

THE ASHOKA GLOBALIZER PROGRAM

Supporting social entrepreneurs to maximize their impact by moving beyond organizational growth, focusing on opening up their ideas and changing systems



ashokaglobalizer.org

INTRODUCTION

The Globalizer is one of Ashoka's programs aimed at creating a world where everyone is a changemaker.

Great business ideas go global to serve customers around the world and to gain economies of scale. By contrast, market forces do not work as efficiently in the social sector. **Social innovations too often remain local** or national. Although many of the ideas and the entrepreneurs behind them have the potential for global spread, the social sector still lacks a process that focuses specifically on the global scope of change and the resources and mechanisms necessary for globalizing an idea successfully.

The Globalizer is working to help change this scenario. Founded in 2010, it is an Ashoka initiative that supports social entrepreneurs to spread their impact more broadly

and efficiently by helping them strengthen and deepen their vision for **systemic and frame change**. The social entrepreneurs participating in the program are encouraged to reflect on the strategies and the leadership skills they need to generate widespread impact in a world characterized by constant change.

Ashoka is the world's largest network of leading social entrepreneurs and it operates driven by the belief that the most effective way to solve global problems is to identify those who have already found solutions and surround them with allies who can help them make their ideas become the new norm in society. The purpose of Ashoka is not only to maximize social impact,

but also to create transversal alliances capable of changing entire systems. That is why for over 35 years Ashoka has selected more than 3300 leading social entrepreneurs as Ashoka Fellows and has been connecting them in a **vibrant network to generate widespread impact** in different sectors and parts of the world.



Watch The Ashoka Globalizer Program video here



4 LEVELS OF IMPACT

What does it mean for an organization to “maximize impact”?

Maximizing impact can be a difficult thing for even the most seasoned organizations to articulate and it doesn't have to mean the same thing to everyone. Certain organizations may choose to measure their impact in terms of scale (How many people did you affect? How many dollars per person were invested in this particular intervention?). However other relevant impact questions can include: Have you made the problem go away temporarily, or forever? Have you created local empowerment or dependence on your model? Have you set in motion new behaviors, norms, values and incentives in the system that renders your model unnecessary over time? Are you shifting the fundamental paradigm determining a community's lifestyle choices (and options?).

It is perfectly acceptable for an organization to focus on just a few of these questions rather than all. The most important thing is to have a strategic vision which articulates the impact they want to achieve.

Ashoka has developed a framework called the “Four Levels of Impact” which distinguishes between different levels of impact a social enterprise may have:

1/ Direct Service Work in populations needing services, food, and/or providing a direct benefit to their wellbeing.

2/ Scaled Direct Service Models that unlock efficiency and impact through well-managed logistics of an intervention or solution, benefitting a larger numbers of individuals.

3/ Systems Change A new model that is addressing the root cause of a problem. It often involves policy change, widespread adoption of a specific methodology by leading organizations in a sector, or creates new behaviors within an existing market or ecosystem.

4/ Frame Change It affects individual mindsets at a large scale, which will ultimately change behaviors across society as a whole.

→ This Impact Spectrum is not an impact hierarchy. Frame Change is not better than Direct Service, it just operates at a different, more macro level of changing people's world views, beliefs, and ultimately, behaviours. Not only is it important for organizations to understand where in this spectrum of impact they operate, but there must also be more conversation and a better understanding of the different levels of impact across all stakeholders in the social change sector.

From: Marina Kim, 2015, Rethinking the Impact Spectrum.

Full article here: <http://ashokau.org/blog/rethinking-the-impact-spectrum>

THE SOCIAL PROBLEM AND THE GLOBALIZER SOLUTION

«Put simply, the question now is “How can we get 100x the impact with only a 2x change in the size of the organization?”»

JEFF BRADACH, BRIDGESPAN GROUP
SCALING IMPACT, STANFORD SOCIAL
INNOVATION REVIEW 2010

→ In the last decade many social entrepreneurs have been questioning themselves on their scaling possibilities and methods.

Many have turned to the business sector to find solutions and inspirations, only to realise that such attempts do not necessarily work for their own types of models.

Why don't great ideas that are useful and working effectively to solve some of the most pressing social challenges “travel” as well as business ideas do? Why aren't they able to scale to solve similar social challenges happening in other parts of the world? What is preventing our Ashoka Fellows from scaling their work better and faster? With these questions in mind, in 2010 we launched the Ashoka Globalizer program to find answers and potential solutions.

There are three main elements mentioned by Globalizer Fellows¹ as being the most challenging, yet most common, issues when trying to scale a social innovation: urgency, unclear desired outcomes and need for control. The general trend is to rush into scale and focus on quick wins. Globalizer participants learn about the risks and the misleading nature of this approach during the process and how to avoid them.



“Particularly in Sub-Saharan Africa, my work in the Globalizer advisory process deeply changed a lot of what we understood. We act in a context where resources are so hard to come by. Everyone is struggling, and a program like the Globalizer helps social entrepreneurs understand that success is not the money you make and your growth; it is all about your impact.”

→ Karima Grant, *ImagiNation Afrika* (2016 *Re-imagine Learning Globalizer*)

It **is** all about your impact; here is the crucial paradigm shift distancing social enterprises from businesses: “even the best businesses cannot tell us how to change the world, because that is not their primary purpose.”²

¹ For the scope of this report, surveys were carried out amongst 100 Fellows who had participated in the Globalizer program from the period 2010 to 2016.

