Social Entrepreneurship: a Visual Approach

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Framework: Knowledge Visualization for Social Entrepreneurship

Phases

1. Idea generation
   - Key innovative idea
   - Content: Entrepreneur(s)
   - Target audience: Entrepreneurs and consultants or partners
   - Visual methods: Hand drawings, sketches and creativity methods
   - Tools: Sketches, images, modifications

2. Business Model Development
   - Key idea in a business context/system
   - Template, i.e. Business Model Canvas
   - Visual methods: Templates, scenario drawings and infographics
   - Tools: Presentations, large poster or dedicated software application, photographs

3. Fundraising
   - Benefits of the offering
   - Benefits of the product and instructions
   - Visual methods: Scenario drawings and infographics
   - Tools: Software for creating infographics, PowerPoint, SketchUp, storyboards, timelines

4. Planning
   - Rollout steps for the development of the idea
   - Timeline
   - Visual methods: Storyboards, interactive and tangible visualizations
   - Tools: Software for creating infographics, PowerPoint, SketchUp, storyboards, timelines

5. Product design and instructions
   - Benefits of the product and instructions
   - Storyboards, interactive and tangible visualizations
   - Visual methods: Storyboards, interactive and tangible visualizations
   - Tools: Software for creating infographics, PowerPoint, SketchUp, storyboards, timelines

6. Promotion and Scaling
   - Communicate diffusion mechanisms, developments and achievements
   - Public and the media, second-tier investors and grant agencies
   - Visual methods: Storyboards, interactive and tangible visualizations
   - Tools: Software for creating infographics, PowerPoint, SketchUp, storyboards, timelines

7. Monitoring
   - Information on the performance
   - Information visualization tools: Mindjammer (www.mindjammer.com)
   - Visual methods: Information Visualization and Assessment templates
   - Tools: Information visualization tools: Mindjammer (www.mindjammer.com)
<table>
<thead>
<tr>
<th>Schedule</th>
<th>Content</th>
<th>Readings (before class)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day 1:</strong></td>
<td>Introduction to SE and cases. A visual approach framework to Social enterprising. Idea generation and creativity in SE.</td>
<td>“Visualizing Social Enterprises” “Serving the world's poor”</td>
</tr>
<tr>
<td><strong>Day 3:</strong></td>
<td>Strategizing and Planning. Scaling strategies.</td>
<td>Optional: “Microfranchising”</td>
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<td><strong>Day 4:</strong></td>
<td>Social Impact evaluation. Students’ presentations-----</td>
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**Evaluation Criteria:**
Develop a SE project with the tools presented in class -> develop a SE or be a consultant for an existing SE & present the outcome the last day of the course.
The evaluation is based on a group project:
- 50% Presentation the last day of the course - 10 minutes per group, plus Q&A. To be delivered by email to bresciani.sabrina@gmail.com
- 50% Written report of max. 1000 words + images To be delivered by email to bresciani.sabrina@gmail.com before November 30th.

Language: The assignments can be written and presented in Spanish or English.
Readings


Case:

Suggested optional readings:
Teaching Approach

- Novel visual approach to understand the core concepts and building blocks of Social Entrepreneurship
- Development of a social project plan
- Experience visual tools to develop entrepreneurial ideas (beyond the business plan)
Visual tools

Thinking/Collaborating
- objects (i.e., legos)
- Sticky notes
- Whiteboard

Digital
- Videos (i., with Premiere)
- HTML5 / Java
- Piktochart, Venngage (infographics)
- Adobe Photoshop, Illustrator
- Prezi
- Timetoast (timelines)
- PPT/Keynote
- Pdf

Analog
- Sketching
What is Social Entrepreneurship

Social Enterprise

Social Entrepr. ≠ Social Business ≠ Fairtrade ≠ CSR (RSC/RSE) ≠ BOP

Legit format: Is a SE... - for-profit business?
- a non-for-profit (NGO/charity/foundation)?
When is a NGO a SE?

A social business is...
Social Enterprise: an organization or venture that achieves its primary social or environmental mission using business methods.

Definition from the Social Enterprise Alliance
What is a social enterprise?

Social Enterprises are organisations that:

Have an **economic, social, cultural or environmental mission** aligned to public or community benefit.

Trade to fulfill their mission.

Derive a substantial portion of their income from trade.

Reinvest the majority of their profit/surplus in the fulfillment of their mission.
Venture Philanthropy

Source: shærpa and EVPA
What is Social Entrepreneurship

Social Enterprise: an organization or venture that achieves its primary social or environmental mission using business methods.

Social Entrepr. ≠ Social Business ≠ Fairtrade ≠ CSR ≠ BOP (RSC/RSE)

Base/Bottom of the Pyramid

Legal format: Is a SE a...
- for-profit business?
- a non-for-profit (NGO/charity/foundation)?
When is a NGO a SE?

A social business is...

En el Peru:

Your SE experience
Social Entrepr.

Legal format: Is a SE a...
- for-profit business?
- a non-for-profit (NGO/charity/foundation)?
When is a NGO a SE?
En el Perú:

<table>
<thead>
<tr>
<th>Figura legal de la Organización</th>
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<tbody>
<tr>
<td>Asociación</td>
<td>53%</td>
</tr>
<tr>
<td>Cooperativa</td>
<td>1%</td>
</tr>
<tr>
<td>Empresa Individual de Responsabilidad Limitada (EIRL)</td>
<td>6%</td>
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<tr>
<td>Fundación</td>
<td>3%</td>
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<tr>
<td>Otro</td>
<td>21%</td>
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<tr>
<td>Sociedad anónima (S.A.)</td>
<td>16%</td>
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<tr>
<th>Necesidad Atendida</th>
<th>Porcentaje</th>
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<tr>
<td>Educación y acceso al conocimiento</td>
<td>15.4%</td>
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<td>Salud y bienestar</td>
<td>11.7%</td>
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<tr>
<td>Inclusión socio-laboral</td>
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<tr>
<td>Otro (específico)</td>
<td>10.1%</td>
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<tr>
<td>Arte y cultura</td>
<td>9.6%</td>
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<tr>
<td>Participación ciudadana y movimientos ciudadanos</td>
<td>8.5%</td>
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<tr>
<td>Energía y medio ambiente</td>
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<td>Igualdad de oportunidades y lucha contra la discriminación</td>
<td>6.4%</td>
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<tr>
<td>Alimentación y consumo</td>
<td>5.9%</td>
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<td>Comunicación y redes sociales</td>
<td>4.3%</td>
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<td>Turismo sostenible</td>
<td>3.7%</td>
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<td>Vivienda y urbanismo</td>
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<td>Transporte y movilidad</td>
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<tr>
<td>Transparencia de mercados y desintermediación de cadenas de suministro</td>
<td>1.6%</td>
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Source: Susy CABALLERO, Rosa María FUCHS and María Angela PRIALÉ, La influencia de los rasgos de la personalidad en la creación de una empresa social: El caso de los emprendedores sociales peruanos, Universidad del Pacífico
Social Business

A social business is....
Fairtrade

http://www.cafedirect.co.uk/
BOP
Base/Bottom of the Pyramid

An idea can change the world...

THE FORTUNE AT THE BOTTOM OF THE PYRAMID
Revised and Updated Fifth Anniversary Edition
from C.K. PRAHALAD

The World Economic Pyramid

- Individual annual income
  - 0.5 billion: Mature markets: >$20,000
  - 2 billion: Emerging markets: $2,200 to $20,000
  - 4 billion: Survival markets: <$2,200

Population

- Untapped market

Most companies focus on mature and emerging markets, while the huge market of 4 billion people living on less than $3,200 a year goes largely untapped.

World Resources Institute

Unilever

BEYER SANITATION

http://www.uniliver.com/sustainable living 2014/enhancing...
An idea can change the world...

THE FORTUNE AT THE BOTTOM OF THE PYRAMID
Revised and Updated Fifth Anniv. Edition

from C.K. Prahalad
The World Economic Pyramid

Individual annual income (2005 USD in Purchasing Power Parity)

- Mature markets: >$20,000
- Emerging markets: $3,260 to $20,000
- Survival markets: <$3,260

Population

Most companies focus on mature and emerging markets, while the huge market of 4 billion people living on less than $3,260 a year goes largely untapped.

World Resources Institute
Estimated BOP market by sector
$5 trillion

- ENERGY
- FOOD
- HOUSING
- WATER
- HEALTH
- ICT
- TRANSPORTATION
- OTHER

WORLD RESOURCES INSTITUTE
Unilever

BETTER SANITATION

We recognise the importance of a holistic approach to the interconnected issues of poor hygiene, lack of safe drinking water and poor sanitation.

