



IES

**SOCIAL
BUSINESS
SCHOOL**

IMPACT FOR CHANGE

EUCLID - ZAGREB | 2016

CARLOS AZEVEDO
ACADEMIC DIRECTOR

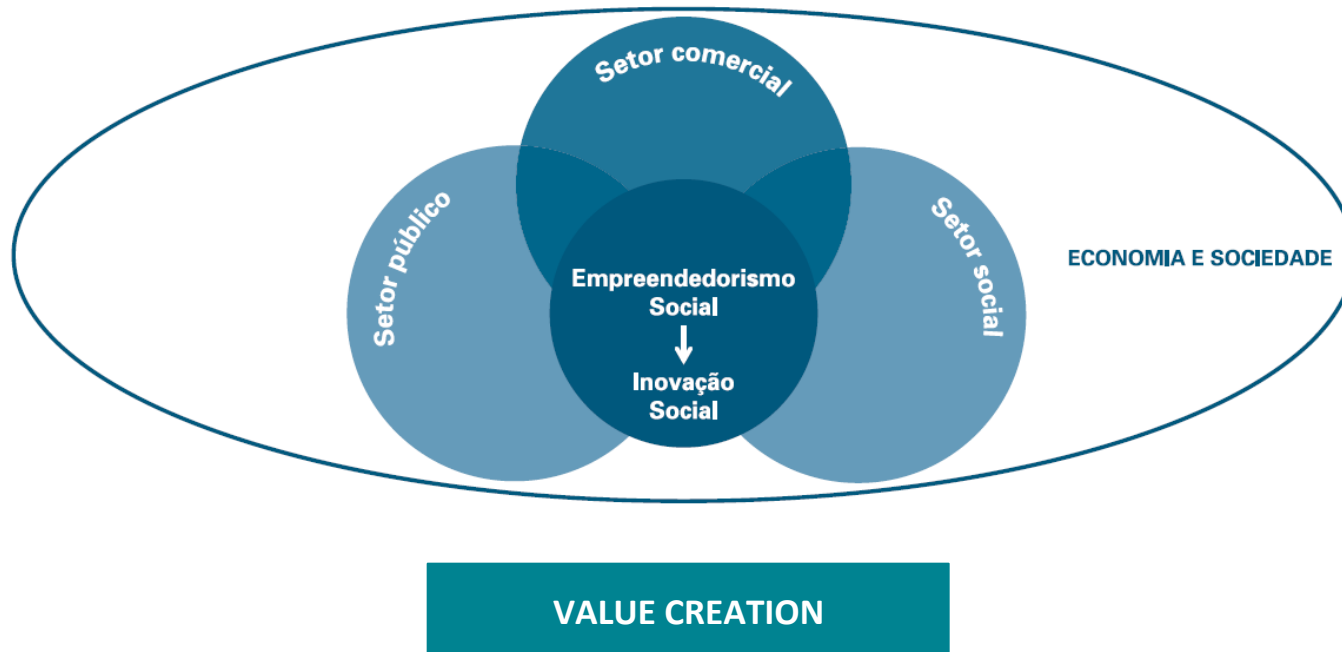


/ IES – SOCIAL BUSINESS (IES-SBS) SOCIAL ENTREPRENEURSHIP DEFINITION

“Social Entrepreneurship is the process of developing innovative and sustainable solutions to neglected problems of society. It translates into Social Innovation whenever it leads to more effective responses for the societal problems (relative to alternatives in place)”

