

Business in Transformation: Social and Sustainability Challenges Lab



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Four sequential premises

- 
- 1** The **2030 Agenda of the UN** and **EU 2020 strategy** are setting a new paradigm
 - 2** Development is a **multi-dimensional concept of societal challenges**
 - 3** **Social economy and social innovation** are linked to **sustainable development**
 - 4** The **social venture** is a **shared solution**



The 2030 Agenda for Sustainable Development

“This Agenda is a plan of action for people, planet and prosperity.

*It also seeks to strengthen **universal peace in larger freedom.***

*We recognize that **eradicating poverty in all its forms and dimensions**, including extreme poverty, is the greatest global challenge and an indispensable requirement for **sustainable development.***

*All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed **to shift the world on to a sustainable and resilient path.**”*

United Nations, 2015

<https://sustainabledevelopment.un.org/post2015/transformingourworld/publication>



The Sustainable Development Goals – SDGs – Introduction

The **2030 Agenda for Sustainable Development** and its **17 global Sustainable Development Goals (SDGs)** and 169 targets were adopted by all Member States of the United Nations (193) in September 2015

- A set of **17 goals** for the world's future, through 2030
- Backed up by a set of **169 detailed Targets** and more than **240**

Indicators

- Negotiated over a two-year period at the United Nations
- The 2030 Agenda applies to every country

<https://sustainabledevelopment.un.org/sdgs>



The Sustainable Development Goals – SDGs

What is new and different about the 17 SDGs?

Universality

- these Goals apply to *every* nation ... and every sector. Cities, businesses, schools, organizations, *all* are challenged to act

Integration

- it is recognized that the Goals are all inter-connected, in a system. We cannot aim to achieve just one Goal. We must achieve them all

Transformation

- it is widely recognized that achieving these Goals involves making very big, fundamental changes in how we live on Earth



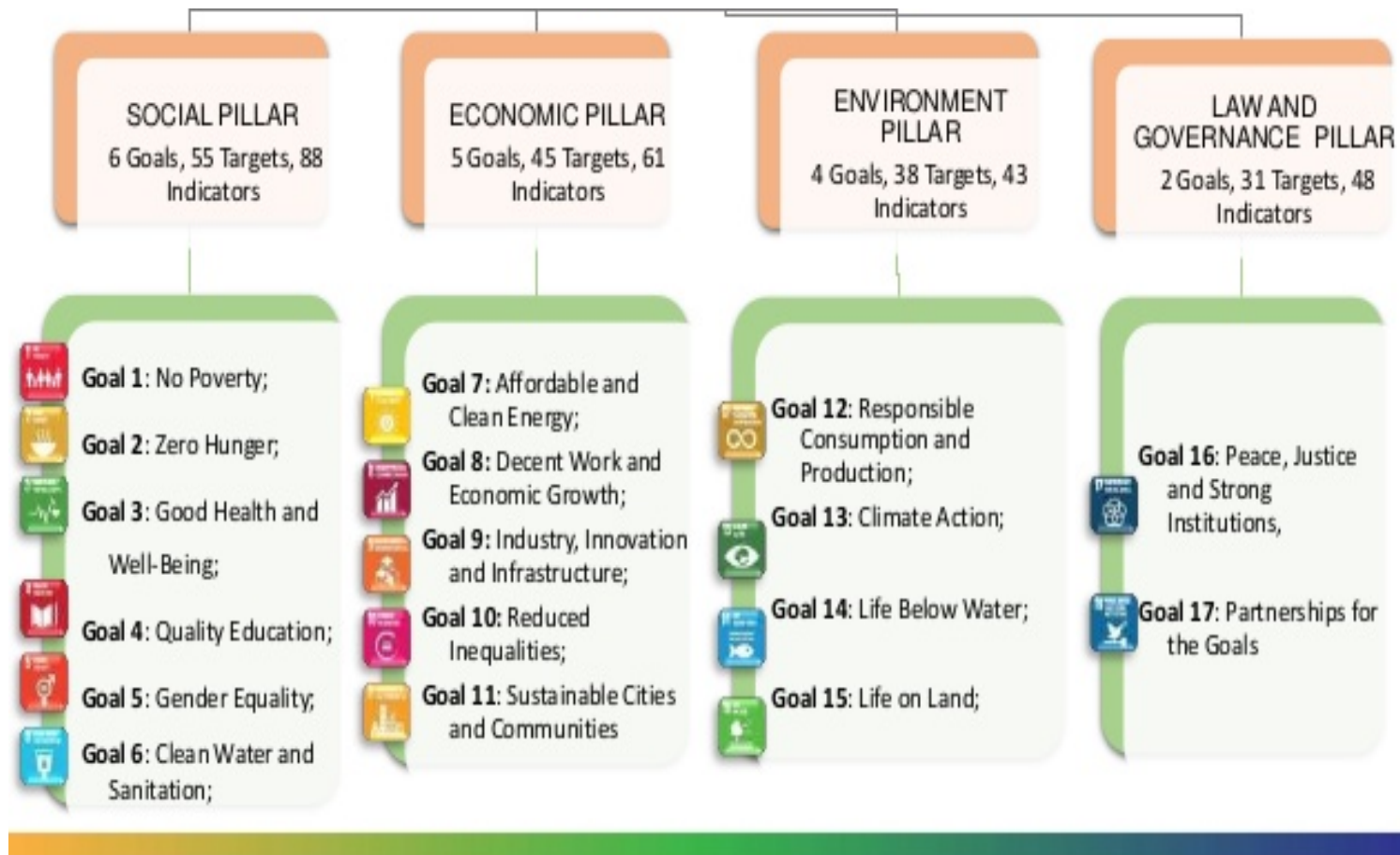
The 17 Sustainable Development Goals - SDGs



<https://sustainabledevelopment.un.org/sdgs>



The 17 Sustainable Development Goals – SDGs Targets and indicators



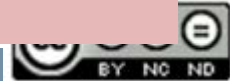
The 17 Sustainable Development Goals – SDGs

Ex. Targets - GOAL 4

4 QUALITY
EDUCATION



- By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes
- By 2030, ensure that all girls and boys have access to quality early childhood development, care and preprimary education so that they are ready for primary education
- By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
- By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
- Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, nonviolent, inclusive and effective learning environments for all
- By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries
- By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing states



The 17 Sustainable Development Goals - SDGs

Each goal is
important
in itself ...



And they
are all
connected



Europe 2020 strategy and 2030 Agenda for Sustainable Development

The Europe 2020 strategy gives recognition to the **economic, social and environmental dimensions of sustainable development** by drawing attention to **education, research and development and innovation, low carbon emissions, climate resilience and environmental impact, and job creation and poverty reduction**.

In a broader policy perspective, the Europe 2020 strategy plays an important role in addressing the internationally adopted 2030 Agenda for Sustainable Development



Targets:

Employment

- 75% of people aged 20–64 to be in work

Research and development (R&D)

- 3% of the EU's GDP to be invested in R&D

Climate change and energy

- greenhouse gas emissions 20% lower than 1990 levels
- 20% of energy coming from renewables
- 20% increase in energy efficiency

Education

- rates of early school leavers below 10%
- at least 40% of people aged 30–34 having completed higher education

Poverty and social exclusion

- at least 20 million fewer people in – or at risk of – poverty/social exclusion

Smarter, greener, more inclusive? INDICATORS TO SUPPORT THE EUROPE 2020 STRATEGY, Eurostat 2017



Social economy and Europe 2020 strategy

- ✓ Social economy and social innovation are the **key elements** of the European social model. Closely linked to the **EU2020 strategy** and makes a significant contribution to society;
- ✓ **Resilience** to the crisis and figures on the rise;
- ✓ **Involvement of** EU policy-makers to support social enterprises of high importance: **added value** of a European strategy & policies.

What is social economy ?

- ✓ A **significant proportion** of Europe's economy is intended to make profits for people other than investors or owners;
- ✓ Known as the 'social economy', it includes **Social Impact Organizations**
- ✓ They operate a **very broad number of activities**, provide a wide range of products and services across the European single market and generate millions of jobs.

European commission 2016

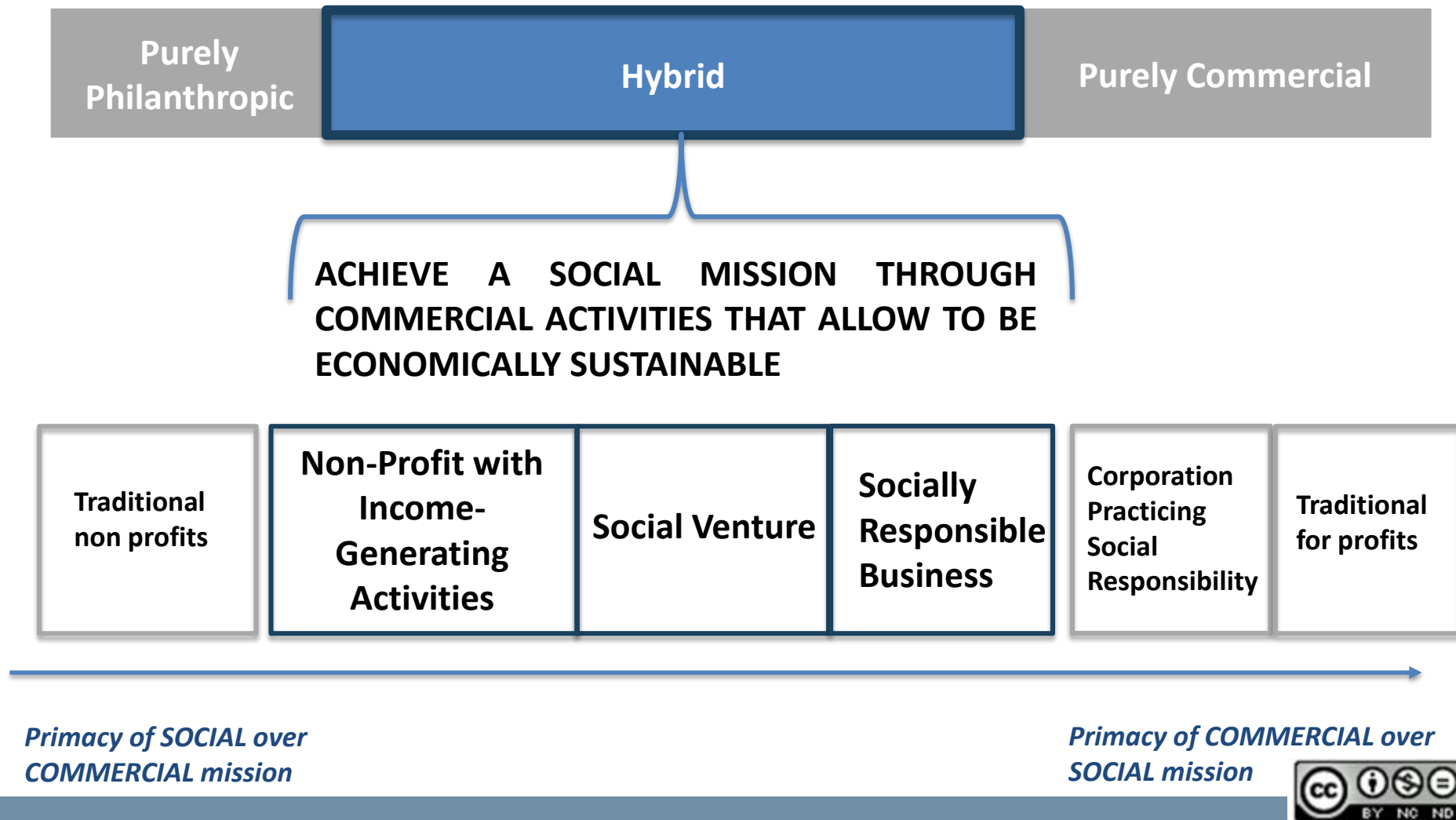


The broader Landscape: Social Impact Organizations

Motives, Methods, and Goals	PURELY PHILANTHROPIC	HYBRID	PURELY COMMERCIAL
Mission	ADDRESSING A SOCIAL NEED	ACHIEVE A SOCIAL MISSION THROUGH COMMERCIAL ACTIVITIES THAT ALLOW TO BE ECONOMICALLY SUSTAINABLE	MAKING AND DISTRIBUTE PROFITS
Beneficiaries	Pay nothing	Subsidized rates or mix of full payers And those who pay nothing	Market-rate prices
Capital	Donations and grants	Below-market capital or mix of donations and market-rate capital	Market-rate capital
Workforce	Volunteers	Below-market wages or mix of volunteers and fully paid staff	Market-rate compensation



