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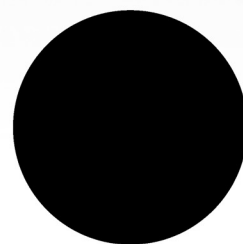
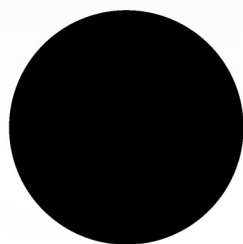
S O C I A L I M P A C T



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MASTER THESIS STRATEGIC PRODUCT DESIGN
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SOCIAL IMPACT: PROVIDING PRACTICAL
GUIDANCE TO ENHANCE STRATEGIC USE
OF CREATING SHARED VALUE



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THANKS.

FOR THE ENCOURAGING WORDS OF SUPPORT
FOR PROOFREADING THE NOT-SO-GOOD REPORTS
FOR LISTENING TO MY SORROWS
FOR THE OPPORTUNITIES AND THE LOVE
FOR MORE THAN CAN BE SAID IN WORDS

I WANT TO GIVE THANKS TO MY MENTORS, SIJIA,
TIM AND ERIK JAN, WHO GUIDED ME THROUGH MY
THESIS. FOR THE BELIEF IN THIS PROJECT. THE
SUPPORT DURING THE MEETINGS, THEIR TIME AND
FOR THE CHALLENGING QUESTIONS I DID NOT WANT
TO ANSWER.

MY FRIENDS AND BOYFRIEND FOR BEING THERE, FOR
PROOFREADING AND JUST THE ENCOURAGEMENT
AND BELIEF.

MY FAMILY FOR EVERYTHING.

Abstract

Everywhere you look there is information to be found that explain the urgency to address societal challenges. In which the challenge: the degrading environment, takes the lead. Change is incremental but happening. Individuals are required to act responsible and businesses have a changed role in society. It is no longer their purpose to solely make money. They have a bigger social responsibility. This is backed up by an independent study amongst consumers that proved that 81% of the public believed that businesses have a social responsibility and should act on it (Echo, 2011). The uprise of social enterprises proves that businesses can do both (Bersin, 2018). That is creating economical value and at the same time create value for society. Maybe the most well-known example of a social enterprise is Tony Chocolonely.

SOCIAL IMPACT IS DEFINED AS THE EFFECT OF BUSINESS ACTIVITIES THAT **DRIVE ECONOMICAL VALUE BY ADDRESSING SOCIETAL CHALLENGES**. SOCIETAL CHALLENGES THAT RELATE TO THE TOPICS DISCUSSED IN THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS.

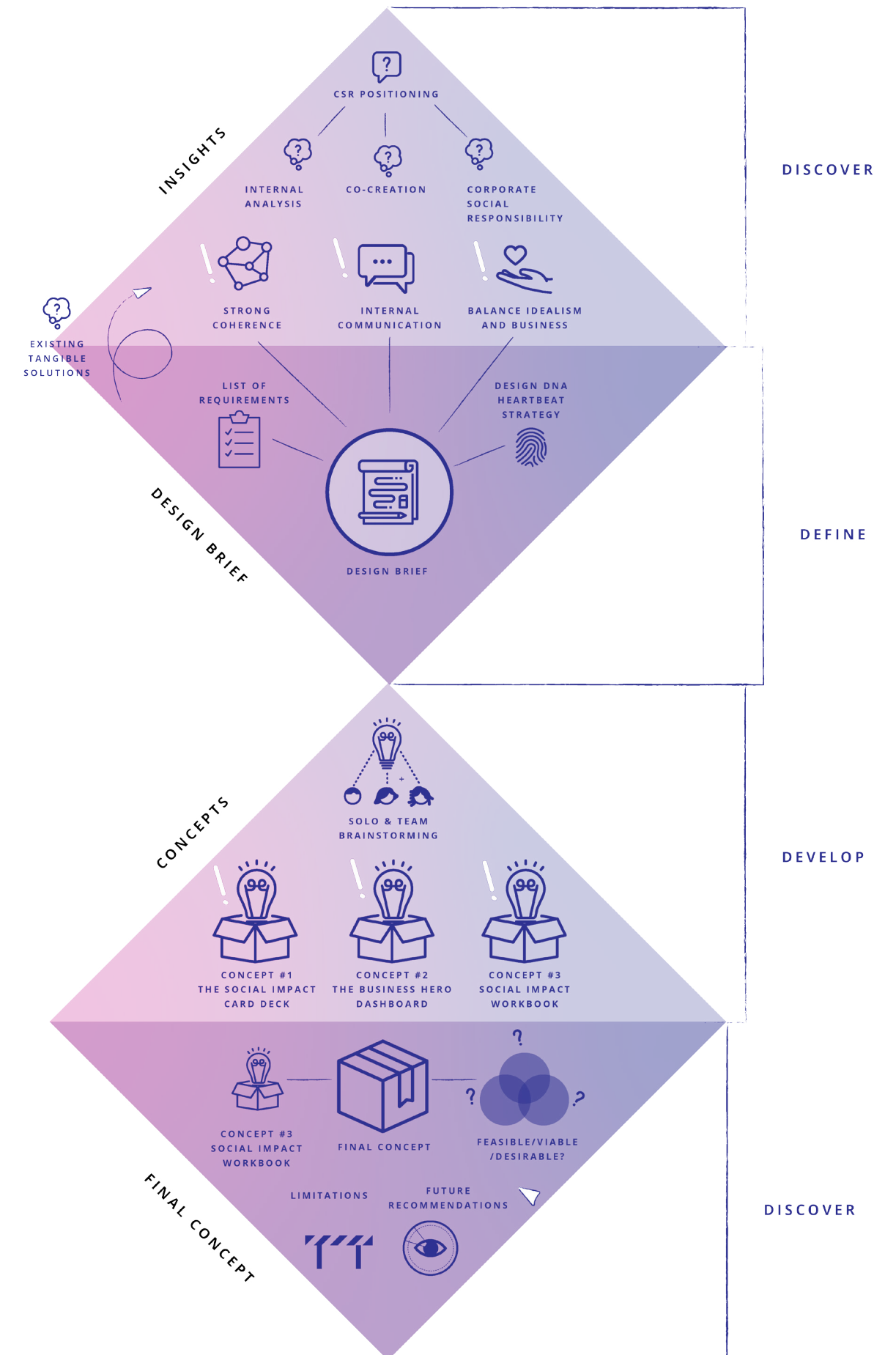
(Business Dictionary, 2019; UN SDG, 2019)

Not all businesses have the luxury to start from scratch with a revamped strategy that focuses on creating Social Impact. The majority of businesses today are those who have existed for a while and started without a social mission (MKB Nederland, 2019). However, they do feel the pressure, internal or external, to keep up with change but they do not know how (Raman, 2011; Lepoutre, 2006; Laudal, 2011; Polonsky, 2009). Cases show that those 'traditional' businesses trying to

change often fail to position themselves which results in negative backlash and irreversible damage (Confino, 2013). The question is: how to effectively help traditional business in their progress to change? Que Heartbeat Strategy, a research and strategy consultancy, who helps businesses in creating both economical and societal value (Heartbeat Strategy, n.d.).

Through exploration of the concept 'Social Impact', relevant insights are found that led to the conclusion that there are three key aspects that contribute to solving the issue. The first two key aspects are to focus on internal alignment and focus on internal communication. It seems to be the key factor in creating change within a business rather than the current focus on external communication. Internal alignment is created by defining a strong Social Impact positioning. This is key to create before carrying out Social Impact related activities and focus on external communication. And last, within a traditional business it is crucial to create awareness about how to balance idealism and business.

A Social Impact workbook is created that allows Heartbeat Strategy to co-create with their client towards a Social Impact positioning. The co-creative approach ensures that the participants feel an ownership over the created content. This is important because the business needs to believe, and live by its positioning. The created positioning provides a stable starting point for traditional businesses. They can use this to build further on to create Social Impact in a sustainable, credible manner that is relevant to both business and society.



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Appendix E: Concepts
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Introduction

Search for any multinational on google and you are deemed to find text in their mission that explains their link to ‘Corporate Social Responsibility’ or ‘Creating Shared Value’.

The concept of Corporate Social Responsibility (CSR) has attracted a lot of attention over the past decade. A short explanation of CSR: **businesses that are involved in CSR use resources to support being socially sound by standards what is obligatory by the government.** They invest in the development of environmental and social issues. The reason that CSR has attracted heightened attention over the past decade, is the rapid development of technology. Due to this, masses of people have quick access to information about all sorts of societal issues that threat the world. But disruptive changes in technology is not the only cause of this increased attention. The pressing issue of climate change is causing people to have a more critical attitude towards businesses. Because businesses are deemed the main actors in causing negative environmental effects. **Rapid technological developments, the new wave of critical consumers and pressing environmental issues are the causes of a peak in interest in CSR.**

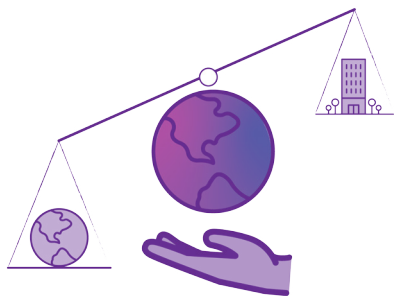


This peak in interest is a positive development for solving societal issues, but it is key to involve more businesses. Using this momentum to attract businesses to invest in CSR will greatly enhance the positive impact we could collectively make. Up until now there are only a few businesses that are noticed by the mainstream public that seem to successfully combine their social mission with the core of the company. For example Tony's Chocolonely, these kind of businesses are born with a social mission. But how do ‘normal’ or ‘traditional’ businesses generate social impact? This is interesting because traditional businesses still make up the majority of the market. **The question is: How to get these ‘traditional’ businesses involved in CSR?**

The challenge is that CSR activities of traditional businesses seem to be diffuse and unfocused. Their CSR investments appear to be disconnected from their core business strategy (Porter, 2002). Even though it is stressed in literature, that the closer the ties are between the social issue and a business, the greater the benefit is for both. Because if there is a close relation there are more opportunities to leverage resources of the company (Yuan, 2011; Porter, 2006). Why is there no successful integration of CSR activities within existing business strategies? And why do they fail to position themselves as a CSR involved business?

THIS THESIS REVOLVES AROUND
ADDRESSING SOCIETAL CHALLENGES
FOR THE BENEFIT OF BUSINESS,
BUT FOREMOST
FOR THE BENEFIT OF SOCIETY.

This graduation assignment will build upon this topic of strategic Corporate Social Responsibility in small to medium sized businesses (SMEs) in the Dutch market. Hereby contributing to the literature gap on the relation between CSR and a business’ positioning on the market. SMEs are chosen as a target group, because a considerable amount of existing businesses in the Netherlands are categorized to be small to medium sized enterprises (MKB Nederland, 2019). This graduation thesis could have relevance for a significant part of the Dutch market when focusing on SMEs. For this graduation thesis’ purpose, the role of CSR within small to medium sized enterprises will be explored. In addition, measures will be defined how to integrate a social impact focus in a business’ positioning.



the
P R O

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chapter 1: the project
P R

O J E

THIS CHAPTER OUTLINES THE PROJECT. STARTING WITH THE CONTEXT, FOLLOWED BY THE RESEARCH QUESTION, THE RELEVANCE OF THIS THESIS AND THE PROJECT APPROACH.

