



ORGANISATION CONTACT INFORMATION	
Type	Intermediary
Org. Name	Impact Hub
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GENERAL INFORMATION	
Organization Description	Impact Hubs
Region Of Focus	Europe
Industry	Various
Business Model Description	Impact Hub is a network of 100 hubs around the world. It works on a licensing model: 2,5 % of revenue /income streams is charged by the global network- which funds coordination/knowledge sharing of network and coordinates community of practices. The rest is supplemented by income from sponsors.

RELEVANT TOOL/METHOD DATA	
Relevant Tool/ Method	<p><b>Impact Hub Scaling</b></p> <p>This one-year long scaling program for social entrepreneurs supports potential scalers with knowledge, skills and advice from top mentors with the aim of successful scale-up.</p>
Region	The Programme brings together eight Impact Hubs in Europe (Amsterdam, Athens, Bucharest, London King's Cross, Madrid, Milan, Stockholm and Vienna),
Tool Description	<ul style="list-style-type: none"> <li>The Impact Hub Scaling Programme provides year-long support to social enterprises with proven impact that are ready to scale locally and/or internationally through joint venturing, expanding and social franchising.</li> <li>The program offers tailored support and mentoring.</li> <li>One-to-one sessions and workshops with experts provide skills, knowledge, advice</li> <li>Access to market research and study trips</li> <li>Mentorship</li> <li>Introduction to relevant networks and contacts</li> <li>One-to-one support from scaling managers in the hubs</li> </ul>

<b>Delivery</b>	<ul style="list-style-type: none"> <li>• Scaling Managers</li> <li>• Face-to-face</li> </ul>
<b>Best practices / success factors</b>	<ul style="list-style-type: none"> <li>• Uses BENISI scaling options</li> <li>• Has developed own methodology used across all hubs</li> <li>• Access to a large network of consultants, experts and mentors available to entrepreneurs at the local and international levels.</li> <li>• Focused on presentation and comms skills, networking and organization structure</li> </ul> <p>From Impact Hub's literature (Impact Hub's evolution of its scaling programme, full study confidential)</p> <ul style="list-style-type: none"> <li>• Having access to a local partner to provide access to local markets and regulations can play a role in helping enterprises to scale.i</li> <li>• The Global Accelerator Learning Initiative (GALI): set aside more time for entrepreneurs to work on their own, spent less time on formal business plan development and more time on presentation and communication skills, networking, and organization structure and design.</li> <li>• Be partnership-orientated and make good use of peer-to-peer involvement.ii</li> <li>• Successful programmes were also clearer about how they define success and followed up with graduates.</li> <li>• The report also found a strong relationship between successful growth and programmes that have a deep sector focus.iii</li> <li>• Nesta in 2014 also found that incubators need to support entrepreneurs to select the right programme of support for their enterprise type and stage.iv</li> <li>• A literature review on growing social innovation also noted that social innovations scale successfully in different ways depending on their model. Some social enterprises grow by increasing their customer base, while others may scale by spreading practices to a wider range of organisations. Support programmes need to therefore understand which route to scale is most relevant for their cohort and help enterprises to codify their model and costs.v,vi</li> <li>• Successful programmes help enterprises to clarify their goals for scale, codify their model, select the most appropriate route to scale and then support enterprises to deliver on this strategy.vii</li> </ul>
<b>Challenges/ limitations</b>	<ul style="list-style-type: none"> <li>• Lack of access to funding –very little money is going to sector experts and support structures</li> <li>• Entrepreneurs who can't shift to the next level in terms of mind and skillset (founder's syndrome)</li> <li>• Multi-donor programmes are onerous in terms of objective alignment and reporting</li> </ul>
<b>Lessons learned</b>	<ul style="list-style-type: none"> <li>• Set objectives to scale at the very beginning of the programme</li> <li>• Codify and coordinate more</li> <li>• Group cohorts of SEs per product/service and/or stage</li> <li>• Use more peer-to-peer learning and/or mentors that bring experience in a relevant sector</li> <li>• Codify and coordinate recruitment process and impact measurement indicators</li> <li>• Trade missions were key to assessing potential future markets</li> </ul>

<b>Scaling (S )/ Replication (R)</b>	Uses both
<b>Results</b>	Survey respondents felt the largest benefit of the programme was a gain in new contacts and networks (82%). This was followed by improved profile (76%), improved motivation (75%) and improved business skills (72%).
<b>Interesting Links</b>	<a href="http://scaling.impacthub.net/">http://scaling.impacthub.net/</a>

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<sup>i</sup> Weber., C., Kroger., A and Demirtas, C. (2015). *Scaling social Impact in Europe. Quantitative Analysis of National and Transnational Scaling Strategies of 358 Social Enterprises*. Bertelsmann Stiftung.

<sup>ii</sup> Global Accelerator Learning Initiative (2014). *What's Working in Startup Acceleration: Insights from Fifteen Village Capital Programs*.

<sup>iii</sup> Global Best Practices Report on Incubation and Acceleration: Key Trends and Analysis of the 2015 Incubation and Acceleration Ecosystem (2015). *Unitus Seed Fund* and *Capria Accelerator Fund*.

<sup>iv</sup> Miller, P. and Stacey, J. (2014). *Good Incubation. The craft of supporting early-stage social ventures*. Nesta: London.

<sup>v</sup> Davies, A. and Simon, J. (2013). *Growing social innovation: a literature review. A deliverable of the FP7-project: TEPSIE*. Brussels: European Commission, DG Research.

<sup>vi</sup> Clark, C., Massarsky, C., Schweitzer Raben, T. and Worsham, E. (2012). *Scaling social impact: a literature toolkit for funders*. Social Impact Exchange, Growth Philanthropy Network and Duke University.

<sup>vii</sup> Gabriel, M. (2014). *Making it Big: Strategies for Scaling Social Innovations*. Nesta: London.