Social Venture Spectrum



Our scope



5 SOCIETAL CHALLENGES

1 Energy & Resource Management



2 Food & Nutrition



3 Education & Skills gap



4 Wellbeing in a Changing Society



5 Migration



Social Venture





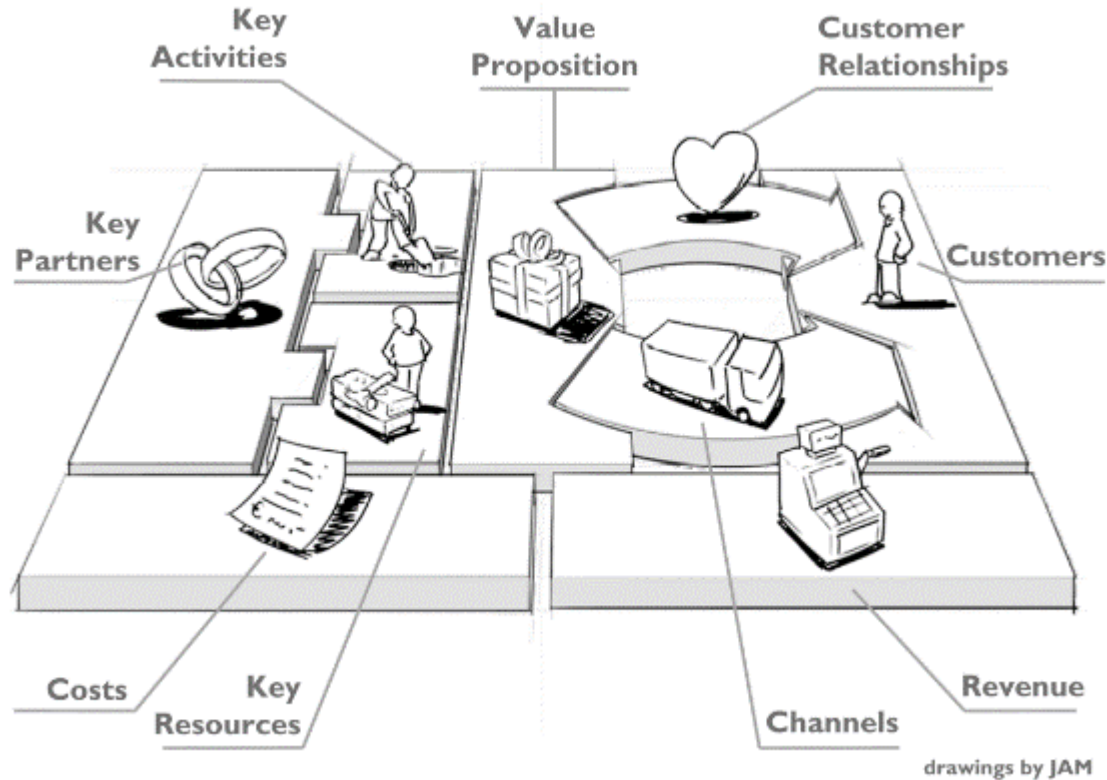
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- Social and Sustainable Business Model Canvas
 - Definition and Objectives
 - Guidelines to Create the Social & Sustainable Business Model Canvas



Business model canvas



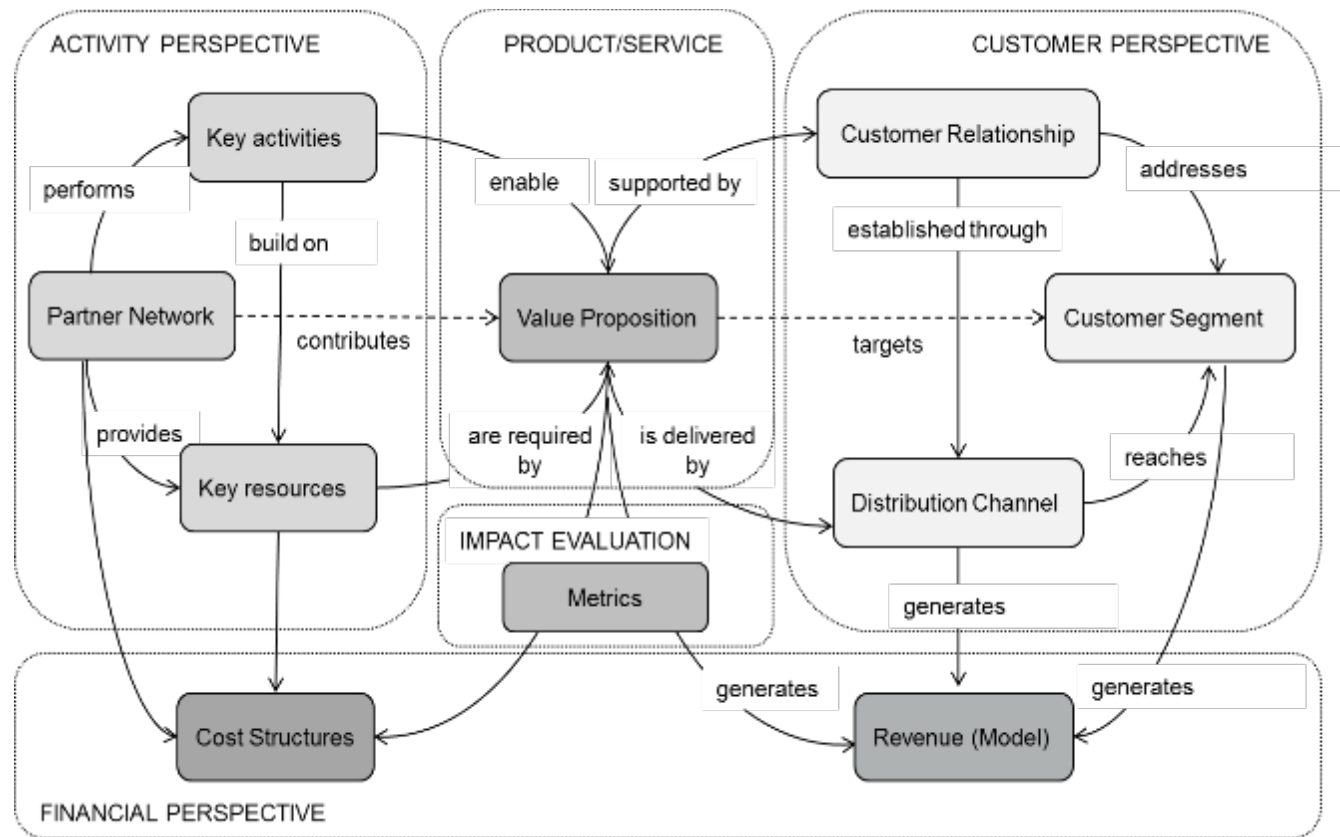
Business model is not only specified by a revenue model, a cost structure, a set of resources, or a value proposition, but **how these different elements “fit together” to create and appropriate value**



Business Model Canvas

(Osterwalder and Pigneur 2009)

Business Model Canvas: *“a business model describes the rationale of how an organization creates, delivers, and captures value”*



Business Model Canvas

(Definition)

- **BUSINESS MODEL**

It is a description of how an organization creates, delivers and captures value.

- **BUSINESS MODEL CANVAS**

It offers a simple, visual, one-page canvas on which we can design, innovate and dialogue about our business models. It is not the only framework that has been developed to articulate business models.

- **BUSINESS MODEL PLAN**

It is detailed document setting out the goals of a business and how they are achieved.



Business Model Canvas

(Definition)

Customer Segments

The different groups of people or organisations an enterprise aims to reach and serve

Value Proposition

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

Channels

How an enterprise communicates with and reaches its customer segments.

Customer Relationship

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

Revenue streams

- The cash an **enterprise generates** from each customer segment (subtracting costs from revenues to create earnings).



Business Model Canvas

(Definition)

Key Activities

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

Key Resources

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

Key Partnerships

- The **network of suppliers** and **partners** that **make the enterprise work**

Cost Structure

- **All the costs** incurred to **operate an enterprise**.



Why a Social and Sustainable Business Model Canvas

- **Balancing a social** (or environmental, cultural) **mission** WITH an intention to trade and manage a business requires a blending of skills which is greater than the sum of each set of skills alone.
- Addressing a **social impact** inside a business **operation is not** necessarily **cost neutral**.
- It is fundamental to build into the canvas a **clear picture of the social objectives**. The business model canvas should provide an opportunity to see not just the BUSINESS, but also to identify the SOCIAL IMPACT they are trying to achieve. And importantly, to see clearly how the two **INTERACT**.
- In a social enterprise neither the commercial nor the impact story is sufficient in and of itself - the **important part of telling a business model story** is for there to be a coherent and sensible relationship between commerce and impact.



Key Partnerships

Commercial

- Coffee distributor
- Drink distributor
- Local chamber of commerce

Impact

- Not-for-profit partner supporting people with a disability
- Social Enterprise Alliance
- Social Investor

Key Activities

Commercial

- Baristaing
- cooking / catering
- customer service
- Front of shop and backroom management

Impact

- support and participation activities
- support

Key Resources

Commercial

- kitchen / coffee equipment
- Shop (asset)
- Location
- Brand
- Staff

Impact

- Support expertise
- Support staff
- Impact brand

Value Proposition

Commercial Value Proposition (CVP)

Great coffee, fresh food, personal service

Impact Value Proposition (IVP)

Sustainable employment for people who have been long-term unemployed

Customer Relationships

Commercial

- personalised service, repeat custom, loyalty
- long term customers

Impact

- personalised service, repeat custom, loyalty
- long-term impact customers

Channels

Commercial

- Retail - high traffic near public transport station
- Word of mouth
- www

Impact

- Social enterprise networks and directories
- Social procurement directories

Customer Segments

Commercial

- Walk-by commuters
- Local businesses, offices, services (retail and catering)
- Regulars

Impact

- Ethical consumers
- Not-for-Profits, other social enterprises
- social procurement customers (catering)
- Government - purchasing jobs for people with disabilities, and training

Cost Structures

Commercial

- Inventory
- Equipment
- Utilities
- Staff
- Insurance
- Compliance costs

Impact

- Support and participation costs
 - staff
 - productivity
 - training
 - work
- readiness cost
- Impact assessment costs

Revenue Streams

Commercial

- Retail sales
- Catering sales

Impact

- Participation and support funding
- Training funding
- Donations

The Social and Sustainable Business Model Canvas

Customer Segments and Beneficiaries

Two different (though potentially overlapping) categories of customers - the customers who are wanting to purchase their goods and services (ie. the commercial customers) and the 'customers' who are wanting to support the social impact that they generate and/or potentially benefit.

Government funders and philanthropists : how do they fit in to the BM?

Value Proposition

A social and sustainable enterprise often has two value propositions - the **impact value proposition** and the commercial value proposition. One may be more important to particular customer groups than the other.

The way a social enterprise communicates its impact value proposition is an important design decision.

Channels

How does this social enterprise stand out in a crowded market?

How do we help our customers evaluate our organisation's impact value proposition? What evidence and stories can we / should we share?

Why should customers buy from us as a social enterprise?

Customer/beneficiaries Relationship

Importance of thinking through what role your '**impact**' plays in the relationship with your customers.

Explore how customers could become your '**community**' or **how they could co-create or co-produce**

When customers become **active in your social enterprise** they can also take on roles associated with deepening or scaling your social impact.

