



## Ashoka – Innovators of the Public

Vienna, July 2012  
Georg Schoen



ASHOKA INNOVATORS FOR THE PUBLIC

# Overview

- 1) Background
- 2) Ashoka Approaches
- 3) Identifying & Supporting Social Entrepreneurs (Innovation)
- 4) Barriers for Social Entrepreneurs



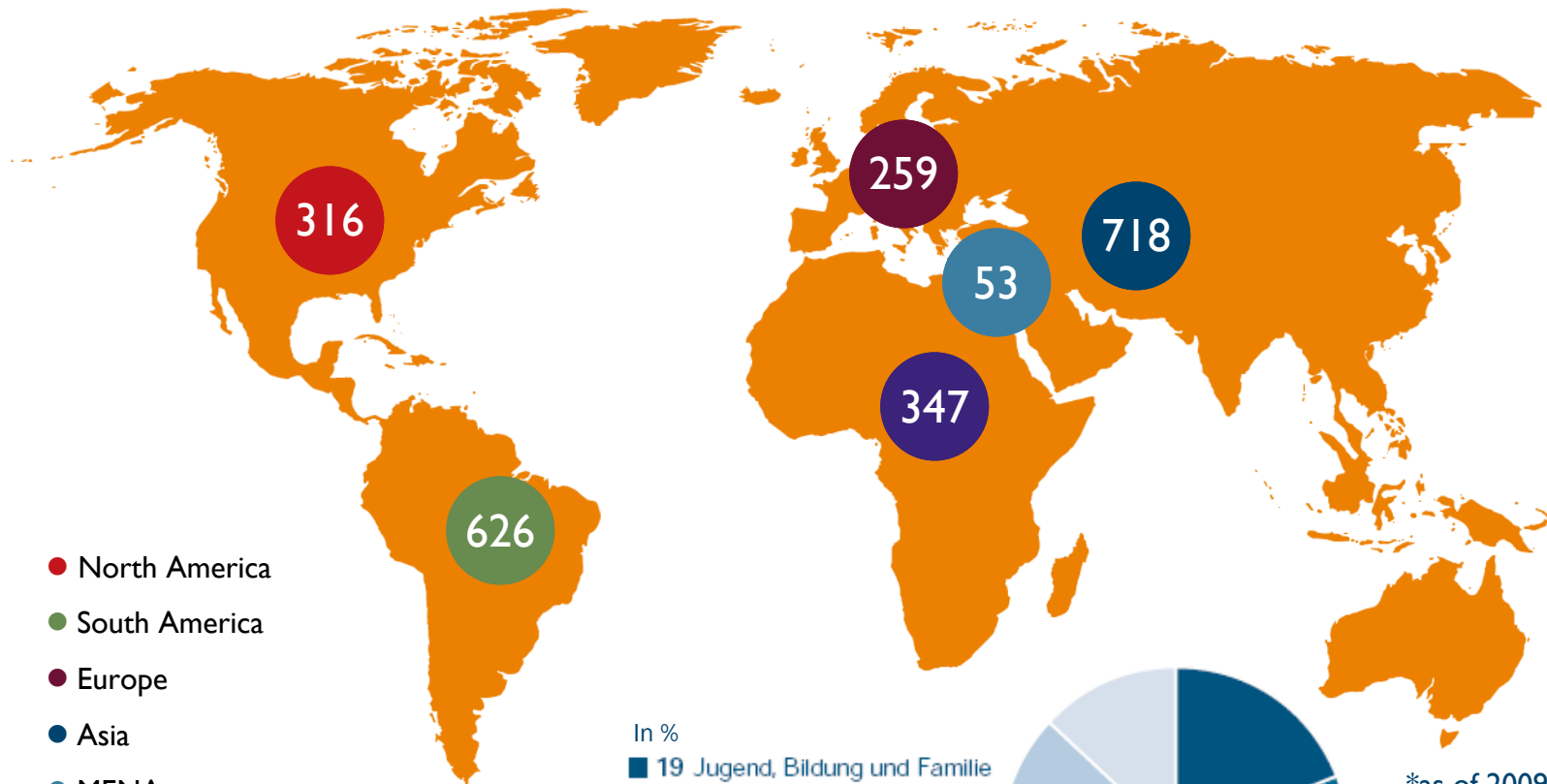
## I) THE BACKGROUND



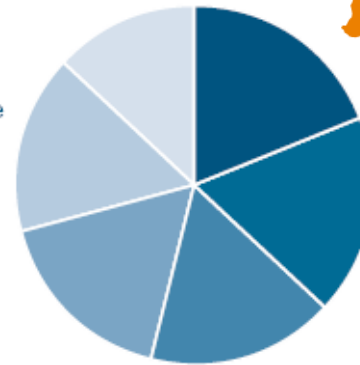
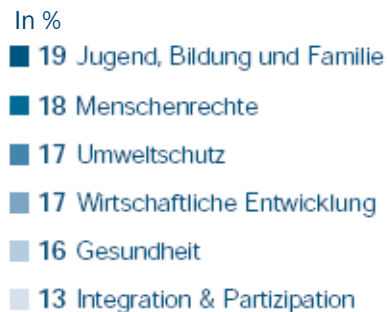
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# Ashoka: Largest Support Network for Social Entrepreneurs