IMPROVING ACCESS TO SANITATION

An estimated 2.5 billion people – over one third of the world’s population – are without access to adequate sanitation, and of these, over 1 billion continue to defecate in the open. There are still 45 countries in the world where less than half the population has access to adequate sanitation facilities. 800,000 children die every year from diarrhoea caused by unsafe water, poor sanitation and hygiene. That’s more than 2,000 children a day.¹

Creating Buying Power
- Access to credit
- Income generation

Improving Access
- Distribution systems
- Communications links

Shaping Aspirations
- Consumer education
- Sustainable development

Tailoring Local Solutions
- Targeted product development
- Bottom-up innovation
Your SE experience

I heard about... KNOWLEDGE I was involved with...
Cases and examples

The most famous case

Grameen Bank
Banking for the Poor

Serve unserved markets

Solar power
3D printing for amputees

Peru

Recycle
EcoScraps, USA

Give jobs
Fondazione Diamante Svizzera

Innovative models

Microfranchising
Replication of a proven business system to alleviate poverty - reduced risk & faster growth

Honey Care, Africa

Robin Hood model
Aravind eye care

Pay if successful

Social Finance UK

Social Impact Bond, also known as a Pay for Success Bond, is a contract with the public sector in which a commitment is made to pay for improved social outcomes that result in public sector savings. The expected public sector savings are used as a bonus for raising investment for prevention and early intervention services that improve social outcomes.

Scopa Foundation, New York
scopafoundation.org
The most famous case

Grameen Bank
Banking for the Poor

Founded in 1976 has both pioneered the development of micro-finance.
Problem: traditional banks refused to grant loans to the poor without collateral.
Grameen Bank gives loans to over 7.5 million poor people-97 percent of whom are women.

How it works:
- Groups of 5 women neighbor but not relatives => receive the loan as a joint liability group.
- Repay weekly.
If one member cannot pay, the other members will have to pay.

Grameen group has created nearly 30 businesses designed to alleviate poverty
(Grameenphone, GrameenVeolia, GrameenDanone)

Serve unserved markets

Solar power

African Solar Rise

where there is no electricity

3D printing for amputees

A small company in California is giving Sudanese amputees a chance to live better lives.

The organisation uses 3D printing to create prosthetic limbs and has shared that technology with medics in conflict areas of the country.

Solar power

where there is no electricity

African Solar Rise

Issues: no saving to buy solar products; distribution (in Africa)
solution:
- loans
- "pay as you go"

- microchip embedded in the solar energy system
- prepaid system activates/deactivates
- Once fully paid, the systems unlock permanently
A small company in California is giving Sudanese amputees a chance to live better lives.

The organisation uses 3D printing to create prosthetic limbs and has shared that technology with medics in conflict areas of the country.

Recycle EcoScraps, USA

1. collects food waste from restaurants and wholesalers
2. composts the waste into potting soil
3. sell it for $8.50 a bag in nurseries and garden stores
Give jobs
Fondazione Diamante, Switzerland

Employ 300 people with disabilities
Different types of jobs + hostel + therapies

Restaurants and catering
Food production
Shops
Business Processes
Printing

http://www.f-diamante.ch/galleria/index.html
Rainforest expeditions

Ecotourism
Lodges owned by the local community
http://www.inppares.org/misionyprincipios

Source: Rosa María Fuchs, María Ángela Priale y Susy Caballero, Empresas sociales como catalizadores del desarrollo en las regiones del Perú, Universidad del Pacifico
Alerta project
Voxiva + Peru Ministry of Health for disease surveillance application:
- reaching remote areas
- faster and more precise data collection
servicio de saneamiento básico a las familias que carecen de sistemas de drenaje en Lima Metropolitana, a través de la instalación de sanitarios secos y portátiles. Se cobra un precio razonable por el servicio, soporte técnico, materiales y recogida de residuos, que luego son objeto de compostaje en su centro de operaciones.
taller de capacitación profesional con el objetivo de apoyar a jóvenes mujeres internadas en el Hogar Santa Rosa
Ingenimed diseña, produce y comercializa equipos de fototerapia de luz azul llamados “NEOLED”, un tratamiento de alta calidad y coste-efectivo para la ictericia neonatal. -

Aproximadamente el 50% de los recién nacidos tiene alguna incidencia de ictericia neonatal y de entre el 4% y el 6% desarrolla ictericia patológica. En 2013, unos 41,000 niños requirieron tratamiento de fototerapia por este mal. Si no se trata adecuadamente, la ictericia puede causar problemas neurológicos permanentes. La tecnología disponible para el tratamiento de las zonas rurales es inadecuada.
CONASE links Andean smallholder farmers with industrial buyers of cereals, restructuring the supply chain to help redistribute a greater share of the value created to the farmer. It collaborates with small-holder oat farmers to improve their agricultural practices. Its careful selection of specific cereals (the Blanco Mantaro oats, for example) offers a more viable alternative to traditional and less profitable crops, such as wheat. The enterprise also processes the oatmeal to supply high-quality, nutritious cereal to children participating in the Peruvian government’s School Breakfast Program.
Innovative models

Microfranchising

Replication of a proven business system to alleviate poverty = reduced risk & faster growth

Particularly useful for the poor:
1. don't have basic knowledge/training/access to sourcing
2. provide jobs
3. Serve the poor with goods/services

Fundación Paraguaya

Kit de lentes - partnership with VisionSpring
=> provide local vendors with "a business in a box," each containing 12 pairs of glasses of varying magnification, cases, strings, booklets, and a briefcase.
- buy the kit for $44 receive training.

The women earn about $4.44 per sale

Honey Care, Africa

Solutions:
- Product distribution
- Health
- Education
- Rural Supply chain

http://www.drishtee.com/
Kit de lentes - partnership with VisionSpring
=> provide local vendors with “a business in a box,” each containing 12 pairs of glasses of varying magnification, cases, strings, booklets, and a briefcase.
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Ghana's dairy supplier Fan Milk, for example, partners with hundreds of bicycle ice cream vendors. Vendors come up with an initial sum of money to purchase a bike, and must buy daily inventory—ice cream, milk, yogurt, and popsicles—from Fan. Average profits for vendors, however, are over five dollars a day, well above the average daily income in Ghana of 1.90 dollars.

In this case, the franchisor-franchisee relationship is symbiotic: vendors benefit from Fan Milk's reputation, marketing, and infrastructure, while Fan Milk benefits from having hundreds of motivated salespeople distributing their products.
Solutions:
Product distribution
Health
Education
Rural Supply chain

http://www.drishtee.com/

Training of a women health franchisee at each village cluster
Honey Care, Africa

Honey Care Africa Headquarters
- Quality control, processing, and packaging
- Market access: retail, wholesale, export, and BoP
- Resource management and network administration

Cluster Supervisor
- Aggregate commercial honey volumes
- SWARM data collection
- Maintain community relationships
- Manage for maximum honey production

SWARM Hive Technicians
- Professional beehive management
- Inspect, maintain, and harvest
- Maximize yield for beehive owners

Rural Community
- Families own beehives
- Generate honey income
- Secure land access
Robin Hood model
Aravind eye care

Financial Results

Surgery mix in 2008-09
- Paying 45%
- Free (Camp) 33%
- Free (Direct) 22%

Through a unique business model, Aravind provides free and low-cost eye care to a large number of patients.
Pay if successful

Social Finance UK

Social Impact Bond, also known as a Pay for Success Bond, is a contract with the public sector in which a commitment is made to pay for improved social outcomes that result in public sector savings. The expected public sector savings are used as a basis for raising investment for prevention and early intervention services that improve social outcomes.
Samasource and its partners are cultivating a new industry.

Impact sourcing is a way to take outsourced digital work and give it to people living in poverty in underdeveloped regions around the world. For many, this is the first time they've had access to formal job training and work experience.

Impact sourcing allows people to earn a living wage and to establish a dignified life for themselves and their dependents.

map the business model
# Framework: Knowledge Visualization for Social Entrepreneurship

## Phases

<table>
<thead>
<tr>
<th>Phases</th>
<th>Content</th>
<th>Target Audience</th>
<th>Visual Methods</th>
<th>Motivation</th>
<th>Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Idea generation</td>
<td>Key innovative idea</td>
<td>Entrepreneur(s)</td>
<td>Hand drawings, sketches and creativity methods</td>
<td>Sketches, sketches, and stickies</td>
<td>Paper, sticky notes, flipchart, whiteboard</td>
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</table>
| 2. Business Model Development | Key idea in a business context/system | Entrepreneurs and consultants or partners | Templates, i.e. Business Model Canvas | To make the business idea structured and comprehensive | Large poster or digital software application
| 3. Fundraising | Benefits of the offering | Investors/grant agencies | Scenario drawings and infographics | To offer a synthetic visual explanation and prompt emotional response | Sketches, posters, brochure, website, software for creating infographics, Infographic Canvas.org, UML diagrams |
| 4. Planning | Rollout steps for the development of the idea | Entrepreneurs co-workers and partners | Timelines | To forecast and coordinate work | Poster software, software for creating timelines, Google Calendar, Gantt timeline, Project Timeline, Infotrace Project Management software |
| 5. Product design and instructions | Benefits of the product and instructions | (Potential) customers | Storyboards, interactive and tangible visualizations | To provide clear communication to non-experts and external stakeholders | Software, video, infographics, interactive simulations, social media platforms, video presentations, video presentations on social media, video presentation on social media, video presentations on social media, video presentations on social media |
| 6. Promotion and Scaling | Communicate diffusion mechanisms, developments and achievements | Public and the media, second-tier investors and grant agencies | Diagrams, videos and visual storytelling | Information Visualization and Assessment Templates | Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools |
| 7. Monitoring | Visualizing performance for assessment and monitoring | Managers, investors and the entrepreneurs | Information Visualization and Assessment Templates | To visualize performance | Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools, Information Visualization tools |