Revenue streams

Different mix of revenue: e.g. independent revenue streams from the social value.

Different revenue streams can have different functions in a social enterprise.

Cost of mixing together social purpose and commercial realities.

The Social and Sustainable Business Model Canvas

Key Activities

Being specific about what activities are critical to support and deliver your impacts. Stakeholders Involvement

Key Resources

Special equipment and infrastructure;
Impact Knowledge and skills; intangibles (relationships)
Access to fund to cover impact cost;

Key Partners

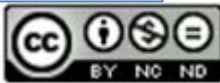
Different motivations for engaging in partnerships.

Cost structure

Costs involved in keeping the 'business' going.
Extra costs are needed to actually deliver on the impact of the enterprise.



Impacts and Metrics: the social or environmental impact will result and who are the beneficiaries. Societal and Environmental Benefit and Costs. Including defined metrics for how these outcomes will be measured..



The Social & Sustainable Business Model Canvas

PURPOSE: Clearly defined in terms of the **social/environmental impact** that is intended and any financial goals as well as any other key aspects of the vision. This will include the **overarching problem/s that the venture will look to solve**.

Key Partners -STAKEHOLDER -No profit -Social enterprises -Public institutions -Profit enterprises with social objectives -Profit enterprises with advanced CSR -Foundations -Impact investors -Network	Key Activities -On which activities should the company focus to succeed? -Participatory activities (internal-external) Key Resources -Which resources the company needs? -Which resources the company already has? -Strengthening internal expertise -Impact Brand (accountability)	Social & Sustainable Value Proposition -What single or multiple value propositions remove the problems faced by the different customer/ beneficiaries segments? -Which is the solution? Impacts and Metrics -Societal and Environmental Benefits and Costs -How do you measure the social and environmental impacts?	Marketing and channels Which is the marketing plan? -Social network - Channels accessibility, awareness Customer Relationship Customer relationships may be driven by different motivations: -Customer acquisition / retention -Stakeholder Involvement in BM -Participatory approach	Costumers Segments -Who will buy the product/ service? -Direct clients -Indirect clients	Beneficiaries -- Who are the individuals, -organizations, communities the company wants to impact positively ?
Cost structure -Commercial costs... -Other: participation, staff, formation, benefits -Impact evaluation			Revenue model -Who pay? -For what they pay? -Commercial revenues -Other revenues: donations, call for proposal, ...		

Creating a Social & Sustainable Business Model



- Social and sustainable value proposition
 - Problems definition - social/environmental impact
 - Identification of Customer Segments and Beneficiaries, Key Partners and Activities through
 - Stakeholder Analysis
 - Guideline to make a Stakeholder Analysis
 - Stakeholder Analysis Matrix



Social and sustainable value proposition

1. Problems definition - social/environmental impact

PURPOSE: Clearly defined in terms of the **social/environmental impact** that is intended and any financial goals as well as any other key aspects of the vision. This will include the **overarching problem/s that the venture will look to solve**. This box is not really part of the canvas as it is not part of the business model that needs to be validated. This needs to be in place before starting on the rest of the canvas as it will serve as a set of guiding principles for the development of the business model.

Key Partners	Key Activities	Social & Sustainable Value Proposition	Marketing and channels	Costumer Segments	Beneficiaries
	Key Resources	Impacts and Metrics	Customer Relationship		
Cost structure			Revenue model		



Social and sustainable value proposition

2. Customer Segments and Beneficiaries identification: Identify the customer segments and beneficiaries with the unsatisfied needs or affected by the problem. Identify who can or can't buy...

PURPOSE					
Key Partners	Key Activities	Social & Sustainable Value Proposition	Marketing and channels	Costumers Segments Identify the customer segments Who will buy the product/service? <ul style="list-style-type: none">• Direct clients• Indirect clients	Beneficiaries Identify the individuals, organizations, communities with the unsatisfied needs or affected by the problem
	Key Resources	Impacts and Metrics	Customer Relationship		
Cost structure			Revenue model		



Social and sustainable value proposition

3. Key partners identification: Describe the network of Partners (suppliers, distributors and other partners) that help to achieve the social/sustainable and commercial objectives, to scale the impact and their motivations

PURPOSE					
<div>Key Partners</div> <div><div><div>-</div><div>STAKEHOLDER</div></div><div><div>-</div><div>No profit</div></div><div><div>-</div><div>Social enterprises</div></div><div><div>-</div><div>Public institutions</div></div><div><div>-</div><div>Profit enterprises with social objectives</div></div><div><div>-</div><div>Profit enterprises with advanced CSR</div></div><div><div>-</div><div>Foundations</div></div><div><div>-</div><div>Impact investors</div></div><div><div>-</div><div>Network</div></div></div>	Key Activities	Social & Sustainable Value Proposition	Marketing and channels	Costumers Segments	Beneficiaries
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Stakeholder Analysis

Definition:

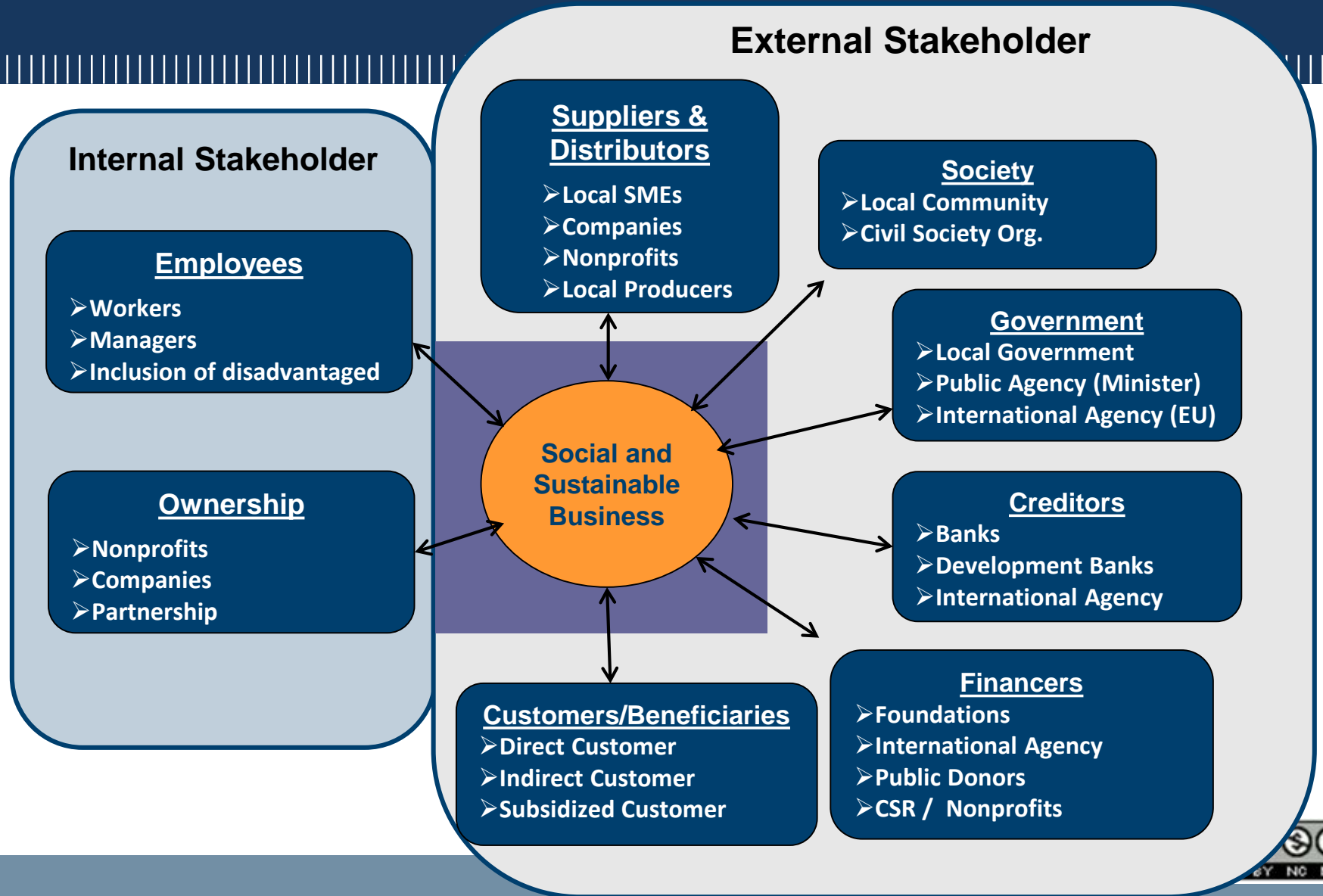
Freeman in his seminal paper on stakeholder theory defines stakeholders as *"any group or individual who can affect or is affected by the achievement of the organization's objectives"* (Freeman 1984)

The purpose of stakeholder analysis is multiple:

- Improve the involvement of stakeholders in the participatory design process preliminary to the development of the social (or sustainable) business
- Ensure stakeholders inclusion in the business model in order to maximize social impact (as workers, producers, distributors, etc.)



Example of Stakeholder Groups



Guidelines to make the stakeholder analysis:

- I. Identify the general **social and/or sustainability problem** or business opportunity being addressed/considered
- II. Identify all those groups who have a significant interest in the Social and Sustainable Business



- III. **Investigate their** respective **roles**, different **interests**, relative power and **capacity** to participate (strengths and weaknesses);
- IV. Identify the extent of **cooperation or conflict in the relationships** between stakeholders;



- V. Interpretation of the findings of the analysis **and incorporate relevant information into the design** of the Social and Sustainable Business Model to help ensure that:
- **resources are appropriately targeted** to meet distributional/equity objectives and the needs of priority groups
 - **management and coordination** arrangements are appropriate to promote stakeholder inclusion, ownership and participation;
 - Stakeholder's **conflicts are recognized** and explicitly addressed into the design process



Tool for conducting stakeholder analysis: Stakeholder analysis matrix

Steps to build the Stakeholder Matrix

- I. Provide a list of stakeholders
- II. For each stakeholder category identify their interests, needs or expectations in the S&S Business project
- III. Identify their capacities and motivations useful to the development of the S&S Business project
- IV. Design involvement actions to address their needs or valorize their capacity in bring about change



Stakeholder Matrix

Stakeholders and basic characteristic	Interests, needs or expectations of stakeholders	Capacity & Motivation in the development of S&S Business	Possible Actions to address stakeholder interest and needs
Partners			
Beneficiaries			
Customers			



Creating a Social & Sustainable Business Model

1. PURPOSE DEFINITION

2. Customer Segments and Beneficiaries: Identify the customer segments with the unsatisfied needs or affected by the problem. Identify who can or can't buy...

3. Value Proposition: Describe the value proposition designed to solve the problem or to satisfy the unmet needs addressed, in particular:

- **Define products and services** delivered (the bundle of products and services that create value for a specific customer segment)
- **Describe why** such **solution(s) is better** than existing ones (Newness, Co-creation, Customization, Price, Accessibility, etc.)

*! A social and sustainable enterprise often has two value propositions - the **impact value proposition** and the **commercial value proposition**. One may be more important to particular customer groups than the other.*

4. Key Partnerships: Describe the network of Partners



Guidelines to create the Social & Sustainable Business Model Canvas 2/4

5. Channels: Describe how the enterprise reaches its customer to deliver the value proposition

6. Customer Relationships: describes the types of relationships a company establishes with specific customer segments

7. Revenue Stream: Describe the company revenue model, how the company generates cash from each customer segment

8. Key Resource: Describe the most important assets required to make the business model work (Physical, Human, Intellectual, Financial), key resources are required to deliver the value proposition



Guidelines to create the Social & Sustainable Business Model Canvas 3/4

9. Key Activities: Describe the most important actions the company must do to make its business model work, key activities enable the delivery of the value proposition

10. Impacts and Metrics: Societal and Environmental Benefit and Costs, How do you measure the social and environmental impacts?