## – 72 Countries – 3000 Social Entrepreneurs



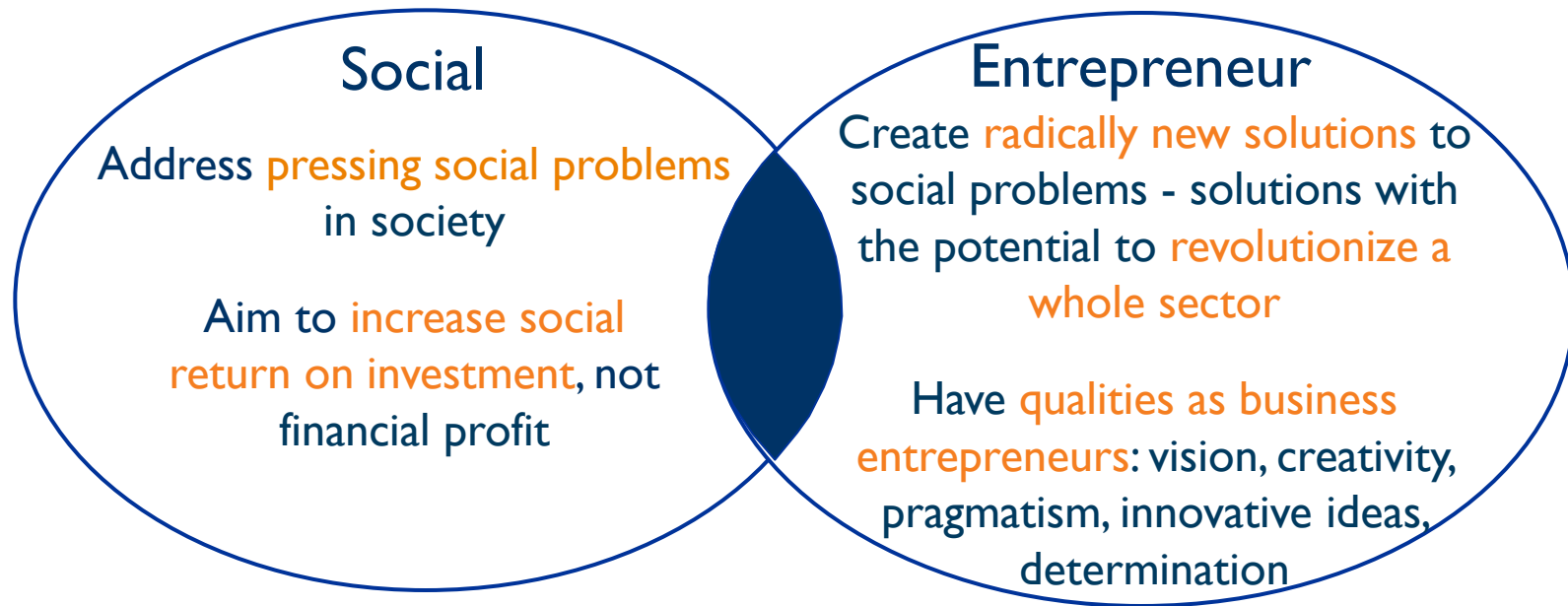
- North America
- South America
- Europe
- Asia
- MENA
- Africa



\*as of 2009

# Social Entrepreneurs:

## Combining Entrepreneurship and Social Development



→ Social Entrepreneurs are catalysts for social change

→ Many Dimensions of Social Entrepreneurship

# Ashoka Fellows – International Examples

A small selection of the more than 3000 Fellows:

- **Jimmy Wales**, Founder of *Wikipedia* (USA)
- **Carlo Peltrini**, Founder of *Slowfood* (I)
- **Wendy Kopp**, Founder of *Teach for America* (USA)
- **Andreas Heinecke**, Founder of *Dialogue in the Dark* (D)



# Ashoka Fellows – Key Players in the Social Sector

Our research indicates that after five years:

- 94% of Fellows remain engaged in consolidating and spreading their innovations.
- 89% of Fellows have proven their ideas to be so effective that independent groups and governments have replicated them.
- 57% of Fellows achieved changes in national policies.
- 75% of Fellows are considered leaders in their fields.



# Ashoka Central & Eastern Europe

Coordinated through offices  
in **Warszaw** and **Vienna**



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FIRST AUSTRIAN  
ASHOKA  
FELLOWS!

Gerald  
Koller

[www.risflecting.at](http://www.risflecting.at)





FIRST AUSTRIAN  
ASHOKA  
FELLOWS!

Johannes

Lindner

[www.ifte.at](http://www.ifte.at)



ASHOKA







## 2) THE ASHOKA APPROACH



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# The Ashoka Approach:

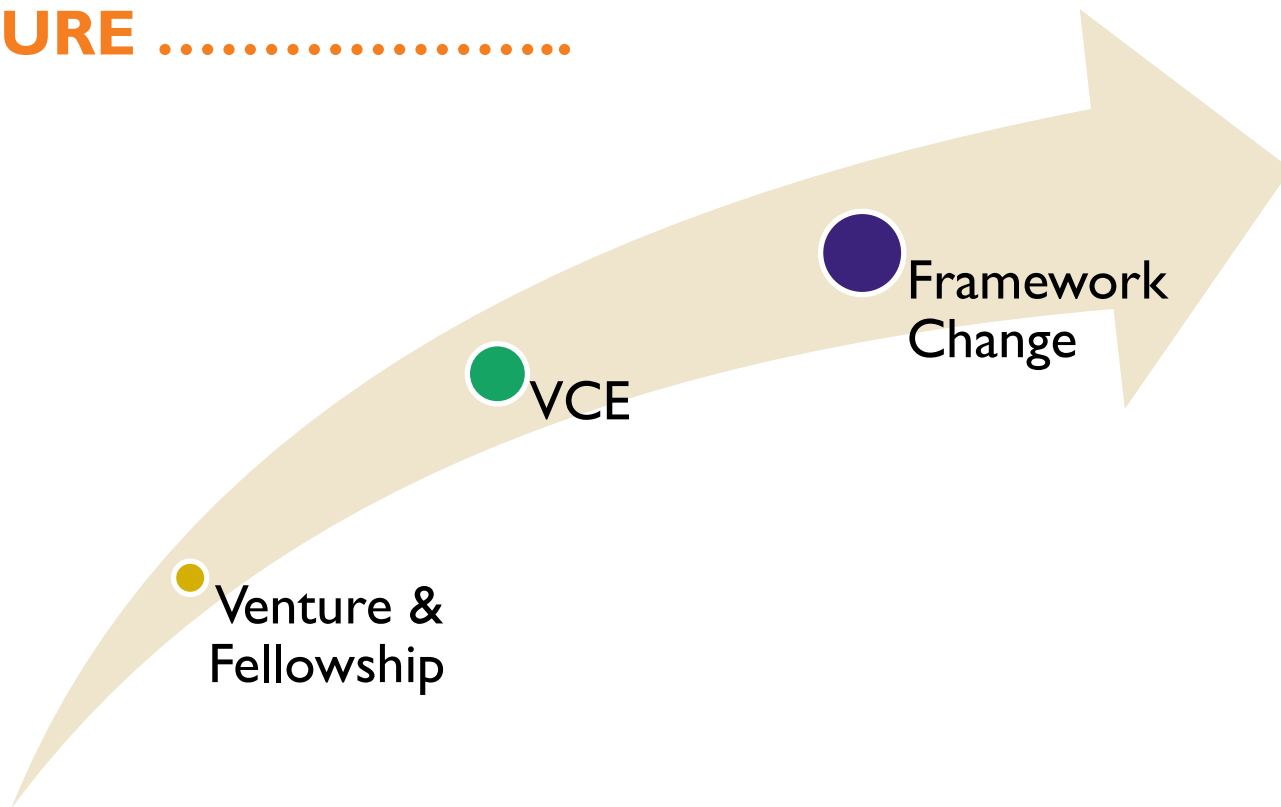
1. **Support Individual Fellows**
2. **Create Innovative Collaborations**
3. **Build Infrastructure for System Change**



# The BIG Picture:

VENTURE .....