## Applications

- **Step 1:** What problem do you want to solve?
- **Step 2:** Define the business canvas & ecosystem
- **Step 3:** Evaluate the canvas & ecosystem
- **Step 4:** Develop the business model
- **Step 5:** Present the model to stakeholders

## Data visualization

- **Solutions:**
  - **Analytics:**
    - **Data Preparation:**
      - Raw Data
      - Clean Data
    - **Data Analysis:**
      - Descriptive
      - Predictive
      - Prescriptive
  - **Visualization:**
    - **Charts:**
      - Bar
      - Line
      - Pie
    - **Maps:**
      - Global
      - Local
    - **Miscellaneous:**
      - Gantt
      - Flowchart
  - **Social Communication:**
    - **Social Media:**
      - Facebook
      - Twitter
    - **Email:**
      - Newsletters
      - Emails
  - **Impact Assessment:**
    - **Surveys:**
      - Online
      - Mail
    - **Impact Metrics:**
      - Social
      - Economic
      - Environmental

## Infographics

- **Tools:**
  - **Software:**
    - Illustrator
    - Photoshop
  - **Web:**
    - HTML
    - CSS
  - **Mobile:**
    - AppMaker
  - **Print:**
    - PrintReady
  - **Video:**
    - Camtasia
    - Adobe Premiere
  - **Miscellaneous:**
    - Adobe Illustrator, InDesign, Photoshop, Illustrator, PowerPoint, Keynote, Prezi, Canva, Google Sketchup, Sketchup, 3D Studio Max, Maya, Blender, etc.
# Framework: Knowledge Management

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Content</strong></td>
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<tr>
<td><strong>Motivation</strong></td>
<td>Sketchiness invites modifications</td>
<td>To make the business idea structured and comprehensive</td>
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<tr>
<td><strong>Tools</strong></td>
<td>Paper, sticky-notes, flipchart or whiteboard</td>
<td>Large poster or dedicated software/application Template: businesmodelgeneration.com</td>
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</tbody>
</table>
Applications

Step 1: Which problem do you want to solve?

Analyzing needs

Step 2: Analyze the context & develop ideas

Understanding the context: Roadmapping technique

Creativity techniques

Concept fun method by Dubrow

Step 3: Select ideas

Ruler

Feasibility

Solution evaluation

Prototype

Step 4: Review & Refine ideas (=ask feedback)

Devil’s advocate, spiral method

World cafe

Template: businessesmodelgeneration.com
Step 1: Which problem do you want to solve?
Millennium Development Goal 1: Eradicate extreme poverty and hunger
In Colombia, the Juan Valdez company is offering higher, more stable incomes to over 500,000 small-scale coffee growers. In the Philippines, where coconut farmers are among the poorest people, CocoTech involves more than 6,000 families in cocofibre net production.

Millennium Development Goal 2: Achieve universal primary education
Tsinghua Tongfang (THTF) markets computers to China’s rural population that include distance education software, both for primary and middle school education and for minority language education. The minority language programme’s online video classes, recorded in quality middle schools with minority students, allow THTF’s rural customers to learn in their own language.

Millennium Development Goal 3: Promote gender equality and empower women
Financial institutions can promote gender equality and women’s empowerment by increasing access to finance—an important need for the many women microentrepreneurs in developing countries. In Russia over 80% of the bank’s clients are women, most of them in retail businesses; in 2006 the bank helped create 4,250 direct and 19,950 indirect jobs. In the Democratic Republic of Congo, many women have gained financial autonomy by reselling Celtel mobile phone airtime.

Millennium Development Goal 4: Reduce child mortality
In Mali, where in 2000 more than 22% of infants died before their first birthday, Pésinet is making a difference in the communities where it operates by providing an early warning method for monitoring the health conditions of children under age five from low-income families. In Saint Louis, Senegal, where Pésinet started, the infant mortality rate fell by more than 90% between 2002 and 2005—from 120 per 1,000 live births to 8.

Millennium Development Goal 5: Improve maternal health
In Cabo Delgado, Mozambique, the liquefied petroleum gas provided by VidaGas improves the sterility of medical instruments used to deliver babies. Where most public clinics were once short of essential drugs, and most maternal deaths resulted from infection and haemorrhage caused by complications in pregnancy, today’s reliable fuel supply, cold chain for medicines and better distribution of medicines all improve maternal health.

Millennium Development Goal 6: Combat HIV/AIDS, malaria and other diseases
In Tanzania, A to Z Textile Mills provides affordable, long-lasting insecticide-treated bed nets that prevent mosquitoes from spreading malaria, reducing deaths by 50%. In Kenya, in 2001 the 66 CFW Shops (drug shops and clinics) facilitated treatment of about 400,000 patients in rural areas and urban slums suffering from malaria and other diseases.

Millennium Development Goal 7: Ensure environmental sustainability
In 57 small towns across Uganda, the Association of Private Water Operators provides over 490,000 people with water and sewage services. In the shanty towns of Casablanca, Morocco, Lydec has dramatically increased the percentage of people with access to water and electricity.

Millennium Development Goal 8: Develop a global partnership for development
In the Philippines, Smart is reducing the ‘digital divide’ by providing low-cost, prepaid mobile phone airtime cards and is easing financial transactions through the option to send remittances using short messaging service (SMS) technology. With a network covering over 99% of the population, Smart’s focus on the low-income market enables it to serve 24.2 million people.
Analyzing needs
I want to clarify my priorities
by learning from first hand experiences

<table>
<thead>
<tr>
<th>What is the focus for this tour?</th>
<th>What information is used? What’s missing?</th>
<th>What works well?</th>
<th>Additional notes &amp; remarks</th>
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<td>What are the practices observed?</td>
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<td>Who is involved?</td>
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What products are used?

What doesn’t work well? What can be improved?

What is the environment like?
<table>
<thead>
<tr>
<th>Show me</th>
<th>Draw it</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you are in the interviewee's environment, ask him or her to show you the things they interact with: objects, spaces, tools, etc. Capture pictures and notes to jog your memory later. Or, have them walk you through the process.</td>
<td>Ask participants to map out their activities and experiences through sketches and diagrams. This is a great way to debunk assumptions and reveal how people pursue and order their activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Think aloud</th>
<th>Be specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>As they perform a process or task, ask participants to describe aloud what they are thinking. This helps answer their motivations, concerns, perceptions and meaning.</td>
<td>People often generalize about what’s typical and leave out rich important details. Instead, ask people to talk about a specific period of time. Instead of what’s your typical day like, ask them what happened yesterday.</td>
</tr>
</tbody>
</table>
Empathy map

- motives? → Doc
- track record?

Hearing
- bad reputation
- suits

Thinking

Seeing
- bribes
- profits

Feeling
- neglected
- nuisance
- arrogant

Saying
- comply or else
- document

Regulator as of 2008
User journey map

**Set Up**
- Check Info
- Check Inventory

**Preparation**
- Get Ready
- Rinse
- Chop
- Dispose
- Mix & Heat
- Add
- Assure
- Serve
- Eat
- Clean

**Cooking**
- Cooking becomes different from a mundane task and more enjoyable when it involves social interaction.
- Dishwasher is almost useless for a single-person household.

**Finishing**
- Store Leftover
- Store Unused

Quotes:
- "I usually shop on-demand. I buy as I need." 
- "I don't mind the cooking part at all, but I hate the cleaning part."
- "I don't cook for myself anymore."
- "I can't cook one portion. I have to cook 3 or 4 portions."
## User observation database

