

The CASE 2005 Scaling Social Impact Survey: A Summary of the Findings

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INTRODUCTION & KEY FINDINGS

The Center for the Advancement of Social Entrepreneurship (CASE) recently sponsored a survey of social sector leaders as part of a larger research project. The project focuses on how social-purpose organizations increase the impact they have in the communities they serve and on the social needs they address. The objectives of the *Scaling Social Impact Survey*, conducted by Princeton Survey Research Associates International (PSRAI) in late winter 2005, were to: 1) uncover existing mental models and assumptions about how to scale social impact; 2) determine whether there is a dominant mental model that might influence social entrepreneurs' efforts to scale social impact; 3) surface examples of compelling "dominant" and "alternative" models of scaling for subsequent case study research.

The purpose of the CASE *Scaling Social Research Project* is to generate knowledge that enables social entrepreneurs to increase and grow their social impact more effectively and efficiently. In addition to the quantitative survey, the project design includes qualitative interviews and case studies that will be conducted by CASE researchers in 2006.

The *Scaling Social Impact Survey* indicates several important trends in social entrepreneurship.¹ Some key findings are:

- All social-purpose organizations represented in the survey seek to scale their social impact.
- The organizations represented in the survey are attempting to achieve a number of goals at one time, and they are using various strategies in order to increase their social impact.
- While many organizations report being successful with their top goals and with the chief strategies used to achieve these goals, a majority indicate they have met with mixed success in their attempts to scale social impact.
- Particular goals and strategies are more commonly pursued than others, and the strategies that organizations choose to use in order to scale their social impact are often driven by the types of goals they seek to achieve.

¹ On its website, in the section "What is Social Entrepreneurship?," CASE defines social entrepreneurship as "the process of recognizing and relentlessly pursuing opportunities to create social value." The section goes on to define social sector organizations as "any organization whose primary goal is to create value that cannot be reduced to economic wealth for owners or consumption benefits for customers, whether it is related to the promotion of good for human society, animals, or the natural environment. These were the operating definitions for the survey, and are also the definitions used for the purposes of this report.

- The organizations that report investing a high level of time and resources in pursuing their top goals and strategies to scale social impact are more likely than other organizations to report a high degree of success in achieving them.
- When asked to evaluate best practices for scaling social impact, approaches that encourage responsible, measured growth get the most support from social entrepreneurs who completed the survey.
- Social entrepreneurs in the survey readily identify fellow social sector leaders and organizations that exemplify effectively scaling social impact, but many have difficulty identifying examples of what does not work well in actual practice.
- Many of the organizations represented in the survey report significant geographic expansion since their organizations were first established, particularly increasing their geographic scope from a local to a national focus.

For this survey, self-administered online interviews were obtained with a purposive sample of 151 top executives and managers of social-purpose organizations. PSRAI conducted the survey online from November 4 through December 8, 2005. Because the results are not based on a probability sample, no calculations regarding the precision or bias of estimates can be made and so there is no margin of sampling error. A more detailed description of the survey methodology is included the Appendix of this report.

DETAILED FINDINGS

Goals For Scaling Social Impact And The Strategies Used to Achieve Them

The survey included several lines of questioning regarding the goals and strategies social entrepreneurs have attempted, or plan to attempt in the future, in order to scale their organization's social impact. After a question eliciting social entrepreneurs' own understanding of the phrase "scaling social impact," a standard definition to be used for the purposes of the interview was provided so that the survey results would reflect a shared understanding of the central questions. The definition read as follows:

There are different ways to interpret the concept of "scaling social impact". For the purposes of this survey, "social impact" refers to the outcomes and value created for communities by social-purpose organizations. "Scaling" social impact refers to increasing the impact a social-purpose organization has on the communities it serves or the social needs it addresses.

The survey results indicate that social-purpose organizations represented in the survey are attempting to achieve a number of goals at one time, and they are using various strategies in order to increase their social impact. And while it is difficult to determine the outcomes in detail of each organization's effort, many report having some degree of success with their top goals and with the chief strategies used to achieve these goals.

Past Goals Pursued in Efforts to Scale Social Impact

The survey presented a list of eight goals that a social-purpose organization might pursue in its efforts to increase its social impact. As shown in Table 1, for all but one of the eight goals, majorities of social entrepreneurs in the survey report that their organization has attempted to achieve the goal in order to scale its social impact. Practically all report that their organization has attempted to increase quality, and at least four in five say they have tried to increase quantity (88%), promote a model (82%), diversify communities served (81%) or expand geographically (80%). Slightly fewer say their organization has attempted to diversify services offered or to influence public policy, and only 42 percent report that their organization tried to establish a social movement in order to increase its social impact. Eleven percent of social entrepreneurs specified a goal other than one of the eight listed that their organization attempted in its efforts to scale its social impact.

	<u>% Yes</u>
<i>Please indicate whether this is a goal your organization has attempted to achieve in order to increase its social impact:</i>	
Increase Quality: Increase impact by improving the quality of existing programs.	98
Increase Quantity: Increase impact by providing existing programs more frequently, or in greater quantity, in current locations.	88
Promote a Model: Increase impact by encouraging the replication of your organization's model by promoting your organization and its activities to others.	82
Diversify Communities Served: Increase impact by offering existing programs to new groups of people in current locations.	81
Expand Geographically: Increase impact by offering existing programs in new locations.	80
Diversify Services Offered: Increase impact by providing new programs addressing new issues in current locations.	78
Influence Public Policy: Increase impact by changing public policy in order to increase the number served or needs addressed, or to reduce the need that necessitated your social enterprise.	68
Establish a Social Movement: Increase impact by creating cultural, political, or social change through a large-scale social movement that influences public opinion or collective action in support of an issue.	42
Other Goal	11

Top Past Goals

The survey asked social entrepreneurs to rank the top three goals their organization had tried to achieve according to how important the goals were to the organization's current or past efforts to increase its social impact. Because there was a relatively uniform effort to achieve the goals asked about in the survey, each of the eight goals ranked among the top three past goals for some group of organizations. In other words, each goal was the number one, number two or number three goal for at least one organization represented in the survey.

When the past goal rankings are summarized to reflect the percentage of social entrepreneurs who ranked each goal among their top three, the distribution is similar to the overall ranking but not identical. As shown in Table 2, the top three ranked goals mirror the top three goals attempted overall by the organizations represented in the survey. Half or more of social entrepreneurs indicate that increasing quality (65%), increasing quantity (56%), or promoting a model (50%) are among their organization's top past goals, making these goals top priorities in their efforts to increase its social impact. About four in 10 say

	<u>% Who Ranked Among Their Top 3 Goals</u>	<u>Total % Attempted Goal in Past</u>
Increase Quality	65	98
Increase Quantity	56	88
Promote a Model	50	82
Expand Geographically	42	80
Influence Public Policy	25	68
Diversify Services Offered	23	78
Diversify Communities Served	19	81
Establish a Social Movement	15	42

that expanding geographically is among their organization's top past goals, while about one in four include influencing public policy (25%) or diversifying services offered (23%) among their top past priorities. Only 19 percent of the organizations represented rank diversifying communities served among their top three past goals, a share that is somewhat surprising only because it is one of the top four goals attempted overall. It is not as surprising that comparatively few social entrepreneurs (15%) indicate that establishing a social movement is among their organization's top past goals since fewer than half overall attempted this goal.

Evaluations of Top Past Goals

In addition to ranking their top past goals, social entrepreneurs evaluated each of their organization's top three past goals in two ways. First, using a scale of "very high" to "very low," they indicated their organization's overall level of investment in the goal to date - including time, energy, money and resources. Second, using a scale of "very successful" to "not at all successful," they indicated their organization's degree of success in achieving the goal to date.

One obvious challenge in reporting the results of these evaluations is that the actual set of top three past goals varies from one organization to the next. Compounding this challenge is that the relatively small number of interviews means that some goals were evaluated by only a handful of those who completed the survey. To address these limitations in reporting these results, a summary for each type of evaluation was created that approximates: 1) the overall level of investment the social-purpose organizations put into attaining their top goals, and; 2) the overall degree of success they achieved.

The summaries show that maximum effort pays off, even though the degree of success achieved by organizations is mixed. (See Table 3) Seven in 10 of the social-purpose organizations represented in the survey indicate they put a high (41%) to very high (29%) level of investment into trying to attain their top past goals. Another 21 percent indicate they made at least a moderate effort to do so. Overall, a third of these social-purpose organizations indicate they were very successful in achieving their top three past goals. Another 53 percent indicate they were somewhat successful, a designation that might imply there was some difficulty or dissatisfaction with what the organization managed to accomplish. Fewer than one in 10 organizations indicate they failed to achieve these top goals (7% not successful).

Table 3: Summary Evaluations For Top Three Past Goals			
Overall Level of Investment in Top Past Goals		Overall Degree of Success in Attaining Top Past Goals	
29%	Very high	33%	Very successful
41%	High	53%	Somewhat successful
21%	Medium	7%	Not too/Not at all successful
6%	Low/Very low	5%	Too soon to tell

The Ratio of Effort to Success For Past Goals

For four of the eight goals evaluated by social entrepreneurs in the survey, there are sufficient numbers of completed interviews to examine the ratio of effort put into attaining the goal to degree of success. Not surprisingly, generally when a “very high” level of investment is put into attaining a goal it produces an equally high degree of success (“very successful”) with that particular goal. But the analysis suggests that extraordinary success is not guaranteed and the ratio between investment and success varies depending on the goal.

