

# Philanthropie Aktuell

Center for Philanthropy Studies (CEPS), University of Basel  
Steinengraben 22, CH-4051 Basel  
Tel.: +41 61 207 23 92, E-Mail: [ceps@unibas.ch](mailto:ceps@unibas.ch)  
[www.ceps.unibas.ch](http://www.ceps.unibas.ch)

## EDITORIAL

Dear readers,



Every organization has an inherent self-preservation instinct. A perpetual purpose, as with foundations, is very helpful for self-preservation. At the same time, however, it can also be paralyzing to

know that one's own purpose never has to be fulfilled. Without falling into a kind of last-minute panic and only thinking in the very short term, foundations should pay more attention to the factor of time in their grant-making. The best way to promote development and innovation - in society, business or research - is for foundations to formulate their own expectations and goals as to where the journey should take them. Foundations are not left to their own devices, but can join forces with many other players in society.

The example of the Kick Foundation in this issue and the Age-Stiftung, which presented its new strategy at an event in early February, show what can emerge from such processes. It is precisely because of their (theoretically) unrestricted nature that foundations can create scope and freedom to find and develop new solutions.

Wishing you a pleasant read,  
Georg von Schnurbein

## NPOs Create the Future

**NPOs make a valuable contribution to creating the future. Grant-making foundations can, for example, provide risk capital for innovative ideas. The funded organizations must equally consider social and economic aspects. By Lucca Nietlispach**

Intentions to shape the future are increasingly based on the desire to change systems in their entirety. In this way, social, ecological and economic systems are to be sustainably improved at the same time. This approach was prompted, among other things, by the criticism that NPOs only address symptoms. For NPOs, however, the question arises as to how such «systems thinking» can be implemented in practice. Social innovations take decades and their course is unpredictable. Even the most complex impact analysis model will never be able to map such a process in advance.

In any case, it is clear that one organization cannot do it alone. Broad collaborations are needed. Different NPOs take on different roles. Foundations, for example, can be active at a political level through advocacy. However, grant-making foundations in particular are also in a position to provide risk capital to young and innovative organizations. These organizations strive to take equal account of social and economic aspects. This hybrid approach is intended to internalize the complexity of systems within the organization.

### Foundations Foster Innovation

Founding an organization is becoming easier and easier. The invention and spread of the Internet has contributed significantly to this. Today, information

is virtually freely accessible and communication channels are much shorter. A clever idea and its skillful implementation can bring about influential social change in the long term through leverage. Nonetheless, there comes a time for almost every growing organization when it needs an external funding boost. In particular, ideas that follow a grand vision and tackle a social problem at its root often lack funding. This is where grant-making foundations are important players, as they are able to provide risk capital for these innovative ideas. For example, a foundation can allow itself that entrepreneurial activities do not immediately generate profit. In addition, foundations can be much more agile than the political system.

### Social Mission and/or Market

There is certainly the potential for a harmonious relationship between market participation and social mission – the profit generated on the market can ideally be continuously reinvested to achieve the social objective. In this way, the organization can grow and, with more financial resources, become increasingly effective in solving a social problem. However, there are many hurdles in the world of entrepreneurship that hinder this approach. In fact, it takes considerable effort to avoid losing sight of both social and economic goals.

However, there are ways to deal with

## CONTENT

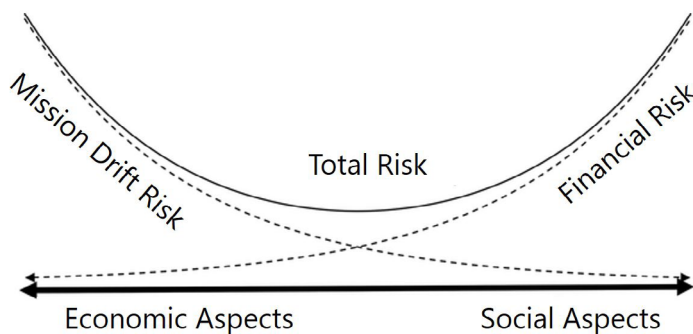
NPOs Create the Future	01
It Is About More Than Good Ideas	02
Interview: Dr. Suzanne Avedik	03
Impact, Impact, Impact...	04
Calendar	04

this hybridity. First of all, it is important to note that there are different hybrid business models. For example, some organizations make a social contribution by selling their product to disadvantaged target groups at a lower price. Others achieve the social impact not through the product itself, but through an inclusive manufacturing process, such as in work integration. Fairphone is another example of the latter type of business model. The social enterprise has made the manufacturing process of its smartphone transparent and uses as few conflict minerals as possible.