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>OBSERVATION TITLE</th>
<th>DESCRIPTION QUOTES</th>
<th>DESCRIPTIVE INSIGHTS</th>
<th>NEED STATEMENTS</th>
<th>MODE</th>
<th>ACTIVITY</th>
<th>PHYSICAL GLOBAL</th>
<th>PHYSICAL PROJECT-SPECIFIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day before the party</td>
<td>Morning</td>
<td>Doing laundry</td>
<td>Cleaning hand towels in preparation for the party. She likes being able to pop into the bathroom, clean her clothes, and have access to them where she needs them.</td>
<td>I did my laundry at the laundromat for four years waiting for the upstairs bathroom to be remodeled to include the washer and dryer.</td>
<td>Have more convenient storage for laundry accessories.</td>
<td>Managing House</td>
<td>Doing laundry</td>
<td>difficulty seeing controls or messages</td>
<td></td>
</tr>
<tr>
<td>Day before the party</td>
<td>Evening</td>
<td>Preparing food for the party</td>
<td>Preparing homemade applesauce in the kitchen, with the TV on. She's preparing items the day before the party.</td>
<td>&quot;The TV's always on in the kitchen, I think I was watching The Apprentice.&quot;</td>
<td>Preparing in advance of the food for the party. TV on constantly in the background.</td>
<td>Managing House</td>
<td>Preparing food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day before the party</td>
<td>Evening</td>
<td>Cleaning the refrigerator</td>
<td>Husband is cleaning the refrigerator, using sponge, soap.</td>
<td>&quot;The refrigerator smells, so it needs to be cleaned.&quot;</td>
<td>A chore to remove items individually to get access for cleaning refrigerator.</td>
<td>Managing House</td>
<td>Cleaning refrigerator</td>
<td>difficulty holding or controlling</td>
<td></td>
</tr>
<tr>
<td>Day before the party</td>
<td>Evening</td>
<td>Preparing pumpkin soup</td>
<td>Preparing pumpkin soup for the party. She has a large pot for cooking and is using a blender to puree the pumpkin in batches. Apples are cooking on the stove at the same time.</td>
<td>She has to puree in batches, as there's too much soup to fit in this blender.</td>
<td>Easier way to transfer from pot to blender and back.</td>
<td>Managing House</td>
<td>Preparing soup</td>
<td>difficulty lifting or carrying something</td>
<td></td>
</tr>
<tr>
<td>Day before the party</td>
<td>Evening</td>
<td>Tasting the soup</td>
<td>Husband taking a break from cleaning the refrigerator to taste the pumpkin soup, while holding one of the refrigerator drawers.</td>
<td></td>
<td>Eating and Drinking Tasting the soup</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Step 2: Analyze the context & develop ideas

Understanding the context: Roadmapping technique

Roadmapping technique

- Ingredients: 6P's (People, Product, Process, Place, Plan, Problem)
- Activities: brainstorming, scenario development, timelines, evaluation (goal oriented), evaluation, mapping discussion

Typical process:
- Brainstorming sessions are held within the organization.
- The purpose: identify core issues, opportunities, and constraints.
- Participants typically brainstorm ideas and explore potential solutions.
- The group collectively evaluates and selects the most promising ideas.
- Participants further elaborate plans and outline critical actions.
- Summary, action items, and next steps are agreed upon.

I want to clarify my priorities by defining my goals and the path to reach them.

What is the problem you are trying to solve?

Who is your key audience?

What is your entry point to reaching your audience?

What steps are needed to bring about change?

What is the measurable effect of your work?

What are the wider benefits of your work?

What is the long-term change you see as your goal?

Measurable effect?

Wider benefits?

Measurable effect?

Wider benefits?

KEY ASSUMPTIONS

KEY ASSUMPTIONS

KEY ASSUMPTIONS

KEY ASSUMPTIONS

KEY ASSUMPTIONS

KEY ASSUMPTIONS

STAKEHOLDERS
What it does
A top view of an industry map can effectively show how the various organizations in that industry compete or complement one another. This method maps an organization and its competitors to key business dimensions such as price, quality, revenue, market share, or type of audience. The resulting map picture shows how each company's performance stands relative to others. A broader view of the map allows for the inclusion of complementors as well—companies that benefit the organization, giving them strategic advantage over the competition.
A Competitor-Complementor Map can take a number of forms—a 2 × 2 map, scatterplot, or a network.
These kinds of visualizations translate numeric data into graphic forms that can be understood at a glance without the need for time-consuming analyses.

How it works
STEP 1: Identify competitors and complementors in the industry.
Competitors are organizations that go after the same customers as your organization. Complementors are organizations that support each other in the same industry but may compete in another, or they can be organizations in a complementary industry. For example, the tire industry is complementary to the automobile industry in the sense that sales in the latter have a direct impact on what happens in the former.

STEP 2: Establish dimensions for comparison.
These can be market share, profitability, types of customers, or any other dimensions you are interested in for comparisons. Make sure dimensions are broad enough so that they can be applied to all organizations you have identified in the earlier step.

STEP 3: Map the competitors and complementors.
Use the dimensions to create visualization; a 2 × 2 map is most commonly used. Plot all the competitors and complementors in this map by placing them according to their position on the dimensions and according to their relative positions.

STEP 4: Review the map, reflect, and look for insights.
Discuss the map as a team. What are the relationships between competitors? How does the existing configuration define or characterize what is happening? Does the map point to potential opportunities that have not been explored? What sorts of changes happening in the technology, the economy, or other sectors might impact the current map? Document these insights on the map.
Semantic profile

Attribute Scale 1
Attribute Scale 2
Attribute Scale 3
Attribute Scale 4
Attribute Scale 5
Sweet spot

WHAT YOU LOVE

WHAT YOU ARE GOOD AT

WHAT SERVES THE WORLD

SELF-SERVING

LACKS PASSION

NOT SUSTAINABLE

SWEET SPOT

© Eric Feng 2012
Step 2: Analyze the context & development

Understanding the context: Roadmapping technique

Roadmapping technique

- Ingredients: 4Ps: People, Poster, Post-it, Pen
- Activities: brainstorming, scenarios (inspiration), timeline, motivation (goal-oriented), diffusion, warm-up discussion

Typical process:
- Divide into groups: generate ideas and write them on post-it notes
- One by one stick the notes on poster multiple rounds and comment
- Moderator places similar topic notes together
- At people together (in sequence) place sticky notes on most relevant issues to focus on emerging topics and comment
- At people together (parallel) place sticky notes on the important and feasible issues' options to select: which was/are needed?
- Summary, take away, continuous revision over time

Creativity techniques

Concept fan method (by DeBono)
Figure 2: Broadening the problem definition on a Concept Fan

- Control pollution entering sea
- Clean up sea water at local beach
  - Extend sewerage outfalls
  - Filter sea water
  - Litter patrols on beach
Figure 4: A Developed Concept Fan
Figure 3: Generating ideas from a broader definition of the problem
Path to success method (by Eppler)
<table>
<thead>
<tr>
<th>THE APPROACH</th>
<th>THE NORMAL RULE</th>
<th>BENDING, BREAKING &amp; STRETCHING THE RULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inversion</td>
<td>Turn common practice upside down</td>
<td>What if patients became doctors?</td>
</tr>
<tr>
<td>Integration</td>
<td>Integrate the offer with other offers</td>
<td>What if different local services had one point of access?</td>
</tr>
<tr>
<td>Extension</td>
<td>Extend the offer</td>
<td>What if schools also offered sport and recreation, and community learning after hours?</td>
</tr>
<tr>
<td>Differentiation</td>
<td>Segment the offer</td>
<td>What if a service was personalised and differently segmented?</td>
</tr>
<tr>
<td>Addition</td>
<td>Add a new element</td>
<td>What if supermarkets delivered groceries and also provided hot meals to older people in their homes?</td>
</tr>
<tr>
<td>Subtraction</td>
<td>Take something away</td>
<td>What if you had to close three prisons?</td>
</tr>
<tr>
<td>Translation</td>
<td>Translate a practice associated with another field</td>
<td>What if airport management practices were applied to hospitals?</td>
</tr>
<tr>
<td>Grafting</td>
<td>Graft on an element of practice from another field</td>
<td>What if coaching was introduced as part of secondary school education?</td>
</tr>
<tr>
<td>Exaggeration</td>
<td>Push something to its most extreme expression</td>
<td>What if students could access learning, anytime and anywhere they chose?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Doctors treat patients</th>
<th>People access a range of services in different locations</th>
<th>Schools provide learning opportunities to children and young people during the day</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a ‘one size fits all’ approach</td>
<td>Supermarkets deliver groceries</td>
<td>Prisons are critical to an effective criminal justice system</td>
</tr>
<tr>
<td>Hospitals and airports are different kinds of operations</td>
<td>Teaching and coaching are separate practices</td>
<td>Schools support children and young people to learn, but only within designated times and in a designated space</td>
</tr>
</tbody>
</table>
Step 3: Select ideas
Ruler
A continuación, deberá completar la **TABLA 5**.