Table 4: Ratio of Effort to Success For Selected Top Past Goals				
Degree of success with <i>Increasing Quality</i>	---Level of investment in <i>Increasing Quality</i> ---			Investment (n)
	<u>Very High</u>	<u>High</u>	<u>Medium/Low</u>	
Very successful	61	49	6	(45)
Somewhat successful	39	49	81	(49)
Total not successful	0	0	13	(2)
Too soon to tell	<u>0</u>	<u>2</u>	<u>0</u>	(2)
	100	100	100	
Success (n)	(38)	(43)	(17)	(Total N=98)
Degree of success with <i>Increasing Quantity</i>	---Level of investment in <i>Increasing Quantity</i> ---			Investment (n)
	<u>Very High</u>	<u>High</u>	<u>Medium/Low</u>	
Very successful	34	29	23	(25)
Somewhat successful	58	68	59	(53)
Total not successful	0	0	18	(3)
Too soon to tell	<u>8</u>	<u>3</u>	<u>0</u>	(3)
	100	100	100	
Success (n)	(26)	(41)	(17)	(Total N=84)
Degree of success with <i>Promoting a Model</i>	---Level of investment in <i>Promoting a Model</i> ---			Investment (n)
	<u>Very High</u>	<u>High</u>	<u>Medium/Low</u>	
Very successful	67	23	7	(21)
Somewhat successful	28	70	68	(45)
Total not successful	5	3	21	(8)
Too soon to tell	<u>0</u>	<u>4</u>	<u>4</u>	(2)
	100	100	100	
Success (n)	(18)	(30)	(28)	(Total N=76)
Degree of success with <i>Expanding Geographically</i>	Level of investment in ----- <i>Expanding Geographically</i> -----			Investment (n)
	<u>Very High</u>	<u>High</u>	<u>Medium/Low</u>	
Very successful	71	63	4	(28)
Somewhat successful	29	30	64	(26)
Total not successful	0	0	18	(4)
Too soon to tell	<u>0</u>	<u>7</u>	<u>14</u>	(5)
	100	100	100	
Success (n)	(14)	(27)	(22)	(Total N=63)

Increasing quality and expanding geography are examples of getting results that reflect the efforts. (See Table 4) For both these goals, the organization's level of success correlates almost seamlessly with the level of investment put into attaining the goal. The results for promoting a model are similar except that there is a steep decline in success with only a slight decline in the amount of effort. Specifically, 67 percent of organizations that put a very high level of investment into promoting their model were very successful in achieving this goal. However, only 23 percent of those that put in only slightly less effort, but still a "high" level, were very successful in promoting their model. In contrast, the results for increasing quantity suggest that a great degree of success can be accomplished with various levels of effort and resources. A third of organizations that put a very high level of investment into increasing quantity (34%) were very successful with this goal. But nearly as many organizations that put in a high (29%), or even a moderate to low (23%) level of investment, were just as successful in increasing quantity.

Past Strategies Used in Efforts to Scale Social Impact

The survey contained a series of questions about past strategies similar to those asked about past goals. Social entrepreneurs who completed the survey were presented a list of 14 strategies that a social-purpose organization might use in its efforts to increase its social impact. Capacity building emerges as the most common strategy used for this purpose, with 96 percent saying their organization has engaged in this practice. Large majorities also report that their organization has used knowledge dissemination (91%), partnerships and alliances (85%), or technical assistance (74%) in its efforts to scale social impact. About two-thirds say they have used a general form of advocacy or influencing public awareness in efforts to increase their social impact, while about half say they have used organizational affiliation (55%) or convening associations and networks as a means to this end. As shown in Table 5, fewer than half of the organizations represented in the survey have used any of the remaining six strategies in their efforts to increase their social impact. In particular, very few (21%) report that they have pursued packaging and licensing as a way to increase their social impact.

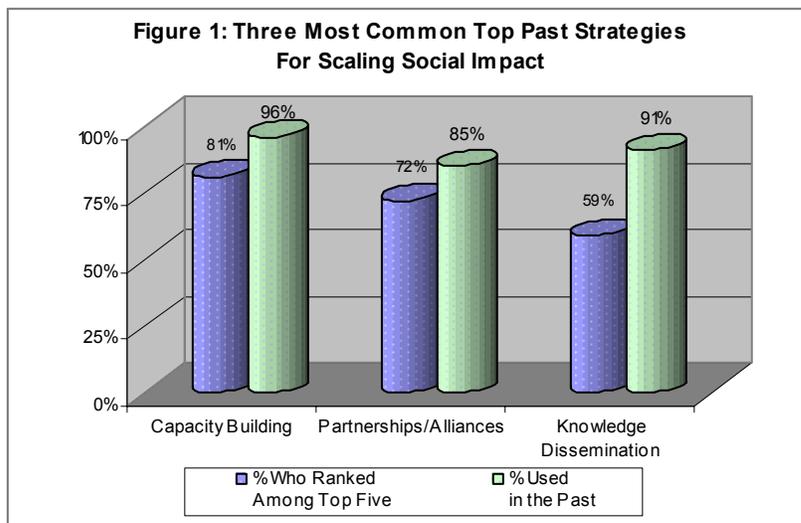
Table 5: Past Strategies Used in Efforts to Increase Social Impact	
	<u>% Yes</u>
<i>Please indicate whether this is a strategy your organization has used in its effort to increase its social impact:</i>	
Capacity Building: Making investments within your organization that improve its effectiveness, capability, or its administrative or programmatic performance.	96
Knowledge Dissemination: Sharing information with others through publications, the Internet, or presentations.	91
Partnerships/Alliances: Collaborating with other organizations to deliver services or address needs in new locations.	85
Technical Assistance: Providing technical assistance, training, or consulting to others interested in offering similar programs or activities.	74
Advocacy: Influencing policy makers, public awareness and knowledge, or the current context of the social need and how it is addressed.	68
Influencing Public Awareness: Using various means of communication to inform, educate, and influence public awareness, opinion, or action about the social issue.	67
Organizational Affiliation: Creating a network of affiliated but independent organizations connected by shared principles, goals, or activities.	55
Convening Associations & Networks: Organizing social-purpose organizations or individuals from the same field into a network or association mobilized to advocate for shared goals and policy proposals.	51
Direct Advocacy & Lobbying: Engaging public policy makers, legislators, and other government officials to influence the legislative or resource environment for the social issue.	46
Organizational Branching: Replicating branches in new locations that remain part of one, multi-site organization.	44
Technology Delivery: Providing services or addressing social needs directly through technological vehicles.	44
Volunteer Engagement Expansion: Training volunteers to mobilize in different locations to deliver your organization's services.	42
Research & Public Policy Development: Researching and generating knowledge about the social issue and proposing public policy, i.e., a think tank approach.	40
Packaging/Licensing: Packaging a successful program and licensing it to existing organizations in other locations.	21
Other Strategy/Other advocacy strategy	13

Top Past Strategies

The survey asked social entrepreneurs to rank the top five strategies their organization had used according to how important these approaches were to the organization's current or past efforts to increase its social impact. Even though several of the strategies listed in the survey were not put to use by a majority of organizations, each of the 14 strategies ranked among the top five past strategies for some share of organizations.

When the past strategy rankings are summarized to reflect the percentage of social entrepreneurs who ranked each strategy among their top five, the distribution is similar to the overall ranking. Capacity building, partnerships and alliances, and knowledge dissemination lead the list of top five past strategies, just as they do the list of strategies used overall.

However, a markedly larger share of organizations represented in the survey indicates that partnerships and alliances is a key strategy for them despite the fact that more of these organizations used knowledge dissemination in the past.



Influencing public awareness and technical assistance lead the next tier of top past strategies that organizations represented in the survey have used in their efforts to increase their social impact, with four in 10 ranking these two among their top five. About three in 10 rank organizational branching and organizational affiliation among their top past five strategies, while most of the remaining strategies are ranked among the top past strategies by about one in five of these organizations. (See Table 6) Very few organizations represented in the survey rank research and public policy development (16%) and packaging and licensing (9%) among their top five past strategies, likely a reflection of the relatively few organizations that report using these two strategies in the past.

	% Who Ranked Among Their Top 5 Strategies	Total % Used in Past
Capacity Building	81	96
Partnerships/Alliances	72	85
Knowledge Dissemination	59	91
Influencing Public Awareness	38	67
Technical Assistance	38	74
Organizational Branching	31	44
Organizational Affiliation	29	55
Advocacy	21	68
Convening Associations & Networks	21	51
Direct Advocacy & Lobbying	20	46
Technology Delivery	19	44
Volunteer Engagement Expansion	19	42
Research & Public Policy Development	16	40
Packaging/Licensing	9	21

Evaluations of Top Past Strategies

Social entrepreneurs evaluated each of their organization's top five past strategies in two ways, just as they did for their top past goals. The same challenges faced when reporting the results for the goals surface when reporting the results for the strategies. So again, a summary for each type of evaluation was created that approximates: 1) the overall level of investment the organizations put into executing their top strategies, and; 2) the overall degree of success they achieved.

Two-thirds of the social-purpose organizations represented in the survey indicate they put a high (32%) to very high (34%) level of investment into trying to implement their top past goals. Another 23 percent indicate they made at least a moderate effort to do so. Thirty-nine percent of these social-purpose organizations indicate they were very successful in using their top five past strategies, and another 47 percent indicate they were somewhat successful. Only a fraction of these organizations (8%) indicate they failed to use these top strategies successfully.

<u>Overall Level of Investment in Top Past Strategies</u>		<u>Overall Degree of Success in Executing Top Past Strategies</u>	
34%	Very high	39%	Very successful
32%	High	47%	Somewhat successful
23%	Medium	8%	Not too/Not at all successful
8%	Low/Very low	3%	Too soon to tell

The Ratio of Effort to Success For Past Strategies

For three of the 14 strategies evaluated by social entrepreneurs in the survey, there are sufficient numbers of completed interviews to examine the ratio of effort put into executing the strategy to the degree of success using it. Unlike the results for goals, there is very little variance in the relationship between effort and success rates for the strategies examined, i.e., capacity building, partnerships and alliances and knowledge dissemination.

Organizations are only “very successful” in executing strategies to increase their social impact when they invest a “very high” level of effort and resources. This could be related to the nature of the few strategies suitable to consider in the analysis or some other unknown bias. Still, the results available are compelling. Specifically, 57 percent of organizations that put a very high level of investment into capacity building were very successful in achieving this goal. But only 15 percent of those that put in only slightly less effort, but still a “high” level, were very successful in building capacity within their organization. Likewise, organizations that put the maximum level of effort and resources into creating partnerships or alliances (79%) and disseminating knowledge (74%) were very successful with these strategies. But considerably fewer of those that put only a “high” level of investment in these areas were very successful (43% partnerships and alliances and 38% knowledge dissemination).