Regardless of the business model, it is essential to facilitate regular exchanges between parties with different orientations within the organization. However, such «positive confrontations» can only take place if there is a strong common vision that can be used as a guide. Regular exchanges with external stakeholders on both sides also help to ensure that none of the objectives are lost sight of.

A balancing act awaits organizations that pursue social and economic goals in equal measure. The extremes of economic or social orientation harbour risks that jeopardize organizational sustainability.

Source: Own illustration (based on Lamy, 2019)



### The Role of Politics

For these projects to succeed more often, they would also need to be supported at a legislative level. A framework is needed to reconcile mission and profit. Recent developments are moving in this direction. For example, the motion «promotion of social enterprises» will be discussed in the «Ständerat» in spring. Many questions remain unanswered. It remains to be discussed whether a new legal form is needed for these hybrid organizations

or how their governance should be structured.

Lucca Nietispach, M.A. in Business Innovation, is a research assistant and doctoral candidate at CEPS. His dissertation investigates innovation support programs and the compatibility of social and economic objectives.

## Why Social Innovation Is About More Than Just Good Ideas

The [Social Innovation Lab](#) sees itself as an intermediary between social start-ups and the established sector in the process of social change. This is about more than just good ideas and the collaboration between different actors.

An actually trivial finding of innovation research is that there are no simple solutions to the social challenges of the 21st century (from social equality and climate change to fair prosperity, health, etc.). There are not even complicated solutions, because social developments are complex and cannot be predicted or planned in cause-and-effect relationships. It is obvious that no single actor, nor a network of several actors, can become so large that it can solve a social challenge (inclusion of people with disabilities in the first labor market) with its solution (e.g. an inclusive café). Instead, complex challenges require entire systems to be «toppled».

The realization itself is the only thing that is trivial about it, because many social practices follow other narratives: We expect the next big thing, the groundbreaking collaboration, project idea or institution that will finally solve our problems. Funding practices also favor social unicorns (or unicorn

alliances) – those who credibly declare that they are doing things differently, disruptively, are sought out and funded.

As an intermediary, we are not free from this narrative either. We want to make social entrepreneurs (new players) successful and institutions such as welfare organizations and ministries (the existing structures) more innovative. Social entrepreneurs work with us to develop solutions for disadvantaged target groups – from sports programs and language courses with childcare to new forms of participation. We support ministries and welfare organizations in making their work more innovative (e.g. less hierarchical) and their services more target group-oriented (e.g. individually selectable). Ideally, new players become part of the existing structures and thus change the system slightly.

After five years of experience, however, we understand that our work with both actors is not primarily effective due to the individual projects or the transitions

into the existing structures. Rather, the transformative potential of our work lies in the totality of a portfolio of activities that address societal challenges. Our role is to curate the portfolio, to think and act in a networked and systemic way. This is because strategic innovation approaches describe portfolios as something that makes tipping points in complex systems more likely. This is achieved when inclusion appears in surprising places or is no longer worth mentioning because it is commonplace. Our funding practice should therefore focus more on strategic innovation in the form of curated portfolios.

Jella Riesterer

The author is the managing director of the [Social Innovation Lab](#). The Lab is looking for partners who are keen to experiment and are interested in helping to curate and better understand the effectiveness of portfolios.

## «We Build a Bridge Between Science and the Economy»

**Ernst Göhner Foundation manages to create synergies between the foundation's purpose and entrepreneurial activities. In the area of innovation support, it is a co-initiator of the Kick Foundation and its initiative Venture Kick, which contributes to the promotion of entrepreneurship in Switzerland. Suzanne Avedik, President of the Kick Foundation, tells us more about the activities in this area.**

**CEPS:** The Ernst Göhner Foundation is not only a charitable foundation, but also a corporate foundation. How does this affect the foundation's activities?

**S.A.:** The Ernst Göhner Foundation has both an entrepreneurial and philanthropic character and also pursues the purposes of a family foundation. The foundation's assets consist of company shareholdings, real estate and financial investments. Every year, the foundation distributes a considerable portion of its profits for charitable purposes in the areas of culture, the environment, social affairs, education and science.