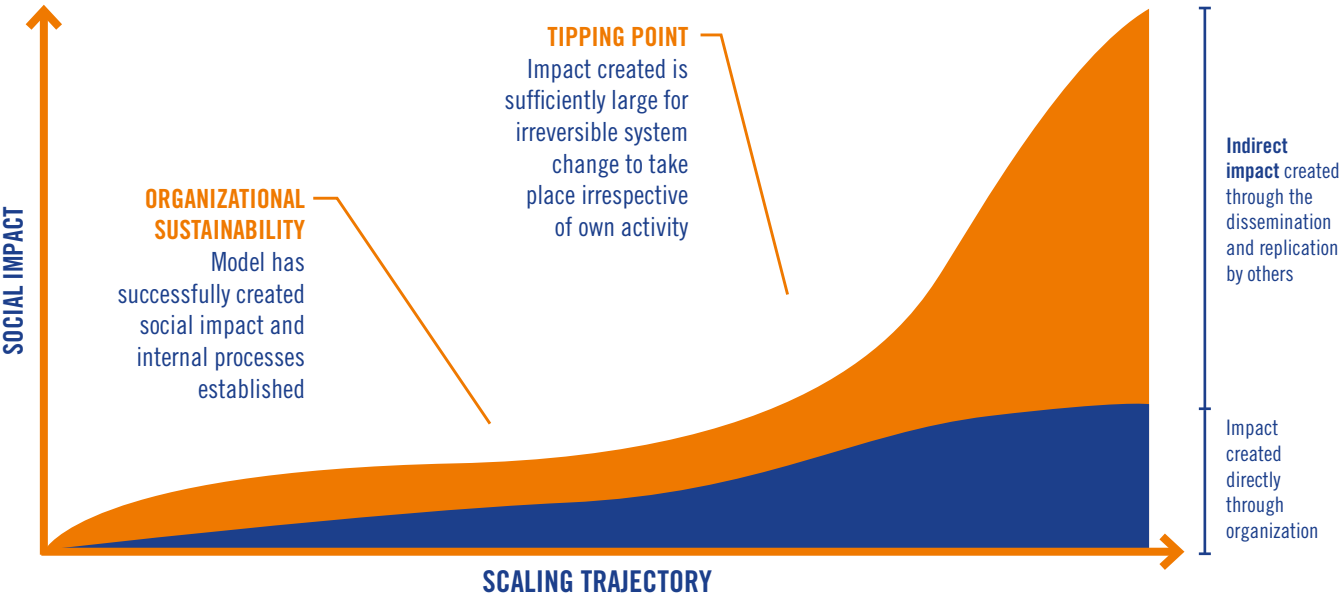
² Leslie Crutchfield and Heather McLeod Grant, 2007, *Forces for Good*.

While most scaling models focus on increasing their impact by increasing the size of the organization, very few have succeeded in helping a social innovation truly take off around the world.

Social innovations do not always enjoy the same advantages that businesses do; while businesses tend to increase revenues and economies of scale as they grow, social enterprises, often dependent on funders who are not direct beneficiaries of their services, encounter greater difficulties securing funding for such growth. Working to make their ideas “sticky” and pushing for others to adopt their models - also known as generating indirect impact - therefore becomes a key element for social innovations to spread their models and impact to where they are needed.³

INDIRECT IMPACT IS WHERE THE MAGIC HAPPENS!

SYSTEM CHANGE HAPPENS ONCE DIRECT AND INDIRECT IMPACT REACH A TIPPING POINT



³ For a deeper understanding of these concepts we recommend Jon McPhedran Waitzer and Roshan Paul, Scaling Social Impact, in Innovations: volume 6, number 2, 2011.

If the purpose of social scaling is to maximise the impact of an innovation and change systems, every effort should converge into reaching the so-called “tipping point”, that is: when widespread adoption happens and implementation no longer depends on the initiating organization.

Even though many Fellows who join the Globalizer program are deemed by themselves or others to be at an advanced stage along the scaling pathway, they often do not have this tenet clearly defined upon their selection to the program. Dorien Beurskens - a Globalizer Fellow who creates centres for vocational education and training programs at affordable prices and serving as business and social hubs for the community - puts it in this way:



“Globalizer made me understand that we were not going to reach our 2025 goal of impacting half a million young people alone, but we had to partner up with other organizations in other countries. We need a centre in each country that disseminates our model; we don’t need to own ten training centres in only one country.”

→ Dorien Beurskens, Young Africa (2015 Globalizer on Youth Employment in Africa)

Another crucial mistake of social entrepreneurs’ attempts to scale is the need to maintain control over their innovation. Leading social entrepreneurs of our time are driven by the belief that everyone can contribute: interconnecting networks and shared resources will enable others to truly take an idea in unforeseen directions. It is not an easy task in a world where isolated investments to pursue an isolated impact still seem to be the norm.

Given the goals set by the Globalizer upon initiating the program, sharing these lessons and developing the tools and strategies to help scale impact and change systems and frameworks well beyond just growing organizations has become a central focus of the program.⁴

⁴ Suggested reading: Jeffrey Bradach, 2010, Scaling Impact: How to get 100x the results with 2x the organization, in Stanford Social Innovation time Review.

HOW THE GLOBALIZER PROGRAM WORKS

→ **Launched with the critical support of the Essl Foundation, Ashoka's Globalizer is an accelerator program that develops practical wisdom on strategies for scaling social impact by challenging participating organizations to think beyond growth in the traditional sense.**

→ **Rather than merely expanding operations, through the Globalizer process social entrepreneurs consider how to open up access to their ideas so that they can become the new norm in society.**

Encouraged to focus on the system changes they seek, social entrepreneurs are supported in the development of robust and practical strategies that can generate both the direct and indirect impact needed to achieve those changes. They are connected to skilled advisors and high-level thought partners who engage in weekly online consulting meetings. Through this process Globalizer Fellows finally have the chance - and the commitment - to take some time to hold back from their urgent needs and reflect on their methodologies and long-term strategies, an exercise which most of them would not otherwise be able to realize.



