, municipalities and other organisations? Based on your specific project or venture, the best way to approach partners can differ. Making an overview of people who are already in your network is a good starting point.

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

Another great resource is the extensive Partnering toolbook that uses experience of people who have pioneered innovative partnerships to identify key elements of effective partnerships.

Organisational structure

What organisational structure do you need in order to deliver the service or product that you want to implement? In case you are not part of an organisation already, it is crucial to decide on what legal entity best suits your project. Is it a charity, limited company, or something else? Research the kind of decision-making you want to have in your organisation and the different kinds of entities available in your country. For instance, the B-corps status might be offered in your country. In the UK, many social enterprises choose the entity of a Community Interest Company (CIC). From a cooperative to a foundation or limited company, different structures fit different ambitions, and different entities are available in different countries. This article on Entrepreneur gives an overview of the most common business structures and their pros and cons (although it could well be, of course, that none of these structures fit your needs).

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

Team development

The composition of the team is one of the crucial success factors for generating and developing innovative ideas. The most important prerequisite: the people on your team must match well, have a common objective, and responsibilities should be clearly distributed among the team members. First, you need to define the roles that need to be fulfilled: You will often need someone to do the accounting, marketing and sales, someone to set up systems, and perhaps someone to train staff and volunteers. Second, it is a matter of finding the right people to match the skills you are looking for.

Filling out Worksheet 11, the 'User Manual for Team Members' by SIX can help you get an idea of the skills and preferences of your current or potential team members.

Worksheet 11: User Manual for Team Members

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

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

Source: Social Innovation Exchange, CC BY

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

Personal leadership

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

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

What do you know about yourself? And how can you use that knowledge to influence others? Leaders can shed light on new ideas, even if they're controversial or go against

the mainstream ideas of what 'doing good' is or what our planet and communities need. If anything, leadership is about being brave, standing up and taking a position. But leadership is also about listening. Listening to your team and your community, and representing their voices to the best of your abilities.

To start exploring what personal leadership means to you, you could begin by watching Roselinde Torres discuss the three simple questions that leaders in organisations need to ask themselves to thrive in the future (based on 25 years of observation) in 'What it takes to be a good leader'.

Filling out Worksheet 12 will help you start exploring how you can develop your own personal leadership.

Worksheet 12: Personal leadership

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

Pick the three most important qualities.

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

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

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

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

Chapter 8: The perfect project pitch

It can be helpful to consider your project through the lens of your most skeptical customers and (potential) funders: What are they looking for? What delivers value for them? Is your product or service viable? This is the moment to think about the best ways to communicate about it.

How do you make the case for change? How can you be convincing? How do you engage others in your innovations? How can you ensure people pay for your service or product? Communications play a crucial role in ensuring that your innovation convinces others of its value. Therefore, it is important to explore how you can create messages that explain your mission as an impact-led organisation to your community, to the press, on social media, and through using communication tools like photography and film.

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

A good way to perfect your pitch is to work on it every now and then, tweaking it here and there to make it better, sharper, or more accurate. Don't forget to practice pitching in front of the mirror, your cat, and people you might not know yet. And lastly, make sure to ask feedback from a wide range of people. It will help you grow!

By filling out Worksheet 13, you can work on your project pitch step by step.

Worksheet 13: The perfect project pitch

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

2. How do you do what you do? (process)
What specific actions are you taking to realise your 'why'? What makes you different from others? This **Marketing Mix** from the DIY toolkit might help when formulating your 'how' and your 'what' (process and product). How I (we) do what I (we) do is...

3. What do you do? (product)
What is the result of your work? What are the products or services you (are planning to) 'sell'? My product or service is...

4. What's in it for them?
Think about what will persuade the person in front of you. What can a potential funder get out of your project?
The jury for this Competition? A potential volunteer? What others can get out of this is...

5. What's your 'grand finale'?
Stimulate the listener to take the next step by making a call-to-action, or use a one-liner that refers back to your core message or a metaphor you have used. My (our) smashing oneliner:

6. How's my body language?
Non-verbal communication is key when pitching your idea. Watch **Your body language may shape who you are** by Amy Cuddy to get inspired and maybe even "power pose". It might be scary, but asking others how they perceive your body language could be informative as well. Optional: reflections on body language...