“Filipe Santos, INSEAD 2012 Journal of Business Ethics

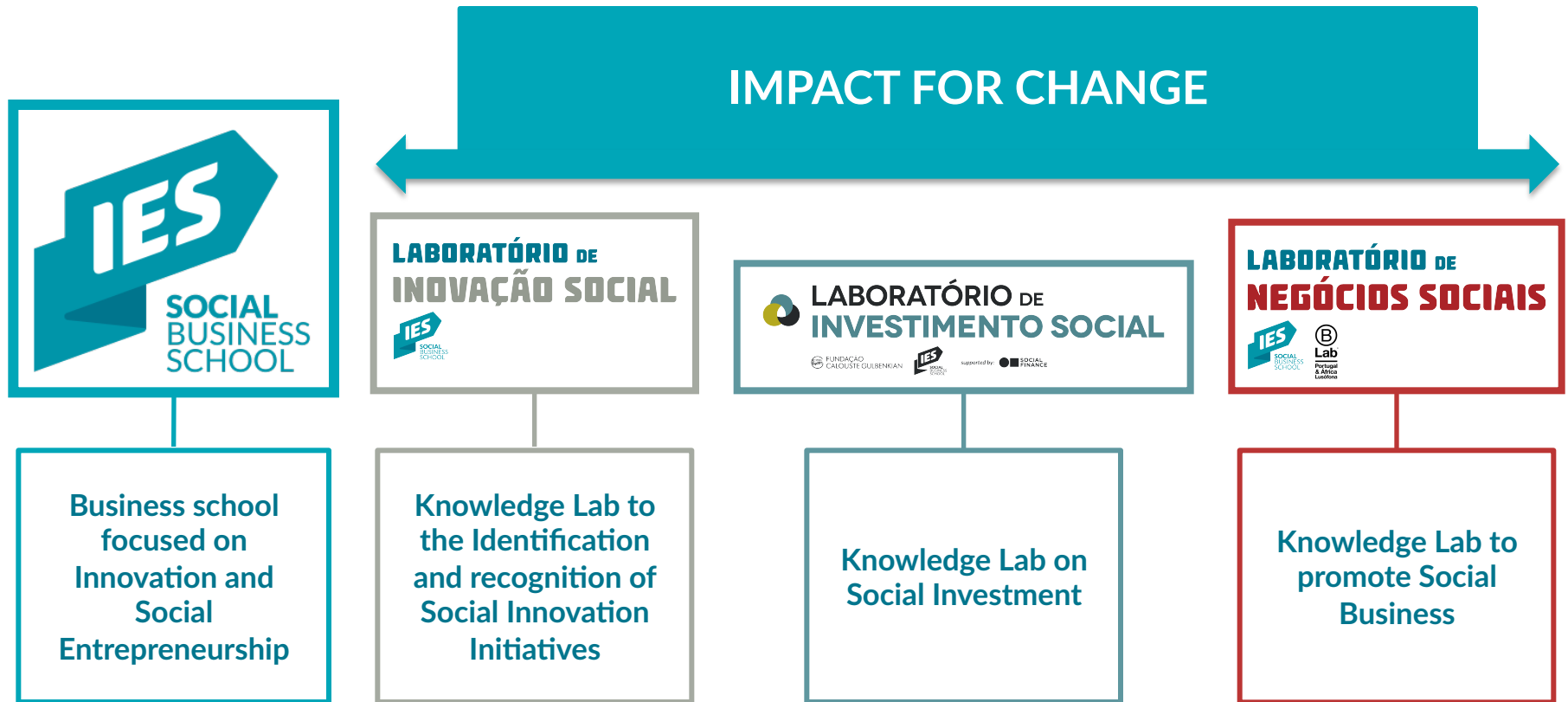
/ THE IMPACT ECONOMY OR THE CONVERGENCE ECONOMY