The program develops around 2 key components.

It begins with a three-month advisory process where selected Ashoka Fellows engage in a series of strategic conversations with three to five pro-bono business professionals. Advisory calls happen on a weekly basis and utilize a strategy template to help structure the conversation. These regular calls keep the advisors engaged and motivate the social entrepreneurs to work steadily on developing strategies to maximize their impact. The groups are supported by the Globalizer team and their work is facilitated with detailed toolkits, case studies and step-by-step models.

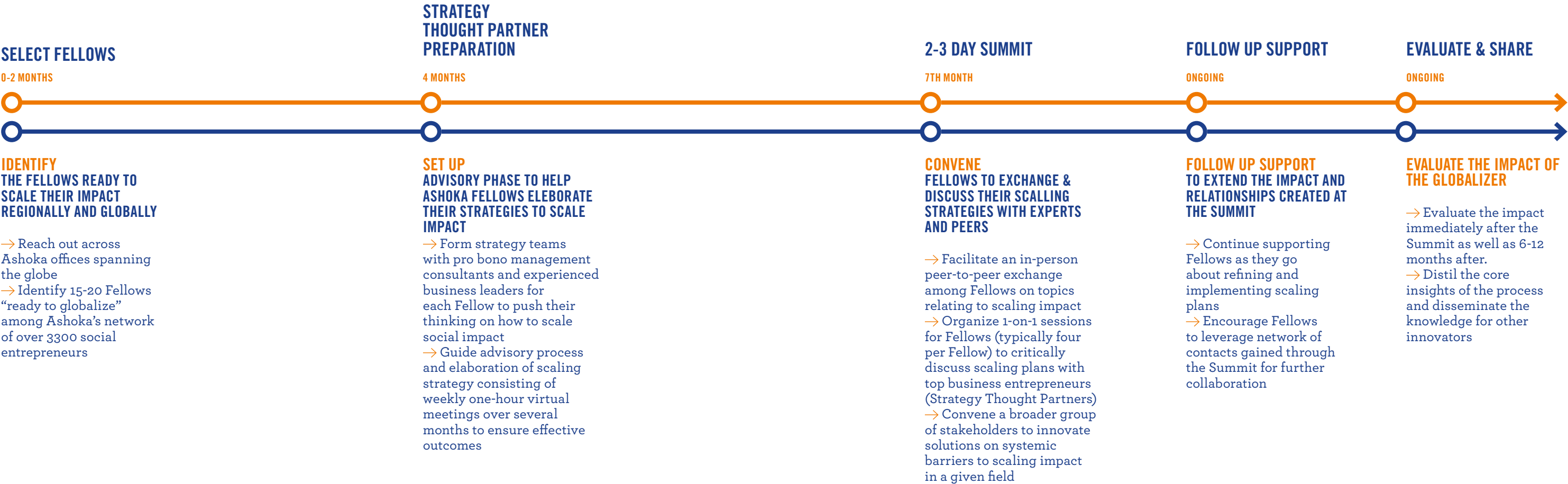


A sneak peak into a Globalizer Summit!

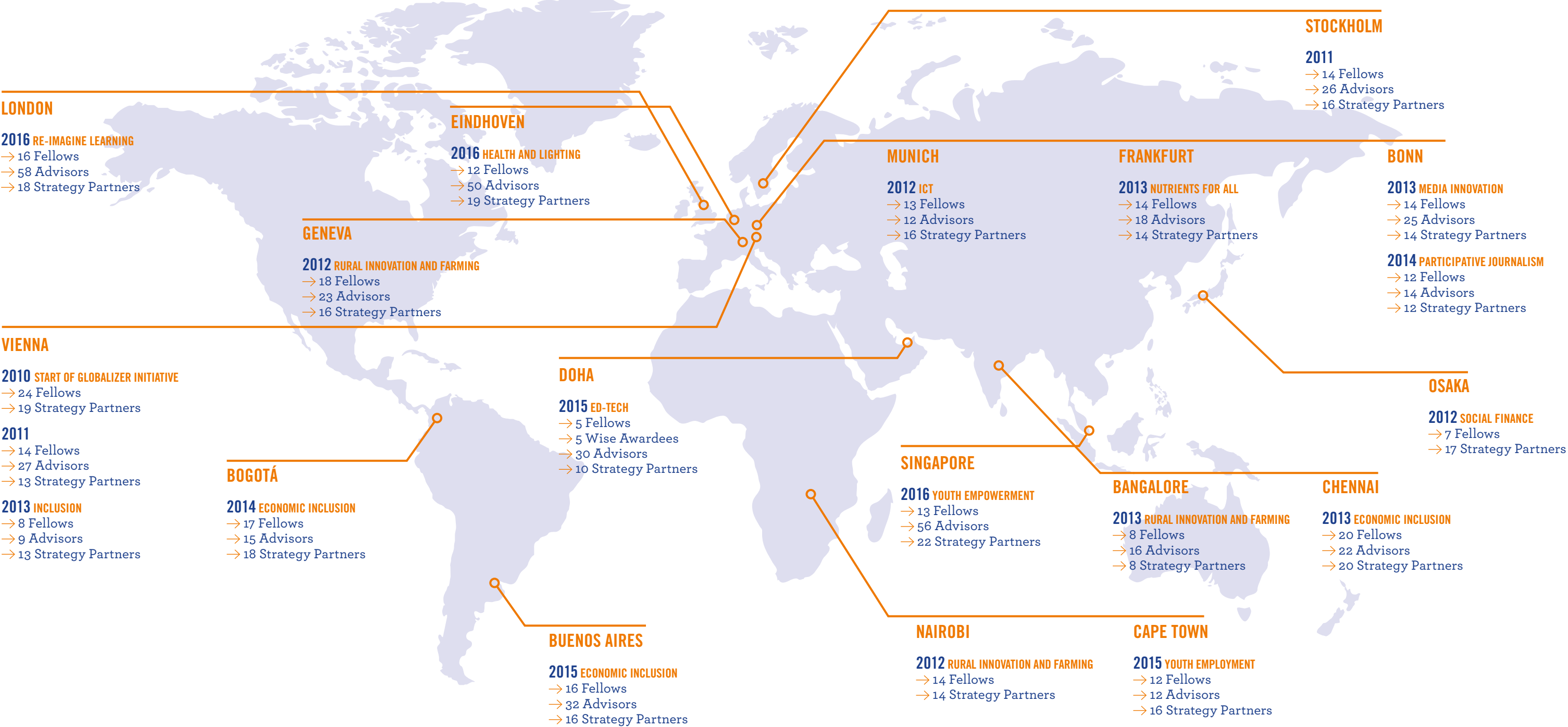
This process culminates in a high-level Summit.