...EACH







### 3) IDENTIFYING & SUPPORTING SOCIAL ENTREPRENEURS



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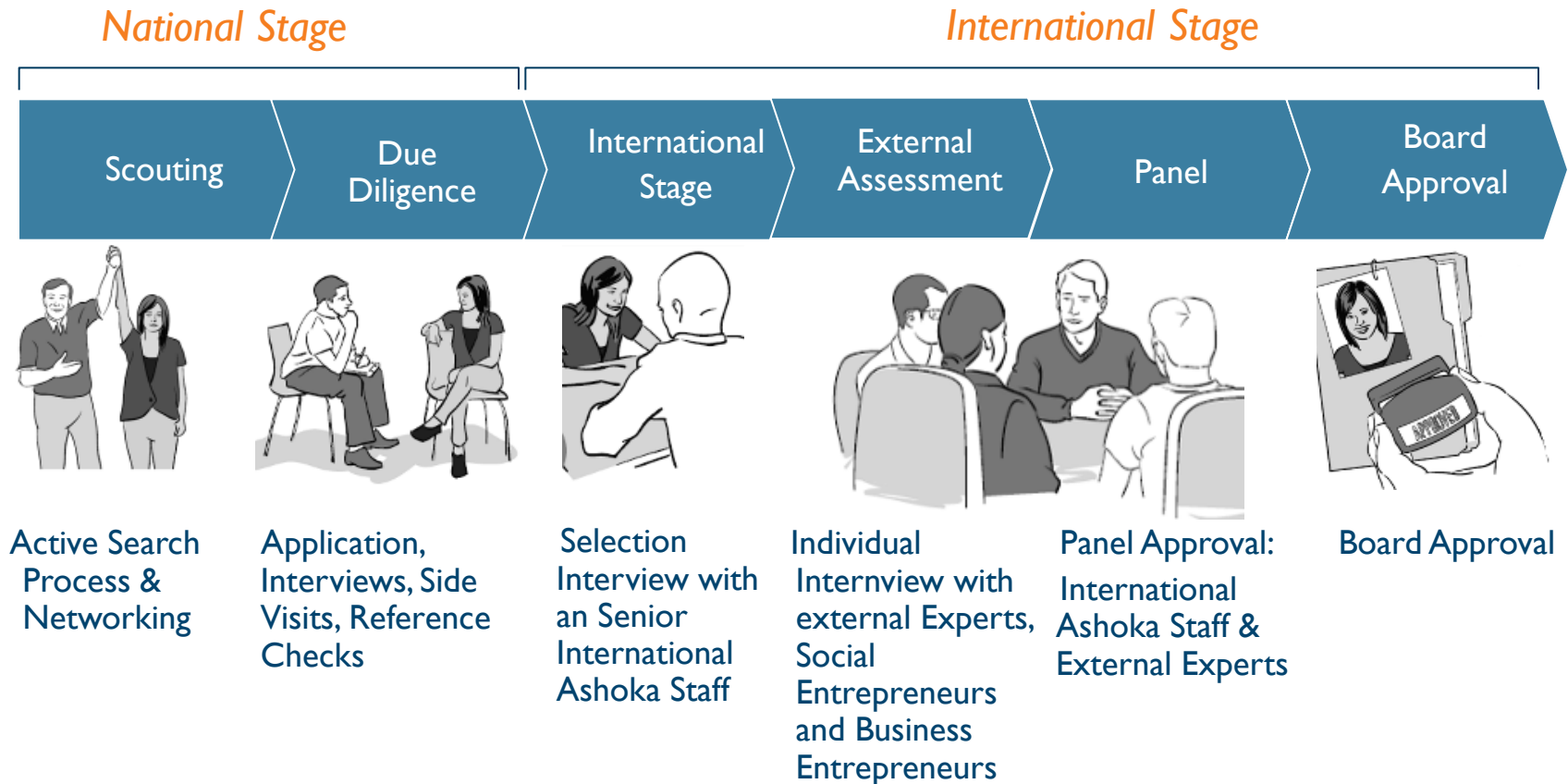


# The Ashoka Selection Criteria – 30 years of Experience

A New Idea	Is the idea new and has potential for systemic change?
Social impact of the idea	Is the idea powerful enough in its approach, outreach and applicability? Is the idea replicable?
Entrepreneurial quality	Has the person the entrepreneurial spirit and vision to think and act big?
Creativity	Is the person sufficiently creative as both goal-setting visionary and practical problem solver?
Ethical Fiber	Is the candidate entirely ethical and trustworthy?



