

Using data to drive social entrepreneurship

Proving the concept and understanding social impact

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Who we are

- rockpool is a network of associates with decades of research, marketing, analytics and communications expertise
- We work in the healthcare, local government and charity and social enterprise sectors, covering issues from public health and community engagement to organisational development and strategic positioning
- We have worked in the public, private and not-for-profit sectors and so understand the pressure to do more with less when seeking to improve service delivery

The social entrepreneur



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Social entrepreneurs are odd

- They are often 'one man bands' – passionate, visionary and focused on one issue

"A lot of social entrepreneurs are mission-driven, they're passionate individuals, and it's very hard to let other people come in and support you to radically rethink your business model, your offer, your growth strategy, your board"

- They also have to be *more* than a 'normal' business leader – while continuing to juggle the conflicts between 'social' and 'enterprise'
- And they try to do everything, often without the required professional training – including looking for, interpreting and generating data

"All the good things you have to do in business to succeed, you have to do that *first* before you can really deliver a social mission . . . The *additional* demand for social impact does place more demands on the business"

“Social enterprise calls for a specific type of capability to manage a profitable enterprise in a not-for-profit organisation”

Data is a problem



Data defines success

- In 2012, the Cabinet Office estimated that there were over 280,000 SME social enterprises in the UK – with an average turnover of around £670,000
- About a quarter sought external finance – but a third of these did not secure funds
- This compares to a fifth of SMEs in general
- **Why do social enterprises fail to secure finance?**

Failure feels different

- Failure in the private sector is an everyday risk – and in many ways, without it, progress and development cannot be made
- But in the third sector, and for emerging social enterprises in particular, risk and failure can almost become seen as ‘morally’ wrong, and something to be avoided at all costs
- This can lead to ‘safe bets’ and clustering in certain sectors, where the ‘tried-and-tested’ becomes the gold standard
- **Data is the one thing which can help SEs break out of this cycle**

Case study: proof of concept

- In 2012, we worked with a major UK NGO which was looking at sizing the market for a social enterprise rollout – based around supporting NHS staff to deliver patient-centred care
- But what was the demand and how could it be measured?

What does this mean?

- Average ratings put patient-centred care at the top and service redesign and line management/appraisal as the least important drivers of quality improvement

Patient-centred care	7.82
Clinical performance	6.69
Governance and leadership	6.26
Patient engagement	6.13
Staff engagement	5.84
Institutional culture	5.73
Professional training/development	4.81
Infection control	4.14
Service redesign	3.96
Line management and appraisal	3.86

could be marketed as helping to improve the top five or six drivers – patient-centred care & engagement, governance, leadership & institutional culture, staff engagement and clinical performance

37% see patient-centred care as the most important driver, while 22% see infection control as the least important

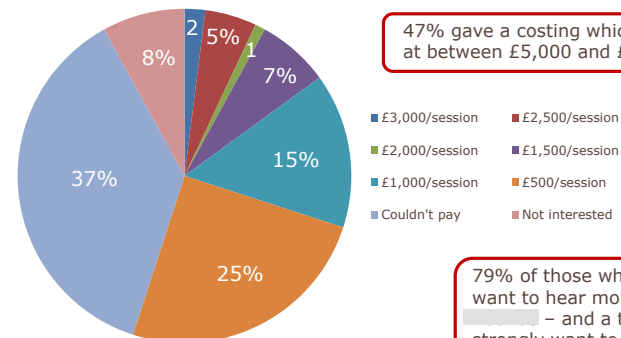
Patient-centred care for me is about the focus and purpose of a health organisation – therefore it is more fundamental and further reaching than some of the other drivers

In my experience a poor culture destroys all initiatives and a succession of managers

The way staff are treated is key to an organisation's performance, and that is down to the leadership and culture of that organisation. Treat staff badly and they will transfer that to patients; treat them well and they'll respond

The cost

Remembering that each session could reach out to at least 50 staff members with over 600 participating over the course of a year, do you have a view as to what a reasonable cost for such a monthly programme of staff support would be for your trust?