**TABLA 5**

**EVALÚE LA FACTIBILIDAD DE REALIZAR LAS POSIBLES ACCIONES**

<table>
<thead>
<tr>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
<th>(d)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POSIBLES ACCIONES SOCIALES</strong></td>
<td>FACTIBILIDAD</td>
<td>TOTAL B1+B2+B3+B4</td>
<td>EVALUAR FACTIBILIDAD</td>
</tr>
<tr>
<td>TABLA 3 columna (d)</td>
<td></td>
<td></td>
<td>Alta</td>
</tr>
<tr>
<td><strong>(B1)</strong> Inversión</td>
<td>(B2) Competencias</td>
<td>(B3) Alianzas</td>
<td>(B4) Tiempo</td>
</tr>
<tr>
<td>Cursos de formación básica para ayudantes en instalación de agua y alcantarillado como prerrequisito para postular a un puesto de trabajo en la obra.</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
Solution evaluation

<table>
<thead>
<tr>
<th>USER VALUES</th>
<th>Diabetic Gym</th>
<th>Food Management System</th>
<th>The Whole Diabetic</th>
<th>Health Education Program</th>
<th>Public Education Initiative</th>
<th>Medication System</th>
<th>Emergency Alert System</th>
<th>The Sweet Kitchen</th>
<th>Maple Grove</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide ways to correct the effects of bad choices.</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Give patients &amp; supporters more cues and feedback to indicate effects of actions.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Provide method or tools for tracking data and following protocols.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Involve medical support people in disease management.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase frequency of interactions with high-impact activities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Leverage high-impact entities to increase quality of interactions with other entities.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop new types of interactions with high-impact activities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>solution</td>
<td>User Value Criteria</td>
<td>Business Value Criteria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>solution 1</td>
<td>3       5 3 4</td>
<td>3 1 1 2 4 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>solution 2</td>
<td>1 2 1 1 1</td>
<td>4 5 2 1 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>solution 3</td>
<td>2 3 2 0 2</td>
<td>2 3 1 5 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>solution 4</td>
<td>5 2 1 4 3</td>
<td>3 4 5 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

`solutions`
Prototype

THE $300 HOUSE

- Solar Panel
- Tablet PC
- Built-in Furniture, Solar Cooker
- Water Filter
- Mosquito Net
Step 4: Review & Refine ideas (=ask feedback)

Devil's advocate, spiral method

World cafe
# Framework: Knowledge Management

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Content</strong></td>
<td>Key innovative idea</td>
<td>Key idea in a business context/system</td>
<td>To implement new ideas in practice</td>
</tr>
<tr>
<td><strong>Target audience</strong></td>
<td>Entrepreneur(s)</td>
<td>Entrepreneurs and consultants or partners</td>
<td></td>
</tr>
<tr>
<td><strong>Visual methods</strong></td>
<td>Hand drawings, sketches and creativity methods</td>
<td>Templates, i.e. Business Model Canvas</td>
<td></td>
</tr>
<tr>
<td><strong>Motivation</strong></td>
<td>Sketchiness invites modifications</td>
<td>To make the business idea structured and comprehensive</td>
<td></td>
</tr>
<tr>
<td><strong>Tools</strong></td>
<td>Paper, sticky-notes, flipchart or whiteboard</td>
<td>Large poster or dedicated software/application</td>
<td></td>
</tr>
</tbody>
</table>
01 Product Design

The average market price for one T-shirt in Bangladesh is about US$0.60. Product planning and marketing is aimed at providing the best possible quality at a price that locals can afford.

02 Material Procurement

FR contracts with local manufacturers in Bangladesh to procure low-cost, high quality materials.

03 Production

Low cost must not mean a compromise in quality. Local manufacturers that share the FR social business ideals produce clothing that meets UNIQLO’s standards. Producing locally also increases employment opportunities.

04 Sales

Grameen Ladies’ Door-to-Door Sales
Grameen Ladies sell the clothing door-to-door or out of their homes where they personally explain the features of each item. Products are provided on a consignment basis, and the Grameen Ladies earn a commission on sales.

05 Purchasing and Wearing

The quality and durability of the products make them popular, despite relatively higher prices than other local retailers. Customers appreciate the value, when the items last longer than the local standard.

06 Reinvestment of Profit

Profits are reinvested to grow the social business. As locals play a role in developing the business, they contribute to job growth and improving lives.
The Business Model Canvas

http://www.businessmodelgeneration.com/canvas


A guide to the Business Model Canvas for Social Enterprise Design
GRAMEEN’s business model
Banking for the poor

**PARTNER NETWORK**
- government

**KEY ACTIVITIES**
- risk management
- lending & collecting payments

**KEY RESOURCES**
- brand/trust
- capital
- branches

**OFFER**
- micro-loans

**CUSTOMER RELATIONSHIPS**
- personal
- poor entrepreneurs

**CUSTOMER SEGMENTS**

**COST STRUCTURE**
- people
- capital costs

**REVENUE STREAMS**
- interest rates
A guide to the Business Model Canvas for Social Enterprise Design
Commercial Value Proposition Examples
- Catering: Quality, affordable catering using local produce
- Garden maintenance: Careful, chemical free and knowledgeable garden maintenance just the way you want it.
- Retail: Clothes with a difference, flair and style made in Australia

Impact Value Proposition Examples
- Employment: Sustainable and meaningful jobs for people with disabilities
- Local Economic Development: Revitalising the local economy of this rural town
- Fair Trade: Quality coffee that ensures quality of life for producers
¿Cuáles son las eficiencias en costes?
¿Cómo los integramos con las rutinas de cliente?
Fases del canal

1. Conciencia
   ¿Cómo conseguimos conciencia sobre los productos y servicios de nuestra empresa?

<table>
<thead>
<tr>
<th>Market</th>
<th>Awareness</th>
<th>Evaluation</th>
<th>Purchase</th>
<th>Delivery</th>
<th>After Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questions raised by Osterwalder and Pigneur (2009.p.27)</td>
<td>How do we raise awareness about our company's products and services?</td>
<td>How do we help customers evaluate our organisation's Value Proposition?</td>
<td>How do we enable customers to purchase specific products and services?</td>
<td>How do we deliver a Value Proposition to customers?</td>
<td>How do we provide post-purchase customer support?</td>
</tr>
<tr>
<td>Additional questions for social enterprises</td>
<td>How does this social enterprise stand out in a crowded market? Do we raise awareness of products/services AND impact? If so, how? Particularly if we are wanting to raise awareness of our impact, how do we do this in a way which highlights our business, not just our cause?</td>
<td>How do we help our customers evaluate our organisation's impact value proposition? What evidence and stories can we share? Why should customers buy from us as a social enterprise? Do we compete directly with mainstream businesses? If so, why would customers choose to buy from us?</td>
<td>How do customers find and access us? Are direct sales through retail outlets the only way customers can purchase from us? How can we extend the ways customers can find and purchase our goods/services? Who can we partner with to extend our sales reach?</td>
<td>Can we extend our range of delivery mechanisms? Are there more efficient, effective or innovative ways we can deliver our goods/services and/or impact? How can we connect our customers more effectively through our delivery mechanisms?</td>
<td>Do we follow-up our customers to ensure that they will be repeat customers? What after sales support or information do they need or want about our products/services and/or impact? How can we ensure that they will champion social enterprise?</td>
</tr>
<tr>
<td>Examples of where this can be important</td>
<td>There is a growing interest in social procurement - but many procurement officers are not aware of social enterprises. How could this change?</td>
<td>Many corporate and government customers are interested in the value proposition of social enterprises but are looking for evidence. How could this happen?</td>
<td>It can be difficult to build financial sustainability into retail focussed social enterprises. How could you address this challenge?</td>
<td>Some social enterprises turn their 'customers' into their 'communities'. How could you connect your customers more directly?</td>
<td>Dissatisfaction can have a flow-on effect not just for repeat custom in this enterprise, but for purchasing from other social enterprises. How do we ensure satisfaction?</td>
</tr>
</tbody>
</table>
Typical Business Operation Costs

- Inventory
- Premises
- Wages/salaries
- Equipment, machinery and tools
- Utilities
- Communication and postage
- Insurances
- Printing and Stationary
- Advertising /marketing
- Bank charges and interest
- Vehicles / transport
- Accountancy and other professional fees
- Tax
- Depreciation
- License and compliance costs
- Training

Impact Costs

- Support and participation costs (extra staff costs for people to support workers)
- Work readiness costs (licences, permits, uniforms etc. for disadvantaged workers)
- Provision costs (for non-attendance, extra sick leave etc)
- Impact training (eg. training for support staff)
- Opportunity costs (eg. reduced productivity, costs of recruiting and training new staff constantly if you are an intermediate labour market social enterprise)
- Fundraising costs
- Impact assessment costs
- Ethics costs (eg. premiums for fair trade goods)

What's the Real Cost?
**Key Partnerships**
The network of suppliers and partners that make the enterprise work.

**Key Activities**
The most important things that need to be done to make the enterprise work.

**Value Proposition**
The products and services that create value for specific customer segments - what keeps customers returning to your enterprise.

**Customer Relationships**
The types of relationships an enterprise establishes with specific customer segments.

**Customer Segments**
The different groups of people or organisations an enterprise aims to reach and serve.

**Key Resources**
The most important assets and resources (physical, intellectual, human, financial) required to make an enterprise work.

**Channels**
How an enterprise communicates with and reaches its customer segments to deliver a value proposition.

**Cost Structure**
All the costs incurred to operate an enterprise.

**Revenue Streams**
The cash an enterprise generates from each customer segment (subtracting costs from revenues to create earnings).
Are we really a social enterprise?

How can we innovate to increase the social impact?

How can we continue to build sustainability and innovate to deepen impact?

How could we grow or scale?

Should we rethink this whole thing or innovate / redesign the enterprise?

How can we generate sustained income from the impact we are creating?

What is the focus on trade adding?