Fellows work with leading entrepreneurs, executives, and sector experts to help take their initiatives to the next level. Here, the social entrepreneurs have a chance to connect, exchange and collaborate to maximise their social impact. The main benefits of participating in the Summit for the Fellows are that:

- 1) It provides a unique opportunity for them to present strategies to a group of seasoned business experts who will strengthen their ideas and open doors.
- 2) It encourages them to commit to a structured plan with associated deadlines.
- 3) It provides a chance to meet other like-minded entrepreneurs, exchange experiences and build a strong support network. The Fellows see they are part of a greater movement.



OUR TRACK RECORD:
20 GLOBALIZERS
INVOLVING MORE
THAN 250 FELLOWS



IMPACT

→ Globalizer's
impact in numbers

20 GLOBALIZERS
SINCE 2010

250+
SOCIAL
ENTREPRENEURS
PARTICIPATED

50 PARTNERS
ENGAGED

~1.8M WORTH
OF PRO-BONO
CONSULTING

300+
STRATEGY
THOUGHT
PARTNERS (leading global
entrepreneurs, business
executives, policymakers,
field experts, impact
investors, academics
and philanthropists)

200+
EXECUTIVES
ENGAGED
AS SENIOR
ADVISORS

370
BUSINESS
ADVISORS AND
CONSULTANTS
ENGAGED

~12'000 VIDEO
VIEWS

20 ARTICLES
PUBLISHED

50+ ONLINE AND
OFFLINE
WORKSHOPS

3 TOOLKITS
ON SCALING
SOCIAL IMPACT

→ Participating Fellows:⁵

80%

OF FELLOWS

now have more flexible
and decentralised
scaling models to
maximize their impact
through indirect impact.

50%

OF FELLOWS

say that the Globalizer has
greatly improved their
strategy to scale their
impact. In the last two years
this figure rose to **86%**

20%

OF FELLOWS

recognized a need
for organizational
restructuring as a result
of their new scaling
strategies.

83%

OF FELLOWS

said the Globalizer
provided important
new connections to
help them implement
their scaling strategies.

OVER **\$10M**
IN FUNDING LEVERAGED FOR FELLOWS' SCALING
STRATEGIES AFTER THEIR GLOBALIZER PARTICIPATION.

⁵ The first two figures of this part are the result of a study carried out in 2014, to measure the impact of the first five years of the program. They therefore indicate the outcomes of fourteen Globalizers. The last three figures include data of 18 Globalizers (up to the 2016 Globalizer "Re-imagine Learning").

LEAN AND LEVERAGED

“I could not think of a more powerful way to leverage my time for social impact.”



ANOUSHEH ANSARI, FIRST FEMALE PRIVATE SPACE EXPLORER, FOUNDER OF \$10M ANSARI X PRIZE AND TWO-TIME GLOBALIZER STRATEGY THOUGHT PARTNER



All Globalizer cohorts are supported by the pro-bono collaborations of experts and advisors, highly-motivated professionals who value their skills and time and wish to leverage them well, by offering guidance to rigorously selected projects. Many of them repeat their experiences, joining multiple Globalizer Fellow teams, because they recognize how impactful their help has been. **The pro-bono support received every year has been measured to be worth over € 300,000.**

The program is therefore extremely lean but highly leveraged. Globalizer mobilizes 0.87€ of additional pro bono support for each 1.00€ invested in the program:

- **0.64 €** from Advisors who help the Fellows develop their impact strategies during the advisory process. Advisors usually come from top management consultancy firms like McKinsey & Company or A.T. Kearney, but also include seasoned entrepreneurs and business executives.
- **0.24 €** worth of support from Strategy Thought Partners, who each invest at least one full day to engage in one-to-one conversations with the Fellows during the Globalizer Summits to further refine plans, come up with new ideas and solutions to challenges and to open critical doors for the Globalizer Fellows. Strategy Thought Partners are usually very high-level executives, entrepreneurs and field experts.
- Other pro bono support includes ad-hoc consultancy services, from members of the Ashoka Support Network and from partners like AlphaSights, CUSO, and YPO, as well as free venues for Globalizer summits.