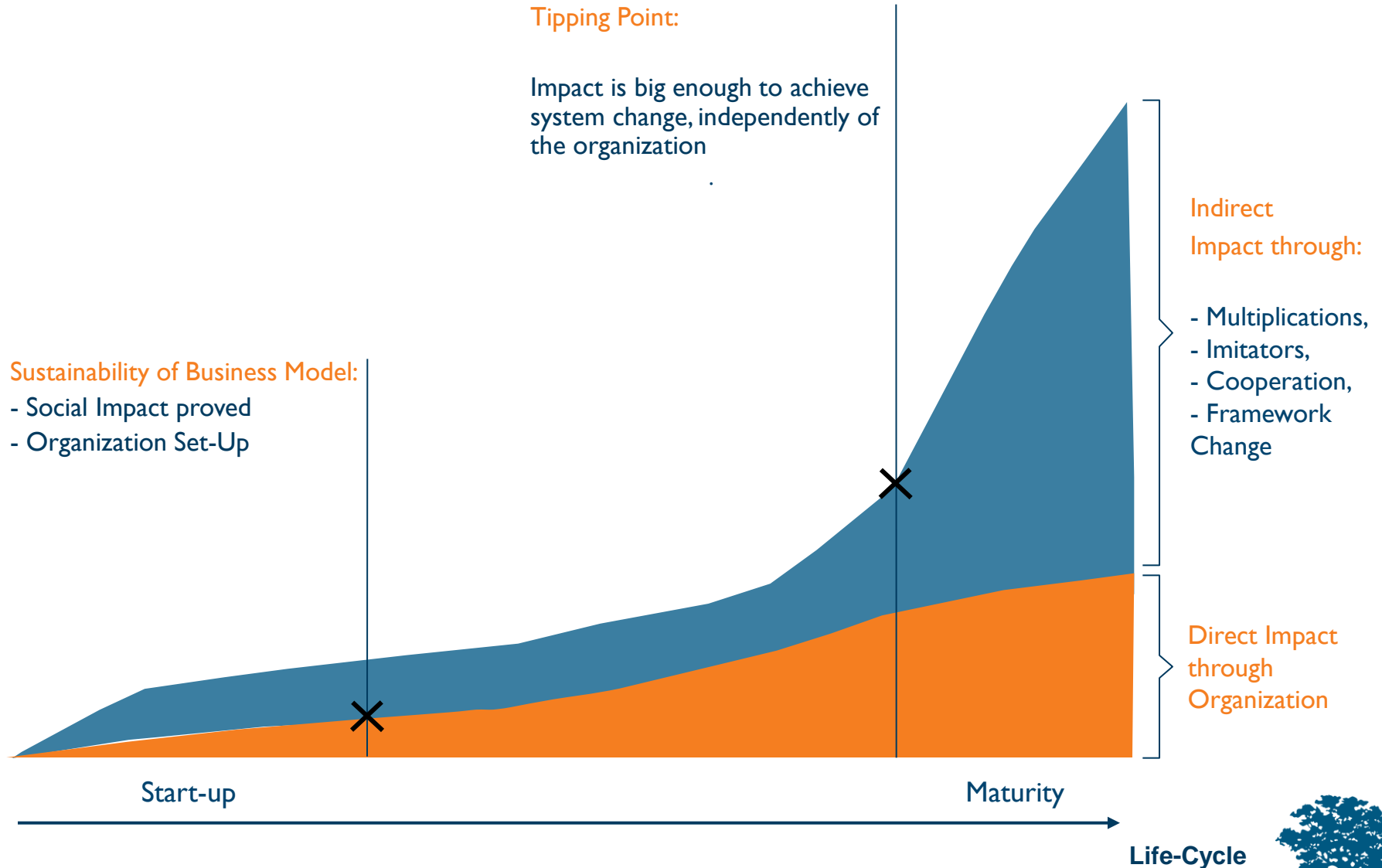
# Identifying Social Entrepreneurs: The Ashoka Selection Process