/ IES-SBS DEVELOPMENT AREAS

A Social Business School supported by 3 Labs





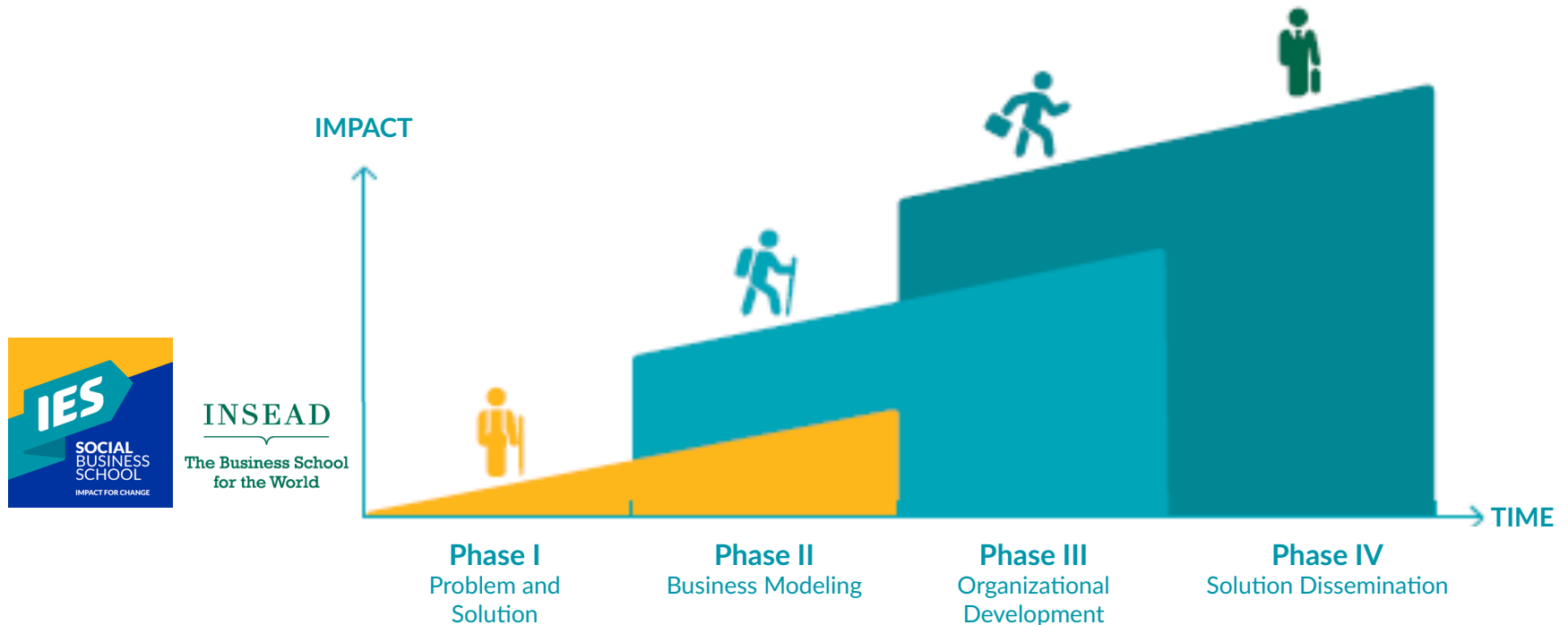
/ IES-SBS DEVELOPMENT AREAS

A Social Business School | Inspiring and building capacity for a better world, through Social Entrepreneurship



/ IES-SBS POWERED BY INSEAD

Training products adapted to the social entrepreneurship initiatives life cycle



BOOTCAMP
IES powered by INSEAD
em EMPREENDEDORISMO SOCIAL

MIB MANAGING
IMPACT
BUSINESS

IES powered by INSEAD
**SCALING FOR
IMPACT**

IES powered by INSEAD
**ISEP
PORTUGAL**

- 39 bootcamps (since 2011)
 - 2065 alumni
 - 674 design solutions
 - 4,8 in 5 evaluation