The Social & Sustainable Business Model Canvas

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Social impact measurement



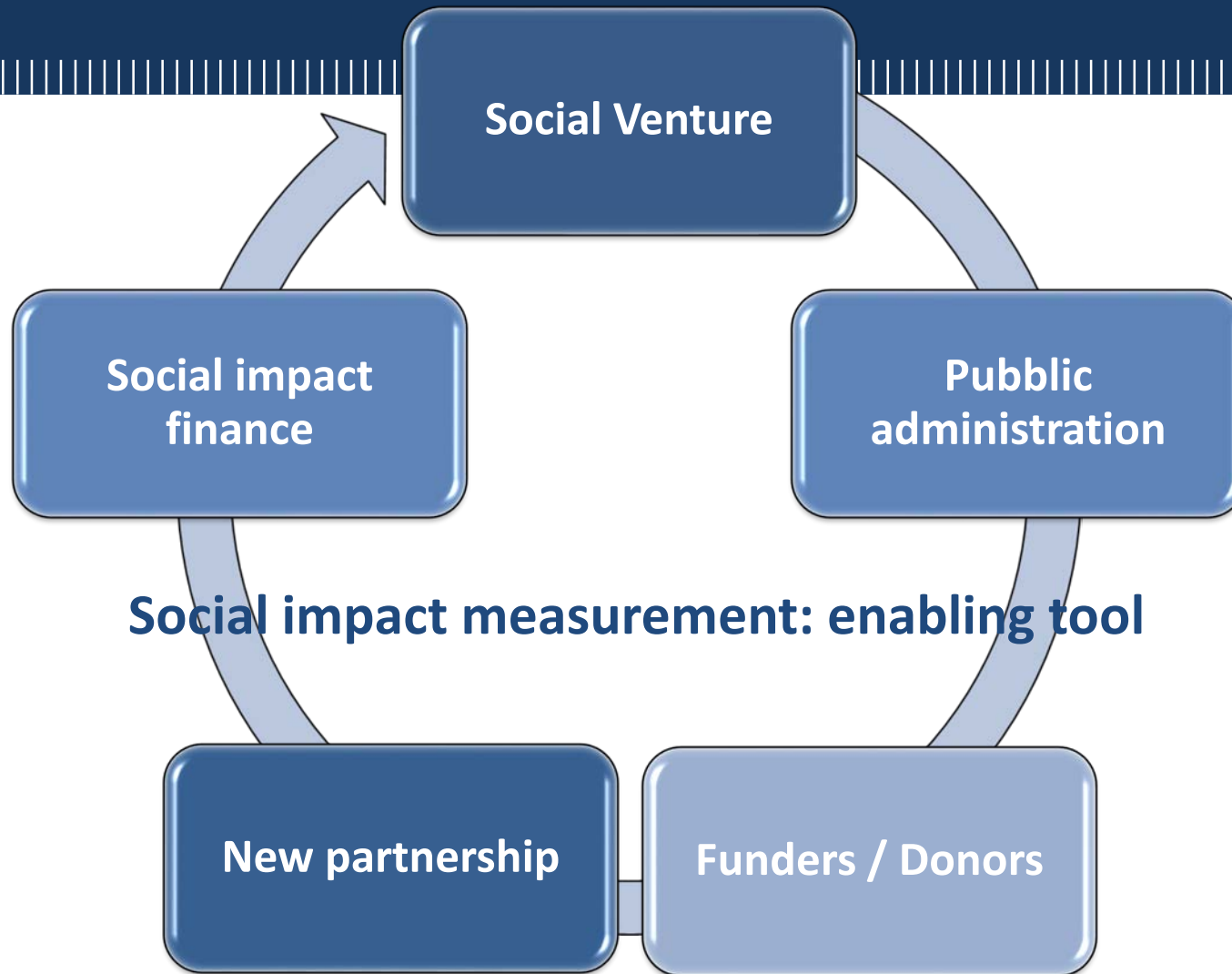
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Background



Background



Impact

*Physical **impact** is the moment in which a **moving object clashes with another one***

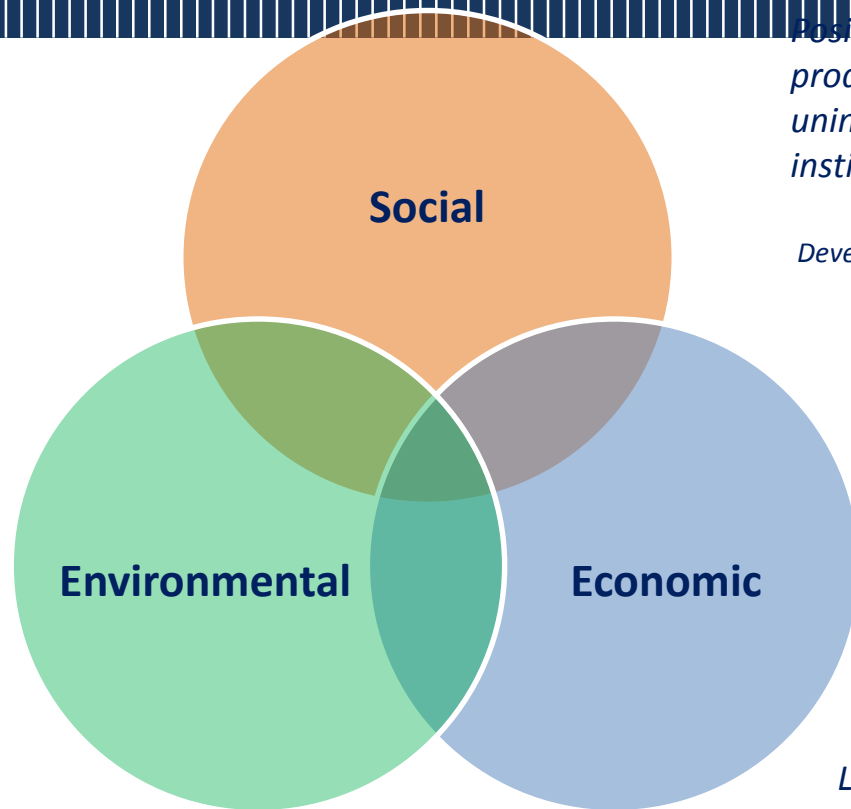
*This collision generates **direct and indirect effects***

*Direct effects could be **directly detect on the two collided elements***

*While the **indirect** ones are the reflections that this event have on **surrounding environment or system***



Impact: typologies



Triple bottom line

Positive and negative, primary and secondary long-term effects produced by a intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.

The Donor Committee for Enterprise Development (DCED), 2013.

Development Assistance Committee (DAC) of the OECD In: Manetti, 2014, p. 449.

Impact refers to significant economic, environmental and social impacts that are: positive, negative, actual, potential, direct, indirect, short-term, long-term, intended, unintended.

Global Reporting Initiative (GRI), 2013.

Long term changes in social, economic, environmental and governmental conditions and/or policies.

Ongoing sustainability and/or expansion of the venture.

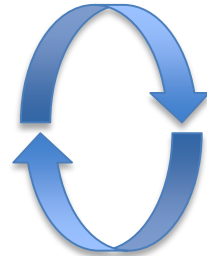
Clark e Brennan 2012.



Social Impact definitions

1

Effects and changes (in terms of knowledge, skills, status, living conditions, values ...) generated in the long term on the community by the activities of an organization.



2

Outcomes adjusted for what would have happened anyway, actions of others and for unintended consequences.



Social Impact definitions

1

Effects and changes (in terms of knowledge, skills, status, living conditions, values ...) generated in the long term on the community by the activities of an organization.

Social impacts are intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions.

Vanclay, 2003

The long-term sustainable and sometimes attributable change due to a specific intervention or set of interventions.

Tuan for Gate Foundation, 2008

Social impacts are the wider societal concerns that reflects and respects the complex interdependency between business practice and society.

Gentile, 2002.

Social impact refers to impacts (or effects or consequences) that are likely to be experienced by an equally broad range of social groups as a result of some course of action.

Freudenburg, 1986



Social Impact definitions

2

Outcomes adjusted for what would have happened anyway, actions of others and for unintended consequences.

The portion of the total outcome achieved due to an organization's activities, above and beyond what would have happened anyway.

Grieco et al., 2015, p. 1175.

Social impact is the long term and short term social change, both positive and negative, achieved by a specific organization as the result of its activities into a target community, considering also alternative attribution, deadweight, displacement and drop-off.

Clifford et al., 2014.

By impact we mean the portion of the total outcome that happened as a result of the activity of the venture, above and beyond what would have happened anyway.

Clark, et al., 2004.

Impact [...] is the fruit of total outcomes minus external effects unconnected with the action, which would have occurred regardless of intervention.

Rossi et al. 2004.



Social impact measurement

Social impact measurement means the qualitative and quantitative evaluation of the activities' effects on the community in relation to the identified objectives, in short, medium and long term.

Assessing social impact consists in providing evidence that an organization is providing a real and tangible benefit to the community or the environment

Grieco et al., 2015.

Social impact measurement in general terms [...] is analysing, monitoring and managing the social consequences of development

Vanclay, 2003.



Social Impact Measurement

Why is it important?

Measurement is an endogenous property of the social innovation ecosystem

PROBLEM

Lack of consistent accounting frameworks for supporting the communication and the interaction between all the actors

(e.g., Bull e Crompton 2006; Marchi e Hunter 2007; Nicholls, 2010).

OBJECTIVES

- ✓ **Social entrepreneurs**
 - limits the ability of SB of **ensuring transparency and accountability** (Nicholls 2009)
 - **attracting investors** (Wilston 2014; Saltuk et al. 2014)
 - **mobilizing resources** (Plotnieks 2014)
 - **monitoring business operations** (Arena, Azzone, and Bengo 2014)
- ✓ **Policy makers**
 - need to assess **the impact of policies** (Bengo, Calderini, 2015)
- ✓ **Private and institutional investors and corporations**
 - to understand the **financial and social impact determined by their investments** (Bugg-Levine and Emerson 2011)



Social Impact Measurement: objectives

Internal

TO ENHANCE THE INTERNAL SKILLS

- **Strategic** planning improvement and **decision** taking process
- Maximization of the **efficiency** and **effectiveness** of the activities
- Project **monitoring** and management
- **Reporting** capabilities improvement
- **Stakeholder** involvement and participation growth
- To motivate the **teamwork** thanks to measurable objectives
- **Information** and **data** management



Social Impact Measurement: objectives

External

TO INCREASE TRUST

- To better **communicate** the **social value** generated by the organization
- To show the stakeholders the actual social **return on investments**
- To attract **capitals** and **investors**
- To enhance **transparency**