IN THE CONTEXT IS DISCUSSED WHY THIS THESIS TOPIC IS RELEVANT AND IMPORTANT PRINCIPLES AROUND CORPORATE SOCIAL RESPONSIBILITY ARE EXPLAINED. THE RESEARCH QUESTION IS ABOUT HOW BUSINESSES SHOULD POSITION THEMSELVES ON CSR AND ADDITIONAL SUB-QUESTIONS TO ANSWER THE MAIN RESEARCH QUESTION ARE FORMULATED. IN THE RELEVANCE IS DISCUSSED WHAT THE CONTRIBUTION OF THIS THESIS IS TO THE ACADEMIC WORLD. AND THE CHAPTER CONCLUDES WITH AN OVERVIEW OF THE PROJECT APPROACH, USING THE 'DOUBLE DIAMOND' MODEL.

1.1 Project Context

Here is discussed what this thesis is about and which parties are involved in writing this thesis.

THIS THESIS FINDS ITS ROOTS IN THE QUESTION: **WHAT IS THE ROLE OF BUSINESS IN SOCIETY?** TO BE MORE SPECIFIC, THE QUESTION IS: DO BUSINESSES HAVE A SOCIAL RESPONSIBILITY TOWARDS SOCIETY TO ADDRESS SOCIETAL ISSUES?

The majority of consumers believes businesses do need to act on their social responsibility. Due to the negative effects for-profit businesses have on society and environment. 81% of the population think businesses should answer to their social responsibility by addressing social and environmental issues beyond their local communities (Cone, 2018).

A term used in this context to describe social responsible activities performed by businesses, is Corporate Social Responsibility (CSR). CSR is defined as: 'a company's sense of responsibility towards the community and

environment (both ecological and social) in which it operates' (Business Dictionary, 2019).

These pressing ecological and social issues cannot be solved by government and third sector organizations (e.g. NGOs) alone because they do not have sufficient capital to create significant change. However, for-profit businesses do have the capital to invest. They are the main actors in causing negative effects on the environment and also have the power and capital to reverse those (Porter, 2006).

A concept that influences proliferation of CSR, are the United Nations Sustainable Development Goals (UN SDGs), see figure 1. These seventeen goals cover several societal challenges which the UN aims to solve by 2030 with the support of world leaders (UN SDGs, 2019). It uses easily identifiable icons and are frequently used in communication.

Media attention also adds to the spreading of awareness around the social responsibility of businesses. A



Figure 1. The United Nations Sustainable Development Goals to be solved by 2030, topics addressed are: poverty, welfare, inequality, environmental degradation, peace and justice.

recent example is the attention around the plastic polluted oceans with the 'Save the Turtles' campaigns (Peeperkorn, 2018; Parkerc, 2017; Carrig, 2018; NBC, 2018).

The involved parties in this thesis are Heartbeat Strategy, a research and strategy consultancy focused on creating value for both business and society. And the master Strategic Product Design at the faculty Industrial Design Engineering at Delft University of Technology. Heartbeat Strategy is the ideal partner to build upon the concept of what the role of business in society is. Because they have an expertise in the field of 'Creating Shared Value'.

Heartbeat Strategy recognizes a need in their clients to keep up with society's demands. And that demand revolves around requiring businesses to be involved in sustainability and CSR (Heartbeat Strategy, 2019). **This thesis aims to create a tool for Heartbeat Strategy that they can use to facilitate their clients in keeping up with society's demand to be involved in CSR.**

1.2 Research Question

The introduction and the project context discussed before lead up to the research question (RQ) and sub-questions (SQ) below, see figure 2.

R Q
HOW COULD HEARTBEAT STRATEGY
CONTRIBUTE TO THE SUCCESSFUL
'CORPORATE SOCIAL RESPONSIBILITY'
POSITIONING OF 'TRADITIONAL BUSINESSES'?

SQ1: How could Heartbeat Strategy deliver a tangible contribution to creating a successful positioning?

SQ2: Which elements of co-creation would benefit the creation of a positioning?

SQ3: What 'Corporate Social Responsibility' factors positively influence creating a successful positioning?

An elaboration on the subquestions. For the first subquestion is also addressed in what context this contribution would come to its best expression, based on Heartbeat Strategy's work approach. And for the second sub-question is discussed what the criteria are for a co-creative approach. And last, the third subquestion also discusses what a 'successful' positioning entails.

The starting point of this thesis was the question: what is the role of business in society? This evolved to the understanding that businesses are considered to have a social responsibility and need to act on it. The issue is

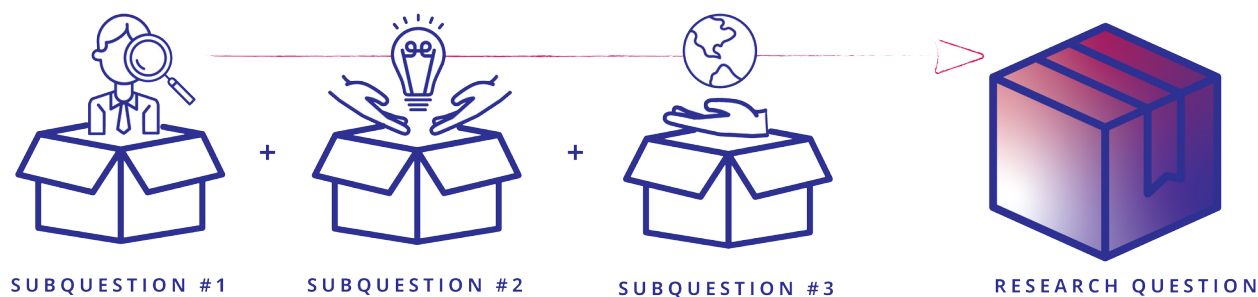


Figure 2. The subquestions lead to answering the research question.

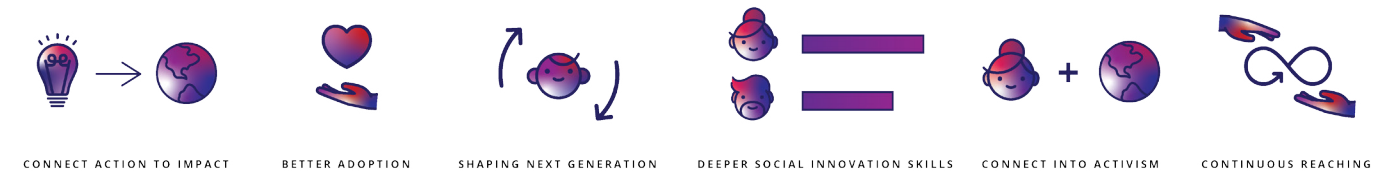


Figure 3. Nesta, an innovation foundation, foresees 10 important design challenges for social innovation that define if it will become growth or will be minimized in impact. Social innovation is an umbrella term and CSR falls under it. The challenges shown in this figure closely relate to this thesis.

that the majority of existing businesses have no clue how to effectively implement this in their current business strategy. But they do feel the external pressure in today's society to address CSR. It is similar to what Heartbeat Strategy notices in their clients; a willingness to invest in CSR but no clue on how to address it. **In order to effectively address it, a business first needs to define their CSR positioning. Identical to how a conventional business would set up their brand positioning before creating a business strategy.**

1.3 Relevance

This thesis will contribute to academic research around CSR and how it could evolve in the future, see figure 3. And it will be useful for strategic designers, businesses, social entrepreneurs and Heartbeat Strategy.

There is extensive literature on the topic CSR, but not much is known about creating a positioning on CSR. This thesis will contribute to the literature in this field. Further, a positioning is used in communication and literature reveals there is a paradox surrounding this. This thesis will also conduct research into this paradox and will aim to bring more clarity. In the literature research on Corporate Social Responsibility in 'Chapter 2: Discover', these issues will be addressed.

Strategic designers, businesses and social entrepreneurs could benefit from both the process and the result of this thesis. This thesis will use creative strategic thinking to create a tangible concept based on insights from research. The concept will be the solution to the research question. The concept will tackle the main challenge of the research question in a practical and structured manner. Strategic designers could

benefit from the research and businesses and social entrepreneurs could benefit from the practical steps and structure provided in the concept. Of relevance are the 'Discover', 'Develop' and 'Deliver' phase of this thesis, which are Chapters 2 to 5.

And last, the relevance for Heartbeat Strategy. The managerial relevance for Heartbeat Strategy is the answer to the question: what are the critical success factors (CSF) for successful CSR and how could this be formed to a successful CSR positioning? This thesis will provide an answer to this question in the form of a unique tangible concept which is grounded in literature research and is built on insights from CSR professionals. This is discussed in 'Chapter 2: Discover' in which the research is conducted and 'Chapter 5: Deliver' in which the final concept will be elaborated.

1.4. Project Approach

WORK APPROACH

This graduation thesis is structured following the 'Double Diamond' diagram, which is a common approach in creative projects. The 'Double Diamond' outlines a process of divergent and convergent thinking. It also highlights the iterative aspect of a design process. The double diamond diagram follows this sequence; discover, define, develop and deliver. This thesis is structured in the same order, see figure 4.

Discover

This is the first phase and has a divergent focus. Insights will be gathered through literature research, analysis and empirical studies. This is guided by a research framework which will be created at the start of the discover phase.