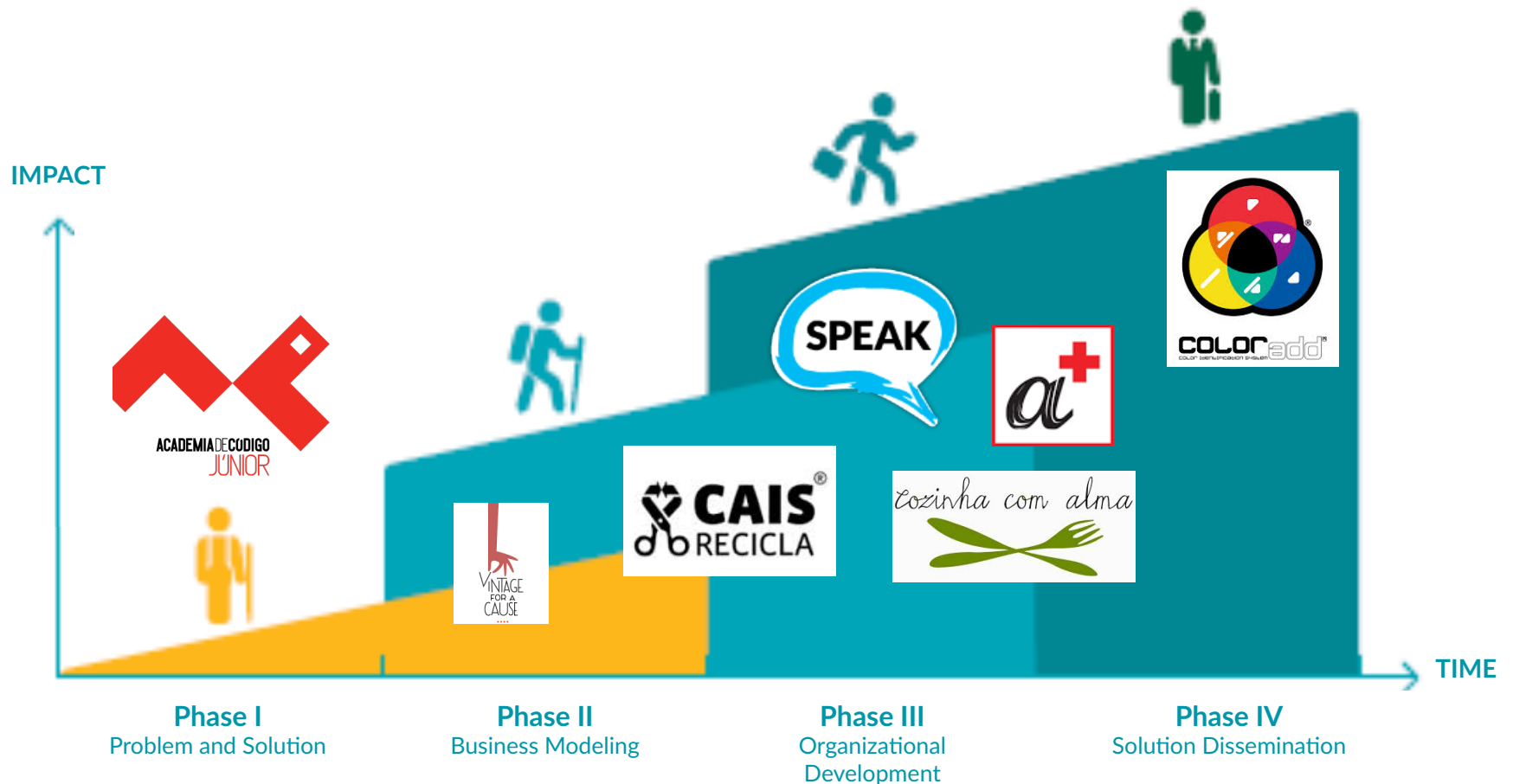
- 9 Management Modules (since 2014)
 - 97 alumni
 - 4,6 in 5 evaluation

- 5 Scaling for Impact (since 2014)
 - 111 alumni
- 35 scalability plans drawn
 - 4,8 in 5 evaluation

- 5 ISEPs (since 2011)
 - 170 alumni
 - 4,7 in 5 evaluation

/ IES-SBS POWERED BY INSEAD

Examples of Social Entrepreneurship Initiatives





/ SOCIAL INNOVATION LAB

Responsible for the development and implementation of ES+ Methodology, the first tool developed by IES-SBS, which aims to find innovative and sustainable solutions for solving important and neglected societal problems. Example of the ES+ application at region Scale: <http://www.mies.pt/index.php/en/the-mies/how-does-it-work>



LABORATÓRIO DE INOVAÇÃO SOCIAL



This Lab lays on the capacity to identify potentialities, opportunities, needs and challenges of Social Entrepreneurship /Innovation initiatives, as well as characterize the ecosystem where those are localized. Based on all this information it has been possible to develop a consistent capacitation plans, adapted to the local reality, that intends to potentiate the impact of the initiatives and the ecosystem they are located.