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

Marketing and communications

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

After a lot of focus on 'online' marketing, the tides are changing a bit and a mix of both offline and online marketing could just work for you. Depending on your budget and vision, there are a lot of benefits to giving your marketing and communication strategy attention. As stated above, good marketing might help attract funders for your cause. But it also helps creating 'brand awareness' in potential users, helps you express any competitive advantages, fosters goodwill and can attract talent to your organisation or improve your communication with your users.

Press

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

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

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

Social media

When thinking about using social media for your marketing and communications, it helps to think of the process as a marathon, and not a sprint. You need to figure out what you want out of social media at large, and set goals that are realistic. Maybe getting 10,000 new followers on Instagram in your first year is feasible, maybe it is not. The more important question is what you want from those followers, and why you want to engage with them.

To create social media strategy, be sure to have a look at How To Create A Social Media Strategy (With 3 Steps And A Template) from the CoSchedule Blog.

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

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

Chapter 9: Measuring Social Impact

In the stage of Developing and Testing, you have collected information to develop your product or service through prototyping, and also described how you intend to achieve social impact based on your Theory of Change. Analysing the results generated by your innovation helps your project to test the assumptions on which you designed your approach and improve in order to work towards achieving your desired impact. It is key to collect evidence to:

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

Rather than evaluating your impact at one point in time, for example annually, embedding ongoing data collection for social impact measurement into your operation processes can be more efficient and gives a much more timely picture of your impact and validation of your assumptions.

It is therefore important to determine your methods of data collection, and to draw up the limits of what you can and want to know. Note that it is very important to be mindful of issues such as language barriers or power structures within groups when conducting this research. Methods of data collection can include surveys, interviews, observations and using existing data and statistics. How can you combine qualitative and quantitative data to get a rich picture of the effects of your work? To bring the data to life and simultaneously elevate your pitching, storytelling is a powerful tool to use in presenting your research.

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

Chapter 10: Growing, scaling and spreading

Growing, scaling and spreading are all terms that can help you focus on your project's capacity to address the challenge you have identified, and capacity to reach beneficiaries. When growing, scaling or spreading in a sensible way, you will widen your reach to a significant proportion of people in the target group, or society overall. There are different ways to grow your influence and achieve impact. By the end of this stage you have decided if you are ready to scale, and if so, what could be the best strategy for you to do so. For instance, by engaging in new partnerships, spreading your method or opting for a social franchise of your concept.

Why scaling?

The prize for scaling up is potentially huge. Have a bigger impact on social problems or needs – perhaps even solve those problems. (....) Yet scaling is not appropriate in every case. Nesta's report In and Out of Sync identified that scalable social innovations tend to be the ones that:

- Are relevant beyond their initial context;
- Are relatively simple;
- Are clearly better than the alternatives;
- Do not rely solely on the talents of specific individuals.

Cost is also important. Scalable innovations need to provide value for money in relation to existing solutions. Projects may appear ready to scale, but detailed analysis of cost compared with competitors from the buyer's point of view shows that they are too expensive. The world is unfortunately full of 'gold-plated pilots' – projects that work well in a few places but are simply too expensive ever to spread.

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

Scaling

Scaling in a traditional sense costs a lot of money and effort. Meanwhile, you don't want scaling to become a goal in itself, offering a service or product that does not respond to the social issue you are addressing. It is crucial to critically consider whether scaling is fit for you, professionally as well as personally, and if so, what creative ways you could use to do so. How do you effectively scale your project when you don't have a ton of resources? Which strategic partnerships do you need to create to get your project off the ground? The methods and frameworks below can support you in discovering the answers to these questions.