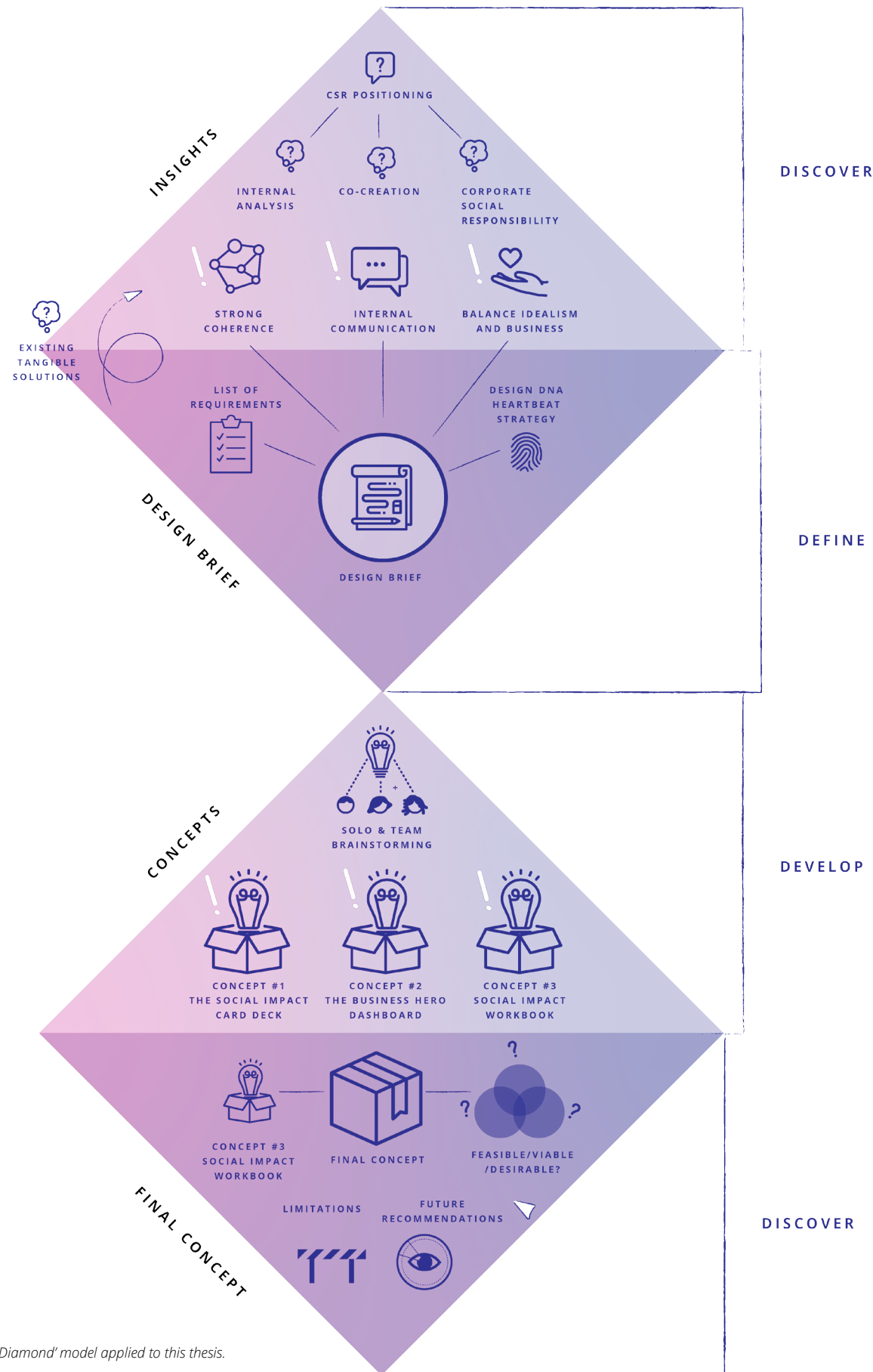


Figure 4. The 'Double Diamond' model applied to this thesis.

This phase should help narrow down the focus of the research by providing relevant insights.

The research conducted in the 'Discover' phase discusses the internal analysis of Heartbeat Strategy, Corporate Social Responsibility and co-creation.

The internal analysis is needed to answer the first sub-question. To get a deeper understanding of Heartbeat Strategy, their skills and their work approach. Also, because the concepts should fit with Heartbeat Strategy. Co-creation research is conducted, because in the research question is stated that a positioning needs be created and Heartbeat Strategy delivers a contribution to the creation. Co-creation is a method in which two parties closely collaborate utilizing their collective creativity to create new content. This is an ideal way of working to create a positioning between Heartbeat Strategy and their client.

The empirical studies are done to fill in gaps that have not been confirmed through literature and to find additional insights that are relevant specific to the Dutch market. The empirical studies include: interviews, creative sessions and observational studies.

Define

During this phase it is key to narrow down the focus of the solution area. This will be achieved through refinement of the design brief; by iteration of the research question and creating a list of design requirements. In this phase it is key to define the design brief because this will guide the ideation in the next 'Develop' phase.

Insights from the literature research, analysis and empirical studies resulted in insights that might give a deeper meaning to the research question. Therefore, an iteration of the research question is needed. Also, in this phase a list of requirements is set up. After newfound insights and before the next 'Develop' phase, additional research might be necessary.

Develop

This phase has again, a divergent focus. Because in this phase the focus is on creating concepts. Creating tangible forms of the answer to the research question. First, inspiration is gained through brainstorming using information and insights from the 'Discover' phase.

The brainstorming will be done individually and in a group. Informal coffee breaks are used to gain different viewpoints on the issue and find possible unseen connections that might help create interesting concepts. Three concepts are created. These will be evaluated using a decision-making tool. This results in one concept that meets the requirements the best.

Deliver

This is the last convergent phase. In this phase, an iteration of the final concept takes place and this will be elaborated and tested.

The final concept is worked out in content and layout. This concept will be ideally tested with a real-life business case. However, due to the time frame of this thesis this might not be possible. The 'Deliver' phase ends with a discussion of the thesis process, future recommendations and limitations during the project.

WORK SETTING

During this thesis, half of the week is spent working at Heartbeat Strategy which is located in Amsterdam. In order to get a feeling of Heartbeat Strategy, their work approach and company structure by observing daily activities and working alongside them. The remaining days are spent at an office in the faculty Industrial Design Engineering at the Delft University.

D I S C

O V E R

chapter 2: discover

D I S C

O V E R

THIS CHAPTER REVOLVES AROUND CONDUCTING RESEARCH INTO HEARTBEAT STRATEGY, THE CONCEPT 'CORPORATE SOCIAL RESPONSIBILITY' AND CO-CREATION. IN ADDITION, EMPIRICAL RESEARCH IS CONDUCTED TO SUPPORT INSIGHTS FOUND IN THE LITERATURE RESEARCH. FURTHER IT MIGHT LEAD TO ADDITIONAL FINDINGS THAT ARE RELEVANT TO THE THESIS.

IT STARTS WITH DEFINING A RESEARCH FRAMEWORK, IN WHICH IS HIGHLIGHTED WHICH TOPICS AND SUBTOPICS ARE RESEARCHED. THE LITERATURE STUDY FOLLOWS AND IT CONCLUDES WITH THE MOST CRUCIAL INSIGHTS FOUND IN THIS CHAPTER. ALSO, IN THE CONCLUSION OF THIS CHAPTER IS A PRELIMINARY ANSWER TO THE RESEARCH QUESTION.

2.1. Research Framework

A framework is set up to guide the research, this is shown in figure 5. The framework portrays the research steps and the questions asked. First, internal analysis is done to get a better understanding of how Heartbeat Strategy could contribute to defining a positioning. The main challenge here is to carve out a space in which Heartbeat Strategy could utilize their existing skills. Or find entries to expand their knowledge in a way that is feasible, if insights suggest that this is needed to be able to contribute to defining a positioning.

The second step is to conduct research into the following two topics: co-creation and corporate social responsibility. A high level of company involvement is needed to create a positioning. Thus, it is valuable to look at a co-creative approach. As it is a method to jointly create a mutual valued outcome, in this case Heartbeat Strategy and their respective client. This literature research will result in practical tips for Heartbeat Strategy on co-creation.

To summarize the research activities are:

- Desk research
- Creative session
- Observation study
- Interviewing

The focus for the research into corporate social responsibility is to uncover the true definition, to be able to work towards what a positioning on CSR needs. Throughout the 'Discover' phase empirical research is done to either clarify certain questions or to find additional insights. A creative session is held with Heartbeat Strategy to get a deeper understanding of who they are. Further, an observational study is conducted to observe Heartbeat Strategy's work approach. Next, interviews are conducted with social enterprises to uncover possible additional insights. This is an addition to the literature research on corporate social responsibility. The 'Discover' chapter ends with a conclusion, summarizing the most important findings of this chapter.

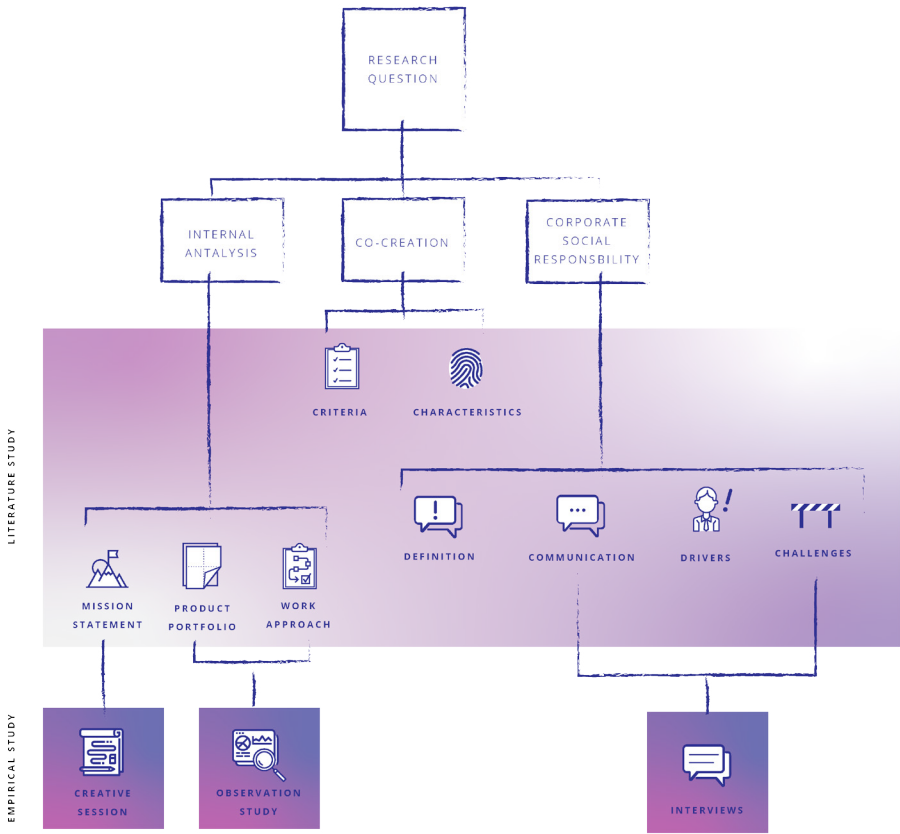


Figure 5. An overview of the topics researched in this chapter.

2.2 Internal analysis

This chapter dives deeper into Heartbeat Strategy as a company. In this chapter the following topics are analysed: their core mission, work approach, and current product portfolio. These internal aspects are researched to get a better grasp on how to place the concept within Heartbeat Strategy. This research will also give guidance for the concept design, how it could potentially be used by Heartbeat Strategy and how it might be presented to potential clients.

The research focuses on understanding Heartbeat Strategy. Their mission statement is discussed while this influences the design of concepts and their product portfolio and general work approach.

MISSION STATEMENT

The mission statement is a starting point for the internal analysis. It tells consumers what to expect when engaging with a business. It is a critical guideline for further expansion of a product and service portfolio. The result of this thesis would ideally be an addition to their portfolio hence, the necessity.

As stated in their communications, Heartbeat Strategy helps businesses develop in a manner that positively impacts both business and society. They adhere to the concept 'Creating Shared Value' (CSV) which is a concept introduced by Porter and Kramer (2008). It means creating business value by addressing societal challenges. Their CSV focus explains their company name, 'Heart' representing society and 'Beat' for economical value (Heartbeat Strategy1, n.d.).