Future Goals For Scaling Social Impact And The Strategies to Achieve Them

The list of top goals that social-purpose organizations represented in the survey have set for the next three years or so are remarkably similar to those they have pursued in the past. Likewise, the strategies that these organizations have firm plans to employ to try to achieve these goals are almost identical to approaches that they reportedly used in the past. But given the reported levels of success with past efforts, it is not surprising that many organizations choose to stay the course rather than making major changes to their plans for how to increase their social impact.

Future Goals

The survey presented social entrepreneurs with the same list of goals discussed above in this report. They were asked to identify which of these goals their organization had concrete plans to try to achieve over the next three years or so in order to increase its social impact, and then they were asked to rank these future goals in the same way they had ranked their past goals.

	% Who Rank Among Their...	
	Top 3 Future Goals	Top 3 Past Goals
Increase Quality	58	65
Increase Quantity	59	56
Promote a Model	43	50
Expand Geographically	44	42
Influence Public Policy	27	25
Diversify Services Offered	21	23
Diversify Communities Served	23	19
Establish a Social Movement	18	15

It is clear that most social-purpose organizations represented in the survey are confident in the goals they have chosen to pursue in order to scale their social impact when the past top goals of these organizations are compared with their top future goals. This comparison shows that the goals these organizations deem among their top three goals will not change going forward. (See Table 8) Notably, majorities continue to rank increasing quality (58%) and increasing quantity (59%) among their organization's top goals. And while somewhat fewer rank promoting a model among their top future goals than did so for their past goals (43% vs. 50%), it is still among the three most common future priorities for the social-purpose organizations included in the survey.

The notion that social-purpose organizations plan to continue pursuing the goals they have attempted to achieve in the past is further supported by the large percentages of organizations that intend to stick with a *specific* goal they have attempted to achieve in the past. For example, 93 percent of those who ranked promoting a model among their top three past goals report that they have concrete plans to pursue this same goal going forward. This is the pattern across all the goals asked about in the survey, regardless of how prevalent a goal it is among the organizations represented in the survey.

Future Strategies

Social entrepreneurs indicate that their organizations will use many of the same strategies to increase their social impact going forward that they have used in the past. Capacity building (61%) and partnerships and alliances (50%) will continue to be prevalent approaches over the next three years, with majorities ranking them among their top three future strategies. Even so, some types of strategies seem to

	Rank Order of...	
	Top Three <u>Future Strategies</u>	Top Five <u>Past Strategies</u>
Capacity Building	1	1
Partnerships/Alliances	2	2
Knowledge Dissemination	3	3
Organizational Branching	4 (tie)	6
Influencing Public Awareness	4 (tie)	4 (tie)
Technical Assistance	6	4 (tie)
Organizational Affiliation	7	7
Technology Delivery	8	11 (tie)
Volunteer Engagement Expansion	9	11 (tie)
Direct Advocacy & Lobbying	10 (tie)	10
Packaging/Licensing	10 (tie)	14
Advocacy	12 (tie)	8 (tie)
Convening Associations & Networks	12 (tie)	8 (tie)
Research & Public Policy Development	14	13

have gained interest from organizations that have not used the approaches in the past. For example, it appears that relatively fewer organizations ranked volunteer engagement expansion among their top five past strategies, compared with the share that rank it among their top three future strategies. Technology delivery likewise seems to have attracted more interest as a means to increase social impact, rising to a rank of 8th from 11th. In contrast, it appears that the strategies of advocacy and convening associations and networks will be less important over the next three years than they have been in the past. (See Table 9)

Learning What Works From Experience: Existing Assumptions?

The social-purpose organizations represented in the survey appear to be very familiar with many of the goals and strategies asked about in the survey. This suggests that the combination of strategies and goals they choose going forward may give some insight into whether they think particular strategies are better suited than others to help achieve particular goals. Table 10 shows the top three future strategies of the social organizations in the survey by their top three future goals. Assuming that this table is at least part of the “blueprint” for these organizations’ future plans for how to scale their social impact, a few patterns are worth noting.

Influencing public awareness appears to be of limited use for most organizations in terms of pursuing their top future goals. The major exception is those who rank establishing a movement among their top goals. Sixty-three percent of this subgroup ranks this approach among their top strategies, compared with about one in five of all other subgroups. Other examples are less dramatic but may indicate

important differences. For example, more than six in 10 organizations that plan to pursue the goals of diversifying communities served (65%) or promoting a model (62%) choose partnerships and alliances as one of their top future strategies. No more than half of the other subgroups indicate they will use this strategy in their efforts to achieve their goals. Similarly, those organizations that rank increasing quality among their top goals are more likely than others to choose capacity building among their top strategies (74%), as are those who say increasing quantity is a top goal (71%). As a final example, 41 percent of organizations that indicate expanding geographically is one of their top future goals rank organizational branching among their top future strategies. About half as many organizations with other top goals indicate that organizational branching is among their top future strategies.

Table 10A: Summary of Top Future Strategies by Top Future Goals

	Total	Increase Quantity	Increase Quality	Diversify Communities Served	Expand Geo-graphically	Diversify Services Offered	Influence Public Policy	Establish a Social Movement	Promote a model
<i>Top Three Future Strategies</i>	%	%	%	%	%	%	%	%	%
Capacity Building	61	71	74	62	55	66	46	44	55
Partnerships/Alliances	50	51	53	65	45	50	37	33	62
Knowledge Dissemination	26	33	26	18	17	31	29	33	31
Organizational Branching	23	24	25	6	41	9	24	15	17
Influencing Public Awareness	23	19	14	38	15	28	27	63	20
Technical Assistance	19	19	19	21	18	22	15	7	25
Organizational Affiliation	15	13	13	15	18	16	17	11	22
Technology Delivery	13	15	10	15	17	25	10	11	9
Volunteer Engagement Expansion	12	16	11	9	11	9	10	15	14
Packaging/Licensing	11	8	10	9	17	9	7	19	11
Direct Advocacy & Lobbying	11	4	10	9	15	9	24	15	8
Advocacy	10	10	10	9	9	3	22	15	6
Convening Associations & Networks	10	9	8	9	12	9	12	15	11
Research & Public Policy Development	9	4	7	15	8	13	20	4	9

Note on Table 10A: Shading indicates percentages that are notably higher (approximately 10 percentage points or more) than the percentage of the total sample giving the same response.

In some instances, the correlations between top future goals and top future strategies used to pursue those goals mirror those observed for top past goals and the related top past strategies. In other instances, there appear to be differences between the past versus the future correlations. For example, organizations that rank influencing public policy among their top past goals are more likely than most others to report that influencing public awareness (53%), direct advocacy and lobbying (42%), research and public policy development (39%), and advocacy (34%) are among their top past strategies. This pattern is very similar to the apparent relationship between this subgroup's top future goals and preferred future strategies. Specifically, one in five organizations that ranks influencing public policy among their

top three future goals ranks direct advocacy and lobbying (24%), research and public policy development (20%) and advocacy (22%) among their top future strategies, compared with about one in 10 in other subgroups. (See Table 10B)

Organizations that rank diversifying communities served among their top goals, in contrast, are an example of how the strategies chosen that set apart one subgroup from the others can change as organizations look to the future. Specifically, organizations that rank diversifying communities served among their top past goals are more likely than others to indicate partnerships and alliances (75%) and influencing public awareness (36%) are among their top past strategies. But looking at organizations that rank diversifying communities served among their top goals for the next three years or so, this pattern changes. This subgroup is more likely than most others to cite technology delivery (29%) among its top future strategies, but is no more likely than others to rank partnerships and alliances and influencing public awareness among its top future strategies.

Table 10B: Summary of Top Past Strategies by Top Past Goals									
	Total	Increase Quantity	Increase Quality	Diversify Communities Served	Expand Geographically	Diversify Services Offered	Influence Public Policy	Establish a Social Movement	Promote a model
<i>Top Five Past Strategies</i>	%	%	%	%	%	%	%	%	%
Capacity Building	81	85	86	86	83	89	66	82	78
Partnerships/Alliances	72	73	71	75	75	83	61	64	71
Knowledge Dissemination	59	50	61	57	54	66	61	59	66
Influencing Public Awareness	38	38	35	36	33	34	53	55	43
Technical Assistance	38	38	37	43	40	40	26	32	42
Organizational Branching	31	33	35	11	41	29	34	32	26
Organizational Affiliation	29	20	30	25	38	26	24	27	36
Advocacy	21	19	22	25	16	20	34	27	20
Convening Associations & Networks	21	23	17	18	21	20	26	41	21
Direct Advocacy & Lobbying	20	25	17	11	21	9	42	14	18
Volunteer Engagement Expansion	19	21	23	18	10	26	13	18	22
Technology Delivery	19	20	17	29	21	20	13	23	16
Research & Public Policy Development	16	12	12	14	16	9	39	14	18
Packaging/Licensing	9	10	9	11	16	6	5	5	5

Note on Table 10B: Shading indicates percentages that are notably higher (approximately 10 percentage points or more) than the percentage of the total sample giving the same response.

Best Practices for Scaling Social Impact

The survey asked social entrepreneurs to offer their views on best practices in scaling social impact, regardless of how their organization had approached it. Most of those in the survey believe that effectiveness and sustainability should come before scale, while there are more mixed reactions to practices related to centralization, standardization, and general types of strategies. In addition, social entrepreneurs who completed the survey readily identify fellow social sector leaders and organizations that exemplify effectively scaling social impact, but many have difficulty identifying examples of what does not work well in actual practice.