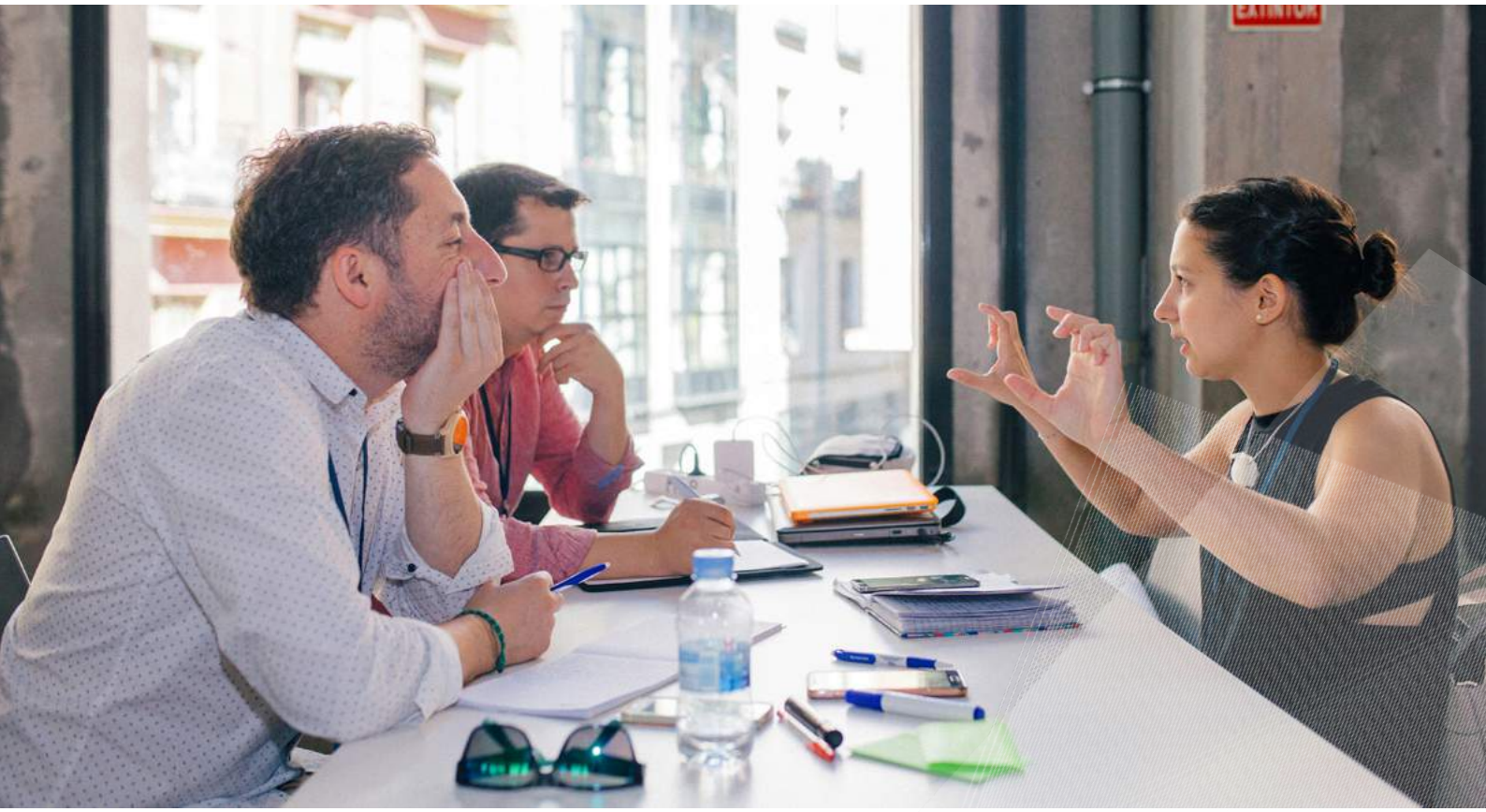
Instruments that can help you identify if and what ways of scaling might work for you are 'Knowledge and Learning for Social Projects Aiming to Grow or Scale', 'Making it Big: Strategies for Scaling Social Innovations', 'Financing options for Scaling' and 'Scaling together' by Nesta. Instruments that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

Case Study: Premium Cola

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

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

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



Chapter 11: Systems change

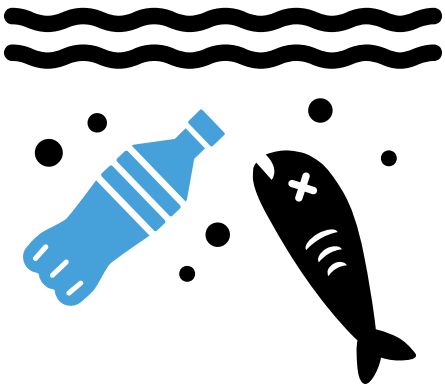
In the innovation spiral changing systems is an outlier: it is not a stage that evidently follows from the previous six steps. Creating space for something new is the most difficult part of implementing innovation. It involves a clear analysis of the system you are operating in and your role therein, as well as those of others. Smart partnerships, lobbying, patience, and sometimes using technology are crucial if you have the ambition to change big or small systems.