In the bigger picture, Heartbeat Strategy focuses on 'societal stewardship'. They believe that societal stewardship is becoming the new prerequisite for businesses, based on the Treacy and Wiersema graph (Treacy, 1992), to be a leader in the market. Heartbeat Strategy notices the continuous growing demand from businesses to engage in corporate social responsibility (CSR), this is backed by other resources

as well (Heartbeat Strategy interview, 2019; Groene Zaken, n.d.). Mastering the skills described by Treacy and Wiersema (Treacy, 1992) is saturated in the current market and consumers crave something else, which is social responsibility from businesses. The businesses that currently show 'societal stewardship' are the early adopters who create awareness around societal challenges in their supply chain.

In short, their current target group are businesses within the Netherlands active in B2B or B2C. For their clients, Heartbeat Strategy aims to develop HR and marketing practices in combination with societal challenges. And their everyday tasks revolve around attracting clients, retaining clients, motivating clients and upselling their products and services amongst their clients (Heartbeat Strategy3, n.d.).

To conclude, creating shared value is a crucial aspect. The concept should include a link to this principle.

PRODUCT PORTFOLIO

Heartbeat Strategy's current product and service portfolio includes the following:

- Context assessment: discovering CSR opportunities and trends in respective industry.
- Multi-stakeholder workshop: helping clients benefit from embracing diversity amongst stakeholders.
- CSR positioning: creating distinct CSR initiatives based on a business' positioning.
- CSR U Ready: inspiring individuals to incorporate CSR in their careers.
- CSR Inspiration Tour: taking clients on a tour to inspire sustainable innovation.
- CSR Segmentation: uncovering CSR drivers of the respective target group.
- CSR Reporting: creating concise CSR reports.
- CSR Activation: helping to go from 'checkmark to spark' through communication. This means translating CSR vision to activities or campaigns.

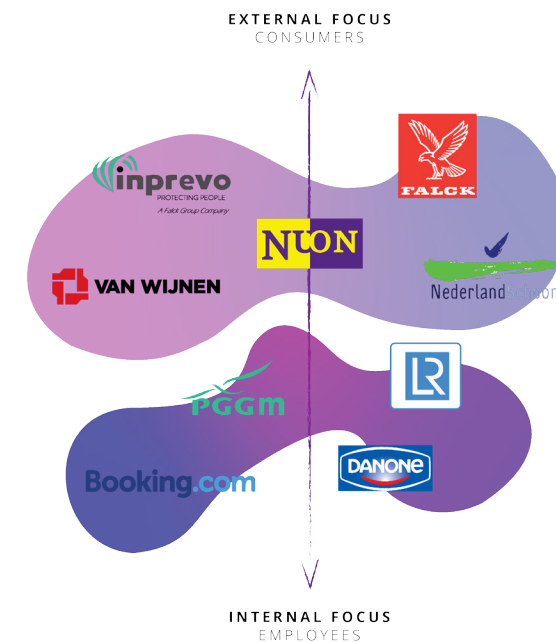


Figure 6. Past cases of Heartbeat Strategy showing whether the case had an internal or external focus.

The summation before is only an outline of what can be expected. However, the actual content of the result or approach to a business case is heavily dependent on what the client requests.

Heartbeat Strategy's current product portfolio is subject to change. They are a dynamic organization, continuously expanding and trying out various ways to engage with clients. Examples are the recently introduced Hackathon for businesses and the inspirational film screening for 'Normal Is Over'. The addition of these services show that Heartbeat Strategy is evolving.

For the future, Heartbeat Strategy will only focus on context assessment, CSR positioning and CSR activation. This will be implemented because their current focus is too broad, see figure 6 for an overview with past cases. This applies to their product and service offering, but also to their target audience. Their target audience is now both B2B and B2C. In the future this will probably be one of the two. By focusing on three aspects in their current product portfolio and possibly narrowing down their client focus, Heartbeat Strategy aims to create a more distinct presence.

WORK APPROACH

Heartbeat Strategy uses a model to define a plan for their clients. The model consists of four phases: comply, take responsibility, stakeholder engagement and business transformation. The main two variables are the level of CSR engagement and the level of stakeholder involvement. Heartbeat Strategy devises a plan depending on the phase a business is situated in.

- Comply: This is the phase in which a business ensures it complies with CSR regulations and demands.
- Take responsibility: This phase revolves around giving a business the tools to support their CSR strategy, connecting intrinsic motivation with potential business advantages.
- Stakeholder engagement: This is about collecting and acting on feedback from relevant stakeholders.
- Business transformation: This revolves around aligning the interests of multiple stakeholders.

Heartbeat Strategy is able to advise businesses about societal developments, trends and the possible business opportunities that come along. In addition, they can also develop CSR strategies, conduct stakeholder research, design communication and measure the effects while utilizing their expertise in market research and financial analysis (Heartbeat Strategy 3, 2019).

Looking at prior projects, the work approach depends heavily on what the client needs. It has occurred that Heartbeat Strategy has compiled a specific approach unique for one client. This approach included their own expertise in combination with freelance work, their network and partnerships. For the majority of the products and services that Heartbeat Strategy offers applies that they have no standardized work approach.

What also can be also noticed from analysing prior cases is the high level of stakeholder involvement. Often in the process stakeholders are asked to join the conversation. High involvement of stakeholders is at the core of what

Heartbeat does. For any future expansions of their product portfolio this is an important element to include.

Besides this four phase model, Heartbeat Strategy also looks at which of the three tipping points a business is. This is done to create a tailored plan. The tipping points are described as follows:

- inactive to reactive: CSR due to external pressure.
- reactive to active: CSR as a strategic tool.
- active to pro-active: Creating shared value.

(Tilburg & Tulder, 2013)

The goal of Heartbeat Strategy is to get businesses to create shared value, which is the third tipping point.

CREATIVE SESSION

Through empirical research the core beliefs of Heartbeat Strategy are verified. This is important because the concept design should seamlessly fit within their current portfolio. By verifying their core beliefs the concept designs will match these. Through a guided session with the co-founder of Heartbeat Strategy important values in their current work approach are distilled.

Finding the values Heartbeat Strategy finds important has a deeper layer. The goal is to find the core values through connecting them with the future solution. How this works, is as follows. Six goals are formulated to which the concept design should adhere to, based on the preliminary research and the internal analysis. The task for the participant is to first, connect past cases with one of these goals. And second, use these six cases as associative starting points to brainstorm about the most important aspects or values (Stappers, 2016). Hereby making the connection between their past and possible future.

This session resulted in the following cluster names:

- creative skills
- create impact
- create experience
- multiple stakeholders
- measurability



Figure 7. Participant (l) thinking about placing the cases under the six goals in front of him.

These cluster names represent important aspects in previous cases. In general, creative skills are used to present their results which is valuable in communicating a message effectively. And these skills are used in how they approach certain cases, i.e. through workshops. They want to create an impact with what they do for their clients. And for their clients themselves, Heartbeat Strategy tries to make it a lasting experience. Because they are convinced that believing is through experience. The multiple stakeholder perspective means that Heartbeat Strategy values considering multiple viewpoints and tries to involve various stakeholders in the process. Last, measurability. Due to market research expertise in-house, providing measurement is a strength. If it be in a report through analytics or an actual tool to measure. An example is their collaboration with SAMR in which they created a CSR segmentation tool (SAMR, nd.).

Another interesting insight is that during conversation of the clusters and Heartbeat Strategy, the term ‘collaborative’ is a term used to describe the company. However, in the resulting cluster names that are earlier mentioned, this is not one of them. Even though collaboration has not been identified, it is interesting to remind that collaborative efforts are present in all their previous cases.

To conclude, the cluster names from the creative session are rather a description of the products and services Heartbeat Strategy offers. Even though this was not the expected outcome, it is still valuable. These cluster names should then be applicable to the yet to be designed concept as well.

SESSION SET-UP

Materials

- cards with cases
- cards with goals
- paper A2
- markers
- pen
- tripod
- camera
- voice recorder
- booklet
- post-its

Introduction

(The written plan for the session is part in Dutch, because the session was conducted in Dutch as well.) Welkom, bedankt voor je tijd. Het zal ongeveer een uur duren. Het doel van deze sessie is dat jij je kennis en mening deelt. Jouw input is waardevol, omdat je een van de experts bent op het gebied van Heartbeat Strategy. Alle antwoorden zijn daarom ook goed, voel je vrij om alles op te schrijven.

In het kort, deze sessie bestaat uit drie onderdelen:

- matchen van cases
- opschrijven van associaties
- en als laatste, clusteren van associaties

Session

Deel 1: Zoals je weet ga ik een oplossing ontwerpen voor jullie bijdrage aan een positionering. Ik heb hiervoor deze zes doelen geformuleerd. Ik zou graag willen dat jij de cases neerlegt bij het doel waarbij je deze het beste bij vindt passen. Als je vindt dat de case nergens bij past is dat ook goed. Dan kan je ze hier links neerleggen. Hier heb je ongeveer 10 minuten voor. (See figure 7 for the participant carrying out this task)

The six goals are as follows:

1. Facilitate collaboration
2. Change mindset
3. Inspire employees
4. Spark discussion
5. Educate employees
6. Raise awareness

Deel 2: De volgende stap is voor elk doel één best passende case kiezen. En vervolgens is de vraag om per case 3 minuten kort alle associaties op post-its te schrijven die bij deze case in je hoofd komen. Onthoud: Er zijn geen slechte ideeën, probeer oordeel uit te stellen, bouw voort op voorgaande ideeën die je hebt opgeschreven en probeer zoveel mogelijk op te schrijven.

Deel 3: De laatste stap is clusters maken van deze associaties. En hierbij help ik ook een handje. Pak er gewoon elke keer twee en leg ze neer op dit vel. Herhaal deze stap, en vergelijk elke keer de post-its in je hand met wat er al op het papier ligt. Probeer zo clusters te maken. Als er een categorie in je hoofd opkomt dan kan je die op een post-it schrijven en erbij plakken. Als je denkt dat je een betere hebt kan je hem eroverheen plakken.

Afsluiting: Dit was de laatste opdracht, nu ga ik deze documenteren en gebruiken in mijn verslag. Zijn er nog opmerkingen of vragen, eventuele feedback? Dan is dit het einde, dankjewel voor je tijd.

OBSERVATION STUDY

A deeper understanding of Heartbeat Strategy's way of working will help putting the concepts in context.

Currently, Heartbeat Strategy has a case for a construction company who wants to create a future vision in light of sustainability. The purpose is to see how Heartbeat Strategy handles a case with a topic strongly associated with the main research question. And, to observe how participants of the workshop session react to these kind of activities. It is important to gauge their

responses, as a co-creative approach depends heavily on the input and attitude of its participants. See appendix B for the observations made in preparation, during and after the workshop.

A summary of the conclusions drawn from observation are:

- The concept should be able to accommodate to various clients. Those that need less, or those that need more support in the process of creating a positioning.
- The concept should provide a structured and practical approach.



- The concept should make the connection between workshop activities and purpose clear.
- The concept should emphasize connection between business and societal challenge.
- The concept should discuss and define a company's core values.
- The concept should foster a positive group dynamic during the session.
- The concept should motivate active participation.
- The concept should inspire the participants to think creative.