WHAT OUR COMMUNITY SAYS



“This was my first contact with Ashoka and it was an incredible experience. The Fellows have no fear of failure and no respect for obstacles. So rewarding to be able to help them in some way.”
—Mark Kaplan, Entrepreneur - Strategy Thought Partner, Cape Town 2015



“As much as I hope the Fellows learnt from the business world, I have to say that you guys teach us to dream. When we go back to our world we take back new dreams and ideas.”
—Rasheed Shroff, Fossil - Strategy Thought Partner, London 2016



“I left [the Globalizer Accelerator Day] more inspired and filled with new ideas than I have been in years! The STPs had clearly researched the project and came ready to both ask questions but also offer valuable insights. The future of GPI will be very tied to this [day].”
—Cristi Hegranes, Global Press Institute - Globalizer Fellow, 2014



“The inputs of the Globalizer advisors helped me in restructuring my management team, measuring the results of ALISON more effectively and ultimately in doubling the number of users of our on-line education platform.”
—Mike Feerick, ALISON - Globalizer Fellow, 2012



“My advisors brought a perspective to our work that challenged me every inch of the way to think about details I would often not consider. The support I received both before and after the Globalizer program has resulted in a very clear business plan our work and has been very well received both within and outside the organisation.”
—Kavin Naidoo, International Centre For Eyecare Education - Globalizer Fellow, 2015

93%
of Advisors highly rated their overall experience.

90%
of Advisors would like to continue working with Ashoka Fellows after their experience.

44%
of Advisors are still working with their Fellow in some way or another, sometimes years after their Globalizer engagement ended.

91%
of participating Fellows would recommend the program to other Fellows



“The program was excellent, and really got us thinking much more broadly about the impact we can have if we 'open up' our Community Schools model to other organizations. With help from our advisors, we thought critically about the risks and benefits of potential scaling models, and came up with a clearly-defined, and actionable strategy.”
—Celina de Sola, Glasswing International - Globalizer Fellow, 2016



“I absolutely loved my experience as a volunteer Globalizer consultant. I felt that my contributions were valued and appreciated. The team was kind, willing to listen to new ideas, and truly valued everyone's opinion.”
—James Lewek, AlphaSights - Globalizer Advisor, 2016



“The Fellows were so inspiring that I want to go back out there and create my own organization to create even more social change.”
—Ian Calvert, Red Bull Amaphiko - Strategy Thought Partner, Cape Town 2015



“The Globalizer was a chance to do consulting to a whole company, not just a single department or team. The Globalizer Fellows are inspiring and by just applying your basic consulting skills like structuring, problem solving, or document design you can do a lot for them - and for the greater good that they serve!”
—Moritz Eichhofer, McKinsey Frankfurt - Globalizer Advisor, 2012, 2015



“Working with Ashoka's social entrepreneurs has been an exceptionally inspiring and fulfilling experience. I found the thought partnership with innovative global leaders an eye-opening experience that has shaped the way I view my aspirations and career.”
—Raffi Mardirosian, Former McKinsey Boston - Globalizer Advisor, 2012, 2013

KEY TRANSFORMATIONS FOR GLOBALIZER PARTICIPANTS

ASHOKA
INNOVATORS FOR THE PUBLIC

ASHOKA
GLOBALIZER
DISCOVER THE WORLD'S MOST
EXCITING SOCIAL INNOVATIONS

www.ashokaglobalizer.org



Globalizer Fellow Jerry White discussing his scaling strategy with Strategy Thought Partner, Nihar Kothari, Director and Executive Editor, Patrika Group.

THE NEW PARADIGM:

OPEN UP AND CREATE A MOVEMENT!

→ The twenty Globalizer processes held in the past six years have had the power to generate a consensus and understanding amongst the innovators and professionals involved, around a key tenet advanced by the program: Rather than by only growing an organization, social impact is achieved by opening up ideas and engaging others.



“I now see myself and my project in a completely new light: I’m not just building an organization, I’m building a movement.”

→ Thorkil Sonne, Specialisterne (2010 Vienna Summit)

Putting this approach into a detailed scaling toolkit, the Ashoka Globalizer team focuses on three main delivery models, and works with the fellows to identify the best strategy to advance their impact.⁶

GROWTH/ FULLY OWNED REPLICATION

In this category an organization grows and delivers its product or service to its target audiences itself. The greatest benefit of this approach is the high degree of control: the person delivering the project is employed by the central organisation and follows rules and standards provided by them. This option often makes sense for social businesses and models that use technology-based distribution channels that can be scaled very efficiently and that realize economies of scale.

Be in control, less open;
Slow, more expensive

AFFILIATION

Affiliation is when an official ongoing relationship with independent individuals or organisations is formed to help them implement a program. There is generally a legal framework involved that sets out the nature of the relationship. Often there is also a financial relationship between the two parties, normally with the originator charging a fee to implementers.

DISSEMINATION

At the flexible end of the spectrum is Dissemination. In this category, the originator creates resources that enable an independent organisation or individuals to implement the idea in a new location. There is only a loose relationship between the originator and the implementer. In some cases a fee may be charged for materials or advice, but there is generally no ongoing financial or legal relationship between the two parties.