Who will pay?
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business</strong></td>
<td>Rollout steps for the development of the idea</td>
<td>Benefits for brand and instruction</td>
</tr>
<tr>
<td><strong>Investors</strong></td>
<td>Entrepreneurs co-workers and partners</td>
<td>(Potential investors)</td>
</tr>
<tr>
<td><strong>Canvas</strong></td>
<td><strong>Timeline</strong></td>
<td>Storyboard and tangibles</td>
</tr>
<tr>
<td><strong>3. Fundraising</strong></td>
<td><strong>Software</strong> for creating timelines: Google Calendar, Officetimeline, Gantt Project (ganttproject.biz), Timetoast</td>
<td>To provide clear examples</td>
</tr>
<tr>
<td><strong>Scenario drawings and infographics</strong></td>
<td><strong>Poster, software</strong></td>
<td>Posters, real life examples</td>
</tr>
<tr>
<td>Benefits of the offering</td>
<td><strong>To forecast and coordinate work</strong></td>
<td>Software: Adobe, Infogr.am, Visual.ly</td>
</tr>
<tr>
<td>Investors/grant agencies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Funding options

<table>
<thead>
<tr>
<th>Source</th>
<th>Need to return funding?</th>
<th>With interests/returns?</th>
<th>How much will they give?</th>
</tr>
</thead>
<tbody>
<tr>
<td>3F: Family, friends, fool</td>
<td>yes/no</td>
<td>no</td>
<td>usually a small amount</td>
</tr>
<tr>
<td>Grants/Fellowship</td>
<td>no</td>
<td>no</td>
<td>small to medium amount</td>
</tr>
<tr>
<td>i.e., Ashoka, Acumen, Siefi Foundation...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crowdfunding</td>
<td>yes</td>
<td>usually not</td>
<td>small shares can add up to considerable amounts</td>
</tr>
<tr>
<td>i.e., Kickstarter, Kiva, changagmt, change.org...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact funding</td>
<td>yes</td>
<td>yes</td>
<td>large amounts (millions $) for significant returns</td>
</tr>
<tr>
<td>i.e., Ignia Fund (focused on Latin America, socialistexchange.com)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For a comprehensive list see: [http://socialearth.org/130-ways-to-fund-your-social-venture](http://socialearth.org/130-ways-to-fund-your-social-venture)
While children go round and round on the merry-go-round (1), clean water is pumped (2) from underground (3) into the tank (4). People can draw water from the tap (5) while excess water is diverted from the storage tank back down into the borehole (6). The four sides of the water storage tank (7) provides space for advertising.
**More Than a Goal. End Polio.**

Polio is a highly infectious disease caused by a virus. It invades the nervous system and can quickly cause paralysis. Thanks to global childhood immunization campaigns, polio has been reduced by 99 percent globally, and eradication is within reach.

**Polio Causes Paralysis**

Polio can strike at any age, but it primarily affects children under five.

**Vaccines Prevent Polio**

Polio can be prevented with four or more doses of a vaccine.

---

**From 350,000 cases in 1988 to just under 1,500 cases in 2010—a 99 percent reduction**

<table>
<thead>
<tr>
<th>Polio Cases</th>
<th>The History of Polio Eradication</th>
<th>Current State of Polio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>99 percent reduction</td>
<td></td>
</tr>
<tr>
<td>1963</td>
<td>Jonas Salk develops the inactivated polio vaccine (IPV), the first effective vaccine to protect people from polio.</td>
<td></td>
</tr>
<tr>
<td>1970s</td>
<td>OPV is used worldwide, and many developing countries bring the disease under control.</td>
<td></td>
</tr>
<tr>
<td>1988</td>
<td>The World Health Assembly passes a resolution to eradicate polio.</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Fewer than 1,500 cases of polio worldwide.</td>
<td></td>
</tr>
</tbody>
</table>

---

**Countries Where Polio Has Never Been Stopped**

**Other Countries With Polio in 2010**

*Good in Partnership with The Bill & Melinda Gates Foundation*
# Funding options

<table>
<thead>
<tr>
<th></th>
<th>Do you need to return the funding?</th>
<th>With interests/returns?</th>
<th>How much will they give?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3F: Family, friends, fool</strong></td>
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<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Benefits of the offering</strong></td>
<td><strong>Rollout steps for the development of the idea</strong></td>
<td><strong>Benefits for sales and instruction</strong></td>
</tr>
<tr>
<td><strong>Investors/grant agencies</strong></td>
<td><strong>Entrepreneurs co-workers and partners</strong></td>
<td>(Potential)</td>
</tr>
<tr>
<td><strong>Scenario drawings and infographics</strong></td>
<td><strong>Timelines</strong></td>
<td><strong>Storyboard and tangibles</strong></td>
</tr>
<tr>
<td>To offer a synthetic visual explanation and prompt emotional response</td>
<td>To forecast and coordinate work</td>
<td>To provide clear message</td>
</tr>
<tr>
<td>Slides, poster, brochure, websites</td>
<td>Poster, software</td>
<td>Posters, real life examples</td>
</tr>
</tbody>
</table>
Draw a leadership design:

Target Group
Who with whom?

Lisa
Mik
John
Anna
Paul

org + production

check
diffusion

w1 w2 w3 w4 w5

Timeline

Our approach!
<table>
<thead>
<tr>
<th>Activity / Work Package</th>
<th>2004</th>
<th></th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jul</td>
<td>Aug</td>
<td>Sep</td>
</tr>
<tr>
<td>WP1: Inception Study</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP2: Environment / Need Assessment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-contractor selection and Award</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Detail work activity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and finalization by ITPF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP3: Seminar / Workshop</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP4: Stakeholder Consultation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP5: Progress Reporting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP6: Business Plan Preparation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP7: Final Planning Consultation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP8: Monitoring &amp; Evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP9: Project Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP10: Knowledge Dissemination</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP11: Trainings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP12: Publication CD, Book &amp; Brochure</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Joint venture contract signed
   - April 2008

2. Plant construction begins
   - July 2008

3. Goalmar Union
   - First volumes of drinking water sold thanks to the water treatment system. The pipe network comprises 11 tap points
   - April 2009

4. Padua Union
   - The drinking water network comprises 20 tap points
   - August 2010

5. Jar business launched
   - Drinking water for the urban population in Dhaka
   - October 2011

6. Statement
   - 30 tap points, one of which is in a school for 450 children
   - March 2012

---

Construction | Rural development | Urban development
let's focus
<table>
<thead>
<tr>
<th>Goals</th>
<th>Sun</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercise</td>
<td>☑</td>
<td></td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Update Blog</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bring Lunch</td>
<td></td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Eat Out</td>
<td>☒</td>
<td></td>
<td>☒</td>
<td>☒</td>
</tr>
</tbody>
</table>

http://www.joesgoals.com/
<table>
<thead>
<tr>
<th>5. Product design and instructions</th>
<th>6. Promotion and Scaling</th>
<th>7. More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits of the product and instructions</td>
<td>Communicate diffusion mechanisms, developments and achievements</td>
<td>Visualizing data for assessment, analysis and monitoring</td>
</tr>
<tr>
<td>(Potential) customers</td>
<td>Public and the media, second-tier investors and grant agencies</td>
<td>Managers, employees and the external environment</td>
</tr>
<tr>
<td>Storyboards, interactive and tangible visualizations</td>
<td>Diagrams, videos and visual storytelling</td>
<td>Information and assessment</td>
</tr>
<tr>
<td><strong>To provide clear communication to non-experts</strong></td>
<td>Understandable and appealing visuals that can go viral</td>
<td><strong>To visualize performance data:</strong> Manyeyes (<a href="http://www.manyeyes.com">www.manyeyes.com</a>)</td>
</tr>
<tr>
<td><strong>Posters, real life objects, interactive simulations</strong></td>
<td>Videos and presentations on social media</td>
<td><strong>Prezi (presentations), Windows Movie Maker (free on Windows), Adobe Premiere (videos), Diagrammer, Storehouse, Flash (animations)</strong></td>
</tr>
<tr>
<td>---</td>
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<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

**Product design**

- Water purifier by Harley

**Product improvement**

- [Image of product improvement process]

**Sales**

- [Image of sales infographic]

**Instructions**

- P&G

**Infographics**

- [Image of infographic]

**Social communication**

- MAKE THE CONNECTION.

- Nemo. Found.

**Videos**

- [Image of video content]

**Data visualization**

- [Image of data visualization]

**Social impact**

- [Image of social impact chart]

- Triple bottom line scorecard

- Holz model of assessment

- [Image of impact assessment methodology]
**Product design**

Water purifier by Helioz

Any problem?