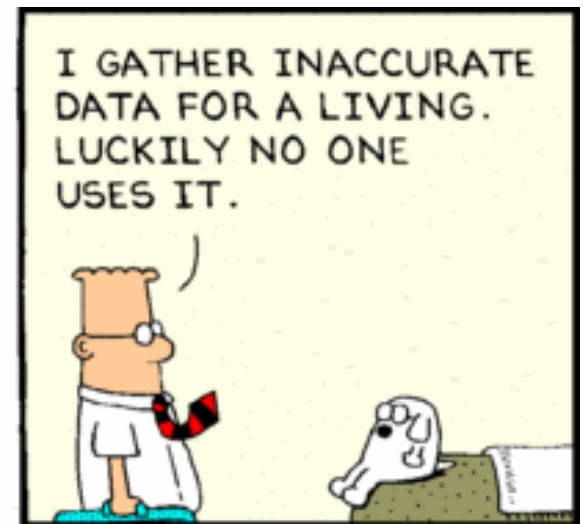


47% gave a costing which values at between £5,000 and £15,000 a year

79% of those who give a costing want to hear more about the – and a third (34%) strongly want to know more

Base: all responses (85)

Measuring social impact



Social impact

- For social entrepreneurs, the concept had already been proven – it's a no-brainer
- **But how do they go about convincing other people?**

“When you're looking for funding now, you really have to understand theory of change and social impact and have access to people who can really help you put a good social impact plan together on the back of the business plan”

- There is a pressing need for social entrepreneurs to understand how social impact can be measured – and how that can be done simply and clearly