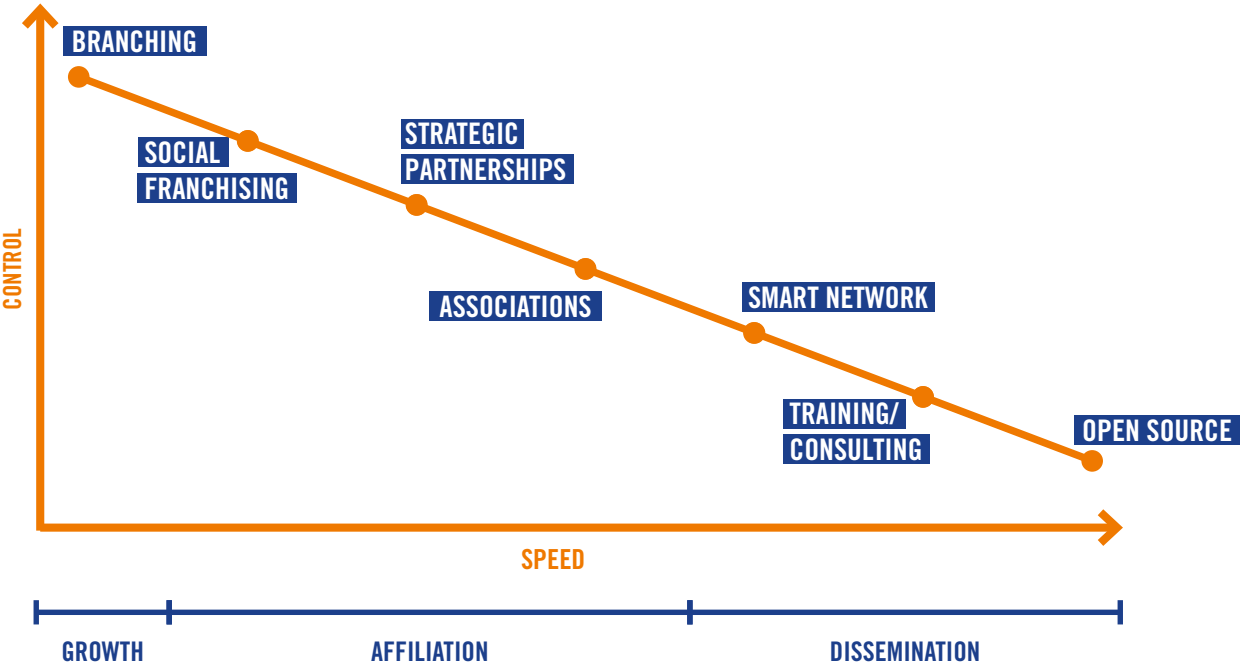
Give up control, more open;
Quick, cheaper

⁶ Adapted on a study by Gregory Dees and Beth Battle Anderson, 2004: https://ssir.org/articles/entry/scaling_social_impact



The Globalizer analysis shows how different delivery models have different predicted impacts:

GIVING UP CONTROL OVER THE MODEL POTENTIALLY ALLOWS SOCIAL ENTREPRENEURS TO SPREAD THEIR IMPACT MUCH FASTER!



About 50% of the total Fellows engaged in the first five years of the Globalizer shared that their strategy has improved “a lot” or “completely” thanks to the Globalizer. It is important to note that this percentage is experiencing an exponential increase, due to a reinforcement of the Globalizer’s advisory process over time. In the last two years considered in the survey, this figure has reached an average of 86%.

- Through the advisory process, 80% of Globalizer Fellows turned their scaling strategies into more flexible and decentralized models, in what Globalizer defines as open approaches to scaling, that is, those pathways aimed at sharing practices with different actors, creating a movement and letting the idea eventually spread without controlling it.
- Surveys carried out after each Globalizer in fact demonstrate that the most chosen scaling pathways lay between working with motivated strategic partners and open-sourcing.
- This change in approach holds tremendous promise because it focuses on spreading impact through others, to generate indirect impact and reach a tipping point necessary to convert innovative models into the new norm in society, into real system or frame change.



A GLOBALIZER STORY

At the beginning it wasn't easy for Ashoka Fellow Biplab Paul's team at Naireeta Services to accept the new scaling strategy he developed during the Globalizer on Economic Inclusion in 2014.

Biplab and his team were not very comfortable with sharing the innovative technology of Bhungroo - a unique women-driven participatory irrigation system based on rainwater harvesting which has improved the lives of Indian rural poor - with other partners. They were afraid to lose their market and, even worse, to have their technology stolen.

However, they soon realized that there is something more important than the actual technology alone, something that can't be stolen: the way the technology is internalized within a community. What Globalizer taught Biplab and his team is that Bhungroo doesn't simply represent an innovative technology, but an entire process of engaging smart networks, co-creating with partners different procedures for execution based upon local people's needs, reaching the highest impact with the minimum cost. After deep reflection and the guidance of his Globalizer advisors, Biplab decided to open source his innovative, original and successful technology: anyone can now use it in any area of the world and adapt it to the local needs with the help of the Bhungroo team.

Before Globalizer, the Bhungroo program was confined within unilateral hardware implementation by Naireeta Services alone. Post-Globalizer,



“the whole program transformed into a multifaceted, exponentially growing, inclusive development through open source technology, locally appropriate partnerships, women changemakers' promotion within a social enterprise model.” **In the last four years, Bhungroo became part of the Government of India's policy for National Rural Livelihood Mission, impacting the lives of more than 1.03 million rural poor across 12 states of India.** Bhungroo expanded its footprints to three African nations and already 210 women farmers in Ghana are accessing solutions for food security and disaster mitigation through Bhungroo. In 2014, the United Nations awarded Bhungroo as the best Climate Change Mitigating development program for women across the globe and currently more than 100,000 ultra poor are benefiting from Bhungroo directly and indirectly.

Despite these successes, investors are still hard to find. “We have proven that investing in the technology itself is not strategic, but that the process behind it is the real core. We have made investors accept that to make technology really inclusive you shouldn't deliver it to people, but you need to make people able to deliver it themselves. Our next challenge is to change the most radicated mind-set and encourage all our partners to do so: make investors understand that for social enterprises, profit is not the most important goal, but impact is. Globalizer was an eye-opener in this respect.”

NEW STRUCTURES

“Globalizer’s work gave me insights on open source and smart networks which helped my thinking process and has led to the development of my organization to become a part of a network of organizations to create even greater impact.”



JOHANN OLAV KOSS, RIGHT TO PLAY
2010 VIENNA SUMMIT



A change in strategy usually entails structural changes as well. As more transformative impact lies in triggering communities to become changemakers, the same change in approach should happen inside organizations themselves.

The current leadership paradigm in society must be challenged and converted from an authoritative, hierarchical approach to a leadership model that enables others to lead and contribute actively to create change.