MAJOR RESULTS

- 207 **ES+ Municipalities deployment** (North, Center, Alentejo, Cascais and Maputo)
- 3 **ES+ Networks** (*Escolhas* Programes, Portuguese Red Cross and other)
- ~4754 **Screened Initiatives**
- ~2995 **Social Experts interviews**
- 153 **ES+ certificated initiatives** (Portugal e Mozambique)
- 10 **Regional and National feasibility studies** for the government and other organizations such as Ashoka, Deloitte, EAA Granst, universities...

The Social Investment Lab is a project supported by the Calouste Gulbenkian Foundation and the IES – Social Business School, in partnership with Social Finance UK. With 3 years of existence, the Lab is responsible to support social organizations, private investors and public sector entities in the development and structuring of better social investment.

Lab website: <http://investimentosocial.pt/?lang=en>



LABORATÓRIO DE INVESTIMENTO SOCIAL

FUNDAÇÃO
CALOUSTE GULBENKIAN



supported by:  SOCIAL
FINANCE

This Lab aims to be a reference in the area of social investment, focused on disseminating international best practices and innovative financial mechanisms, as well as assessing its application in the Portuguese market.

MAJOR RESULTS

- 1 The 1st Social Impact Bond in Portugal with 120k€ for a solution for school performance, logical thinking and problem solving
- 1 European R&D projects approved on Social Investment
- 20 Partners involved in the Taskforce for Social Investment in Portugal
- 1 Social Innovation Fund co-designed with the government (150 million €)
- 1 Feasibility study for social investment on Active aging and Support for Vulnerable Elderly
- 7 Research Notes



/ SOCIAL BUSINESS LAB

The Social Investment Lab is a project supported by B Corp (a growing community of more than 1,000 Certified B Corps from 33 countries and over 60 industries working together toward 1 unifying goal: to redefine success in business) through B Lab. With the less than 1 year is responsible to assess Portugal & Portuguese speaking countries in the African market.

B Corp introduction: <https://www.bcorporation.net/what-are-b-corps>



LABORATÓRIO DE NEGÓCIOS SOCIAIS



This Lab aims to research and promote business contribution for solving societal problems, promoting and developing the community of B Corps / B Companies in Portugal and Lusophone Africa and developing projects and feasibility studies of Corporate Social Entrepreneurship with Portuguese companies.

MAJOR RESULTS

- 20 Assessments implementations on going for B Corp in Portugal
- 10 Assessing new B Corps Companies in Portugal
- 1 Corporate Social Entrepreneurship strategy on homeless people
- 1 Feasibility study on Social Business Solution integration in the university sector



/ OUR CONTRIBUTION TO THE ECOSYSTEM



MIES

Mapa de Inovação
e Empreendedorismo Social

Mapping the country



PORTUGAL
INOVAÇÃO SOCIAL

Supporting the
government....



Building a social
innovation region



SI competitions!



Publishing research papers and
the Guide to Change the World



... and local incubators



And the larger SE
network as well

/ SOCIAL ENTREPRENEURSHIP AND VALUE CREATION

Social Entrepreneurship is about **value creation for Society**. In order to do that the Social Entrepreneur tries to maximize **positive externalities**:

1. Identifying SIN problems;
2. Creating an Impact Venture able to solve them through systematic change;
3. Changing Society embedding the solution into the system

Social Impact is the proof of value creation for Society



/ SOCIAL IMPACT AND A NEW COMPETITIVE MODEL

Neglected Important

1. Problem

Potential for
value creation
(defined by
 $1 \cdot 2^3$)

2. Solution

3. Changing Society

Scalability

Institucionalization

Sustainability

Spillovers

SOCIAL VALUE GENERATOR



PROBLEM



VALUE PROPOSITION



SOLUTION

<p>SCOPE What societal problem do you want to solve? Is it important?</p>	<p>COSTUMER SEGMENT What value can be delivered to the customer-segment directly affected by the core problem?</p>	<p>DESCRIPTION How does it work? What model do you have in mind?</p> <p>ECONOMIC MODEL</p> <ul style="list-style-type: none"> • Income generation model • Abundant resources used • Stakeholders that pay for the impact generated
<p>CAUSE Which cause or set of causes of the the core problem do you want to address?</p>	<p>OTHER STAKEHOLDERS Are there other potential stakeholders who can be affected by a solution to the problem? What value can be delivered to those stakeholders?</p>	
<p>COMPETING DOMINANTE SOLUTION What is/are the dominant solution(s) for the problem you propose to solve and how/why can you be better (more effective, lower cost, wider reach, easier to adopt, etc)?</p>	<p>IMPACT Can you describe the theory of change? What key indicators should be monitorized? Deadweight?</p> <p>INNOVATION What are the solution distinctive factors comparing to the Dominant Competing Solution?</p>	

✓
VALIDATION

SOCIAL VALUE GENERATOR



PROBLEM



VALUE PROPOSITION



SOLUTION

SCOPE

What societal problem do you want to solve?
Is it important?