Dr. iur. Suzanne Avedik was responsible for the areas of science & education and social affairs at the Ernst Göhner Foundation and was Deputy Managing Director until 2022. Since then, she has continued to dedicate herself to projects in the startup sector as President of the Kick Foundation and on the Venture Kick Strategy Council. She is also on the SwissFoundations Board and CEPS Advisory Board.

As a grant-making foundation, it fulfills the more traditional role as a «benefactor» in the service of society, while as a corporate foundation it fulfills its commitment through economic activities and company investments. This dual role creates synergies that go beyond the traditional funding model: The entrepreneurial activities generate financial resources, which in turn flow into the foundation's funding projects and ultimately result in a more sustainable impact of the foundation's activities. However, this combined form of foundation is also a challenge and requires clear and effective interfaces between the charitable and entrepreneurial activities through defined objectives, independent control and strategic planning.

**CEPS:** The foundation is also involved in the start-up support initiative «Venture Kick». What is the strategy behind the promotion of start-ups?

**S.A.:** Venture Kick is one of the initiatives co-financed by the Ernst Göhner Foundation in the area of promoting

entrepreneurs. It is carried by the Kick Foundation. The key to the development of the program together with Gebert Rüt Stiftung, and the ongoing funding together with other partners since its inception in 2007, is the belief in the great business potential of science at Swiss universities. The mission of Venture Kick is to close the gap in the innovation chain through the competitive process by identifying and promoting high-risk but high-potential business ideas at an early stage.

With Venture Kick, we build a bridge between science and the economy, connect university researchers with companies and investors, promote the development of pioneering technologies and entrepreneurship, create jobs and help to support the dynamic development of a sustainable, globally competitive Swiss economy.

As a private foundation – in contrast to state structures – it has the opportunity to invest in such funding initiatives thanks to its willingness to take risks and its flexibility.

**CEPS:** What should foundations that want to promote innovation bear in mind?

**S.A.:** By providing targeted financial support, foundations help to promote new ideas, drive scientific progress and enable a sustainable contribution to social development in various areas such as technology, environmental protection or social welfare.

A number of success factors need to be taken into account by funders. In my opinion, the most important are, on the one hand, a clear vision. It should be clear which types of innovations should be promoted at which stage of their development. On the other hand, strategic and financial cooperation with various players in the ecosystem is important. These include research institutions, companies and start-ups – always with the aim of sharing knowledge and utilizing intellectual resources.

Innovation processes take time, which is why foundations should also take a long-term perspective and regularly

assess the funding measures in terms of quantity and quality. In addition to patience, flexibility is also required so that foundations can quickly adapt their grant-making to the dynamic innovation environment, new trends and framework conditions as well as their own evaluation results.

**CEPS:** Many thanks and all the best for your future!

## CEPS INSIGHT

### New Foundation Consortium

With the signing of a funding agreement between SwissFoundations and the University of Basel at the beginning of 2024, the continued support of CEPS by Swiss foundations was confirmed. A consortium of 12 foundations will support the research work of CEPS over the next five years.

Three research areas have been defined for the coming years under the slogan «The NPO of the future» which will cover the inputs and results of the sector as well as the management of NPOs and foundations. Overall, the economic and socio-cultural significance of philanthropy is to be examined and philanthropic services for society better presented. Equally important is the transfer of knowledge into practice through executive education, publications and data analysis. The following foundations are now members of the fourth consortium: Age-Stiftung, Asuera Stiftung, Christoph Merian Stiftung, Gebert Rüt Stiftung, Ria und Arthur Dietschweiler Stiftung, Stiftung für Kunst, Kultur und Geschichte (SKKG), Stiftung Mercator Schweiz, Stanley Thomas Johnson Stiftung, Swiss Life Stiftung Perspektiven, Thomi-Hopf-Stiftung, VELUX Stiftung, Ernst Göhner Foundation.

<https://ceps.unibas.ch/en/about-us/sponsors/>



**Impact, Impact, Impact...**

Every NPO is concerned with the question of impact. The CAS «Wirkungsmanagement in NPO» is not just about how impact can be measured, but also about comprehensive impact management. This entails a continuous striving for improvement.

Impact measurement focuses on the quantification of results, whether in the form of figures, statistics or reports. It answers questions such as «How many people have benefited from a project?» or «What measurable changes have we brought about?». As a rule, immediate effects are measurable, but not the long-term impact of projects or programs.