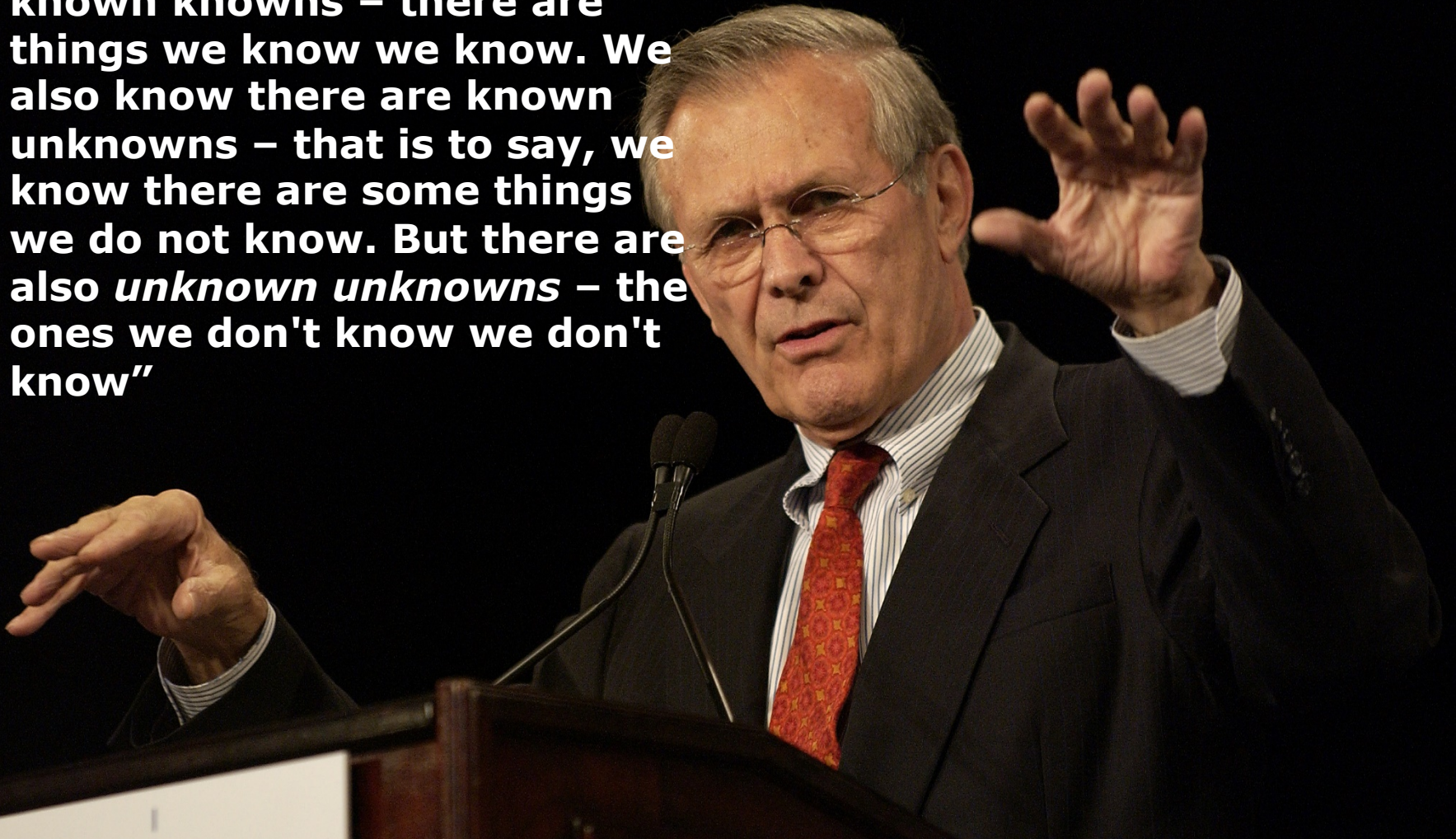
Case study: social impact

- A youth homelessness charity knew it had a good idea about 'out-of-hours' care which went beyond security guards
- **But how could it show that this idea would have a positive impact on its young clientele?**
- How could they put a price on something as intangible as feeling cared for or listened to?
 - It doesn't have to be complex, idealised or unwieldy
 - It should be easy to generate, replicate and manipulate
- We built an interactive database using proxy measures – the cost and frequency of repairs – which adequately mirrored changing experiences

The way ahead

The wisdom of Mr Rumsfeld

"As we know, there are known knowns – there are things we know we know. We also know there are known unknowns – that is to say, we know there are some things we do not know. But there are also *unknown unknowns* – the ones we don't know we don't know"

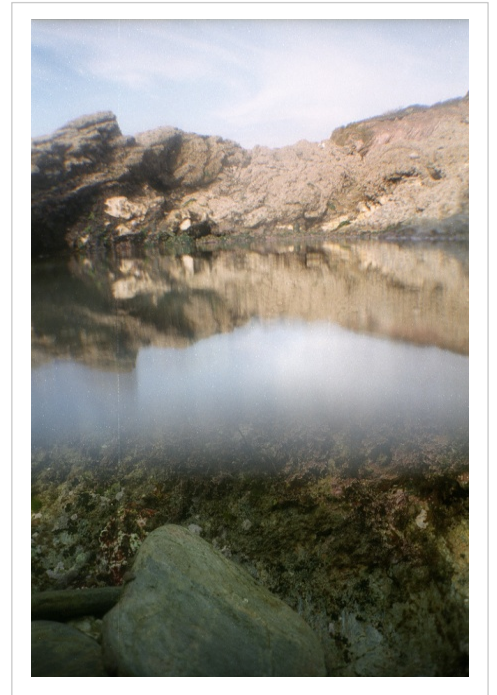


Planning for the unknown

- Social entrepreneurs know what they want to change – and how they want to change it
- But most of them do not know:
 - how to measure the size of the problem
 - How to measure the impact of their own actions
- **It doesn't have to be complex, idealised or unwieldy**
- **It should be easy to generate, replicate and manipulate**
 - What role is there for research and data mentors and coaches?
 - How can tailored information be developed?
 - What can universities do – through student placements and data repositories?

Thank you

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