CUSTOMER SEGMENT

What value can be delivered to the customer-segment directly affected by the core problem?

DESCRIPTION

How does it work? What model do you have in mind?



ECONOMIC MODEL

- Income generation model
- Abundant resources used
- Stakeholders that pay for the impact generated

CAUSE

Which cause or set of causes of the the core problem do you want to address?

OTHER STAKEHOLDERS

Are there other potential stakeholders who can be affected by a solution to the problem?
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COMPETING DOMINANT SOLUTION

What is/are the dominant solution(s) for the problem you propose to solve and how/why can you be better (more effective, lower cost, wider reach, easier to adopt, etc)?

VALIDATION

IMPACT

Can you describe the theory of change?
What key indicators should be monitored?
Deadweight?

INNOVATION

What are the solution distinctive factors comparing to the Dominant Competing Solution?

SOCIAL VALUE GENERATOR



PROBLEM

SCOPE

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VALUE PROPOSITION

COSTUMER SEGMENT

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OTHER STAKEHOLDERS

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VALIDATION



SOLUTION

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IMPACT

Can you describe the theory of change?
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INNOVATION

What are the solution distinctive factors comparing to the Dominant Competing Solution?

Scope

- What Societal problem do you want to solve?
- Is it important and neglected?

Causes

- Which causes of the core problem do you want to address?

Dominant Competing Solution

- Is there any alternative in place?
- How can you be better?



Scope



350M

Causes



Lack of role models and values

Dominant Competing Solution



SOCIAL VALUE GENERATOR



PROBLEM

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INNOVATION

What are the solution distinctive factors comparing to the Dominant Competing Solution?

Customer segment

- Who is the customer segment?
- What value can be delivered?

Example - Coloradd

- Colour blind people - bad decisions
- A simple, intuitive and widely spreadable code

Example - *Dialogue in the Dark*

- Blind people - stigma
- An experience that can show that blind people are skilled

SOCIAL VALUE GENERATOR



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INNOVATION

What are the solution distinctive factors comparing to the Dominant Competing Solution?

Solution

- How does it work?
- Clear, simple and focused model (a concept)
- Create value for society

Example - *Specialisterne*

- **Focus** – social inclusion of people with autism
- **Solution** – Provide control management services to high end companies
- **Perceived and non perceived value creation!**

SOCIAL VALUE GENERATOR



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INNOVATION

What are the solution distinctive factors comparing to the Dominant Competing Solution?

Other key stakeholders?

- Are there key stakeholders that may be potentially affected by your solution?
- What value can be delivered?
- Important to understand: mission alignment and power

Example - Fundação EDP

- Negative externalities are created through dams
- Social investment is made to internalize those externalities

Example - Aconchego

- FAP - Federação Académica do Porto
- Porto Municipality
- Local social organizations

SOCIAL VALUE GENERATOR



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Economic Model

- Income generation model?
 - Customer segments have the Willingness and ability to pay
Example - Nuru Energy
 - Other Stakeholders are interested in the service/product provided
Examples - Specialisterne, coloradd
- What kind of abundant resources may be used?
Example - Apopo
- Are there key stakeholders able to pay for the impact generated?
Examples - ERG, Aconchego, UPA faz a Diferença
- **Hybrid models?**
Example - Cais Recicla
- **Attention:** Innovative models depend on scale and efficiency.