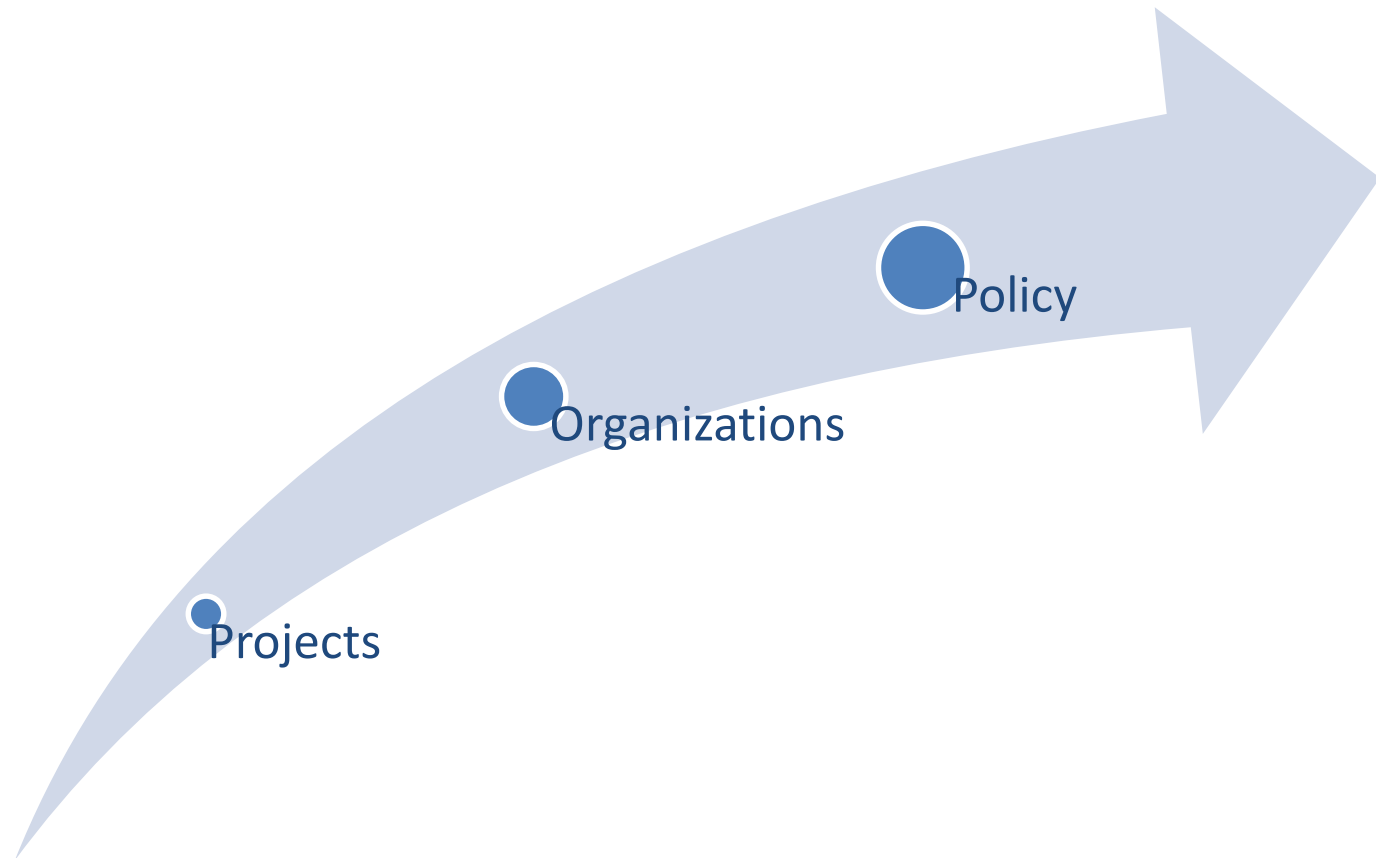
Social Impact Measurement: difficulties

- **Multi-objectives** and **multi-stakeholder** organizations
- **Qualitative nature** of social impact
- **Attribution** problem
- Changes take place in **the long term**
- **Costs** of measurement



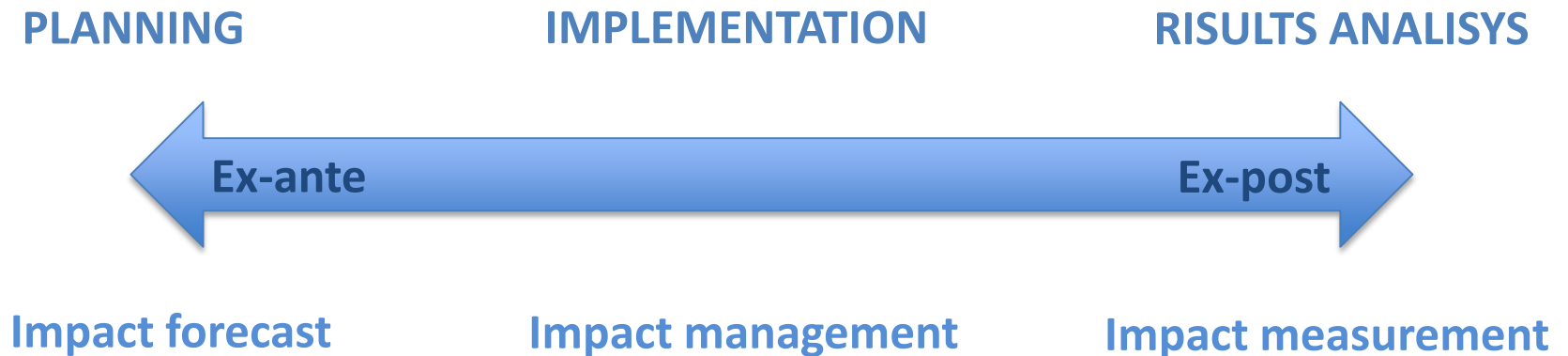
Social impact measurement: unit of analysis

What?



Social Impact Measurement: objectives

When?



Social Impact Measurement: objectives

For whom?

	STAKEHOLDERS	NEEDS
FUNDERS	Private and institutional investors	impact of investments in social and financial terms, to decide who / what finance
	The grant-makers	the social impact achieved by a SB organization, the cost for achieving
POLICY MAKERS	Promoter of rules, regulations...	the impact of policies
	Funder by subcontracting or partnership	the services quality and the impact generated by social programs
DECISION MAKERS	Decision makers in SB organizations: social entrepreneur or other managers	indicators and metrics to support internal decision making processes, guide their choices and improve effectiveness and efficiency of business operations.



Social Impact Measurement: methodologies

Methodology definition

Over the years, **many** social impact measurement **methodologies** are developed.

New social impact measurement tools have been refined not only by academic subjects, but also by international organizations (such as the UN, ILO, OECD), by financial institutions and also by individual businesses.

In 2015, Grieco C., Michelini L., and Iasevoli G. performed a research, entitled “Measuring Value Creation in Social Enterprises: A Cluster Analysis of Social Impact Assessment Models” in which they found a sample of **76 social impact assessment models**.



Social Impact Measurement: methodologies

Methodology examples

Soft outcomes universal learning
Atkisson compass assessment for investors
Best available charitable option
BoP impact assessment framework
Co-operative performance indicators
Fit for purpose
Eco-mapping
EMAS
EFQM
GRI sustainability reporting framework
Investors in people
Logic model builder
Measuring impact framework
Investors in people
Logic model builder
Millennium development goal scan
Quality first
SOCIAL
Social investment risk assessment

Social accounting and audit
The big picture
Third sector performance dashboard
Volunteering impact assessment toolkit
Impact reporting and investment standard
The values based checklist for social firms
Social enterprise balanced scorecard
Assessment and improvement indicators
Charity analysis framework
HIP scorecard
Methodology for impact analysis and assessment
Progress out of poverty index
Social value metrics
Social compatibility analysis
Social return assessment
Socioeconomic assessment toolbox



Social Impact Measurement: methodologies

Literature analysis

	<i>Synthetic measure</i>	<i>Non-synthetic measure</i>
<i>Process based models</i>	SROI (New Economics Foundation, 2007)	Methodology for Impact Analysis and Assessment (MIAA) – (Hornsby, 2012) Social Impact Assessment (SIA) - (GSVC, 2012) Guideline for performance dimensions and KPIs (SIMPLE by McLoughlin et al. 2009)
<i>Non-process based models</i>	Local Multiplier 3 (LM 3) - (Sacks, 2002 for NEF)	Modification of the balanced scorecard (Kaplan 2001; Moore 2003; Somers 2005; Bull 2007)



Social Impact Measurement: methodologies

Definition

Synthetic measure

- These models include approaches which lead to a definition of a synthetic indicator to measure the social impact generated by an organization.

Process based models

- These models focus on the process of 'production' of a social service/product, articulating indicators and metrics into inputs-outputs-outcomes and impacts.



Social Impact Measurement: methodologies

Principal characteristics

Synthetic measure

- Facilitate effective and efficient comparison between organizations.
- For the above reason, these methods are preferred by investors and funders to take decisions and monitor the social impact of their investments.

Process based models

- Provide a complete picture of the social value chain across different phases of the organizations' performance and impact.
- For the above reason, these models are preferred by policy makers and social entrepreneurs.



SROI (Social Return On Investment)

The SROI is used to **capture** and **monetize** the **social value** created by the activities of an organization in many different sectors.

The SROI is calculated by dividing the social benefits which an organization creates by the relative costs of achieving those benefits as in the following formula:

$$\text{SROI} = \frac{\text{Net present value of benefits}}{\text{Net present value of investment}}$$

e.g.: Ratio of 2 means that for every 1€ invested in the organisation, 2€ of social value are generated.



Carrying out an SROI analysis involves six stages:

1. **Establishing scope and identifying key stakeholders.** It is important to have clear boundaries about what your SROI analysis will cover, who will be involved in the process and how.
2. **Mapping outcomes.** Through engaging with your stakeholders you will develop an impact map, or theory of change, which shows the relationship between inputs, outputs and outcomes.
3. **Evidencing outcomes and giving them a value.** This stage involves finding data to show whether outcomes have happened and then valuing them.
4. **Establishing impact.** Having collected evidence on outcomes and monetised them, those aspects of change that would have happened anyway or are a result of other factors are eliminated from consideration.
5. **Calculating the SROI.** This stage involves adding up all the benefits, subtracting any negatives and comparing the result to the investment. This is also where the sensitivity of the results can be tested.
6. **Reporting, using and embedding.** Easily forgotten, this vital last step involves sharing findings with stakeholders and responding to them, embedding good outcomes processes and verification of the report.



SROI is based on seven principles:

1. **Involve stakeholders:** actors who are affected by the activities carried out, they may define the social value produced (positive or not) and identify appropriate indicators for measuring the social impact.
2. **Understand what changes:** measuring outcomes to make explicit changes.
3. **Value the things that matter:** monetize using financial proxy for measuring outcomes.
4. **Only include what is material:** relevant and pertinent.
5. **Do not over-claim:** define what would have happened anyway and what has been realized thanks to the contribution and participation of other subjects.
6. **Be transparent:** to declare and support how stakeholders, outcomes, indicators and benchmarks were identified; the information-gathering mode.
7. **Verify the result:** to involve an independent third party.



Social Impact Measurement: methodologies

*Synthetic
measure*

*Process
based
models*

SROI (Social Return On Investment)

Strenghts	Weaknesses
Robust method	Complex method
Complete methodology	Costly in terms of time and specialist skills
Stakeholder involvement	Difficulty in obtaining data as well as in calculating the attribution effects
Activities and resources definition	Difficulty in understanding how and why impacts occur
Results are easily comparable within organizations in the same sector	Results are scarcely comparable within organizations in different sectors
Social value is expressed in an economic term	Difficulty in attributing a financial dimension to express soft, qualitative and subjective outcomes



MIAA (Methodology for Impact Analysis and Assessment)

Definition

To evaluate the social impact, MIAA considers the **theory of change**, particularly referring to the impact chain.

MIAA comprises two main **dimensions** of analysis:

- **CONFIDENCE** that looks at the financial and operational performance of an organization;
- **IMPACT** that focuses on the social and environmental benefits.



MIAA (Methodology for Impact Analysis and Assessment)

Characteristics

- MIA includes a mapping stage where the **profiles of organizations** are classified with respect to location, sector, size etc.;
- MIAA proposes a **guide** for the **selection** of appropriate **indicators**, with a predefined set of metrics which could be adapted to the specific characteristics of an organization;
- MIAA provides a **guideline** which is mainly composed by impact **reporting** and the process by which the organization communicates its results.



MIAA (Methodology for Impact Analysis and Assessment)

Strenghts	Weaknesses
Linear and well defined methodology	Involvement of an external team for analysis
Stakeholder involvement	Difficulty to find avaiable data about organization
The framework offers a series of indicators that reflect the peculiarities of the social enterprise	Lack of sector specific benchmarks



Definition

The SIA model is an instrument for identifying, measuring and reporting the social impacts generated by social enterprises. Eventually, it limits the analysis to **three priority results** which the organization wants to achieve.