## How does Ashoka Support Individual Social Entrepreneurs?

- Stipend for 3 years
- Pro-Bono Support
- International Network of (Social) Entrepreneurs
- Scaling & Internationalization

# Impact Maximization instead of Organizational Growth



# Ashoka Globalizer: The Internationalization of Innovation

**Vision:** Great social innovations travel to improve people's lives around the globe and inspire more changemakers

## **Mission:**

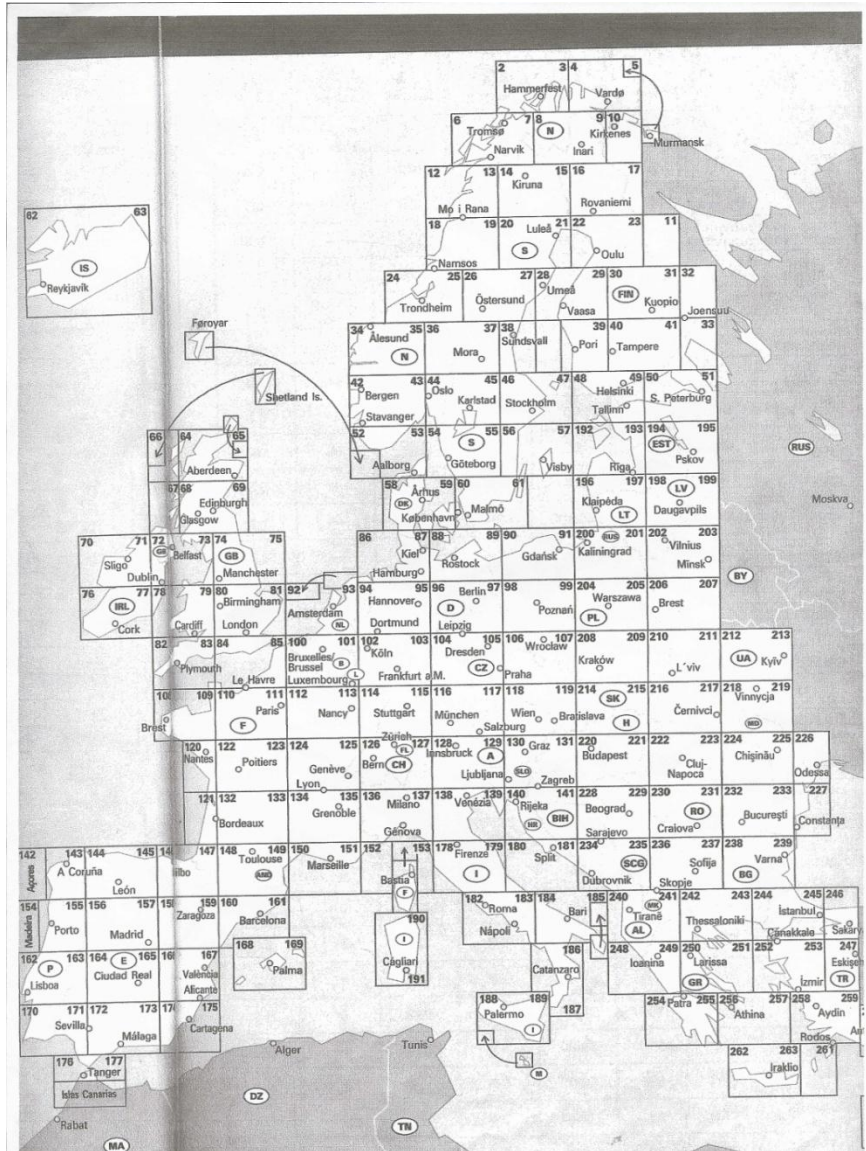
- Raise awareness among social entrepreneurs of the full market potential
- Recruit selected Fellows to co-create innovative strategies for globalizing
- Build a community of practice around scaling social impact
- Extract underlying patterns and disseminate these broadly



# Thorkil Sonne

[www.specialisterne.com](http://www.specialisterne.com)





# Ashoka Localizer – Taking Innovations to Austria



Example: **Ashoka & McKinsey „Joining the Changemaker“**

- **Lars Stein:** Developed new financing opportunities for funding „unconventional education pathways“. [www.studienaktie.org](http://www.studienaktie.org)
- **Sascha Haselmayer:** is creating mechanisms for transforming cities into “smart cities” [www.livinglabs-global.com](http://www.livinglabs-global.com)

Ashoka Localizer Squared:

→ Change Nation Ireland March 2012!