Evaluating Best Practices

When presented with a list of six statements about scaling social impact, social entrepreneurs are most supportive of the following practice: “Demonstrating effectiveness and results before attempting to increase the organization’s impact beyond the current communities served or needs addressed.” Nine in 10 agree that this is a best practice for an organization seeking to scale its social impact, including 62 percent who say they strongly agree. As shown in Table 11, a large majority (77%) also endorse the idea of “achieving financial sustainability before attempting to increase the organization’s impact beyond the current communities served or needs addressed.” More than half agree that building a strong central brand and achieving optimal penetration of the current market qualify as best practices for increasing the impact a social-purpose organization has on the communities it serves or the social needs it addresses. (See Table 11)

Table 11: Social Entrepreneurs’ Evaluations of Best Practices For Scaling Social Impact				
	<u>Strongly agree</u> %	<u>Somewhat agree</u> %	<u>Somewhat disagree</u> %	<u>Strongly disagree</u> %
<i>It is best practice to scale social impact by...</i>				
Demonstrating effectiveness and results before attempting to increase the organization’s impact beyond the current communities served or needs addressed.	62	29	6	1
Achieving financial sustainability before attempting to increase the organization’s impact beyond the current communities served or needs addressed.	42	35	18	3
Building a strong, centrally controlled brand, rather than through independent replication with variable, locally defined brands.	28	26	32	9
Achieving optimal penetration of the current communities served or of the context for the needs addressed before moving into new locations.	18	40	35	5
Expanding direct service delivery or action, rather than through indirect activities such as knowledge dissemination, technical assistance, or advocacy that changes public policy or inspires a social movement.	17	34	36	13
Standardizing programs and operations rather than through encouraging local autonomy and innovation.	7	32	36	24

But social entrepreneurs in the survey divide on the types of strategies social entrepreneurs should pursue, with about half agreeing with the following statement and the other half expressing their disagreement: “Expanding direct service delivery or action, rather than through indirect activities such as knowledge dissemination, technical assistance, or advocacy that changes public policy or inspires a social movement.” And a majority of these social sector leaders (60%) disagree that it is best practice to scale social impact by “standardizing programs and operations rather than through encouraging local autonomy and innovation”; this includes 24 percent who stipulate that they strongly disagree.

Opinions of Best Practices in Light of Strategies Used in the Past

As noted above, substantial majorities of social entrepreneurs agree that demonstrating effectiveness and financial sustainability before scaling are best practices. There is very little variance across different subgroups of social entrepreneurs on these methods. This is also the case regarding opinion about “standardizing programs and operations rather than through encouraging local autonomy and innovation,” although those who rank convening associations and networks among their top past strategies are especially negative about this tactic (75% disagree).

Similarly, there is little difference of opinion around “achieving optimal penetration of the current communities served or of the context for the needs addressed before moving into new locations.” One exception is that social entrepreneurs who rank advocacy (75% agree) or technology delivery (72% agree) among their top past strategies are more likely than social entrepreneurs generally to consider this method a best practice.

For the remaining two approaches evaluated, the types of strategies that social entrepreneurs have used in their own past efforts to scale social impact have more influence in differentiating opinions. For example, overall social entrepreneurs are evenly divided about whether it is best practice to scale social impact by “expanding direct service delivery or action, rather than through indirect activities.” But as shown in Table 12, solid majorities of several subgroups decidedly *agree* that this is best practice. These include the subgroups of those who rank the following among their top five past strategies: organizational branching (70% agree); volunteer engagement expansion (59%); and direct advocacy and lobbying (57%). The table also shows that sizable majorities of other subgroups *disagree* that this method is effective, most notably entrepreneurs who rank research and public policy development (67%), organizational affiliation (64%) or technical assistance (58%) among their top past strategies.

Evaluations of “building a strong, centrally controlled brand, rather than through independent replication with variable, locally defined brands,” while generally positive, are likewise affected by social entrepreneurs’ past experiences. Those who rank advocacy (69%), organizational affiliation (68%), or technology delivery (66%) among their top past strategies are more likely than social entrepreneurs generally to agree that this tactic is best practice for scaling social impact. In contrast, a majority of those who rank research and public policy development among their top past strategies (58%) *disagree* that this tactic is best practice.

Table 12: Select Evaluations of Best Practices For Scaling Social Impact by Past Top Strategies

	Total	Organizational Branching	Organizational Affiliation	Capacity Building	Volunteer Engagement Expansion	Partnerships/ Alliances	Technical Assistance	Knowledge Dissemination	Technology Delivery	Advocacy	Research & Public Policy Development	Influencing Public Awareness	Direct Advocacy & Lobbying	Convening Assoc. & Networks
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Building a strong, centrally controlled brand, rather than through independent replication with variable, locally defined brands.														
Total Agree:	55	57	68	56	48	53	49	52	66	69	42	50	53	47
Total Disagree:	42	40	30	41	45	44	49	45	34	31	58	48	47	50
Expanding direct service delivery or action, rather than through indirect activities such as knowledge dissemination, technical assistance, or advocacy that changes public policy or inspires a social movement.														
Total Agree:	50	70	36	52	59	51	42	49	45	47	33	52	57	44
Total Disagree:	48	30	64	47	38	48	58	49	55	53	67	48	43	56

Notes on Table 12: 1) The subgroup of entrepreneurs who rank Packaging/Licensing among their top five strategies is too small a group to include in the analysis (n=13); 2) Shading indicates percentages that are notably higher (approximately 10 percentage points or more) than the percentage of the total sample giving the same response.

Reviews of Actual Practices Used in Efforts to Scale Social Impact

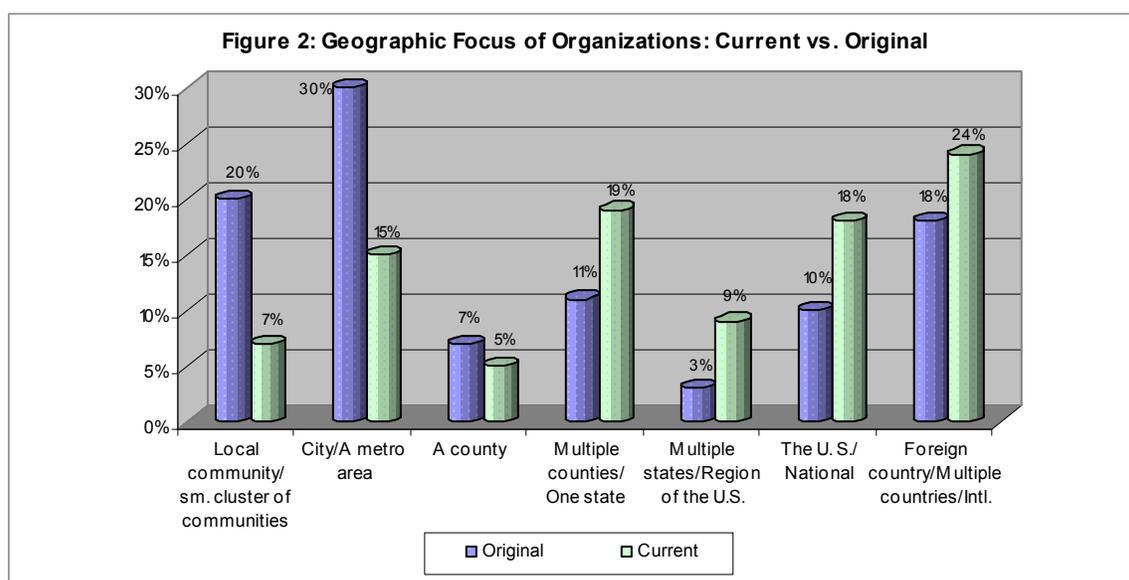
The survey asked social entrepreneurs to provide examples of “real life” success stories of scaling social impact, as well as failures in such efforts. About six in 10 (59%) provided names of social-purpose organizations or individuals working in the social sector who they feel are examples of how to scale social impact effectively, while 41 percent were unable to provide any examples. Markedly fewer (39%) gave names of organizations or individuals who they feel are examples of ineffectively scaling social impact. In the case of both lists, the responses are too specific and varied to sort into reasonable categories or to include in this report. But it is worth noting that a few organizations are actually named on both lists, and that several social entrepreneurs opted to describe a type of group that exemplified ineffectively scaling social impact instead of naming a specific organization.

Geographic Focus: Its Change Over Time And Its Relationship to Goals And Strategies

Practically all of the social entrepreneurs in the survey (98%) indicate that their organization's focus has a geographic component. And they indicate that attention to a particular geography has been a part of their organization from its inception, even if there has been a shift in the focus over the years. The survey also suggests the ways in which the geographic focus of a social-purpose organization affects the goals it pursues in order to scale social impact and the strategies it uses to achieve them.