How could the role of the government change in order to improve the care system, or the issue of loneliness among elderly in a certain district? What legislation or funding structures need to be adjusted? What is the role of (social) companies in the new constellation of parties in a system? Is there a role that universities can play? Or perhaps civil society organisations? Most importantly, value change is eventually needed among users and consumers? Changing systems involves a rethinking of the roles of all parties involved.

At the European Social Innovation Competition we aim to find links between big issues and the smaller actions that Europeans can initiate as social innovators. It also offers an opportunity for collaboration across Europe to join forces for addressing systems that need to be changed.

Literature on changing systems

- 'Systems Change—Big or Small?' by Odin Mühlenbein, who works at Ashoka Globalizer. Systems change can sound intimidating. In this piece in the Stanford Social Innovation Review, Odin Mühlenbein addresses the scale of systems.
- Transformative social innovation by the TRANSIT project. In this research project a theory on 'Transformative Social Innovation' was developed. They researched changes in social relations, involving the challenging, altering and/or replacing of dominant institutions and structures.
- The Necessity of a Boring Revolution by Indy Johar, architect, co-founder of 00 (project00.cc) and Senior Innovation Associate with the Young Foundation. In this article Indy Johar provides a framework for institutional innovation for systemic change.
- Doughnut Economy: Seven way to think like a 21st century economist by Kate Raworth, Senior Visiting Research Associate at the Environmental Change Institute (ECI), University of Oxford. Kate Raworth presents new ways of framing and understanding our present-day economy, and offers alternative directions for designing our global economic system.
- We change the world: What can we learn from global social movements for health? by Nesta. This report addresses hands-on ways to grow social movements based on the experience of forty social movement leaders.
- The year of systems change: 3 Things we need to do before we start by Kennisland's Tessa de Geus. This long-read presents reflections on the preconditions that we need to consider before getting into systems change.



Chapter 12: Additional tools & methods

For exploring opportunities and challenges

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

For identifying and engaging stakeholders

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

For idea generation

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

For refining your ideas

- From the first moment onwards, using the knowledge and experience of the potential users of your product or service can have huge benefits. By actually hearing their feedback on your initial thoughts, you can adapt and tweak your idea in its early stages. These tools by IDEO support you in conducting interviews and group interviews to support User-Centered Design.
- Developing a realistic idea of the 'personas' in your target audience helps ground your work, keeping it focused on real people instead of an abstract, general audience.
- If you want to go big: Organise an Unconference or Open Space Conference. You can organise a bottom-up gathering where all participants can claim time and space to initiate a discussion on a topic or idea. Another method for enabling conversations completely driven by participants and topics that are relevant and important to them is the World Café method.

For formulating a Theory of Change

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

For prototyping

- The free online Acumen's Human-Centered Design course guides you through the four steps of the human-centered design process and supports you in building an interview guide and prototyping your service or product with users.
- Identifying strengths, weaknesses, opportunities, and threats through a SWOT analysis helps you to review how you might improve your aspired impact.
- The Learning Loop helps you evaluate the process of prototyping and define how the work you do now informs what you do next.
- The Start-a-project approach can help to keep an open mind and ask questions to explore new ways of thinking once you know what project you want to initiate. It includes a tool for evidence planning and making an innovation flowchart.

For analysing your financial sustainability

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

For fundraising

- The How-to guide: funding your social enterprise with and without money by the Guardian addresses key aspects of funding a social enterprise. Check out the website of tbd* for Europe-wide funding opportunities and practical advice.
- Learn about impact investing on the website of FA:SE or Nesta Investments, or refer to the website of the European Venture Philanthropy Association to learn about the opportunities for impact investing in your country.
- Nesta Investments provides five tips for start-ups looking to work with impact investors.
- In Matching the crowd Nesta addresses how crowdfunding can be combined with institutional funding to get great ideas off the ground.

For team development

- The competency framework Nesta developed for public servant teams can provide a framework for identifying the key skills, qualities and attitudes your team needs.
- The famous CEO Ricardo Semler upholds a radical form of organisational democracy in his company. Curious to hear how he does it? Watch How to run a company with (almost) no rules.

- Learn about team building from Tom Wujec in this TED Talk 'Build a Tower, Build a Team'.