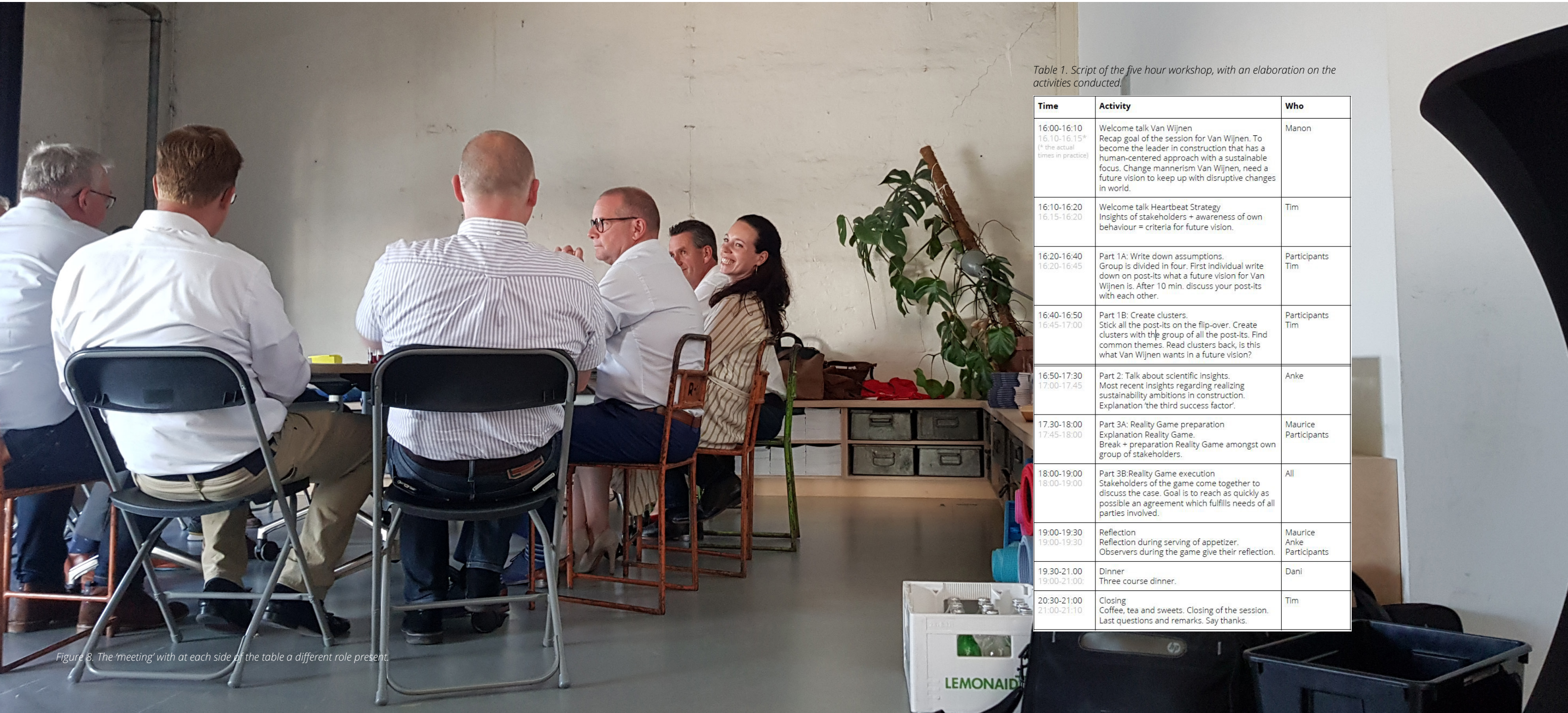


Figure 8. The 'meeting' with at each side of the table a different role present.

Table 1. Script of the five hour workshop, with an elaboration on the activities conducted.

Time	Activity	Who
16:00-16:10 16.10-16.15* (* the actual times in practice)	Welcome talk Van Wijnen Recap goal of the session for Van Wijnen. To become the leader in construction that has a human-centered approach with a sustainable focus. Change mannerism Van Wijnen, need a future vision to keep up with disruptive changes in world.	Manon
16:10-16:20 16.15-16.20	Welcome talk Heartbeat Strategy Insights of stakeholders + awareness of own behaviour = criteria for future vision.	Tim
16:20-16:40 16.20-16.45	Part 1A: Write down assumptions. Group is divided in four. First individual write down on post-its what a future vision for Van Wijnen is. After 10 min. discuss your post-its with each other.	Participants Tim
16:40-16:50 16.45-17.00	Part 1B: Create clusters. Stick all the post-its on the flip-over. Create clusters with the group of all the post-its. Find common themes. Read clusters back, is this what Van Wijnen wants in a future vision?	Participants Tim
16:50-17:30 17.00-17.45	Part 2: Talk about scientific insights. Most recent insights regarding realizing sustainability ambitions in construction. Explanation 'the third success factor'.	Anke
17:30-18:00 17.45-18.00	Part 3A: Reality Game preparation Explanation Reality Game. Break + preparation Reality Game amongst own group of stakeholders.	Maurice Participants
18:00-19:00 18.00-19.00	Part 3B: Reality Game execution Stakeholders of the game come together to discuss the case. Goal is to reach as quickly as possible an agreement which fulfills needs of all parties involved.	All
19:00-19:30 19.00-19.30	Reflection Reflection during serving of appetizer. Observers during the game give their reflection.	Maurice Anke Participants
19:30-21:00 19.00-21.00:	Dinner Three course dinner.	Dani
20:30-21:00 21.00-21.10	Closing Coffee, tea and sweets. Closing of the session. Last questions and remarks. Say thanks.	Tim



OBSERVATION SET-UP

Background information

Van Wijnen is a construction company that 'builds a space that offers room for a better life'. It is a Dutch company with 24 locations in the Netherlands. As a company they focus on being flexible thinkers, giving adequate response to the needs of their consumers and optimize the use of their expertise in construction (Van Wijnen, n.d.).

The motivation of Van Wijnen for this workshop stems from the disruptive changes that are happening in technology and in society. They feel the urgency to keep up with these rapid changes. Van Wijnen believes that the first step towards adapting to change is creating a future vision that will lead the company in change. The second step is creating alignment within the company in all activities, based on this future vision. Heartbeat Strategy used this workshop session as part of their process to create a future vision.

The workshop followed this order:

- introduction to the challenge
- brainstorming
- keynote presentation
- roleplay

see table 1 for an elaboration on the script for the workshop.

This workshop had a twofold focus, to gain input and to raise awareness. The input is gathered through brainstorming. The brainstorm session and clustering revolves around what participants believe the future vision of Van Wijnen should be. This will result in the key values of Van Wijnen, which will be included in the future vision. Through an interactive roleplay game, see figure 8, awareness is raised about the difficulty of creating change. The roleplay game exemplifies that behaviour and common habits are difficult to break.

Observation tasks

As written in the book 'Convivial Toolbox' (Stappers, 2016) about generative research and tools, it is important to remember the following for the gathering of data:

- Document redundantly
- Label diligently
- If necessary, make transcripts

The observation during the workshop revolve around Heartbeat Strategy and the participants. For Heartbeat Strategy the focus of attention is the following:

- their approach to participants
- stimulation of participants
- and, expertise application

For the participants the following is observed:

- approach to assignments
- attitude towards assignments
- remarks on assignments and goals
- engagement with assignments

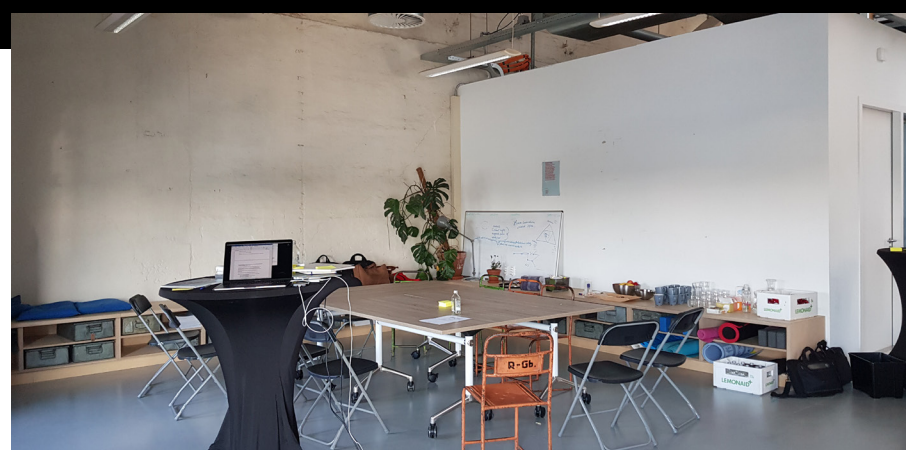
Important moments to keep in mind are:

- At the start of the session, introduction.

Watch body language, facial expressions. Are there any questions?

- At the start/during/ending of the assignments. Is there confusion or conflict. Do they understand the task, are there questions? Do they ask question amongst themselves or do they seek help from facilitators?
- At the reflection. What kind of remarks are made, are they about the process or facilitating part. Do they understand the link with the initial design brief?

(Stappers, 2016)



2.3 Positioning

Corporate Social Responsibility provides a lot of opportunities if implemented well in a business. A crucial first step is to create a vision on how a business will contribute to CSR. Similar to a conventional brand positioning, it helps articulate what your unique contribution is to resolving a specific need. A clear positioning will result in clear communication.



Co-creation will be used as an approach to creating this positioning. A positioning indicates a high level of employee involvement, because it requires their full support to be successful. And because it is such an inherent part of a business. By taking a co-creative approach, higher levels of support are expected, because this approach incites a sense of ownership over the created content (Martinez-Canas, 2016).

CO-CREATION

The research further focuses on understanding co-creation. The general structure is discussed, how this might affect the concept designs in 'Chapter 4: Develop' and requirements for co-creative activities are analysed.

A general structure for co-creation is discussed by Lee (2018). They define a framework which can be summarized in four categories: project preconditions, participants, co-creation events and project results, see figure 9. In figure 10 is discussed how the design choices influence each other. This also serves as a guidance for

'Chapter 4: Develop' in designing the concepts.

This framework helps overcoming the two main challenges that exist in current co-creation processes:

1. deciding which parties need to be involved.
2. defining how to engage participants, to create a setting that nurtures collective creativity.

To summarize, **these design choices influence the design of the process and give guidance for applying a co-creative approach in the concept design in 'Chapter 4: Develop'**. However, this framework does not give guidance for the actual activities that will be conducted during a co-creation session.

Further research shows, that the activities in a co-creation session should encourage participation, foster the collective creativity of the group and generate tangible artifacts (Lee, 2018). That could either be a shared experience or physical object. **Tangible artifacts are valuable in engaging participants in the co-creation process.** Examples of activities are: storytelling, prototyping or role-playing. These are a variety of empathic, or participatory, approaches focused on building a future based on a specific context (Lee, 2018). A fitting approach for the creation of a positioning based on a company's future CSR engagement.