Impact management, on the other hand, goes beyond the mere measurement of effects and refers to the vision, strategic planning and implementation of measures to achieve the desired results. It is about using resources effectively, optimizing processes and overcoming obstacles. This means a continuous process of reflection, adaptation and innovation.

An important aspect of this is the inclusion of stakeholder needs and feedback. Through dialogue with stakeholders, organizations can identify and proactively address potential risks and undesirable side effects. Furthermore, impact management plays a crucial role in promoting learning processes within the organization. Continuously looking at what works and what does not helps organizations adapt to changing circumstances.

Overall, impact management is a dynamic process that goes far beyond the mere measurement of results. It is about consciously shaping change by using data, involving stakeholders, promoting learning processes and continuously striving for improvement. While impact measurement tells us where we are, impact management shows us how we can achieve our goals.

Dr. Elisabeth Hasse

**NUMBER OF THE QUARTER  
91**

We are pleased to announce that CEPS will serve once again Country Expert for the Global Philanthropy Environment Index (GPEI). The GPEI is a global report compiled by more than 100 experts at country level. It assesses the environment for philanthropy in 91 countries. The GPEI is published by the IU Lilly Family School of Philanthropy.

<https://globalindices.iupui.edu/environment-index/index.html>

**New «Freiburger Modell»**

A standard work in a new guise - the 10th edition of the «Freiburger Management Modell für NPO» is published.



The «Freiburger Management Modell für Nonprofit-Organisationen» – FMM for short – was my introductory reading for the NPO world as a student. It is now

available in its 10th edition and has been significantly developed not only graphically but also in terms of content. The basic structure based on the systems theory of the St. Gallen School with system, marketing and resource management has been retained, but the areas of tension in NPOs have been revised in advance and topics such as digitalization and sustainability, which are not yet fully integrated in the actual model, have been included in the final trends. In terms of content, the FMM still offers a comprehensive and logically coordinated overview of all management areas in NPOs. This makes it a very good introduction to NPO management for today's students - as well as for practitioners!

Georg von Schnurbein

<https://www.haupt.ch/buecher/soziales-wirtschaft/das-freiburger-management-modell-fuer-nonprofit-organisationen.html>

**CALENDAR**

Executive Education

**CAS Nonprofit Governance & Leadership**  
3 Modules – Sigriswil & Basel  
Start: 8 April 2024

**CAS Wirkungsmanagement in NPO**  
3 Modules – Wilen & Basel  
Start: 19 August 2024

**IL Finanzmanagement in NPO**  
Gunten  
4 - 8 November 2024

**Philanthropie am Morgen**  
Basel – 13 June 2024  
Zurich – 18 June 2024

**MAS/DAS in Nonprofit Management & Law**  
Start at any time

[Register Now -> CEPS Executive Education](#)

**FURTHER DATES**

**PPCmetrics-Stiftungstagung**  
**PPCmetrics AG**  
14 May 2024, Zurich

**Deutscher Stiftungstag 2024**  
**Bundesverband Deutscher Stiftungen**  
14 - 15 May 2024, Hannover

**13. Basler Stiftungstag**  
**Stiftungsstadt Basel**  
27 August 2024, Basel

**12. Beste Stiftungsratspraxis**  
**Europa Institut der Uni Zürich**  
27 August 2024, Zurich & online

**Schweizer Stiftungssymposium 2024**  
**SwissFoundations**  
12 September 2024, Sursee

**LEGAL NOTICE**

**PUBLISHER**



University of Basel



Center for Philanthropy Studies,  
Steinengraben 22, 4051 Basel  
[www.ceps.unibas.ch](http://www.ceps.unibas.ch)  
[twitter.com/CEPS\\_Basel](https://twitter.com/CEPS_Basel)  
[linkedin.com/company/cepsbasel](https://linkedin.com/company/cepsbasel)

**EDITOR**

Lucca Nietlispach  
([lucca.nietlispach@unibas.ch](mailto:lucca.nietlispach@unibas.ch))

**LAYOUT & PICTURES**

a+ GmbH  
© unsplash  
© CEPS 2024

Available online:  
[ceps.unibas.ch/en/philanthropie-aktuell/](https://ceps.unibas.ch/en/philanthropie-aktuell/)