Results from surveys carried out in the last two years show that at least **20%** of organizations realize the need to go through internal restructuring after the Globalizer program, citing a re-examination of some organizational aspects as a key takeaway of their Globalizer experience. In some cases this need translates into a redefinition of the organization’s values and culture and in others it turns into a radical change in the team staffing and leadership. In terms of culture and attitude, these shifts have included decentralizing responsibilities, building teams of teams and creating a space where everyone feels empowered to contribute actively to creating change. In terms of staffing and leadership, in order to focus explicitly on spreading their models more broadly, some organizations have recognized the need to move their founding leaders from a Chief Operation role to a new, externally focused “Chief Evangelist” position. Additionally, many have discovered the need to add to their staffs specialists in communications, public policy and network management.



A GLOBALIZER STORY

“We came away from the Globalizer Summit energized, excited, full of ideas, and feeling like we have not only an exceptional plan to move forward but also a lot of new people who will serve as partners for us.”

This is how Jane Ehrenfeld, from the Center for Inspired Teaching, reviews her team’s experience after the 2016 Re-Imagine Learning Globalizer.

Jane is now the Executive Director of the organization, but it has not always been this way. The Center for Inspired Teaching, in fact, recently undertook a deep transformation in their structure and leadership, crediting the Globalizer process for these important changes. Aleta Margolis, the Founder and Executive Director for twenty years, moved into the role of President, leaving Jane the lead of the organization to execute on their new large-scale multi-year strategic plan, developed during the Re-Imagine Learning Globalizer. Meanwhile, Aleta will focus on spreading the Center for Inspired Teaching’s core message to a local and national audience to shift the norm in education away from compliance-based education toward engagement-based education.



“As participants in the Re-imagine Learning Globalizer, we were paired with an advisory team of global business leaders and McKinsey consultants. They challenged us to imagine a world in which we have managed to put ourselves out of business because every child now experiences engagement-based education and learns to thrive. We will leverage our unique strengths – building from our ongoing programs in Washington, DC – to contribute to this broader effort. **We envision playing a key role within a movement to achieve a goal shared by many: to transform education so that every child experiences inspired teaching.**

“The Globalizer has helped us to see that our goal is not to grow the Center for Inspired Teaching but to grow our impact – and many of our Globalizer Strategy Thought Partners have been critical to making that growth happen. **One of our core values at the Center for Inspired Teaching is that we engage in radical creativity and structured execution. The Globalizer process has exemplified this value.**”

STRATEGIC CONNECTIONS

→ Ashoka Globalizer works to foster new connections between Fellows, Advisors, Strategy Thought Partners and the networks and organizations that these individuals belong to.



New connections can take different forms: an Advisor might decide to keep supporting their Fellow on an on-going basis after the Globalizer program; a Strategy Thought Partner might introduce a Fellow to an organization that will replicate the Fellow's model; two Fellows might identify synergies and start a project together.

More than **850** business executives, consultants and Strategy Thought Partners from all around the world have been engaged in advising social entrepreneurs on their scaling strategy with a consistent volume of repeat engagements. **83%** of Globalizer participants reported that the program has fostered important new relationships to help them on their scaling strategies and **15%** feel that connections have been “game-changing” for their future: cases in which, for example, it fostered a joint venture with an international corporation, it led to the creation of an entirely new entity, or it favoured to a big fundraising success. Big impact for Fellows, with respect to new connections, were not only achieved by the three-month advisory process, but also by the conclusive summit: **60%** of the surveyed Fellows in fact report to have established “highly important” connections with the Strategy Thought Partners met at the Summit.

Connections and fundraising

When joining Globalizer, a large majority of social entrepreneurs consider the lack of finances as the greatest obstacle to their scaling. As explained earlier, the entire Globalizer process aims at changing this paradigm and the Fellow's attitude towards scaling, helping them focus on a variety of different aspects of their strategy including how to scale not by building an expensive organizational expansion plan but by enabling others to take up the work. Nonetheless, the availability to funds remains an important element. Leaving it at the margin, however, while structuring a scaling strategy helps overcome the feeling of being stuck due to the lack of it.

It is therefore remarkable to note that, despite not being the main focus of the Globalizer advisory process and Summit, **50%** of the participants declare that the program had some influence on accessing new sources of funding. Globalizer equips social entrepreneurs to develop robust and compelling strategies, which often enable them to obtain funds. **The total amount leveraged so far by those Fellows crediting Globalizer for this success reaches well over \$10 million.**





A GLOBALIZER STORY

Sharon Terry was elected Ashoka Fellow in 2009 and in 2011 she participated to the Vienna Globalizer Summit. As the Founder and CEO of Genetic Alliance, a network of more than 10'000 health organizations, she has developed a number of tools and resources that enable parents and patients living with genetic conditions, science, government, industry and the citizen sector to collaborate in the development of treatments for rare and neglected genetic diseases.

When Sharon joined the Globalizer, she had a precise goal in mind: accelerating the access to treatments for particularly rare diseases. She had not yet imagined exactly how they would achieve this goal. "Globalizer was amazing for me: one of my Strategy Thought Partners introduced me to people at his company, Merck. That's how I met Caroline Kant, with whom **we have spun out of Merck a new non-profit, EspeRare. I am the President.**"



This organization aims at uncovering the potential of existing molecules to address severe therapeutic unmet needs in rare diseases, addressing the translational gap in rare disease drug development.

Today Caroline Kant is also an Ashoka Fellow. Through EspeRare she is working on 3 drug repositioning programs for treatments and on 3 others in the elaboration phase. And through this new organization Sharon Terry is achieving her goal of scaling the impact of her idea, with a whole new foundation and team advancing a key part of the process.