Encouraging the collective creativity is another aspect in a co-creation session that is crucial. The facilitator during the session has an influential role in this. They are able to nudge the participants to think creatively. It is important to stimulate interactions between the participants and create an immersive experience during a co-creative session (Romm, 2017).

Co-creation is a fitting approach for this thesis. First, because creating a positioning requires expert input from within the company plus their full support. Second, because it complements Heartbeat Strategy's approach.



Figure 9. Explanation of the design categories in shaping a co-creation process.

2.4 Corporate Social Responsibility

They have a tendency to use creative skills and methods and are strong in engaging and collaborating with multiple stakeholders. The latter is also a main characteristic of co-creation (Lee, 2018). Further, other matching characteristics are: utilizing creative skills, fostering creativity, a high stakeholder involvement and the creation of an immersive experience. (Lee, 2018)

In this chapter research into CSR is conducted. The main two goals are: to understand what CSR entails and what challenges are related to CSR engagement. First, the definition of CSR is defined, followed by a deep dive into the drivers behind CSR and the communication of it. Discussed last, are the issues surrounding CSR.

DEFINITION

CSR became a topic of discussion amongst designers and businesses since knowledge grew about the impact of consumerism on the environment. Designers were involved in the discussion due to the influence they

could have with the design of products and services. And businesses were involved because of their increased responsibility towards society (Carroll, 1999).



with the term 'CSR'. In internal communication CSR is rather defined as the specific societal challenge the business delivers a contribution to. 'Social Impact' is another term that I believe fits better with what businesses try to achieve, which occurs as a definition in literature (McLoughlin, 2009). **To conclude, due to the ambiguous understanding of CSR in its respective field, it could be valuable to reconsider the use of CSR as a term in communication.**

CSR is also considered a too broad definition. CSR engagement could mean something different for each industry, and even for each company. Categorization frameworks are used to understand the context of CSR and to understand how a social responsible company behaves. (Fischbach, 2017). For this graduation thesis, the United Nations Sustainable Development Goals (UN SDGs) are chosen to serve as a categorization framework. It provides a more specific categorization than the 'Triple Bottom Line' (TBL), which is often mentioned, and is relatively well known. The UN SDGs address 17 goals across various topics, which are: poverty, inequality, climate, environmental degradation, prosperity, peace and justice. In addition, the UN SDGs are used by an increasing amount of multinationals, SMEs and governmental projects to communicate where their CSR focus lies (UN org, 2019).

In practice CSR engagement translates to a focus in mainly these three points, which consecutively relate to inequality, welfare and poverty:

- work integration of those that have disabilities or are unemployed.
- personal social services in health
- local development of disadvantaged areas

In addition to these three focus points there are other smaller often addressed, e.g. : recycling, consumer protection, protection of the environment, investment in culture, sports, science, research and innovation (European Commission 2, n.d.).

CSR now, is a common used definition amongst businesses but it is considered a relative broad and ambiguous term (Vo, 2011). In short, CSR is a term used for businesses that are socially sound by contributing to environmental and societal responsible activities (Dahlsrud, 2006; Porter, 2006).

CSR, first coined by Howard Bowen (Bowen, 1953), went through an evolution by Porter and Kramer (2006) when they introduced the concept of 'Creating Shared Value' (CSV). CSV emphasizes that businesses should pursue driving economical and societal value and not just economical value. The main difference from CSR, is that CSV is an integral part of the core business. And CSR only focuses on being socially sound and nothing more (Porter, 2006; Porter, 2018). Since the introduction of CSV, a growing amount of businesses try to adhere to the concept of CSV rather than CSR. However, in practice these two terms have become interchangeable. This adds to the ambiguity that exists surrounding the topic CSR (Lozano, 2006).

The ambiguity of the term CSR has initiated discussion over the term itself. There is a misalignment between what businesses believe they do, and what they think 'CSR' stands for. SMEs do not identify their activities

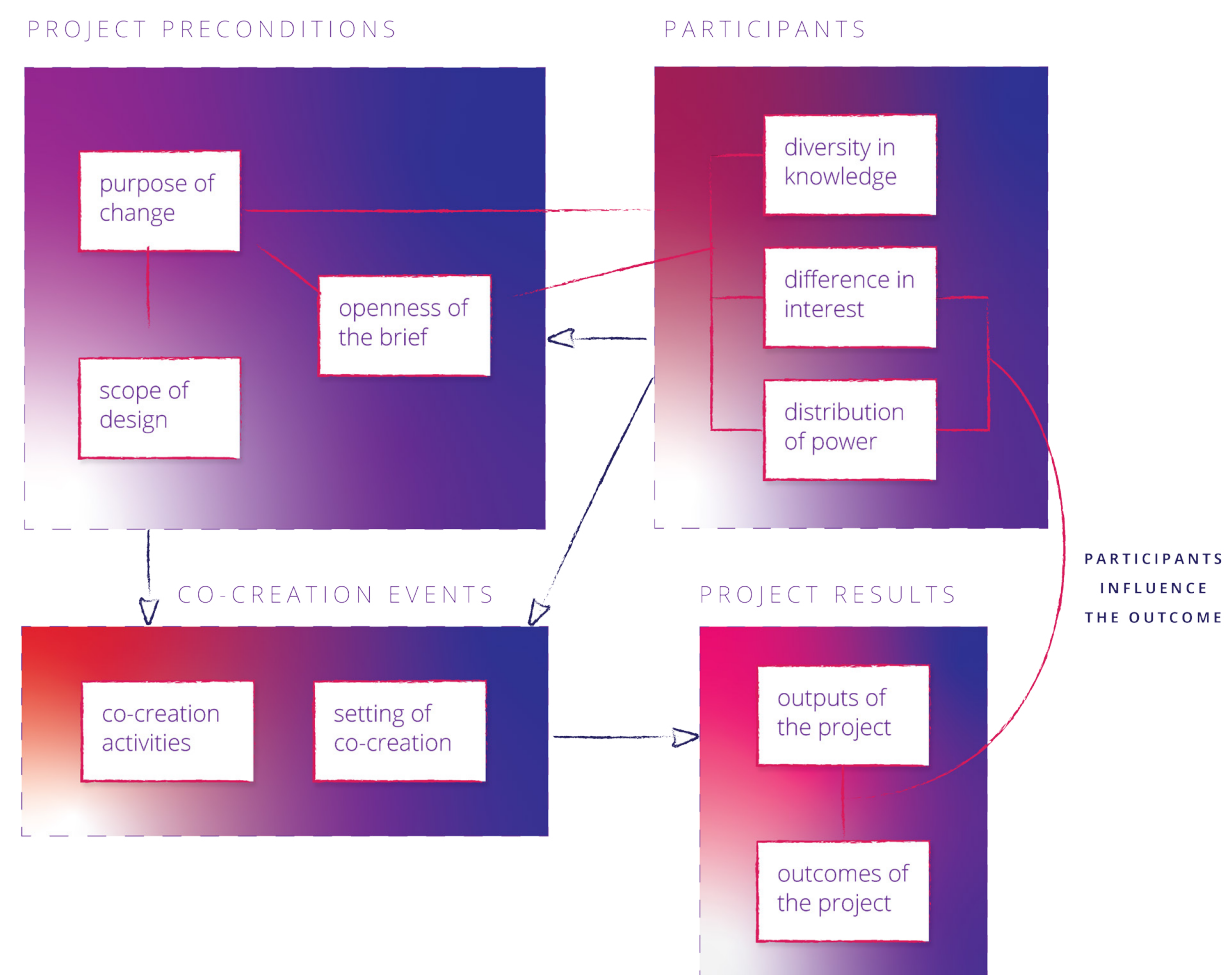


Figure 10. Overview of the separate design categories and their influence on each other.

To conclude, for this thesis CSR is defined as business activities that drive economical value by addressing societal challenges. Societal challenges are categorized based on the UN SDGs, in which the following topics are discussed: equality, poverty, climate, environmental degradation, welfare, justice and peace.

DRIVERS

It is informative to know what drives businesses to engage in CSR, because it gives insight in how to motivate traditional businesses. Traditional businesses are the target audience for this thesis. The drivers behind CSR can be divided into internal and external motivations. External drivers are those motivations that originate from outside of the company. Internal drivers originate from intrinsic ethical beliefs.

The most significant external driver in CSR engagement are third parties, e.g. end-consumers. An important notion is that scaling of the business has influence on the power of third parties, because this thesis focuses on SMEs (Raman, 2011). This means that multinationals feel the influence of this external driver heavier than SMEs. Because for SMEs the criticism is more directed at the branch than at an individual company (Lepoutre, 2006; Laudal, 2011).

Another important external driver is pressure from society. Society expects businesses to act on their social responsibility, because they consider businesses to be the main actors in making money at the expense of society. Also, businesses have the capital to address societal challenges and cause a significant impact. As opposed to non-governmental organizations (NGOs) or individuals alone (Porter, 2006; Porter, 2018).

The most significant internal driver is altruistic ethical reasoning (European Commission, 2014). CSR engagement amongst SMEs, as opposed to multinationals, is more prone to originate from intrinsic motives rather than external pressure (Mousiolis, 2015; Longo et al., 2005). Other internal drivers are: increase employee morale, enhance employee commitment and reduce employee turnover (Polonsky, 2009).

These internal drivers are considered benefits of CSR engagement.

Knowledge of the drivers behind CSR engagement will shed light on how to create understanding amongst traditional businesses. If these traditional businesses have no genuine motivation to engage in CSR, it will be a difficult task to continue it on the long term (Spence, 2003).

To conclude, there is a high chance traditional businesses are attracted to commit to CSR due to external drivers. Due to this there could be no genuine internal driver, which obstructs a long-term investment in CSR. **Key is to emphasize the potential benefits gained from CSR engagement and spark a sense of idealism within the company.**

COMMUNICATION

A positioning is used in internal and external communication, thus it is valuable to conduct research into communication of CSR engagement. It could be valuable to research what the current pitfalls are in communication and to research the effect on stakeholders.

Regarding external communication of CSR engagement, Anselmsson (2017) states that positive info and awareness of a company's role in social initiatives does not mean automatic support. However, negative info almost automatically means discrimination compared to other brands (Anselmsson, 2017).

It highlights the complexity of communicating CSR engagement to the outside world. Stakeholders pressure companies to engage in CSR and want to be aware. However, stakeholders knowing of CSR engagement, creates a more skeptical and critical attitude from them towards the business (Bhattacharya, 2010; Morsing, 2008). The paradox is that communication is pressured by the same group that is more prone to negative backlash if it is communicated.

Avoiding communication is not possible, because in order to reap the strategic benefits of CSR engagement

it is necessary to communicate. The value of engaging in CSR, is the returned intangible value in the form of strengthened business morale, enhanced brand equity and the positive impact on society due to awareness of CSR engagement (Bhattacharya, 2006).