For communications

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

For measuring impact

- Social Impact Navigator. This useful guidebook by Phineo helps you to integrate impact orientation into the process of innovation, with step-by-step explanations and practical examples. They guide you through Part I, planning results, through Part II, analysing results, to eventually Part III, improving your results.
- The Practical guide to measuring and managing impact by Avance and the European Philanthropy Association is a great resource that supports you from identifying your objectives to monitoring your progress.
- Setting our sights: A strategy for maximising social impact, as well as the standards of evidence by Nesta can be useful to demonstrate how to make your case to an impact-focussed funder.
- This report by the Global Impact Investing Network provides insights into why impact investors measure their impact and how they do so. Social businesses usually progress on developing higher standards of evidence as there products gain traction with customers. Read more about Nesta's approach in this document Standards of Evidence for Impact Investing.
- Have a look at these resources to learn more about ways to collect your data, for instance through surveys, interviews or observations.

For scaling

- Knowledge and learning for social projects aiming to grow or scale: a checklist for social innovators looking to demonstrate their impact, improve their work, and build a learning culture.
- Making It Big: Strategies for scaling social innovations or What does it take to go big? Insights on scaling social innovation by Nesta.
- Financing options for Scaling by Mark Cheung for Ashoka Globalizer.
- Scaling Together: a publication by Nesta on overcoming barriers in corporate/start-up collaborations.

For spreading

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

On the partner organisations

European Commission - The Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs of the European Commission (DG GROW)

The European Social Innovation Competition is an initiative of DG GROW. The competition was established in memory of Diogo Vasconcelos, a visionary Portuguese leader who focused on fostering innovation to address some of the great societal challenges of our time. DG GROW manages the internal market for goods and services, supervises strategic economic sectors including space, supports the transformation of industry and promotes new sources of growth, including trends such as the collaborative economy or social innovation.

Nesta

Nesta is an Innovation Foundation. We believe that innovation – the creation and adoption of new ideas – is the key to human progress, prosperity and happiness. But too often innovation doesn't back the things that really matter to people. We want to make innovation work for everyone – growing new ideas that tackle the challenges our society faces and change the world for the better.

Kennisland

Kennisland researches and designs social progress, by improving society's capacity to learn and innovate. We strive for a world in which social systems support people, rather than holding them back, in which everyone can benefit, rather than just the happy few. We work to achieve a society that is inclusive and sustainable in all respects. We learn through practice, and apply what we learn to achieve real-world progress. And we share the results, because we believe the whole of society should benefit from such solutions. We design new concepts, strategies, learning programmes, methods and learning communities that help society to progress – and not just on paper, but most of all in practice.

Kennisland has a strong track record of developing and running innovative learning programmes and is responsible for organising and managing the mentoring programme and Academy of the European Social Innovation Competition.

Scholz & Friends

Scholz & Friends is one of the leading agency groups in the German-speaking world and offers all of its communication instruments from a single source, the Orchestra of Ideas. The agency acts as an integral part of WPP's Government & Public Sector Practice, which aims to help public institutions achieve their missions and reach recognition through effective communications. Scholz & Friends enables the creation, development and implementation of communication and public relations services for successful, integrated institutional campaigns and establishes the strategic approaches to event communication and organisation all over Europe.

ENoLL

The European Network of Living Labs (ENoLL) is the international federation of benchmarked Living Labs in Europe and worldwide. Founded in November 2006 under the auspices of the Finnish European Presidency, the network has grown in 'waves' up to this day. ENoLL counts today over 150+ active Living Labs members worldwide. Directly, as well as through its active members, ENoLL provides co-creation, user engagement, test and experimentation facilities targeting innovation in many different domains such as energy, media, mobility, healthcare, agrifood, etc. As such, ENoLL is well placed to act as a platform for best practice exchange, learning and support, and Living Labs international project development.

Ashoka

Ashoka's vision is a world in which every person realises his or her changemaking potential. To achieve this, it works on three different levels of social innovation: Supporting social entrepreneurship, fostering education for change and improving change from within companies. Since 1980, Ashoka has selected and supported innovative Social Entrepreneurs (Fellows), with the aim of multiplying and accelerating the impact of their projects. Today, Ashoka's network has more than 3,400 Social Entrepreneurs in 90 countries, making it the largest network of social entrepreneurs in the world.

Colophon

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