Sharon shares how critical the Globalizer program was for her: "Through the Globalizer some phenomenal mentors challenged me to take my ideas to the next level. I crystalized a plan with their help. Had I not gone through the program, I would have not been ready to present to Merck the work I do and the aims I had."

WALKING THE TALK

“The GlobalizerX on Technology gave us beautiful outcomes including a whitepaper by AT Kearney on "Technology As a Catalyst to Scale" and an hour long documentary on leading mainstream national television channel. We see this as a big step towards framework change, amplifying new collaborative leadership space.”



SUNISH JAUHARI
ASHOKA INDIA DIRECTOR



The Globalizer continually draws lessons from the Fellows' experiences and shares insights with broader audiences about systemic change and what it takes to achieve it.

In 2014 the Globalizer team made a decision to “walk their talk” and launched the **GlobalizerX program** to enable Ashoka offices to run a local and smaller-scale Globalizer program for their Fellows, who are given access to the Globalizer tools and are engaged in a 6-month program with advisors. This program has had meaningful impact for many countries where Ashoka operates: new partnerships arose in Europe, India and East Africa between local Ashoka offices and firms such as McKinsey & Company, A.T. Kearney, Accenture, Oracle, Siemens, Bosch and Schneider; GlobalizerX tools and methodology have also been used for a new refugee Ashoka program launched in Germany in 2015 and for the “This Works” program focused on bringing employment solutions to Southern Europe; GlobalizerX was an occasion to re-engage hundreds of local Ashoka Fellows in Indonesia and in East Africa; Indian GlobalizerX Fellows were also the subject of a TV documentary programme on a widely-viewed local channel.

Additionally, to further spread and share the Globalizer's message and learning, Ashoka has published 20 articles on scaling social impact, across multiple publications such as Innovations, Stanford Social Innovation Review, the Guardian, Social Edge and Forbes. In addition, video resources published by Ashoka Globalizer have reached **approximately 12'000 viewers**. Social media coverage during the Summits has reached peaks of 1 million estimated Twitter views.

Through a partnership with GEO (Grant Makers for Effective Organizations) more than 400 **grantmakers have been exposed to a paradigm shift in funding the scaling of social impact** (beyond the organizational growth). A conference was held for GEO’s funders in Seattle in 2013 and a Report was published⁷. The Social Impact Exchange - a major network of social impact investors led by the Growth Philanthropy Network and Duke University’s CASE - adopted a broader definition of scaling to include scaling impact beyond organization growth, influenced by the work of Globalizer. The buy-in and adoption by these organizations serve to accelerate a widespread change in mindset.

Globalizer spreads its perspective on system change, indirect impact and openness on a regular basis via **public workshops and lectures**, as well as through other programs and organizations in the social entrepreneurship ecosystem. For each Globalizer round, Ashoka staff hold workshops for participating Fellows, their teams and the advisors engaged. Moreover, members of the Globalizer team have spoken about this approach during many social entrepreneurship conferences and lectures in Germany, Peru, Spain, the United States, and the UK.



⁷ GEO and Ashoka, 2013, Pathways to Grow Impact, Philanthropy’s Role in the Journey.



THESE SUCCESSES WOULD
HAVE NOT BEEN POSSIBLE
WITHOUT THE SUPPORT OF:



PARTNERS

- | | |
|--------------------------|-------------------------------|
| Alliance for Global Good | Phillips Foundation |
| Robert Bosch Stiftung | Reach for Change |
| CAF | Schneider Electric Foundation |
| Deutsche Welle | Swiss Development Cooperation |
| eBay Foundation | Siemens Foundation |
| Fossil Foundation | Skoll Foundation |
| Gates Foundation | SWIFT |
| GIZ | Vodafone Institute |
| LEGO Foundation | WISE |
| MasterCard Foundation | |

ADVISORY
PARTNERS

- | | |
|---------------|------------------------|
| Accenture | Latham & Watkins |
| AlphaSights | Linklaters |
| A.T. Kearney | McKinsey & Company |
| Deloitte | PricewaterhouseCoopers |
| Hogan Lovells | Ashoka Support Network |

KNOWLEDGE
PARTNERS

- Endeva
GEO

WITH THE ADDITIONAL SUPPORT OF

- | | | |
|---|---|---------------------------------|
| Ashoka Changemakers | FSG | Oracle |
| Bavaria Foundation | Google Foundation | SAP |
| Bertha Centre for Social Innovation and Entrepreneurship at University of Cape Town | Hystra | SC Johnson |
| BMW Foundation | Indian Institute of Technology Madras | Singapore Management University |
| Cámara de Comercio Bogotá | Instituto Tecnológico de Buenos Aires | Stockholm School of Economics |
| DLD | Juan Valdez Café | The Lemelson Foundation |
| | KfW Bank | |
| | Lien Centre for Social Entrepreneurship | |

We thank the following people for their support with the evaluation study that this report is based on:

- Benjamin Tschauner (Project Manager, McKinsey & Company)
Max Backhaus (Academic Supervisor, University of Cologne)
Alejandro Witt, Jonathan Candel, Rita Yunhsuan Huang, Robin Henke, Wanyi Zhao (Student team, University of Cologne)

“The Globalizer program is a much needed experience for social entrepreneurs who have gained traction in their work. It is a truly helpful exercise for those who are actually scaling and those who are looking to scale. It allows entrepreneurs to do what they should: think about the future of their fields and how their organizations can play a part in shaping that transformation.”



ABU MUSUZA, VILLAGE ENERGY
(2016 GLOBALIZER ON HEALTH AND LIGHTING)



ASHOKA GLOBALIZER
ACCELERATING
IMPACT
WORLDWIDE

globalizer@ashoka.org
www.ashokaglobalizer.org