There are two aspects moderating the critical attitude of stakeholders: the perceived motivation of a company and the level of congruency between core mission and activities, and CSR engagement. The relations

between the separate aspects are portrayed in figure 11. Stakeholders are less critical and skeptical when CSR engagement involves genuine intrinsic motives. Extrinsic motives are then tolerated if intrinsic motives are guaranteed. Even better is to communicate both intrinsic and extrinsic motives because it enhances credibility and reduces stakeholder skepticism (Forehand, 2003).

A congruent message is the second moderating factor. The degree of stakeholder skepticism is partially dependent on how logical the fit is between a business' mission statement, their core activities, and their CSR engagement focus. If there is an illogical fit, stakeholders are more likely to put importance on extrinsic motives which fuels negative attitudes (Bhattacharya, 2010).

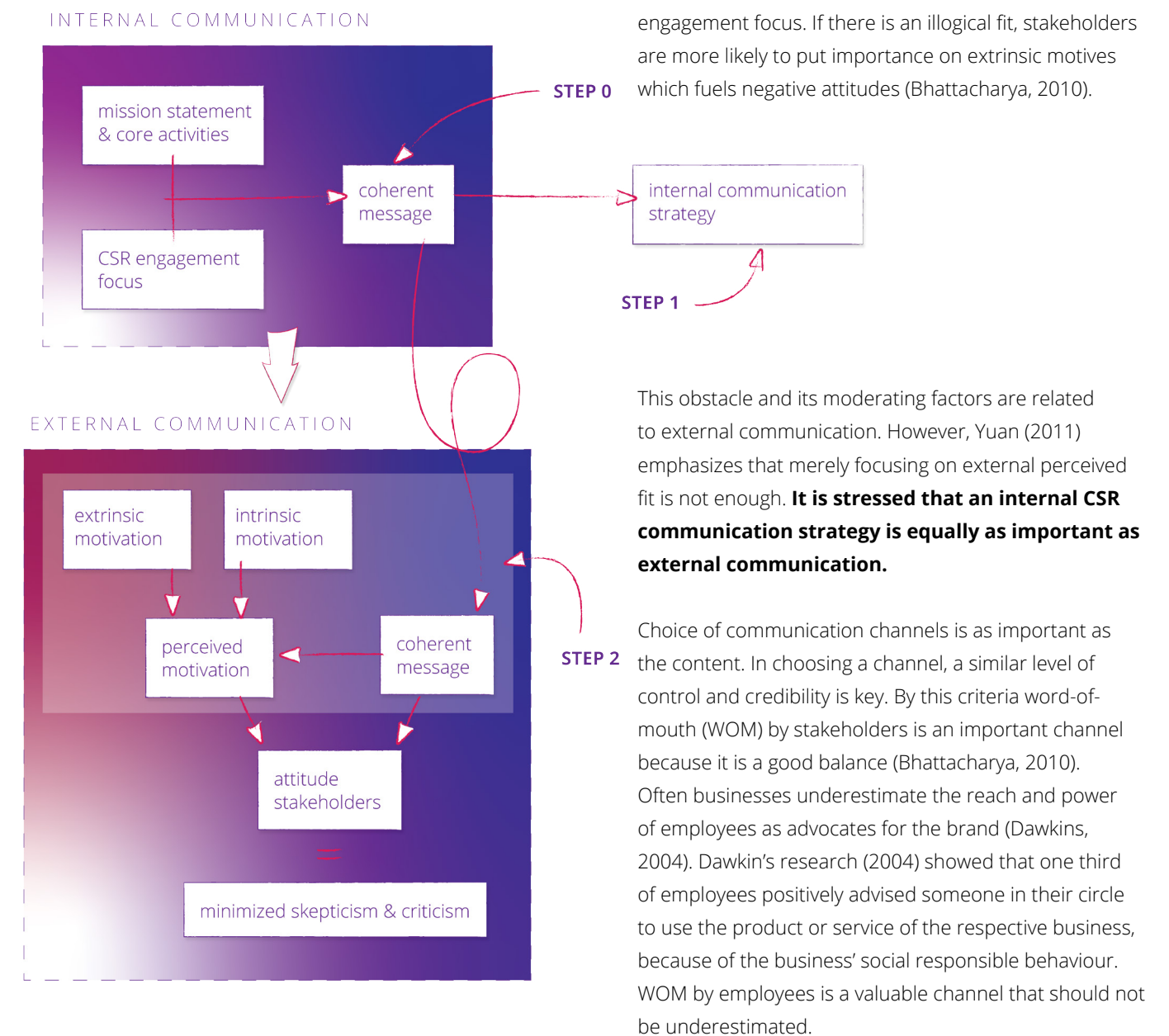


Figure 11. A coherent message is key in both internal and external communication.

This obstacle and its moderating factors are related to external communication. However, Yuan (2011) emphasizes that merely focusing on external perceived fit is not enough. **It is stressed that an internal CSR communication strategy is equally as important as external communication.**

Choice of communication channels is as important as the content. In choosing a channel, a similar level of control and credibility is key. By this criteria word-of-mouth (WOM) by stakeholders is an important channel because it is a good balance (Bhattacharya, 2010). Often businesses underestimate the reach and power of employees as advocates for the brand (Dawkins, 2004). Dawkin's research (2004) showed that one third of employees positively advised someone in their circle to use the product or service of the respective business, because of the business' social responsible behaviour. WOM by employees is a valuable channel that should not be underestimated.

To conclude, external communication of CSR engagement is a complex issue but communication is necessary to reap the strategic benefits. The key could be, to shift the focus from external to internal communication. It would help minimize the critical attitude of stakeholders, which is currently the main obstacle. Internal communication seems to be an overlooked aspect in communicating CSR engagement.

CHALLENGES

SMEs face a set of challenges that hinder CSR engagement and the further development of it. Being aware of these challenges will help define what SMEs need to overcome, or give insight how to address the challenges before creating a CSR positioning.

The first challenge is that of their limited resources. In comparison to multinationals, SMEs do not have the luxury to set up a CSR department. Instead, SMEs tend to focus on explicit CSR activities that are isolated from their business strategy (Lee, 2016). The dispersed CSR activities in combination with the inherent business structure of SMEs hinders the development of CSR engagement (Lee, 2016). However, the benefit of a small informal organizational structure means it is easier to have quick and short communication lines and change is executed fairly quickly (Laudal, 2011).

Another issue is measurability of CSR. It is difficult to adequately measure the effect of CSR, indifferent of the scaling, because it is susceptible to interpretation (Villari, 2015). Due to this it is challenging to argue the value of it, and the effective result of CSR engagement in discussion with stakeholders. Currently CSR engagement is often described in terms of volunteering hours or in amount of capital dedicated to the cause to provide some level of measurement to something that is intangible (Porter, 2006). In short, CSR is considered a risk because there is no way of measuring the absolute effect of its impact.

To conclude, SMEs might have less resources and knowledge but it is crucial to invest in CSR to avoid higher costs on the long term. Negligence could lead to irreversible damage to the business reputation and

sales (Porter, 2006). Lack of resources in combination with lack of adequate measurement of CSR engagement, companies are hesitant to commit. The challenges SMEs face are not immediately solved by creating a positioning, but it would help create significant value. SMEs need to be aware that the return on investment of CSR is intangible value but nonetheless significant.

INTERVIEWS

The interviews are used to explore the challenges surrounding communication. Literature highlights the importance and struggles of communication, but has not clarified communication in the Netherlands specifically. Knowledge about the challenges will clarify how traditional businesses should handle communication.

Challenges besides communication will be discussed as well to uncover possible additional insights that could contribute to designing the solution that will be developed in this thesis. Literature highlights the following other challenges businesses encounter engaging in CSR:

- ambiguity
- idealism
- motivation
- measurability

The only prerequisite is that the social enterprise is active in the Netherlands and is preferably from Dutch origins, see figure 12 for an overview of the interviewed social enterprises. No further requirements are needed because the challenges discussed in these interviews are addressed to social enterprises in general and are indifferent of the branche or CSR focus. Identical to literature in which these challenges are also not addressed per industry, but discussed in general.

Following is a combined summation of new insights found through interviews, and statements from literature research that are strengthened through these interviews. See appendix H for the complete transcripts of the interviews.

INTERVIEW GUIDE

Central question

What challenges does a social enterprise encounter?

Overview

This is a semi-structured interview, see below in figure 13 an overview (Thomas, 2009).

Reminders

- Question wording should be open, singular, clear and neutral.
- Pay attention to question sequencing and appropriate opening question.

- Effectively use of probes and follow-ups.
- Smooth transitioning between questions.
- During questioning have an attentive attitude.
- Use minimal reinforcements.
- Check understanding of participants' sayings.
- Steer the interview to answering the main research question.
- Keep a professional attitude.

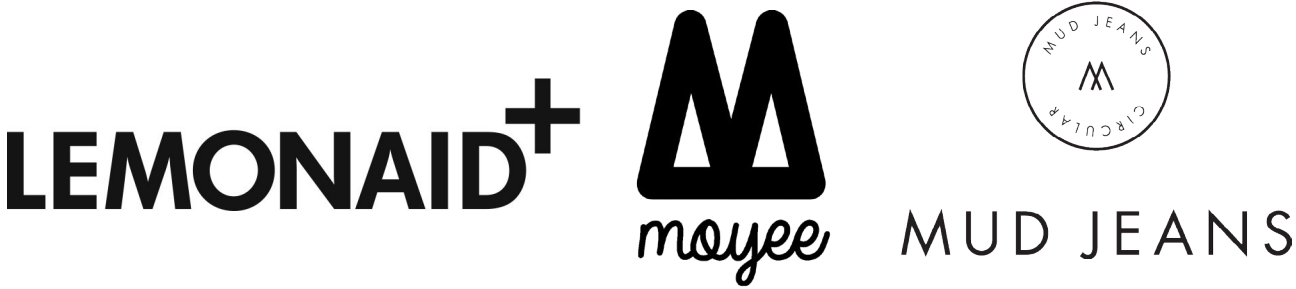


Figure 12. The interviewed social enterprises, respectively Tessa N., Sander G. and Bert van S..

Ambiguity

There is a misalignment between interpretation and meaning of the term CSR. This statement is strengthened in literature.

Idealism

Creating shared value (CSV) is the principle businesses try to adhere to. This statement is also strengthened in literature.

Measurability

Measurement of CSR is a challenge. Tangible ways are sought to measure the generated effect of CSR. In practice this means reports about the positive effect. The issue of measurability is also a topic addressed in literature research.

Communication

In the Dutch market it is possible to use a rather 'blunt tone-of-voice' in communication. An aspect that has not come up in the literature research that has been conducted.

Drivers

Consumers are only willing to pay for social impact products and services, as long as it is the same price as 'regular' products. A similar statement has not been found in literature research. An important realization is that Heartbeat's clients are driven by a complex set of drivers that do not necessarily relate to idealistic motivations. This notion has not explicitly found in literature, but is insinuated.

Strategic

Only if there is balance between idealism and business CSR can be sustainable. This has not been explicitly named in literature, but CSV addresses the parallel development of business and society.