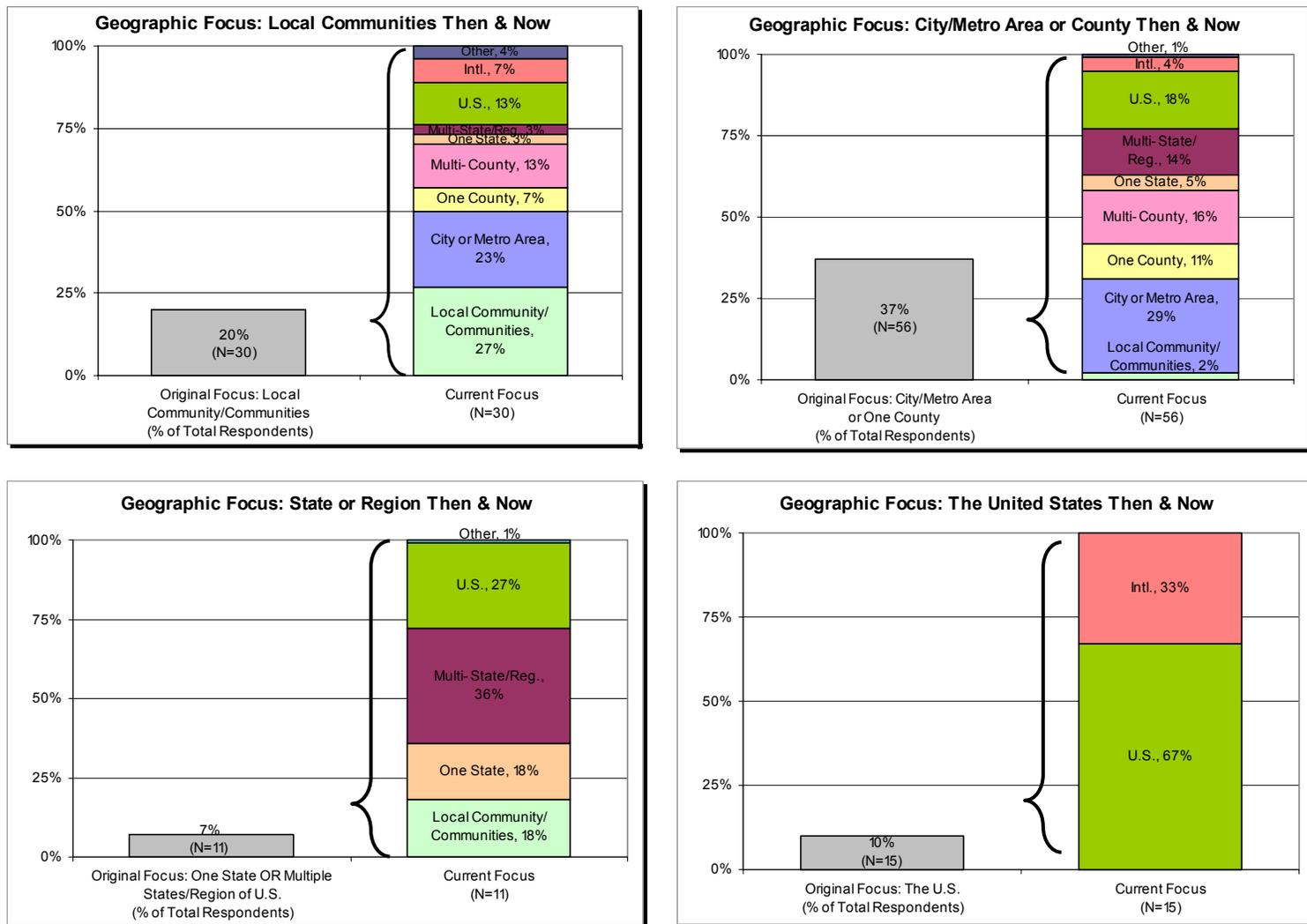
Current Geographic Focus And How It Compares With Original Focus

Social Entrepreneurs in the survey indicate that when their organizations were first established they were more likely to be locally focused than they are today. Looking at the accompanying chart, it is clear that larger shares of organizations represented in the survey were originally focused on a local community or small cluster of communities (20%) than are today (7%). Likewise, the percentage who report that their organization's geographic focus is one city or metropolitan area decreases considerably when they are reporting about their organization's current versus original focus (30% vs. 15%). In addition, while 18 percent of social entrepreneurs report that the current geographic focus of their organization is nationwide, notably fewer (10%) report that this was their organization's original geographic focus. In the same way, 24 percent report that their organization's current focus includes a foreign country, multiple countries or is international, which is markedly higher than the 18 percent who report this was their organization's original focus.



The survey results also give some insight into how, specifically, social-purpose organizations have expanded geographically, an accomplishment which 42 percent of those represented in the survey ranked among their top three past goals for scaling social impact. For example, among those who report that their organization’s original geographic focus was a community or small cluster of communities, 23 percent report that their organization’s current focus is on a city or metropolitan area. Particularly of note are the numbers of organizations that when first established had a local, state or regional focus that today have expanded their geographic focus to encompass the entire United States; of those with an original focus on a city, metro area or county, 18 percent have expanded their focus to cover the U.S. But expansion is not limited to those organizations that initially focused on a local or regional area. Among those that began with a U.S. focus, 33 percent have expanded to encompass multiple countries or to a foreign or international scope. (See Figure 3)

Figure 3: Geographic Expansion – Selected Comparisons of Original vs. Current Geographic Focus



Maintaining Geographic Focus

The pattern described above, while prevalent, is not reflected among *all* the organizations represented in the survey. For example, among social entrepreneurs who say their organization's original geographic focus was national, a majority (67%) report that the organization currently focuses on the United States as well. And practically all of those whose organization's original focus was foreign or international (93%) say that today it remains so.

There is also continuity among some social-purpose organizations whose original geographic focus was more local in scope. For instance, 23 percent of social entrepreneurs who say their organization's original focus was on a local community, say it is now focused on a city or metropolitan area, and another 16 percent say their group's focus has broadened to include multiple counties or a state. However, 27 percent of these social entrepreneurs report that their organization remains focused on a local community or small clusters of communities. (See Figure 3)

Current Geographic Focus And Its Relationship to Future Goals And Strategies

Looking at the future goals of social-purpose organizations represented in the survey by the current geographic focus of those organizations reveals some important relationships between the two factors. When considered in the context of social-purpose organizations generally, organizations with a limited geographical scope tend to have future goals that are internally focused; in contrast, organizations with a more expansive geographical focus tend to have goals that are more concerned with external accomplishments.

For example, 59 percent of all social entrepreneurs in the survey rate increasing quantity among their organization's top three future goals. But among those whose organization's current geographical focus is a city or metro area that percentage is 71 percent. Similarly, 58 percent of all social entrepreneurs say increasing quality is among their top three future goals. By comparison, 71 percent of those whose organization's geographic focus is on a city or metro rank this goal among their top three future goals, whereas only 44 percent of social entrepreneurs whose organization's focus is national rank this goal among their top three. Looking further at the pattern from the other end of the spectrum, 61 percent of social entrepreneurs whose organization's geographical focus includes multiple countries or is international rank promoting a model among their top three future goals. This compares with just 43 percent of all social entrepreneurs who rank promoting a model among their top three goals, i.e., who will make it a priority to encourage the replication of their organization's model by promoting the organization and its activities to others.

A corresponding pattern is evident with respect to the relationship between the current geographic focus of social-purpose organizations and their top future strategies to increase their social impact. For example, 61 percent of all social entrepreneurs identify capacity building as one of their organization's top three future strategies. Among those whose current geographical focus is a city or metropolitan area that share is 71 percent. As an example from the other end of the spectrum, 33 percent of social entrepreneurs whose organization's current geographical focus includes multiple countries or is international in scope report that providing technical assistance, training or consulting to others is among their organization's top three future strategies. Only 19 percent of social entrepreneurs in general say that technical assistance is among their top three future strategies.

APPENDIX

SURVEY METHODOLOGY

Summary

The Scaling Social Impact Survey, sponsored by the Center for the Advancement of Social Entrepreneurship, obtained online interviews with a purposive sample of 151 top executives and managers of social purpose organizations, or “social entrepreneurs”. Princeton Survey Research Associates International (PSRAI) conducted the survey online from November 4 to December 8, 2005.

Details on the design and execution of the survey are discussed below.

Sample and Contact Procedures

Sample

Sample was provided to PSRAI by the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University’s Fuqua School of Business. Sample was compiled by CASE staff using various lists of social sector leaders and organizations. PSRAI staff assisted in locating and correcting contact information (including mailing addresses, email addresses and telephone numbers) for identified leaders and organizations. If no email address could be found, then the record was deleted from the list. Foreign contacts were also excluded. Altogether, there were 764 records in the final compiled list.

Contact Procedures

Pre-notification letters describing the research study and identifying CASE and PSRAI as the researchers were sent to the 713 records for which there were mailing addresses. The personalized letters were printed on CASE letterhead, signed by CASE representatives and sent via U.S. Post Priority Mail the week of November 1, 2005. Contact information for a PSRAI senior researcher was included in the letter for those who had questions concerning the survey.

On November 4, 2005, within the week that the pre-notification letters were mailed, personalized email messages were sent to all those who were mailed a letter. The email, which referenced the pre-notification letter, alerted the recipient that the survey was now available online and provided a direct link to the survey. The following week a second batch of personalized email invitations were sent to 51 additional social sector leaders who for various reasons had not been sent pre-notification letters. The email briefly described the research study, identified CASE and PSRAI as the researchers, and provided a direct link to the survey.

Approximately two weeks later, telephone calls were made to non-respondents to determine their status with respect to completing the survey. A total of 623 calls were made by Braun Research, Inc. (BRI) under the direction of PSRAI. The main purpose of these calls was to encourage respondent participation. BRI staff recorded updated contact information for non-respondents, provided assistance to those who had not received the email invitation or were having other access issues with the survey, and re-sent the survey link as needed. However, no survey data were collected over the telephone. Data collection was completed on December 8, 2005.

A Note About the Sample

The sample for this study is a *judgment* or *purposive* sample. Technically it is not a probability sample. No sampling frame (i.e., list) of social entrepreneurs exists from which to draw a random sample. Without a proper sampling frame and without probability sampling procedures, no measure of the accuracy or precision of survey estimates can be made. Therefore, no margins of error are computed for this dataset.

CHARACTERISTICS OF SOCIAL SECTOR LEADERS AND THEIR ORGANIZATIONS

The social sector leaders who completed the CASE survey and the organizations they represent have more similarities than differences, although there is notable variation of field and focus among the organizations. The organizations represented in the survey are located in each of the four major regions of the country, including 32% in the Northeast, 29% in the West, 26% in the South and 11% in the Midwest.

The Organizations

Practically all of the social sector leaders in the survey work at a non-profit organization (93%) or at a program or project within a non-profit (5%). Perhaps consequently, the organizations appear to have similar management structures. A majority (60%) report that their organization has an Executive Director position, and four in 10 say President (42%) and Chief Executive Officer (42%) are among the leadership roles in their organization. Other common leadership positions reported are Chief Operating Officer (32%) and Chief Financial Officer (15%). In contrast, only three percent of social sector leaders in the survey say their organization has a Development Director on staff.

A majority of the social sector leaders surveyed (67%) indicate that their organization was established in the past two decades, including 39% who report it was founded in the last 10 years (1996 or later). About a quarter say their organization was established between 1966 and 1985, and one in 10 report theirs has been around for more than 40 years (1965 or before). In addition, three in four social sector leaders (73%) report that their organization continues to benefit from the involvement of its founder in some capacity.