**product improvement**

<table>
<thead>
<tr>
<th>Improvement</th>
<th>Coreline</th>
<th>Supplier</th>
<th>Market</th>
<th>Coreline</th>
<th>Supplier</th>
<th>Market</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>a</td>
<td>b</td>
<td>c</td>
<td>d</td>
<td>e</td>
<td>f</td>
</tr>
<tr>
<td></td>
<td>f</td>
<td>g</td>
<td>h</td>
<td>i</td>
<td>j</td>
<td>k</td>
</tr>
</tbody>
</table>

Despite coming from a region with such a rich history, these artisan products seem rather basic and functional and are not based on market research.
Water purifier by Helioz

Any problem?
### Product Improvement

**I want to test and improve**

**by understanding what is most effective in my work**

<table>
<thead>
<tr>
<th>Substitute</th>
<th>Combine</th>
<th>Adapt</th>
<th>Modify</th>
<th>Put to another use</th>
<th>Eliminate</th>
<th>Reverse</th>
</tr>
</thead>
<tbody>
<tr>
<td>What materials or resources can you substitute or swap to improve your work? What other process materials could you use? What rules could you substitute?</td>
<td>What would happen if you combined different aspects of your work, to create something new? What if you combined purposes or objectives? What could you combine to maximise the uptake of your work? How could you combine talent and resources to create a new approach?</td>
<td>How could you adapt or re-adjust your work to serve another purpose or use? Who or what could you emulate to adapt your work? What other context could you put your work into? What other products or ideas could you use for inspiration?</td>
<td>What could you add to modify your work? What could you emphasise or highlight to create more value? What element of your work could you strengthen to create something new?</td>
<td>Can you use your work somewhere else? How else could benefit from your work? How else could you do your work? Perhaps in another setting? Could you reuse some ideas/things from a previous project?</td>
<td>How could you streamline or simplify your work? What elements of your work could you make more fun? What elements of your work or even rules could you eliminate? What could you have in its place?</td>
<td>What would happen if you reversed your process or sequenced them differently? What if you did the exact opposite of what you're trying to do now? How can you re-organise your work?</td>
</tr>
</tbody>
</table>
Despite coming from a region with such a rich history, these artisan products seem rather basic and functional and are not based on market research.

Sumaré, a city in São Paulo has a very deep history of political and community life. The city is part of a settlement won over thirty years ago by the Movimento dos Sem Terra (Landless Movement), fighting for agrarian reform in Brazil. I'm working with a group of 5 women farmers who make crafts with banana fibre in Sumaré to develop new products, such as lampshades, mats, boxes. Despite coming from a region with such a rich history, these artisan products seem rather basic and functional and are not based on market research. Thus, even though they are technically well developed, the women have difficulty selling their current range of products.
Sales

Introducing **EKOCENTER™**
Empowering community well-being through social enterprise.

EKOCENTER can provide:
- Basic goods & necessities
- Solar energy
- Refrigeration
- Entertainment
- Vaccine storage
- Solar powered products
- Access to internet
- Mobile charging
- Sanitation
- Coca-Cola products
- Safe drinking water
- Hygiene education

2015 Goals

Allianz selling life insurances in India

Figure 16: Symbols on Happy Card (left) and Death Card (right) (GIZ & Bajaj Allianz, n.d., p. 49)

How to use the Pepoo

1. Place the bag of peed in the container.
2. Fill with water and cover.
3. Hang the container in the sun.
4. Collect the water for use.

It works like an upside-down coffee maker during the day. The heat of the sun raises up the steam pressure into the black watertight boiler. The steam is forced down through the expansion nozzle, thus condensing against the lid.

- Wash your hands.
- Keep it away from children.
- Protect it from dirt.
- Protect from rain.
- Protect from sunlight.

![Images of the Pepoo in use]

![Images of the Pepoo in use]
Introducing EKOCENTER™
Empowering community well-being through social enterprise.

EKOCENTER can provide:
- Solar energy
- Refrigeration
- Entertainment
- Solar powered products
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- Mobile charging
- Safe drinking water
- Coca-Cola products
- Sanitation
- Storage
- Basic goods & necessities

2015 Goals
Allianz selling life insurances in India

Figure 16: Symbols on Happy Card (left) and Death Card (right) (GIZ & Bajaj Allianz, n.d., p. 49)
It works like an upside down coffee maker: during the day, the heat of the sun raises up the steam pressure into the black watertight boiler. The steam is forced down through the expansion nozzle, thus condensing against the lid.
How to use the Peepoo

1. Open the Peepoo bag.
2. Place the child's waste into the bag.
3. Close the bag.
4. Place the closed bag into a bucket.
5. Repeat steps 1-4 for each use.
6. After 3-4 weeks, turn the contents into fertilizer.

Wash your hands.
Instructions

1. MIX
   - Stir well.
   - If water is not clear, stir again until the floc is separated.
   - 10 liters

2. STIR
   - Leave the water.
   - 5 MINUTES
   - 5 MINUTES

3. FILTER
   - Use thick 100% cotton cloth without any holes.
   - Dispose of the filtered floc away from children and animals.
   - Wait for 20 minutes

4. DRINK
   - 40 minutes

Do not drink if water is yellow in color.

P&G

PUR
Purifier of Water
For 10 liters of Water
NET CONTENTS: 10
<table>
<thead>
<tr>
<th>5. Product design and instructions</th>
<th>6. Promotion and Scaling</th>
<th>7. Monitoring and assessment</th>
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<td>Information sources: Manyeyes (<a href="http://www.manyeyes.com">www.manyeyes.com</a>)</td>
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</table>
HOW CATCHAFIRE WORKS

CATCHAFIRE’S MISSION
is to provide talented individuals with meaningful pro bono experiences in order to build capacity for social good organizations. This is how we do it.

FOR ORGANIZATIONS
Interested in building capacity using skilled pro bono professionals?

JOIN
SPEAK TO A PARTNERSHIP MANAGER
Does your organization meet the Catchafire criteria?

APPROVED PLAN & POST PROJECTS
- Complete your profile
- Articulate goals
- Publish projects to our professional network

RECEIVE APPLICATIONS
You will be sent applications from our professional network as they come in

START PROJECT RIGHT AWAY!

TWO-WAY INTERVIEW
Agree on scope and timeline

PROJECT COMPLETE!
- Stay involved
- Share impact
- Grow network

START A NEW PROJECT

IMPROVE YOUR PRODUCTIVITY
BUILD YOUR CAPACITY WITH CATCHAFIRE

YOU AREN’T ALONE!
The Catchafire team is here for you throughout the entire process. We can answer questions, provide guidance, and ensure that everything stays on track.
MEDECINS SANS FRONTIERES (MSF)

2012: BY THE NUMBERS

- 8,316,000 outpatient consultations
- 472,900 inpatients admitted
- 1,642,800 malaria cases treated
- 784,500 antenatal consultations
- 690,700 people vaccinated against measles
- 496,000 people vaccinated against meningitis
- 78,500 surgical procedures performed
- 432,000 routine vaccinations
- 279,600 patients on first-line ARV treatment
- 276,300 children admitted to therapeutic feeding programs
- 185,400 women who delivered babies, including C-sections
- 169,600 individual mental health consultations
- 197,000,000 liters of water distributed
- 61,000 relief kits distributed
- 57,400 people admitted to cholera treatment or treated w/ ORS
- 29,000 new admits to first-line TB treatment
- 26,200 people treated for measles
- 3,430 people treated for meningitis
VACCINES SAVE LIVES
AT THE COST OF EVERYDAY SPLURGES

In developing countries, just a few diseases kill millions of children under the age of five. Many of these are preventable with simple vaccines that cost just a few dollars per child.

7+ POLIO DOSES
At 13¢ each = 1 can of soda

5 CHOLERA DOSES
At $2 each = 1 music album

5 MENINGITIS DOSES
At 50¢ each = 1 soy latte

5+ PNEUMOCOCAL DOSES
At $3.50 each = 2 movie tickets

WE'VE ALREADY SEEN THAT VACCINES CAN MAKE A HUGE DIFFERENCE

POLIO
99% drop in cases globally

MEASLES
90% drop in deaths in Africa

DIARRHEA
60% drop in deaths in Nicaragua
Your personal wealth is equal to the combined wealth of 83 people in Myanmar.

1% of your wealth could feed a family of four in Ethiopia for 2 years.
Exhibit 9  VisionSpring India's Three Distribution Channels

Manufacturer (China)  →  Headquarters (Hyderabad, India)

District Coordinator  →  Vision Entrepreneur  →  End Customer

Partner Organization  →  Partner Vision Entrepreneur  →  End Customer

Pharmacy/Retail  →  End Customer

VE Channel
Franchise Partner Channel
Wholesale Channel
1 Peeper Promotor Coordinator
2 Peeper Trainees/Assistants

1 x Peeper Promoter

8 x Peeper Community Mobilisers

7 Households/day
Social communication

MAKE THE CONNECTION.

VS.

Nemo. Found.

www.earthlings.com
Videos

Digital Mapping Technology Helps Polio Vaccinators Zero In


Threads of freedom

Intercontinental Ballistic Microfinance
## 7. Monitoring

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visualization</td>
<td>The diffusion of developments</td>
</tr>
<tr>
<td></td>
<td>Visualizing performance for assessment and monitoring</td>
</tr>
<tr>
<td></td>
<td>Managers, investors and the entrepreneurs</td>
</tr>
<tr>
<td>Videos</td>
<td>Information Visualization and assessment templates</td>
</tr>
<tr>
<td>Storytelling</td>
<td>To visualize performances</td>
</tr>
</tbody>
</table>

- Share videos on social media (e.g., Facebook, YouTube, Windows Movie Maker, Adobe Premiere (videos), iMovie, Windows Movie Maker, Adobe Premiere, Flash (animations))
Data visualization

When to use which chart type?

www.visualisingdata.com

Software

http://www.macrofocus.com/infoscope

Social impact assessment

Triple bottom line scorecard

Kibera model of assessment

Rules for the NASA Kibo

YESI
Data Visualization Tools
for creating graphs, Gantt charts, diagrams, calendars/schedulers, mapping, pivot tables, sparklines, etc.

www.visualisingdata.com
When to use which chart type?