There are **three steps** to the Social Impact Assessment:

1. **DEFINE:** Define the organization **social value** proposition. Use the methodology of the Theory of Change to describe **why** the ventures' activities will lead to the ultimate desired outcomes. Use the Impact Value Chain to describe **how** the ventures' activities will lead to the desired outcomes.
2. **QUANTIFY:** Identify three measurable social impact **indicators** which will most correlate with the desired social outcomes. However, the selection of those indicators is encouraged to be from the Impact Reporting and Investment Standards (IRIS) .
3. **TRACK:** Explain how the selected indicators will be tracked as part of the ventures ongoing business operations. Outline a clear and feasible plan for impact measurement and evaluation, including ongoing **monitoring** of unintended and/or negative consequences of the business.



Social Impact Measurement: methodologies

Non-
synthetic
measure

Process
based
models

SIA (Social Impact Assessment)

THEORY OF CHANGE

In the first phase, the

instrument is based on the
theory of change which

considers the following steps:

1. Identify the problem.

Clarify the problem you are addressing and its underlying causes.

2. Agree your aims.

Identify your long-term aim and more specific aims.

3. Map outcomes.

Carry out backwards mapping, to identify the outcomes along the way necessary for achieving your aims.

4. Identify activities and outputs.

Identify the activities that you will carry out and the outputs you will deliver to achieve those outcomes.

5. Specify indicators and targets.

Develop indicators that will be used to assess progress and achievements, and to test the theory and its different components.

BY NC ND

THEORY OF CHANGE

The theory of change provides a specific and articulated description of the sequence of activities planned to achieve a social change. In addition, it identifies clearly not only the results that an enterprise means to achieve and how, but also the intermediate outcomes and it provides the basic elements and structure to identify measurable evidences.

Thanks to the theory of change, an enterprise can use the social measurement results to change the way of working and to manage the organization's activities.



Social Impact Measurement: methodologies

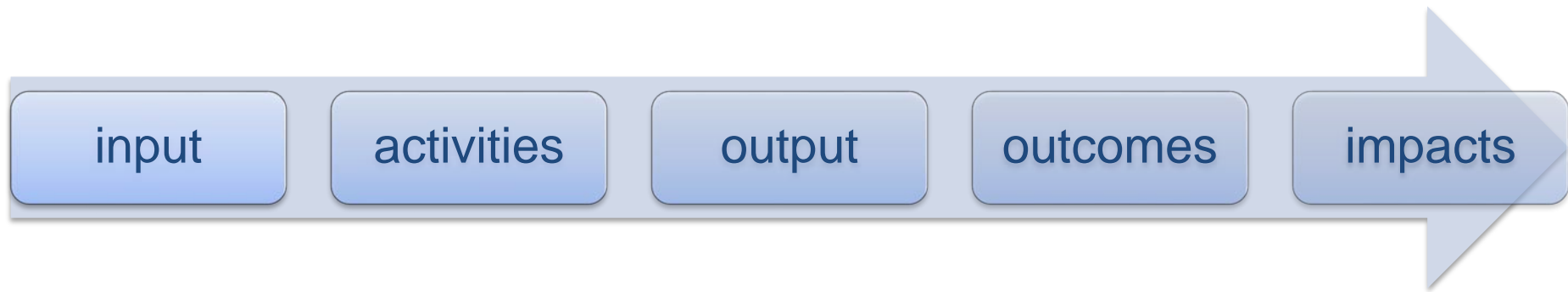
Non-
synthetic
measure

Process
based
models

SIA (Social Impact Assessment)

THEORY OF CHANGE

The theory of change is based on the **VALUE CHAIN**



Characteristics

SIAs provide a systematic framework to:

- **Anticipate** social change from a project or policy change
- **Measure** baseline data and project impacts
- **Look at** the potential social **implications**
- **Communicate** changes to the community
- Outline steps to **mitigate** or enhance negative or positive aspects of change
- Observe if the **benefits** of change do not empower some groups over others



Social Impact Measurement: methodologies

Non-
synthetic
measure

Process
based
models

SIA (Social Impact Assessment)

Strenghts	Weaknesses
Easy method	Difficulty to involve professionals
Flexible methodology	It monitors no more than one year of operation
Ad hoc indicators	Qualitative indicators are influenced by personal judgment
Stakeholder involvement	It needs to collect reliable data



Definition

The methodology is a **guideline** for social impact measurement of social enterprises.

The inputs of the strategic plan are the measurement results which would carry out improvement processes of enterprise performance in term of impact.

Steps

The measuring model is articulated into five steps:

STEPS	DESCRIPTION
SCOPE-IT	The conceptualization of the impact problem and objective
MAP-IT	The identification and prioritization of impacts
TRACK-IT	The selection and measurement of appropriate indicators
TELL-IT	The report of impacts
EMBED-IT	The integration of results in decision making and in the culture of the organization

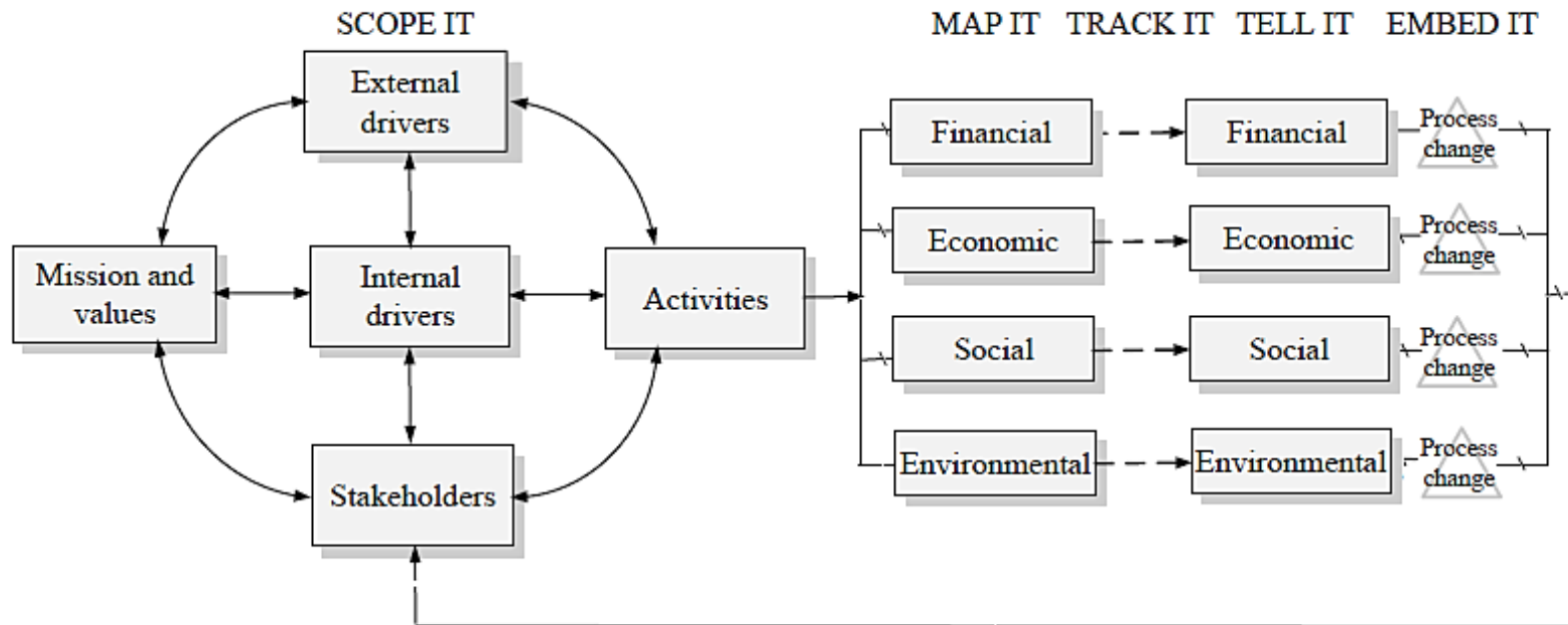
Social Impact Measurement: methodologies

Non-
synthetic
measure

Process
based
models

SIMPLE (Social IMPact for Local Economy)

Steps



Social Impact Measurement: methodologies

Non-
synthetic
measure

Process
based
models

SIMPLE (Social IMpact for Local Economy)

Strenghts	Weaknesses
Complete methodology	Complex methodology
Practical framework	Indicators are hard to be measured
Stakeholder involvement	Involvement of an external team for analysis



LM3 (Local Multiplier 3)

Definition

A further synthetic indicator is the Local Multiplier 3 (LM 3), which is based on the concept that an economic multiplier effect describes the impact of which spending has, in the economy, taking into consideration the knock-on effects.

The '**multiplier**' is an economic concept. A **higher proportion of money re-spent** in the local economy means a higher multiplier effect because **more income is generated** for local people. More income retained locally, or nationally, means more jobs, higher pay and more tax revenue for government, all of which may lead to better living standards.



Process

The measuring process is articulated into three **steps**:

- (1) identifying a source of **income**
- (2) following how it is **spent**
- (3) following how it is **re-spent** within a defined geographic area
(local economy).

LM3 (Local Multiplier 3)

Strenghts	Weaknesses
Robust method	It requires knowledge of the multiplier factors
Complete methodology	It requires the use of many resources
Stakeholder involvement	Stakeholder's cultural resistance about data disclosure
Useful to understand the effectiveness of expenditures	Difficulties in data collection process

Definition

This model generally refers to the objectives of the organization itself and defines a **set of indicators** covering different areas/performance dimensions.

Several **adaptations** of the Balanced Scorecard proposed by Kaplan and Norton in 1996 have been proposed for measuring social impact and making the original model more adherent to the social business paradigm.

Bull, again, has adapted the model to the context of social enterprises, and partially has **modified the original perspectives** into:

Return; the multi-bottom line; stakeholders' environment; internal activities; learning organization; and visioning.



Social Impact Measurement: methodologies

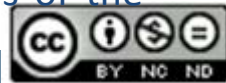
Non-
synthetic
measure

Non-process
based
models

BALANCED SCORECARD (Bull, 2007)

Dimensions

- **Return: The Multi Bottom Line:** this section was renamed from 'financial' in the BSC. The motivation or return for effort and investment is usually recorded in financial terms by the private sector in terms of 'profit margins'. The essence of this section focuses on **social, environmental and financial sustainability**.
- **A Learning Organisation:** this section explores the social capital and knowledge of organisations. The title changed from 'learning and growth', as in the BSC, to move away from growth being connected with performance per se. This section questions the difficulty to measure **learning culture, creativity, participative** decision making, team working, leadership, etc.
- **The Stakeholder Environment:** this section was renamed to replace the 'customer' section in the BSC as the term 'stakeholder' is more representative of social enterprise, where many enterprises serve and satisfy **multiple groups of people** (e.g. end users, funders, communities...)
- **Internal Activities** This section was slightly changed from 'internal business process' from the BSC to focus more on the activities rather than processes (e.g. internal **communications, quality, management systems, flexibility...**)
- **Visioning:** this is the last section in the model, which intends to drive all the activities of the business by an explicit vision.



Social Impact Measurement: methodologies

Non-
synthetic
measure

Non-process
based
models

BALANCED SCORECARD (Bull, 2007)

Indicators



Social Impact Measurement: methodologies

Non-
synthetic
measure

Non-process
based
models

BALANCED SCORECARD (Bull, 2007)

Strenghts	Weaknesses
The methodology is easy to be understood	The methodology is difficult in application
Complete methodology	High need for human and economic resources
Stakeholder involvement	Static framework and does not totally answer to the informative needs of different stakeholders
Definition of internal process	Indicators are hard to be measured



Social Impact Measurement: methodologies

For who?

	STAKEHOLDERS	NEEDS
FUNDERS	Private and institutional investors	impact of investments in social and financial terms, to decide who / what finance
	The grant-makers	the social impact achieved by a SB organization, the cost for achieving
POLICY MAKERS	Promoter of rules, regulations...	the impact of policies
	Funder by subcontracting or partnership	the services quality and the impact generated by social programs
DECISION MAKERS	Decision makers in SB organizations: social entrepreneur or other managers	indicators and metrics to support internal decision making processes, guide their choices and improve effectiveness and efficiency of business operations.