The organizations represented in the survey cover more than 10 specific social missions. As the accompanying table illustrates, there are somewhat more groups working in the areas of education, human services and community development. However, the chart also shows that these areas in no way dominate the focus of these organizations, which ranges from foreign affairs and national security to the environment and animals.

<i>Which of the following best describes your organization's field or focus?</i>	
	<i>%</i>
Education	15
Human Services	12
Community Development	10
Youth Development	8
Housing & Shelter	6
International/Foreign Affairs & National Security	5
Health Care	5
Employment	4
Philanthropy, Grantmaking Foundations & Volunteerism	4
Civil Rights, Social Action & Advocacy	4
Arts, Culture & Humanities	3
Science & Technology	3
Environment & Animal-related	3
Misc. Other	17

The Social Sector Leaders

More than eight in 10 of the social sector leaders who completed the survey (83%) say they consider themselves “social entrepreneurs,” when asked specifically toward the end of the interview. About one in six (17%), however, say they do not think this label describes them.

Most of the social sector leaders are top executives in their organization, and most play more than one role in it – often mixing administrative roles with financial and programmatic ones. Forty-two percent say they are Executive Director of their organization. Many say their title is Chief Executive Officer (28%) or President (21%), and indicate they serve on their organization’s Board of Directors (18%). More than four in 10 (44%) founded the organization they represented in the survey.

Demographically, the social sector leaders in the survey tend to be college-educated, white, middle-aged and female. As shown in the accompanying table, a substantial majority are college graduates (92%), including 67% who have a Masters, Ph.D. or other post-graduate degree.

Eight in 10 social sector leaders in the survey are white. About equal numbers - but only fractions compared with the number of whites - identify themselves as Hispanic or Latino, Black or African-American, or Asian or Pacific Islander. Nearly six in 10 of these top executives are age 40 to 64 (59%), while far fewer are under age 30 or 65 and older.

Finally, just over half are women, and 45% are men. But male social sector leaders in the survey are more likely than their female counterparts to report they are the founder of the organization they represent in the study (57% vs. 33%), they are the organization’s CEO (46% vs. 13%), or that they sit on its Board of Directors (26% vs. 11%). In contrast, the women are more likely than the men to be “senior managers” in their organization (24% vs. 9%).

Demographic Characteristics of Social Sector Leaders Who Completed The Survey	
	%
<u>Sex</u>	
Male	45
Female	54
<u>Age</u>	
18-29	7
30-39	31
40-49	19
50-64	40
65+	3
<u>Education</u>	
High graduate/Some college	6
College/University graduate	25
Master's Degree	49
Ph.D.	7
Professional/Other post-graduate degree	11
<u>Race/Ethnicity</u>	
White/European-American	83
Black/African-American	3
Hispanic/Latino	5
Asian/Pacific Islander	3
Other	4

SURVEY QUESTIONNAIRE ANNOTATED WITH RESULTS

January 23, 2006

Job #25066 (online)
N = 151 social entrepreneurs
Field dates: Nov. 4 - Dec. 8, 2005

Notes on the Results:

Percentages may not total 100% due to rounding.

The survey results are based on a purposive sample of 151 social entrepreneurs. Because the results are not based on a probability sample, no calculations regarding the precision or bias of estimates can be made.

INTRODUCTION SCREEN:

Welcome to the Center for the Advancement of Social Entrepreneurship's *Scaling Social Impact Survey*. CASE is a research and education center based at Duke University's Fuqua School of Business that focuses on the application of business expertise in the social sector. Your answers to the following questions will help us better understand the strategies used by social-purpose organizations in their efforts to have the greatest possible impact on the communities they serve and the social issues they address. Our survey will take about 20 minutes to complete.

We would like you to answer each question, but if you do not want to answer a given question you can skip it and move on to the next one. Once you have moved to a new question, you will not be able to change your answers to previous questions. Please do not use the back button on your browser.

You have the option of pausing the survey and finishing it another time. Simply re-login to the survey, and you will automatically be taken to where you left off.

CONFIDENTIALITY NOTICE:

Your participation in our survey is completely voluntary. CASE, and our survey research partner Princeton Survey Research Associates Intl., will not share your individual responses with any outside organizations. Your answers will be kept completely confidential and used only in the aggregate.

If you have any questions about this survey, please contact: [LINK TO PSRAI]

To start, please answer a few questions about where you work.

1. Which of the following best describes where you work?

- 93% Non-profit organization
- 1% For-profit organization
- 5% A program or project within a larger non-profit organization
- 0% A program or project within a larger for-profit organization
- 1% No answer

IF WORK IN A PROGRAM OR PROJECT WITHIN A LARGER ORGANIZATION OR SOME OTHER ENVIRONMENT, THEN SHOWN THE FOLLOWING TEXT ON THE SAME SCREEN AS Q2:

If you work through a program or project, or are otherwise independent of an organization, please think about that situation when answering questions about "your organization".

2. In what year was your organization established? *(Please type in your answer)*

- 10% 1965 or before
- 23% 1966 - 1985
- 28% 1986 - 1995
- 39% 1996 - 2005

3. Which of the following best describes your organization's field or focus?

- 15% Education
- 12% Human Services
- 10% Community Development
- 8% Youth Development
- 6% Housing & Shelter
- 5% International/Foreign Affairs & National Security
- 5% Health Care
- 4% Employment
- 4% Philanthropy, Grantmaking Foundations & Volunteerism
- 4% Civil Rights, Social Action & Advocacy
- 3% Arts, Culture & Humanities
- 3% Science & Technology
- 3% Environment & Animal-related
- 0% Religion
- 17% Misc. Other
- 1% No answer

4. In what state is your organization located? If your organization has multiple locations, please choose the state in which you are based.

32% Total Northeast
 19% New York
 7% Massachusetts
 11% Total Midwest
 26% Total South
 9% District of Columbia
 29% Total West
 20% California
 1% No answer

5. Which of the following best describes the geographic focus of your organization when it was FIRST ESTABLISHED? *(Please mark only one response)*

20% Local community or small cluster of communities
 30% City or metropolitan area
 7% One county
 7% Multiple counties
 4% One state
 3% Multiple states or a region of the United States
 10% The United States/National
 3% A foreign country
 15% Multiple countries/International
 0% Other
 1% No geographic component
 1% Don't know/No answer

6. Which of the following best describes the geographic focus of your organization TODAY? *(Please mark only one response)*

7% Local community or small cluster of communities
 15% City or metropolitan area
 5% One county
 14% Multiple counties
 5% One state
 9% Multiple states or a region of the United States
 18% The United States/National
 1% A foreign country
 23% Multiple countries/International
 1% Other
 1% No geographic component
 1% Don't know/No answer

7. Some people are familiar with the phrase “scaling social impact” and some are not. What, if anything, does this phrase mean to you? *(If you aren’t sure or the phrase has no particular meaning to you, please type “not sure” in the space provided.)*

64% Gave a definition
36% Not sure/No answer

Note: The responses given are too specific and varied to present in categories. The verbatim responses will be provided to CASE in a separate document.

THE FOLLOWING TEXT APPEARED ON A SEPARATE SCREEN BEFORE Q8:

There are different ways to interpret the concept of “scaling social impact”. For the purposes of this survey, “social impact” refers to the outcomes and value created for communities by social-purpose organizations. “Scaling” social impact refers to increasing the impact a social-purpose organization has on the communities it serves or the social needs it addresses.

The next set of questions is about how you might have attempted to scale your organization’s social impact and how you might plan to do so in the future.

8. For each of the following, please indicate whether this is a goal that your organization has attempted to achieve in order to increase its social impact.

	<u>% “Yes”</u>
a. Increase Quantity: Increase impact by providing existing programs more frequently, or in greater quantity, in current locations.	88%
b. Increase Quality: Increase impact by improving the quality of existing programs.	98%
c. Diversify Communities Served: Increase impact by offering existing programs to new groups of people in current locations.	81%
d. Expand Geographically: Increase impact by offering existing programs in new locations.	80%
e. Diversify Services Offered: Increase impact by providing new programs addressing new issues in current locations.	78%
f. Influence Public Policy: Increase impact by changing public policy in order to increase the number served or needs addressed, or to reduce the need that necessitated your social enterprise.	68%
g. Establish a Social Movement: Increase impact by creating cultural, political, or social change through a large-scale social movement that influences public opinion or collective action in support of an issue.	42%
h. Promote a Model: Increase impact by encouraging the replication of your organization’s model by promoting your organization and its activities to others.	82%
i. Other Goal	11%

9. Below are the goals you indicated your organization has attempted to achieve. Please rank your TOP THREE GOALS based on how important they are to your organization's current or past efforts to increase its social impact. Rank only as many as apply, up to three goals.