# Ashoka Support – Key Dimensions

## What?

- 1) Storytelling
- 2) Results-Based Planning and Management
- 3) Impact Measurement

## Why?

Positioning

Strategy Development & Resource Mobilisation

Monitoring & Reporting

# 1) Storytelling: Profile Writing

## INTRODUCTION

Ursula is bringing a new energy cycle paradigm by giving all components to the communities. She is doing that through shifting the ownership, management as well as production into the hands of citizens, thereby fostering energy saving and renewable sources.

## THE NEW IDEA

Ursula is the first person to show that electricity production and distribution under responsible citizens is a green and economical alternative to that supplied by a small number of monopolists. Her citizen-owned social business company Elektrizitätswerke ...

## THE PROBLEM

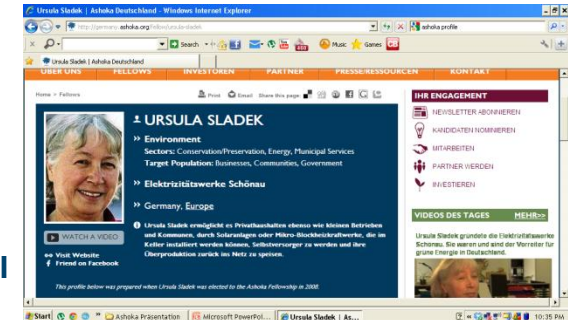
Before the beginning of the liberalization of the energy market in Germany in the late 1990s, large utility companies enjoyed a monopoly in terms of price setting and product offers. They derived almost 95 percent of their energy from nuclear power and coal, ...

## THE STRATEGY

Ursula's strategy was to first break the monopoly of the energy suppliers and to empower consumers to choose their own sources of energy—years before market liberalization in Germany set in. This step is now historic, but it is important to mention because ...