Open issues

Measurement is an endogenous property of the ecosystem, how to ensure the development of an efficient and equal technical/infrastructural/governance assessment?

The problem is related both to technical and governance matters

- Which is the trade-off between data quality and sophistication of the tool?
- Which are the governance mechanism that legitimize the tools?
 - Measurement of new financial instruments
 - Requirements from independent third parties and policy makers role
- Do we want a standard? How do you determine a standard social impact assessment?
 - Risk of many standards determined by power balances
- Which features must have the standard?
 - Sectorial or fix all? Guide lines or defined indicators?
- Which is the role of the measurement (and relative standard)?
 - For representing itself (unique standard es. B Corp)
 - For managing multi-stakeholders relationships
- How do internal behaviors change thanks to social impact measurement?



PRACTICAL PART



Social Impact Measurement: process

Context definition

Stakeholder analysis

Value chain definition

Methodology definition and indicators
calculation

Social impact measurement

Results communication



Social Impact Measurement: process

Context definition

Stakeholder analysis

Value chain definition

Methodology definition and indicators
calculation

Social impact measurement

Results communication



Social Impact Measurement: process

Context definition

- What is the **scope** of your measurement process?
- **Who** is interested in the measurement results?
- How much **time** and how many **resources** has the organization?
- Who will **lead** the work? Has the organization adequate skills in-house, or does it need an external **consultant**?



Social Impact Measurement: process

Context definition

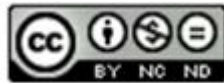
Stakeholder analysis

Value chain definition

Methodology definition and indicators
calculation

Social impact measurement

Results communication



Social Impact Measurement: process

Stakeholder analysis

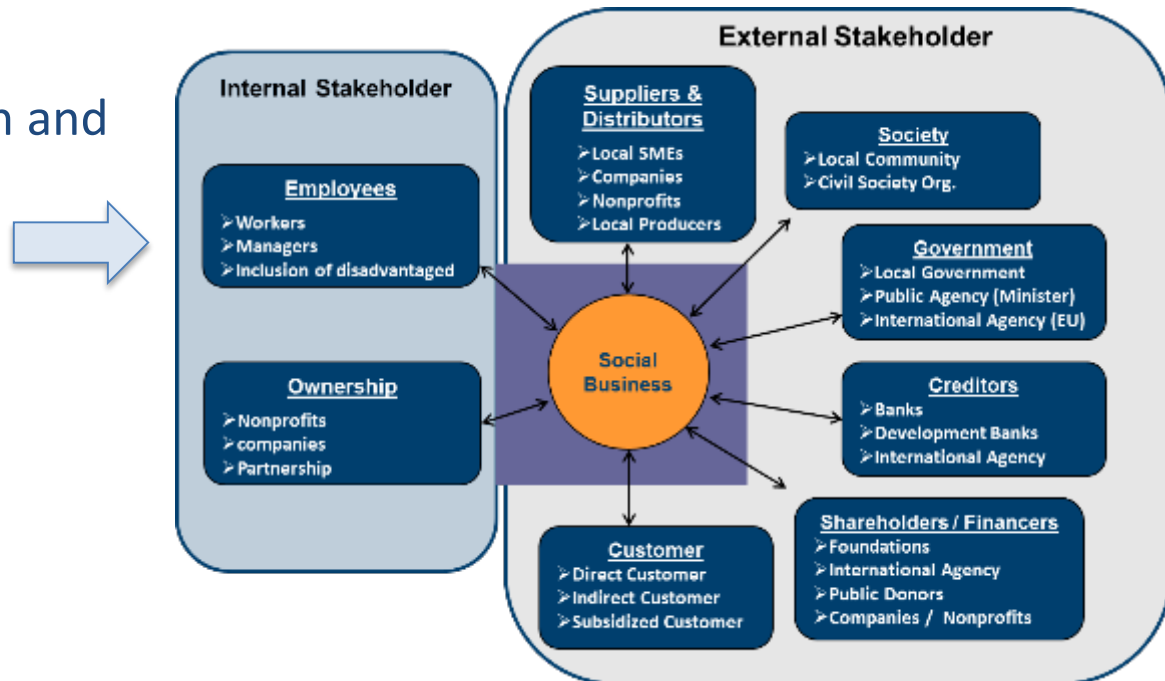
1. Stakeholder identification and mapping
2. Stakeholder selection
3. Stakeholder involvement



Social Impact Measurement: process

Stakeholder analysis

1. Stakeholder identification and mapping
2. Stakeholder selection
3. Stakeholder involvement

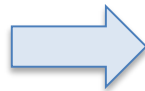


Social Impact Measurement: process

Stakeholder analysis

1. Stakeholder identification and mapping

2. Stakeholder selection



3. Stakeholder involvement

STAKEHOLDERS	Interests, needs or expectations of stakeholders	Capacity and motivation in SB development	Possible actions to address stakeholder interest and needs