<u>Past Goal</u>	<u>% Ranked #1</u>	<u>% Ranked #2</u>	<u>% Ranked #3</u>
Increase Quantity	28%	15%	13%
Increase Quality	27%	22%	16%
Expand Geographically	15%	17%	11%
Promote a Model	13%	13%	25%
Establish a Social Movement	8%	4%	3%
Influence Public Policy	3%	11%	12%
Diversify Communities Served	3%	7%	9%
Diversify Services Offered	3%	10%	11%
No answer	1%	2%	3%

Summary of Top Three Past Goals

	<u>% Ranked Among The Top 3 Goals</u>
Increase Quality	65%
Increase Quantity	56%
Promote a Model	50%
Expand Geographically	42%
Influence Public Policy	25%
Diversify Services Offered	23%
Diversify Communities Served	19%
Establish a Social Movement	15%
No answer	3%

- 10-1. You indicated that the one goal your organization has pursued is [INSERT SHORT LABEL FOR GOAL FROM Q8a-h]. Please evaluate this goal in two ways. First, indicate your organization's overall level of investment to date, including time, energy, money and other resources. Second, indicate your organization's success to date in achieving this goal. *(Please mark an answer in each column.)*
- 10-2. You ranked [INSERT GOAL #1 FROM Q9] as your organization's most important goal. Please evaluate this goal in two ways. First, indicate your organization's overall level of investment to date, including time, energy, money and other resources. Second, indicate your organization's success to date in achieving this goal. *(Please mark an answer in each column.)*

A. Level of Investment in #1 Goal

46%	Very high
39%	High
12%	Medium
2%	Low/ Very low
1%	No answer

B. Degree of Success with #1 Goal

40%	Very successful
50%	Somewhat successful
3%	Not too/Not at all successful
5%	Too soon to tell
1%	No answer

- 10-3. You ranked [INSERT GOAL #2 FROM Q9] as your organization's second most important goal. Again, please evaluate this goal in two ways. First, indicate your organization's overall level of investment to date, including time, energy, money and other resources. Second, indicate your organization's success to date in achieving this goal. *(Please mark an answer in each column.)*

A. Level of Investment in #2 Goal

26%	Very high
48%	High
18%	Medium
5%	Low/ Very low
3%	No answer

B. Degree of Success with #2 Goal

38%	Very successful
50%	Somewhat successful
6%	Not too/Not at all successful
5%	Too soon to tell
2%	No answer

- 10-4. Finally, you ranked [INSERT GOAL #3 FROM Q9] as your organization's third most important goal. Please evaluate this goal in two ways: 1) for overall level of investment to date, including time, energy, money and other resources, and 2) your organization's success to date in achieving this goal. *(Please mark an answer in each column.)*

A. Level of Investment in #3 Goal

15%	Very high
37%	High
34%	Medium
11%	Low/ Very low
3%	No answer

B. Degree of Success with #3 Goal

21%	Very successful
58%	Somewhat successful
13%	Not too/Not at all successful
5%	Too soon to tell
3%	No answer

Summary of Success Rates for Top Three Past Goals

	<u>Total % Answering</u>
Very successful	33%
Somewhat successful	53%
Not too/Not at all successful	7%
Too soon to tell	5%
No answer	2%

11. We would also like to know about your organization's STRATEGIES. Below is a list of strategies some organizations use to increase social impact. For each one, please indicate whether this is a strategy that your organization has used in its effort to increase its social impact.
12. IF GOAL WAS TO INFLUENCE PUBLIC POLICY OR ESTABLISH SOCIAL MOVEMENT, OR IF ADVOCACY WAS USED AS A STRATEGY, THEN ASKED: Which of the following particular types of advocacy strategies has your organization used in an attempt to increase its social impact.

<u>Q11 options:</u>	<u>% "Yes"</u>
a. Organizational Branching: Replicating branches in new locations that remain part of one, multi-site organization.	44%
b. Organizational Affiliation: Creating a network of affiliated but independent organizations connected by shared principles, goals, or activities.	55%
c. Capacity Building: Making investments within your organization that improve its effectiveness, capability, or its administrative or programmatic performance.	96%
d. Volunteer Engagement Expansion: Training volunteers to mobilize in different locations to deliver your organization's services.	42%
e. Partnerships/Alliances: Collaborating with other organizations to deliver services or address needs in new locations.	85%
f. Packaging/Licensing: Packaging a successful program and licensing it to existing organizations in other locations.	21%
g. Technical Assistance: Providing technical assistance, training, or consulting to others interested in offering similar programs or activities.	74%
h. Knowledge Dissemination: Sharing information with others through publications, the Internet, or presentations.	91%
i. Technology Delivery: Providing services or addressing social needs directly through technological vehicles.	44%
j. Advocacy: Influencing policy makers, public awareness and knowledge, or the current context of the social need and how it is addressed.	68%
k. Other Strategy	7%
<u>Q12 options:</u>	
a. Research & Public Policy Development: Researching and generating knowledge about the social issue and proposing public policy, i.e., a think tank approach.	40%
b. Influencing Public Awareness: Using various means of communication to inform, educate, and influence public awareness, opinion, or action about the social issue.	67%
c. Direct Advocacy & Lobbying: Engaging public policy makers, legislators, and other government officials to influence the legislative or resource environment for the social issue.	46%
d. Convening Associations & Networks: Organizing social-purpose organizations or individuals from the same field into a network or association mobilized to advocate for shared goals and policy proposals.	51%
e. Other advocacy strategy	5%

13. Below are the strategies you indicated your organization has used. Please rank your TOP FIVE STRATEGIES based on how important they are to your organization's current or past efforts to increase its social impact. Rank only as many as apply, up to five strategies.

<u>Past Strategy</u>	<u>% Ranked #1</u>	<u>% Ranked #2</u>	<u>% Ranked #3</u>	<u>% Ranked #4</u>	<u>% Ranked #5</u>
Capacity Building	34%	20%	11%	8%	9%
Partnerships/Alliances	16%	23%	17%	10%	7%
Organizational Branching	14%	4%	5%	4%	5%
Knowledge Dissemination	7%	13%	16%	17%	7%
Organizational Affiliation	5%	9%	4%	5%	6%
Technology Delivery	5%	3%	3%	5%	4%
Volunteer Engagement Expansion	4%	3%	5%	3%	5%
Advocacy	3%	1%	7%	8%	3%
Technical Assistance	3%	8%	11%	6%	11%
Convening Associations & Networks	3%	3%	2%	7%	7%
Influencing Public Awareness	2%	8%	7%	11%	10%
Research & Public Policy Development	2%	2%	3%	5%	5%
Direct Advocacy & Lobbying	1%	3%	5%	3%	9%
Packaging/Licensing	1%	1%	3%	2%	2%
No answer	1%	1%	5%	7%	13%

Summary of Top Five Past Strategies

	<u>% Ranked Among The Top 5 Strategies</u>
Capacity Building	81%
Partnerships/Alliances	72%
Knowledge Dissemination	59%
Influencing Public Awareness	38%
Technical Assistance	38%
Organizational Branching	31%
Organizational Affiliation	29%
Advocacy	21%
Convening Associations & Networks	21%
Direct Advocacy & Lobbying	20%
Technology Delivery	19%
Volunteer Engagement Expansion	19%
Research & Public Policy Development	16%
Packaging/Licensing	9%

- 14-1. you indicated that the one strategy your organization has used is [INSERT SHORT LABEL FOR ONE GOAL FROM Q11a-j OR Q12a-d]. Please evaluate this strategy in two ways. First, indicate your organization's overall level of investment to date, including time, energy, money and other resources. Second, indicate your organization's success to date in using this strategy. *(Please mark an answer in each column.)*
- 14-2. You ranked [INSERT STRATEGY #1 FROM Q13] as your organization's most important strategy. Please evaluate this strategy in two ways. First, indicate your organization's overall level of investment to date, including time, energy, money and other resources. Second, indicate your organization's success to date in using this strategy. *(Please mark an answer in each column.)*

A. Level of Investment in #1 Strategy

63%	Very high
23%	High
11%	Medium
2%	Low/ Very low
1%	No answer

B. Degree of Success with #1 Strategy

60%	Very successful
32%	Somewhat successful
5%	Not too/Not at all successful
1%	Too soon to tell
1%	No answer

- 14-3. You ranked [INSERT STRATEGY #2 FROM Q13] as your organization's second most important strategy. Again, please evaluate this strategy in two ways. First, indicate your organization's overall level of investment to date, including time, energy, money and other resources. Second, indicate your organization's success to date in using this strategy. *(Please mark an answer in each column.)*

A. Level of Investment in #2 Strategy

34%	Very high
44%	High
17%	Medium
3%	Low/ Very low
2%	No answer

B. Degree of Success with #2 Strategy

41%	Very successful
51%	Somewhat successful
5%	Not too/Not at all successful
1%	Too soon to tell
2%	No answer

- 14-4. You ranked [INSERT STRATEGY #3 FROM Q13] as your organization's third most important strategy. Again, please evaluate this strategy in two ways. First, indicate your organization's overall level of investment to date, including time, energy, money and other resources. Second, indicate your organization's success to date in using this strategy. *(Please mark an answer in each column.)*

A. Level of Investment in #3 Strategy

23%	Very high
37%	High
26%	Medium
9%	Low/ Very low
5%	No answer

B. Degree of Success with #3 Strategy

34%	Very successful
46%	Somewhat successful
9%	Not too/Not at all successful
6%	Too soon to tell
5%	No answer

- 14-5. Finally, you ranked [INSERT STRATEGY #4 FROM Q13] as your organization's fourth most important strategy. Please evaluate this strategy in two ways: 1) for overall level of investment to date, including time, energy, money and other resources, and 2) your organization's success to date in using this strategy. *(Please mark an answer in each column.)*

<u>A. Level of Investment in #4 Strategy</u>	<u>B. Degree of Success with #4 Strategy</u>
17% Very high	21% Very successful
23% High	56% Somewhat successful
37% Medium	12% Not too/Not at all successful
17% Low/ Very low	5% Too soon to tell
7% No answer	7% No answer

Summary of Success Rates For Top Four Past Strategies

	<u>Total % Answering</u>
Very successful	39%
Somewhat successful	47%
Not too/Not at all successful	8%
Too soon to tell	3%
No answer	4%

THE FOLLOWING TEXT APPEARED ON A SEPARATE SCREEN BEFORE Q15:

Please tell us about your organization's goals and strategies GOING FORWARD, over the next three years or so. For your future plans we only want to know what they are and how they rank. You will not be asked to evaluate them.

15. Below is the list of goals described earlier in the survey. For each one, please indicate whether this is a goal that your organization has **CONCRETE PLANS TO PURSUE** in the next three years in order to increase its social impact.