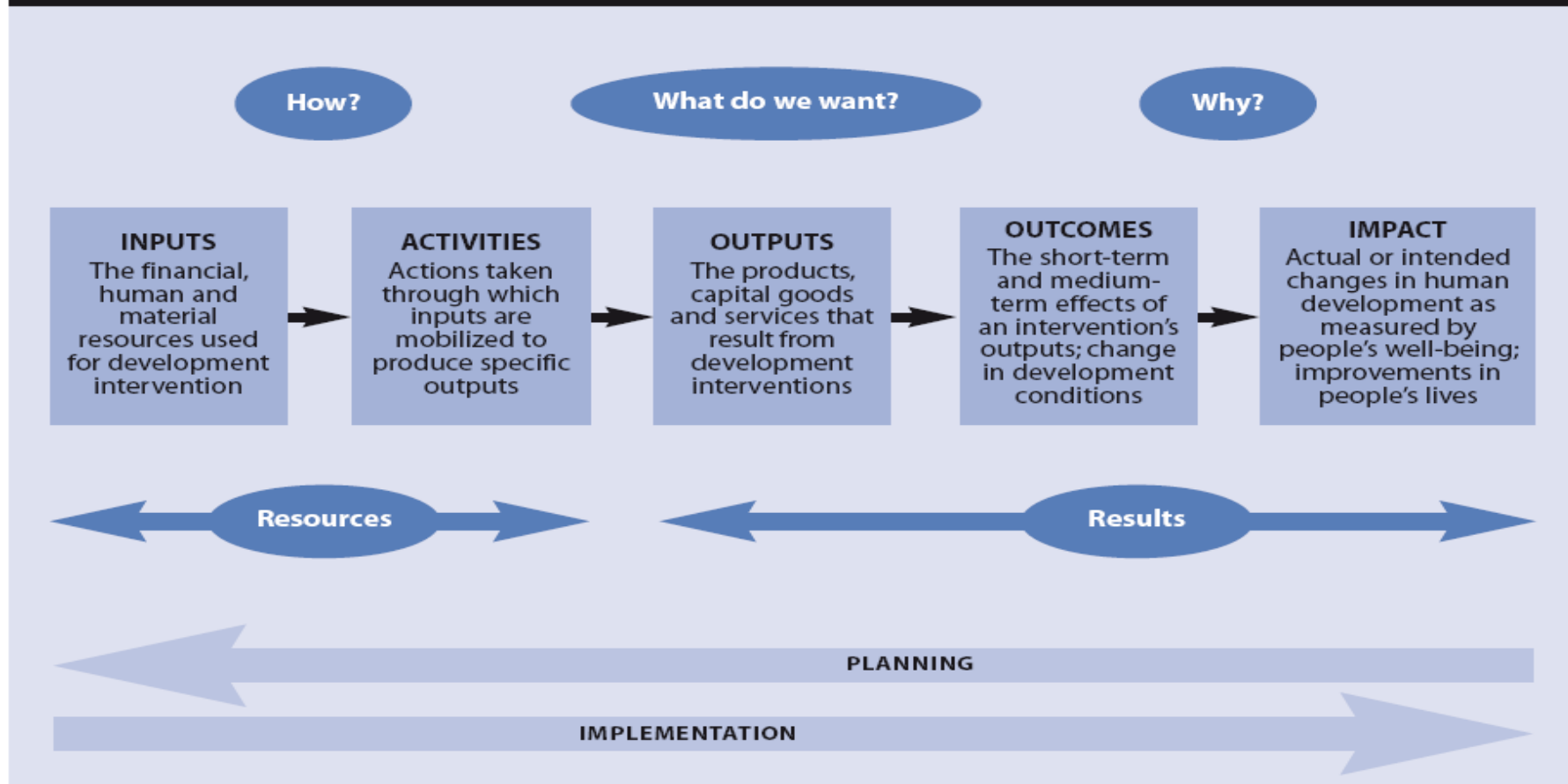
## THE PERSON

Ursula was born in 1946. She lived with her husband and five children in the Black Forrest region, until a turning point in her life happened: The nuclear catastrophe of Chernobyl. Germany, like other European countries was affected by contaminated rain and ...



## 2) Vision Quest & Results-Based Management

**Figure 9. The RBM results chain**



### 3) Social Reporting Standard SRS

SRS

SOCIAL REPORTING STANDARD

Web: <http://srs.aufbau-server.de/>



## 5) BARRIERS FOR SOCIAL ENTREPRENEURS IN AUSTRIA



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# Barriers for Social Entrepreneurs in Austria



## Typical Message

A	Startup- Funding	„There is limited and not tailor made start up funding available"
B	Growth Capital	„Social Innovation can not attract finance to survive dry times"
C	Public Support and Funding	„New Organizations and Social Business Models have disadvantage in the competition for public funds"
D	Institutional & Legal Framework	„Public Institutions still need to adapt to the new field of Social Entrepreneurship and innovation"
E	Imitation	„We could not find the right people to spread our innovation"

## Background

- Limited Start Up Capital, not adapted to needs of Social Entrepreneurs
  - Limited philanthropic capital available
  - Timing Gaps between Application and Disbursement of Funds
- 
- Limited access to growth capital
  - Difficult to keep savings
- 
- Social Entrepreneurs distrust public funds
  - Public procurements too narrowly designed
  - Intransparent decision making in allocation of funds
- 
- Disbursement of public funds are rarely linked to social impact criteria
  - No suitable legal entities for social entrepreneurs
- 
- Limited space for interaction
  - Limited number of imitators
  - Limited market places

# Barriers for Social Entrepreneurs in Austria



## Typical Messages

F

Personnel

„We could grow faster if we had the right staff“

G

Management Competencies

„Many social change agents lack management skills“

H

Culture of Innovation

„Austria is lacking a culture of innovation – limited people are engaged in social innovation“

I

Impact

„Social Impact is not yet mainstreamed and clearly defined, leading to lack of communication“



## Background

- Carrier in the social sector not enough valued
- Fear that career suffers
- Limited salaries
- Difficult to find right people
- Labour market for social innovation just developing

- Limited management skills
- Financial issues are not taken serious
- Limited creativity to develop hybrid social business models
- Limited cases where investments are linked to knowledge transfer

- Limited number of social start-ups
- Infrastructure for Social Entrepreneurs just emerging

- Impact Measurement not mainstreamed and not following international standards
- Lack of impact definition makes communication harder



## Vision:

Ashoka envisions an **Everyone A Changemaker** world: one where all individuals can respond quickly and effectively to urgent social problems and drive change.

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