Social Impact Measurement: process

Stakeholder analysis

1. Stakeholder identification and mapping

2. Stakeholder selection

3. Stakeholder involvement



- *MEETINGS*
- *INTERVIEWS*
- *SURVEYS*



Social Impact Measurement: process

Context definition

Stakeholder analysis

Value chain definition

Methodology definition and indicators
calculation

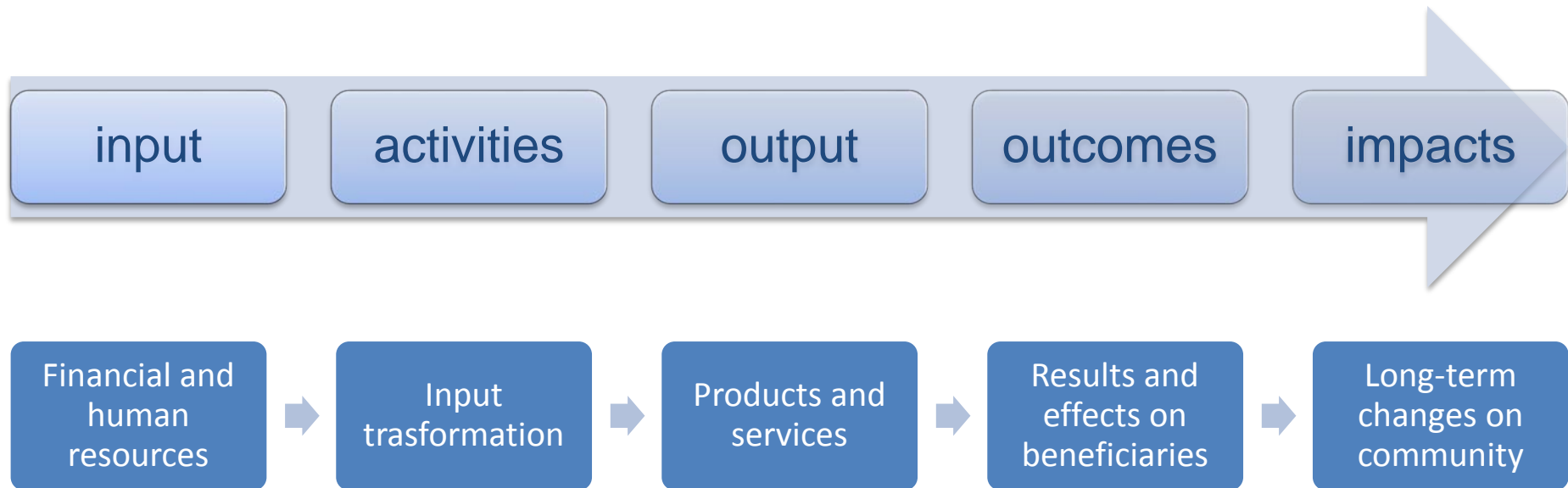
Social impact measurement

Results communication



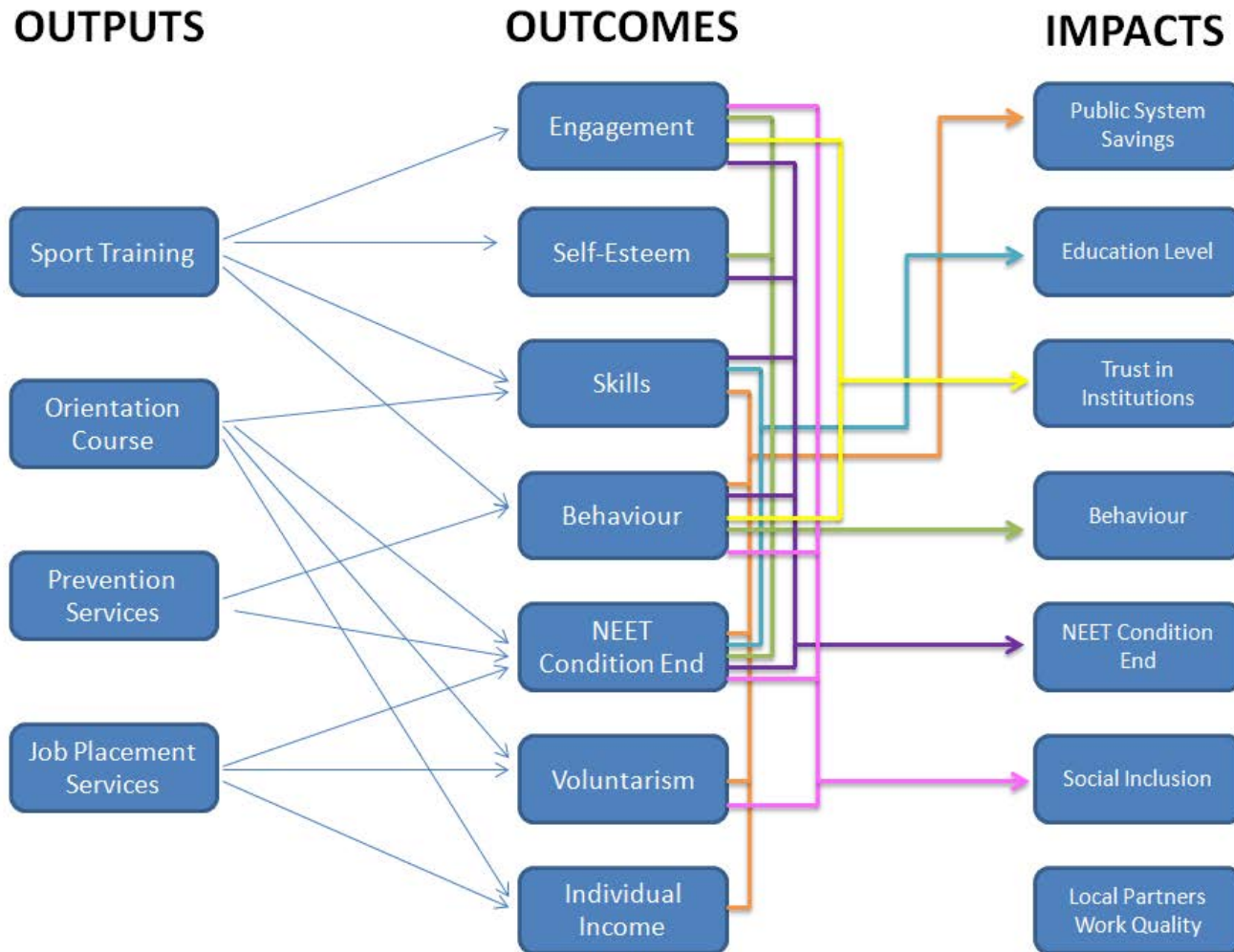
Social Impact Measurement: process

Value chain definition



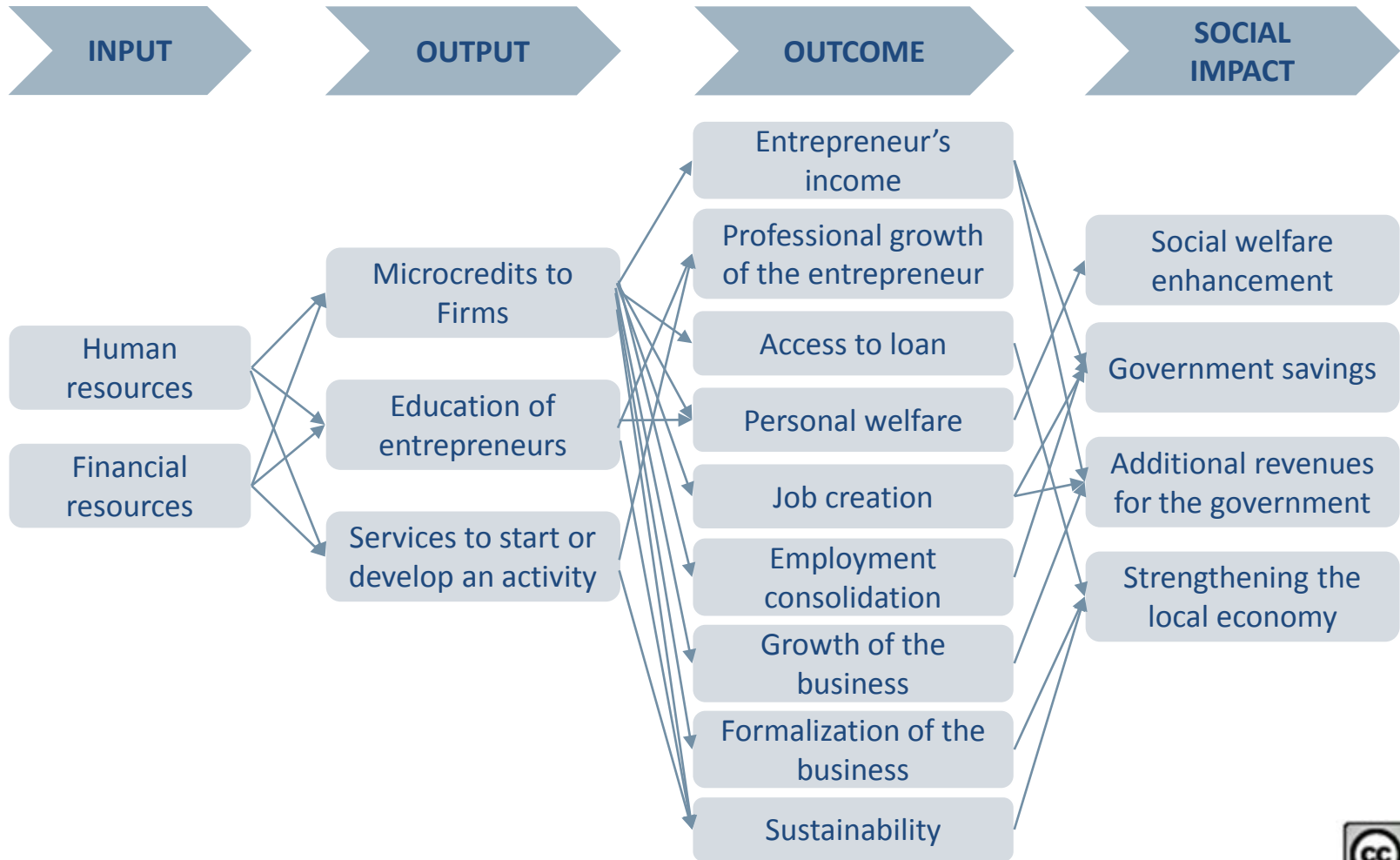
Social Impact Measurement: process

EXAMPLE 1: NEET PROJECT



Social Impact Measurement: process

EXAMPLE 2: MICROCREDIT INSTITUTION



Social Impact Measurement: process

Context definition

Stakeholder analysis

Value chain definition

Methodology definition and indicators
calculation

Social impact measurement

Results communication



Social Impact Measurement: process

Methodology definition and indicators calculation

1. Methodology definition
2. Indicators definition
3. Indicators selection
4. Data collection
5. Indicators calculation



Social Impact Measurement: process

Literature analysis

Synthetic measure

- SROI (New Economics Foundation, 2007)
- Local Multiplier 3 (LM 3) - (Sacks, 2002 for NEF)
- Gamma Model (Grabenwarter & Liechtenstein, 2011)

Process based models

- Contingency framework (Ebrahim & Rangan, 2010) – No KPIs
- Multidimensional control system (Bagnoli & Megali, 2011)
- Methodology for Impact Analysis and Assessment (MIAA) – (Hornsby, 2012) - Theory of change
- Social Impact Assessment (SIA) - (GSVC, 2012) - Impact Reporting Standard & Investment (IRIS)
- PMS for SE (Bengo et al., 2014)

Dashboards and scorecards

- Modification of the balanced scorecard (Kaplan 2001; Moore 2003; Somers 2005; Bull 2007)
- Integration of stakeholder perspective for KPIs (Simmons 2003; Social Added Value Evaluation System by Bassi 2011).
- Guideline for performance dimensions and KPIs (Fit for Purpose by Development Trusts Association, 2008; SIMPLE by McLoughlin et al. 2009)
- Integration of the dashboard approach with a synthetic indicator - SROI (Meadows and Pike 2000)



Social Impact Measurement: process

Methodology definition and indicators calculation

1. Methodology definition

- *STANDARD**

2. Indicators definition



- *AD HOC*

- *PROXY*

3. Indicators selection

4. Data collection

5. Indicators calculation



Social Impact Measurement: process

Methodology definition and indicators calculation



GIIN (Global Impact Investing Network) is a nonprofit organization dedicated to increasing the scale and effectiveness of impact investing.



IRIS (Impact Reporting & Investment Standards) is the catalog of generally-accepted performance metrics. IRIS as a free public good to support transparency, credibility, and accountability in impact measurement practices across the impact investing industry.

iris.thegiin.org



Social Impact Measurement: process

Methodology definition and indicators calculation

The **Global Reporting Initiative (GRI)** is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others.



By using the GRI Guidelines, reporting organizations disclose their most critical impacts – be they positive or negative – on the environment, society and the economy. They can generate reliable, relevant and standardized information with which to assess opportunities and risks, and enable more informed decision-making – both within the business and among its stakeholders. G4 is designed to be universally applicable to all organizations of all types and sectors, large and small, across the world.



Social Impact Measurement: process

Methodology definition and indicators calculation

1. Methodology definition
2. Indicators definition
3. Indicators selection
4. Data collection
5. Indicators calculation



Social Impact Measurement: process

Methodology definition and indicators calculation

1. Methodology definition

2. Indicators definition

3. Indicators selection

4. Data collection



5. Indicators calculation

- *SURVEYS*
- *INTERVIEWS*
- *DATABASE*

😊 ☒ Excellent
😐 ☐ Average
😞 ☐ Poor

Social Impact Measurement: process

Methodology definition and indicators calculation

1. Methodology definition
2. Indicators definition
3. Indicators selection
4. Data collection
5. Indicators calculation



- *QUANTITATIVE* indicators
CALCULATION
- *QUALITATIVE* indicators
DESCRIPTION



Social Impact Measurement: process

Context definition

Stakeholder analysis

Value chain definition

Methodology definition and indicators
calculation

Social impact measurement

Results communication

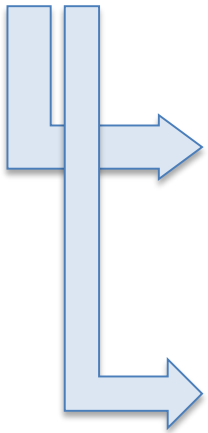


Social Impact Measurement: process

Social impact measurement

1

Effects and changes (in terms of knowledge, skills, status, living conditions, values ...) generated in the long term on the community by the activities of an organization.



MULTIPLIERS

PROXIES



Social Impact Measurement: process

Social impact measurement

MULTIPLIER: definition and example

Multiplier: the number by which another number, the multiplicand, is multiplied.

IMPACT	Indicator	Data source	Unit of measure	Formula
Public expenditure saving	Amount saved per year resulting from the reduction of financial aids (including unemployment benefits, family allowances, etc.)	Survey, EUROSTAT, OECD	€	$(\sum \text{monthly social benefits received by each customer}_{t1} - \sum \text{monthly social benefits received by each customer}_{t0}) * (\# \text{ financed entrepreneurs}) / (\# \text{ survey respondents}) * 12 \text{ months} + \text{multiplier } 1 * \# \text{ hired unemployed}^{Hp1}$

Multiplier 1	
DEFINITION	It represents the average amount of subsidies granted in one year to an unemployed person in Italy.
ASSUMPTIONS	<ol style="list-style-type: none"> 1. The multiplier is used only for workers who are employed by the financed entrepreneurs. This data is collected by survey. 2. For hired unemployed^{Hp1}, it considers only the full time employees or the workers with a fixed term contract who are hired by a customer.
STEPS OF CALCULATION	<ol style="list-style-type: none"> 1. From the OECD¹ data, it is defined the total amount of subsidies granted by the Italian Government in the different years taken into account. 2. From the Eurostat² data, it is defined the number of beneficiaries per year who are receiving an unemployment subsidy in Italy. 3. To calculate the average amount that an unemployed receives per year as subsidies, the total amount of subsidies granted per year is divided by the number of beneficiaries per year receiving an unemployment subsidy in Italy. 4. To calculate the average amount of subsidies granted in one year to an unemployed person in Italy related to the analyzed period, the total averages (calculated in step 3) is divided by the number of years .

1. <https://stats.oecd.org/Index.aspx?DataSetCode=LMPEXP#>

2. <http://ec.europa.eu/eurostat/tgm/refreshTableAction.do?tab=table&plugin=1&pcode=tps00080&language=en>



Social Impact Measurement: process

Social impact measurement

PROXY: definition and example

Proxy

A metric or statistic used in social science surveys and other research as an approximation of a desired measure that is infeasible or inconvenient to obtain.

For example, you may want to use the average cost of health insurance as a proxy for improved health amongst children in care. The fact that those children would not be in a position to take out such insurance is beside the point – it gives generic guidance on how people value health.

(A guide to Social Return on Investment)

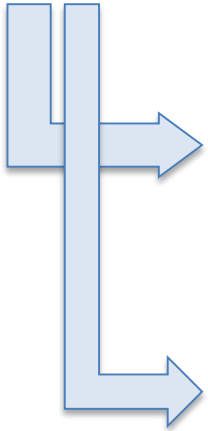


Social Impact Measurement: process

Social impact measurement

2

Outcomes adjusted for what would have happened anyway, actions of others and for unintended consequences.



COUNTERFACTUAL ANALYSIS

ATTRIBUTION, DEADWEIGHT,
DISPLACEMENT, DROP-OFF



Social Impact Measurement: process

Social impact measurement

COUNTERFACTUAL ANALYSIS: definition

Controfactual

The counterfactual analysis is a method of comparison which involves comparing the outcomes of interest of those having benefitted from a policy or programme (the “treated group”) with those of a group similar in all respects to the treatment group (the “comparison/control group”), the only difference being that the comparison/control group has not been exposed to the policy or programme.

How to select the control group: methods	Description
Randomized trials	<i>Random selection</i>
Regression discontinuity design	<i>Threshold above or below</i>
Differences in differences	<i>Different moments</i>



Social Impact Measurement: process

Social impact measurement

ATTRIBUTION, DEADWEIGHT, DISPLACEMENT, DROP-OFF: definitions

Attribution

An assessment of how much of the outcome was caused by the contribution of other organisations or people.

Deadweight

A measure of the amount of outcome that would have happened even if the activity had not taken place.

Displacement

An assessment of how much of the outcome has displaced other outcomes.

Drop-off

The deterioration of an outcome over time.



Social Impact Measurement: process

Context definition

Stakeholder analysis

Value chain definition

Methodology definition and indicators
calculation

Social impact measurement

Results communication



Social Impact Measurement: process

Results communication



ATTRACTION OF
CAPITALS

IMPROVEMENT
OF
ORGANIZATION