	<u>% "Yes"</u>
a. Increase Quantity: Increase impact by providing existing programs more frequently, or in greater quantity, in current locations.	78%
b. Increase Quality: Increase impact by improving the quality of existing programs.	93%
c. Diversify Communities Served: Increase impact by offering existing programs to new groups of people in current locations.	69%
d. Expand Geographically: Increase impact by offering existing programs in new locations.	74%
e. Diversify Services Offered: Increase impact by providing new programs addressing new issues in current locations.	64%
f. Influence Public Policy: Increase impact by changing public policy in order to increase the number served or needs addressed, or to reduce the need that necessitated your social enterprise.	60%
g. Establish a Social Movement: Increase impact by creating cultural, political, or social change through a large-scale social movement that influences public opinion or collective action in support of an issue.	42%
h. Promote a Model: Increase impact by encouraging the replication of your organization's model by promoting your organization and its activities to others.	81%
i. Other Goal	6%

16. Please rank your top three goals based on how important they are to your organization's future efforts to increase its social impact. Rank only as many as apply, up to three goals. *(You will not be asked to evaluate these future goals.)*

<u>Future Goal</u>	<u>% Ranked #1</u>	<u>% Ranked #2</u>	<u>% Ranked #3</u>
Increase Quantity	25%	16%	18%
Increase Quality	25%	20%	13%
Expand Geographically	14%	17%	13%
Promote a Model	13%	13%	17%
Establish a Social Movement	9%	3%	6%
Influence Public Policy	6%	8%	13%
Diversify Communities Served	5%	7%	11%
Diversify Services Offered	3%	14%	5%
No answer	1%	2%	4%

Summary of Top Three Future Goals

	<u>% Ranked Among The Top 3 Goals</u>
Increase Quantity	59%
Increase Quality	58%
Expand Geographically	44%
Promote a Model	43%
Influence Public Policy	27%
Diversify Communities Served	23%
Diversify Services Offered	21%
Establish a Social Movement	18%
No answer	1%

17. Now, tell us about your organization's STRATEGIES going forward. Below is the list of strategies described earlier in the survey. For each one, please indicate whether this is a strategy that your organization has concrete plans to use in the next three years as a part of its effort to increase its social impact.
18. Which of the following particular types of advocacy strategies does your organization have CONCRETE PLANS TO USE in the next three years in an attempt to increase its social impact.

<u>Q17 options:</u>	<u>% "Yes"</u>
a. Organizational Branching: Replicating branches in new locations that remain part of one, multi-site organization.	42%
b. Organizational Affiliation: Creating a network of affiliated but independent organizations connected by shared principles, goals, or activities.	54%
c. Capacity Building: Making investments within your organization that improve its effectiveness, capability, or its administrative or programmatic performance.	95%
d. Volunteer Engagement Expansion: Training volunteers to mobilize in different locations to deliver your organization's services.	46%
e. Partnerships/Alliances: Collaborating with other organizations to deliver services or address needs in new locations.	87%
f. Packaging/Licensing: Packaging a successful program and licensing it to existing organizations in other locations.	35%
g. Technical Assistance: Providing technical assistance, training, or consulting to others interested in offering similar programs or activities.	70%
h. Knowledge Dissemination: Sharing information with others through publications, the Internet, or presentations.	88%
i. Technology Delivery: Providing services or addressing social needs directly through technological vehicles.	48%
j. Advocacy: Influencing policy makers, public awareness and knowledge, or the current context of the social need and how it is addressed.	72%
k. Other Strategy	4%
<u>Q18 options:</u>	
a. Research & Public Policy Development: Researching and generating knowledge about the social issue and proposing public policy, i.e., a think tank approach.	38%
b. Influencing Public Awareness: Using various means of communication to inform, educate, and influence public awareness, opinion, or action about the social issue.	69%
c. Direct Advocacy & Lobbying: Engaging public policy makers, legislators, and other government officials to influence the legislative or resource environment for the social issue.	46%
d. Convening Associations & Networks: Organizing social-purpose organizations or individuals from the same field into a network or association mobilized to advocate for shared goals and policy proposals.	54%
e. Other advocacy strategy	3%

19. Please rank your top three strategies based on how important they are to your organization's future efforts to increase its social impact. Rank only as many as apply, up to three strategies. *(You will not be asked to evaluate these future strategies.)*

<u>Future Strategy</u>	<u>% Ranked #1</u>	<u>% Ranked #2</u>	<u>% Ranked #3</u>
Capacity Building	37%	15%	9%
Partnerships/Alliances	15%	21%	14%
Organizational Branching	12%	4%	7%
Knowledge Dissemination	7%	11%	8%
Organizational Affiliation	7%	5%	4%
Influencing Public Awareness	4%	11%	7%
Volunteer Engagement Expansion	3%	6%	3%
Technical Assistance	3%	5%	10%
Technology Delivery	3%	3%	8%
Advocacy	1%	3%	6%
Research & Public Policy Development	1%	3%	4%
Packaging/Licensing	1%	5%	5%
Direct Advocacy & Lobbying	1%	4%	5%
Convening Associations & Networks	1%	3%	6%
None ranked/No answer	2%	2%	5%

Summary of Top Three Future Strategies

	<u>% Ranked Among The Top 3 Strategies</u>
Capacity Building	61%
Partnerships/Alliances	50%
Knowledge Dissemination	26%
Organizational Branching	23%
Influencing Public Awareness	23%
Technical Assistance	19%
Organizational Affiliation	15%
Technology Delivery	13%
Volunteer Engagement Expansion	12%
Packaging/Licensing	11%
Direct Advocacy & Lobbying	11%
Advocacy	10%
Convening Associations & Networks	10%
Research & Public Policy Development	9%
None ranked/No answer	2%

The next set of questions are about your general views - outside of your own direct experience - on strategies employed by social-purpose organizations in their efforts to scale social impact.

20. Please indicate to what extent you agree or disagree with the following statements about the best strategies and methods for scaling social impact.

It is best practice to scale social impact by...

	<u>Strongly agree</u>	<u>Somewhat agree</u>	<u>Somewhat disagree</u>	<u>Strongly disagree</u>	<u>No answer</u>
a. Demonstrating effectiveness and results before attempting to increase the organization's impact beyond the current communities served or needs addressed.	62%	29%	6%	1%	1%
b. Achieving financial sustainability before attempting to increase the organization's impact beyond the current communities served or needs addressed.	42%	35%	18%	3%	1%
c. Achieving optimal penetration of the current communities served or of the context for the needs addressed before moving into new locations.	18%	40%	35%	5%	2%
d. Expanding direct service delivery or action, rather than through indirect activities such as knowledge dissemination, technical assistance, or advocacy that changes public policy or inspires a social movement.	17%	34%	36%	13%	1%
e. Building a strong, centrally controlled brand, rather than through independent replication with variable, locally defined brands.	28%	26%	32%	9%	3%
f. Standardizing programs and operations rather than through encouraging local autonomy and innovation.	7%	32%	36%	24%	1%

We would like to know about the examples and models you look to for ideas on how best to scale social impact.

21. In attempts to scale social impact, there are examples of successful efforts and examples of failures. In the space provided below, please fill in two lists. First, list the names of social-purpose organizations, or individuals working in the social sector, who you consider examples of EFFECTIVELY scaling social impact. Second, list the names of social-purpose organizations, or individuals working in the social sector, who you consider examples of INEFFECTIVELY scaling social impact.

A. Effectively Scaled Social Impact

59% Gave response

41% Don't know any/No answer

B. Ineffectively Scaled Social Impact

37% Gave response

63% Don't know any/No answer

Note: The responses given are too specific and varied to present in categories. The verbatim responses will be provided to CASE in a separate document.

22. Would you like to know more about these SUCCESSFUL examples of scaling social impact?

Based on those who named an organization or individual that has effectively scaled social impact (n=89)

76% Yes

18% No

3% Only interested in knowing more about one/some

2% No answer

23. Would you like to know more about these examples of UNSUCCESSFUL attempts at scaling social impact?

Based on those who named an organization or individual that has ineffectively scaled social impact (n=56)

64% Yes

30% No

2% Only interested in knowing more about one/some

4% No answer

The last set of questions will help us describe the kinds of people who took part in the survey.

D1. What role or roles do you play in your organization? *(Please mark all that apply)*

- 44% Founder
- 42% Executive Director
- 28% Chief Executive Officer (CEO)
- 21% President
- 18% Member of Board of Directors
- 17% Senior Manager
- 7% Other Director (Development, Program etc.)
- 5% Chief Operating Officer (COO)/Chief Financial Officer (CFO)
- 4% Other
- 2% No answer

Note: Percentages may not total 100% due to multiple responses.

D2. Is the founder still with the organization?

- 73% Total Yes, founder still involved
 - 44% Respondent is founder
 - 13% On staff
 - 11% On Board of Directors
 - 5% As a volunteer
- 26% No, the founder no longer involved
- 1% No answer

D3. Which of the following leadership positions exist in your organization? *(Please mark all that apply)*

- 60% Executive Director
- 42% President
- 42% Chief Executive Officer (CEO)
- 32% Chief Operating Officer (COO)
- 15% Chief Financial Officer (CFO)
- 9% Vice President
- 5% Program Director
- 3% Director of Development
- 13% Other
- 3% No answer

Note: Percentages may not total 100% due to multiple responses.

D4. What is your age?

7% 18-29
 31% 30-39
 19% 40-49
 40% 50-64
 3% 65+
 1% No answer

D5. Are you male or female?

45% Male
 54% Female

D6. What is the highest level of education you have completed?

3% High school graduate
 3% Some college or university work, but no four-year degree
 25% College or university graduate
 49% Master's degree (includes MBA and MSW)
 7% Ph.D.
 11% Total other professional degree
 7% JD
 1% No answer

D7. Are you of Hispanic or Latino background, such as Mexican, Puerto Rican, Cuban, or some other Spanish background?

D8. What is your race?

83% White or European-American
 3% Black or African-American
 5% Hispanic/Latino
 3% Asian or Asian-American/Pacific Islander
 4% Other
 2% Undesignated

D9. Do you consider yourself a "social entrepreneur"?

83% Yes
 17% No

D10. Researchers from CASE working on this study may want to contact people who participated in the survey to ask for their help with other aspects of the research. Would you be willing to talk with a researcher at a later date?

87% Yes

12% No

1% No answer

D11. To make it easier for a researcher to get in touch with you, please type in your first and last name below.

D12. Please indicate the way in which you would like to be contacted. *(Mark all that apply)*

WRAP. If you have any comments or ideas about scaling social impact that you think CASE should include in its research, please type them in the space below.

Note: The responses given are too specific and varied to present in categories. The verbatim responses will be provided to CASE in a separate document.

Thank you very much for your time!