SOCIAL VALUE GENERATOR



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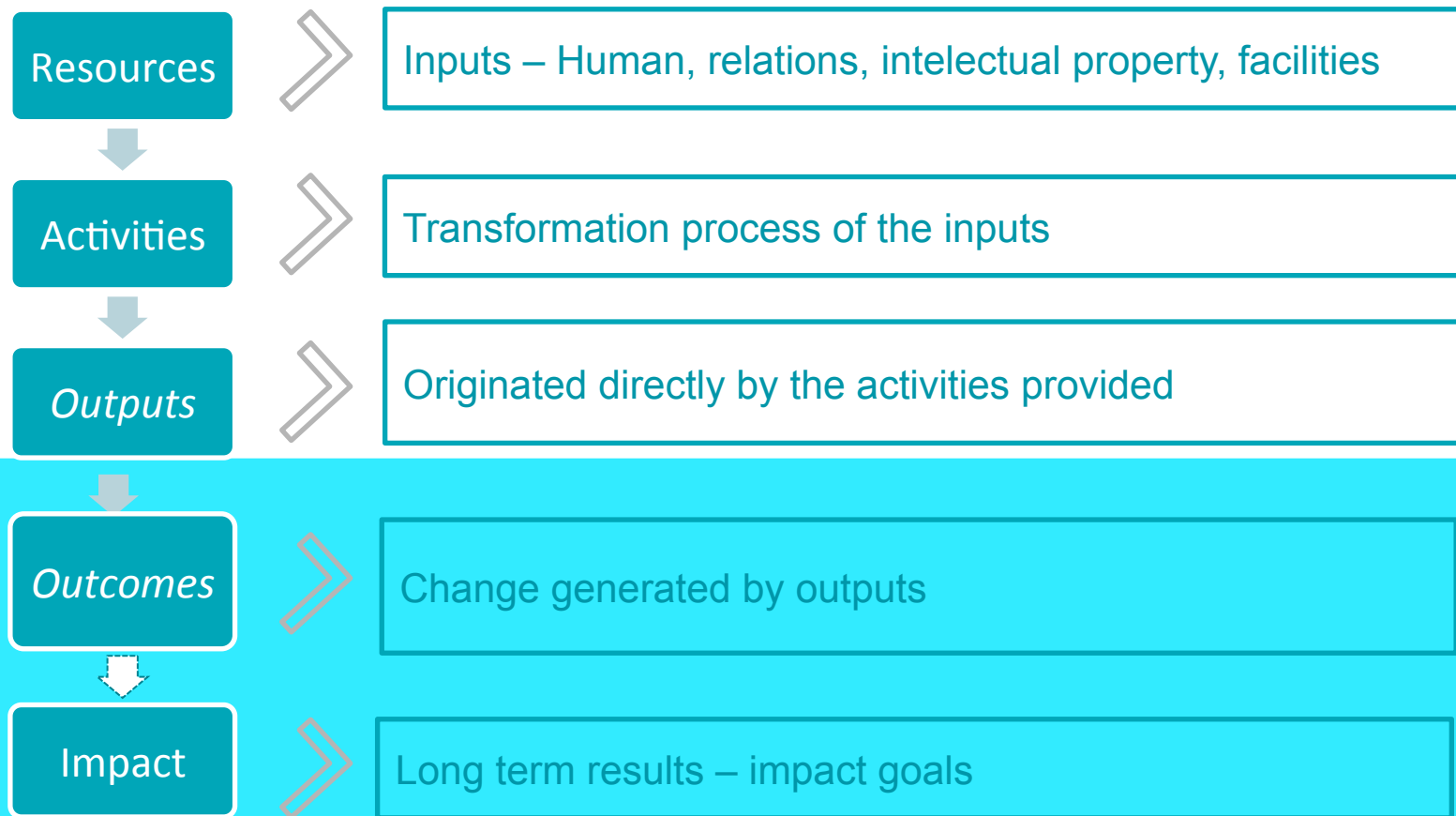
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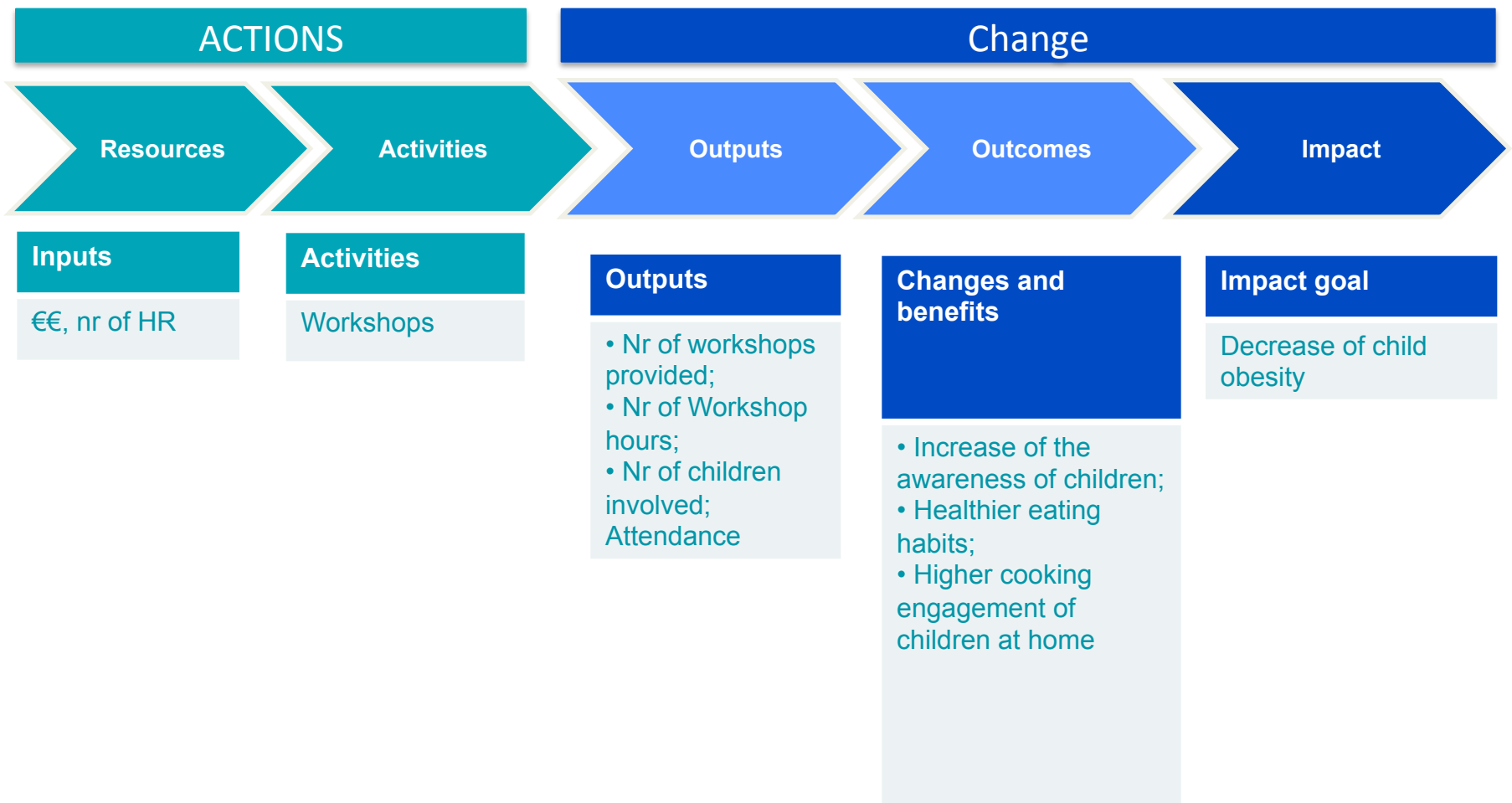
INNOVATION

What are the solution distinctive factors comparing to the Dominant Competing Solution?

The **logic model** allows us to define the value creation path!



Example



SOCIAL VALUE GENERATOR



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INNOVATION

What are the solution distinctive factors comparing to the Dominant Competing Solution?

Innovation of the model

- What are the solution distinctive factors comparing to the Dominant Competing Solution?
- **Examples:**
 - 10 times more efficient
 - Uses local and under used resources
 - Empowerment of local communities

READY, SET, GO!

Can we build the SVG for our solution?





IES-Social Business School

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ies-sbs.org

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Institutional Partners

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