**Typology**

**Compare**
- Bar chart
- Stack bar chart
- Parallel coordinates

**Part of a whole**
- Treemap
- Pie chart (max 3 very different values)
- Example: NYT

**Relationships**
- Scatterplot (correlations)
- Social Network Diagram
- Example: Eigenfactor

**Time**
- Timeline
- Area chart
Software

Application: Many Eyes (IBM)
http://www-958.ibm.com/software/data/cognos/manyeyes/
Social impact assessment

```
<table>
<thead>
<tr>
<th>Business Processing (BP) and Management (BM)</th>
<th>Knowledge Processing (KP) and Management (KM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Performance Measures</td>
<td>Intelligence Performance Measures</td>
</tr>
<tr>
<td>Doing (BP)</td>
<td>Doing (KP)</td>
</tr>
<tr>
<td>Managing (BM)</td>
<td>Managing (KM)</td>
</tr>
<tr>
<td>Outcome</td>
<td>Outcome</td>
</tr>
<tr>
<td>Impact</td>
<td>Impact</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Bottom Line</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Stakeholders</td>
<td></td>
</tr>
<tr>
<td>External Stakeholders</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental Bottom Line</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Stakeholders</td>
<td></td>
</tr>
<tr>
<td>External Stakeholders</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social Bottom Line</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Stakeholders</td>
<td></td>
</tr>
<tr>
<td>External Stakeholders</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Stakeholders</td>
<td></td>
</tr>
</tbody>
</table>

Advocating for non-financial "impact" measurement, using:
- Capital-Based Theory
- Context-Based Sustainability Metrics
- Context-Based Metrics (CBMs)
```

"Commit to Impact, Not the Impact"
Ahora proceca a llenar la **TABLA 4.**

**TABLA 4: VALORICE EL IMPACTO ECONÓMICO Y SOCIAL DE LAS ACCIONES SOCIALES IDENTIFICADAS**

<table>
<thead>
<tr>
<th>(a) POSIBLES ACCIONES SOCIALES</th>
<th>(b) IMPACTO ECONÓMICO</th>
<th>(c) IMPACTO SOCIAL</th>
<th>(d) PUNTAJE TOTAL IMPACTO GLOBAL</th>
<th>(e) EVALUAR IMPACTO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cursos de formación básica para ayudantes en instalación de agua y alcantarillado como prerrequisito para postular a un puesto de trabajo en la obra.</strong></td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>X</td>
</tr>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Haba model of assessment

by Amelia Aromir, Henrique Borges, Henrique Alves and Marie Helbich-Poschacher

<table>
<thead>
<tr>
<th>Collect Data</th>
<th>Illness</th>
<th>Life expectancy</th>
<th>Children education</th>
<th>Employment rate</th>
<th>GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Before</td>
<td>After</td>
<td>B</td>
<td>A</td>
<td>Before</td>
</tr>
<tr>
<td></td>
<td>100</td>
<td>80</td>
<td>45</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td>Change</td>
<td>20%</td>
<td>11%</td>
<td>13%</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td>Change Evaluation</td>
<td>10</td>
<td>8</td>
<td>6</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Personal Importance (0%-100%)</td>
<td>30%</td>
<td>10%</td>
<td>35%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Social Impact</td>
<td>3,00</td>
<td>0,80</td>
<td>2,10</td>
<td>1,20</td>
<td>0,90</td>
</tr>
<tr>
<td>0-3 No social impact</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3-5 unsatisfied SI</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>5-8 Good Social impact</td>
<td>11</td>
<td>12</td>
<td>13</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>8-10 Excellent SI</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>20</td>
</tr>
</tbody>
</table>
RULES for THE HABA MODEL

7 easy steps:

1) collect data for affected regions (before and after)
2) the change will be automatically calculated
3) grade the change (from 0–10)
4) grade the change
5) grade the 5 variables (personal importance)
6) program will calculate & evaluate the social impact
7) spider chart will give an insight about the best project for YOU!
### Measuring social impact: a comparison of approaches

<table>
<thead>
<tr>
<th>Category</th>
<th>National level</th>
<th>Description</th>
<th>Potential Barriers</th>
<th>Management</th>
<th>Complementary</th>
<th>Support</th>
<th>External support/-validation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Impact</td>
<td>In standard business operations, companies often use qualitative reporting, but it’s often difficult to measure quantitative impact.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
<tr>
<td>Consumer Engagement</td>
<td>Approaches vary widely, depending on the company and its industry.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
<tr>
<td>Communication</td>
<td>Proactive communication programs are important for building trust and transparency.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
<tr>
<td>Leadership Training</td>
<td>Effective leadership training programs are important for building trust and transparency.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
<tr>
<td>Dow X</td>
<td>A participatory model for engaging stakeholders in decision-making processes can help build trust and transparency.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
<tr>
<td>Total Impact</td>
<td>Utilizing data from national, regional, and local sources can help build trust and transparency.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
<tr>
<td>Social Policy</td>
<td>A participatory model for engaging stakeholders in decision-making processes can help build trust and transparency.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
<tr>
<td>Reporting</td>
<td>Reporting on social impact initiatives is important for building trust and transparency.</td>
<td>May be difficult to obtain data that is relevant to social impact initiatives.</td>
<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
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<td>- Limited data availability and accuracy</td>
<td>- Limited data availability and accuracy</td>
</tr>
</tbody>
</table>

### Our Social Impact

**Additional Context:**
- **Additional 2:** 1,223% of the total savings.

**Reductions:**
- 22.2% of the total savings.

**Total Savings to Society:**
- Calculation is a total savings to society and the environment.

**Social Return on Investment (SROI):**
- **Total Savings:** Calculated at $1.2 million.

---

Social Return on Investment (SROI)  
Room Attendant Training Program

Our Social Impact for 145 Participants:

Additional Contributions to Society: $372,696  
Additional Tax Revenue, Social Security, Sales Tax Dollars Spent: Calculated as 22.32% of total income after completing the program and compared to a control group for potential earned income. Weighted for time since completion

Reductions in Cost to Society: +$2,404,279  
Medicaid health insurance coverage: Calculation based on family size of those that were receiving Medicaid health insurance that are now receiving employer sponsored health insurance. Weighted for time since completion

Total Savings to Society: $2,934,125  
Calculation is a total of the additional contributions to society and the reduction in cost to society

Social Return on Investment:

Total Savings to Society: $2,934,125  
Room Attendant Training Program Operating Cost: ÷ $601,895  
Calculated as $4,151 per participant for all 145 participants

Social Return on Investment: 487.48%  
Calculated as total savings to society divided by program operating costs

Hospitality Training Center at BEST. Corp. - Boston, MA - BESThtc.org
Framework: Knowledge Visualization for Social Entrepreneurship

**Phases**

1. **Idea generation**
   - Content: Key innovative idea
   - Target audience: Entrepreneur(s)
   - Visual methods: Hand drawings, sketches and creativity methods
   - Motivation: Sketching enables brainstorming and ideation
   - Tools: Paper, sticky notes, flipchart or whiteboard

2. **Business Model Development**
   - Content: Key idea in a business context/system
   - Target audience: Entrepreneurs and consultants or partners
   - Visual methods: Templates, i.e. Business Model Canvas
   - Motivation: To make the business idea structured and comprehensive
   - Tools: Large poster or dedicated software/application like Business Model Generator

3. **Fundraising**
   - Content: Benefits of the offering
   - Target audience: Investors/grant agencies
   - Visual methods: Scenario drawings and infographics
   - Motivation: To offer a synthetic visual explanation and prompt ideas and inspirations
   - Tools: Software for creating infographics such as Microsoft Visio or Inkscape

4. **Planning**
   - Content: Rollout steps for the development of the idea
   - Target audience: Entrepreneurs co-workers and partners
   - Visual methods: Timelines
   - Motivation: To forecast and coordinate work
   - Tools: Posters, software for creating timelines such as Google Calendar, Office Timeline, Garot Project

5. **Product design and instructions**
   - Content: Benefits of the product and instructions
   - Target audience: (Potential) customers
   - Visual methods: Storyboards, interactive and tangible visualizations
   - Motivation: To provide clear communication for non-experts
   - Tools: Posters, real-life objects, interactive simulations software such as Adobe Flash or Inkscape

6. **Promotion and Scaling**
   - Content: Communicate diffusion mechanisms, developments and achievements
   - Target audience: Public and the media, second-tier investors and grant agencies
   - Visual methods: Diagrams, videos and visual storytelling
   - Motivation: To visualize performance for assessment and monitoring
   - Tools: Information visualization and assessment templates

7. **Monitoring**
   - Content: Unpredictable and unfolding visuals that can go viral
   - Target audience: Information visualization tools
   - Visual methods: Infographics, videos, social media
   - Motivation: To visualize performances
   - Tools: Information visualization tools like Mindmap (www.mindjet.com), Map-based visual analytics (mapbasedvisualanalytics.com)