Also important for a sustainable business case is scaling. It is important to create a viable business case and to magnify social impact. This has not come up in the literature research earlier conducted.

To conclude, there are two important takeaways from these interviews. The first is the replacement of the term CSR. Both literature and the interviewed industry professionals are in agreement of the impracticability of the term CSR. Due to the relevance of this definition in this thesis and the common negative opinion. 'Impact', is a term used often in interviews as well as in literature and 'Social Impact' describes better what businesses try to achieve with CSR. **For the remainder of this thesis CSR will be replaced by the term 'Social Impact'.**

The second important takeaway is the notion of balancing idealism and business. This is insinuated

by the principle CSV, a concept which more and more businesses try to uphold. However, framed in this manner it is a concept that can be applied in the concept design. Which is why it is an important takeaway.

CONCLUSION

The insights gathered in this chapter are used to give an initial answer to the main research question and subquestions. See figure 14 for an overview of the research and insights found. The answer to the main research question is not yet complete because Heartbeat Strategy's contribution is not fully defined. In the concept stage, in Chapter 4: Develop, a tangible form will be created where all the relevant insights come together.

To recap, the main research question is:

HOW COULD HEARTBEAT STRATEGY
CONTRIBUTE TO THE SUCCESSFUL
SOCIAL IMPACT POSITIONING
OF 'TRADITIONAL' BUSINESSES?

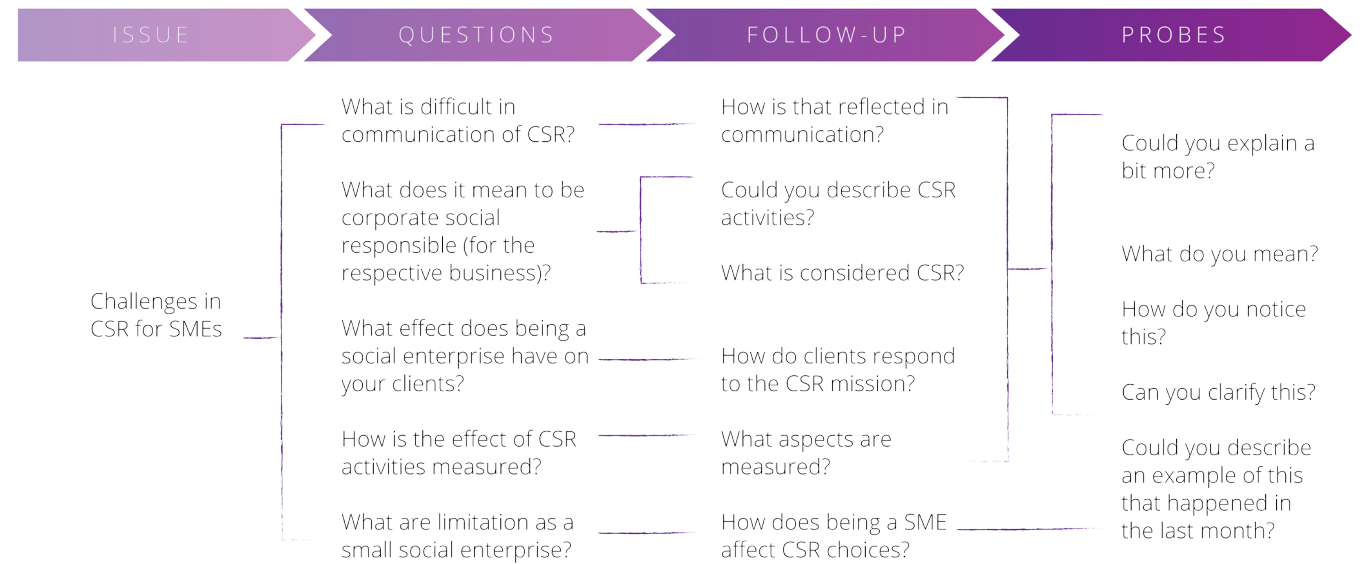


Figure 13. The structure for the interview including possible probes and follow-up questions.

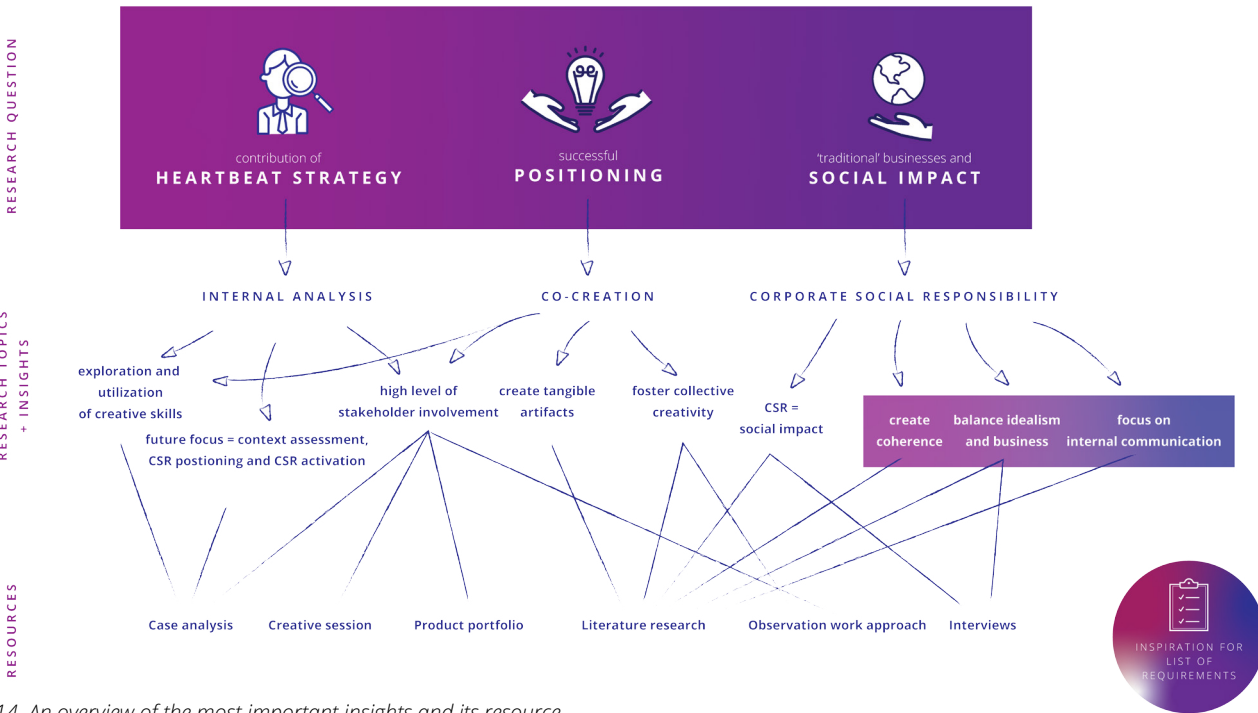


Figure 14. An overview of the most important insights and its resource.

In which the term 'CSR' is replaced by 'Social Impact' based on the research conducted. The term 'Social Impact' is defined as business activities that drive economical value by addressing societal challenges. Societal challenges that relate to one of the topics addressed by the UN SDGs (See Chapter 2: Discover, CSR).

The preliminary answer to the research question is: Heartbeat Strategy will contribute to a successful social impact positioning by providing an unique tool that focuses on creating coherence between a business vision on social impact and their core mission. The positioning that is co-created will then be used in internal communication.

This answer is built on these three crucial insights:

1. Create a strong coherence (Bhattacharya, 2010; Morsing, 2008; Forehand, 2003)
2. Focus on internal communication (Yuan, 2011; Dawkins, 2004)
3. Balance idealism and business (Mousiolis, 2015; Longo, 2005; Interviews Moyee, 2019; Interviews Lemonaid, 2019)

These are especially important because in order to create a successful social impact positioning, a business first focus on internal communication and creating internal alignment before committing to external communication and social impact activities.

The concept that will be created in Chapter 4: Develop, is the definite answer to the research question. The concept will provide a structured and practical approach to creating a positioning, that is unique to Heartbeat Strategy. Implemented in the concept are the insights found in literature research and the empirical studies.

The internal analysis provides an answer to the first subquestion. Providing an unique tool that focuses on co-creating a positioning in a workshop setting will be Heartbeat Strategy's contribution. This is based on the observational study and their work approach. Both showing that Heartbeat Strategy is keen on a high level of stakeholder engagement and utilizing creative skills.

A recap of the subquestions:

SQ1: How could Heartbeat Strategy deliver a tangible contribution to creating a successful positioning?

SQ2: Which elements of co-creation would benefit the creation of a positioning?
SQ3: What ‘Corporate Social Responsibility’ factors positively influence creating a successful positioning?

The research into co-creation provides an answer to the second subquestion. As it shows that for a co-creative approach there are ten design choices that need to be taken into account. These are observed to be of influence in the shaping of a co-creation session. These design choices provide simultaneously criteria to which a future concept should adhere to.

And last, the research into CSR provides an answer to the third subquestion. Which is the three earlier defined crucial insights. These insights will lead to a strong coherent positioning. In combination with a co-creative approach the business will be highly involved enhancing the adoption and success of the positioning in internal communication.

D E F

I N E

chapter 3: define
D E F

I N E

THIS CHAPTER LOOKS BACK AT THE RESEARCH QUESTION AND THE RELEVANT INSIGHTS FOUND IN THE PREVIOUS CHAPTER TO DEFINE A DESIGN BRIEF.

A DESIGN BRIEF IS CREATED THAT DESCRIBES: THE SCOPE, TARGET AUDIENCE, TONE AND OBJECTIVE. FURTHER, IS DISCUSSED HOW THE RESEARCH QUESTION IS REFINED DUE TO CHANGED UNDERSTANDING. AND LAST, THE LIST OF REQUIREMENTS IS STATED TO WHICH THE CONCEPTS IN THE NEXT CHAPTER NEED TO ADHERE TO.

DESIGN BRIEF

For who

The concepts are created for Heartbeat Strategy. A strategy and research consultancy focused on ‘creating shared value’ (CSV) with their clients.

Besides Heartbeat Strategy there are other consultancies who focus on helping other businesses create societal value or impact. It would be ideal if this concept/tool will create distinction between Heartbeat and other consultancies. Societal and economical value need to be balanced.

Scope

The scope of this thesis is to create several concepts, based on literature and empirical research. One of the concepts will be further elaborated. In the time frame of this thesis the final concept will not be validated but a prediction is made about the future use and effectiveness, based on opinions of industry professionals.

Audience

The concept is targeted at SMEs (100-250 employees) within the Netherlands that are either active in the B2B or B2C industry. SMEs have around 1-200 employees. A

prerequisite is that these businesses are willing to commit to generating social impact.

Tone or Image

Based on previous content of Heartbeat Strategy, sales pitches and online presence, their tone can be described as professional and straightforward with a playful undertone.

See figure 15 and 16 for examples of design and tone of voice.

Ultimate goal + Measurement

The ultimate goal is to create an unique tool ready to be used in future creative sessions. A tool that Heartbeat Strategy could promote to their clients and is proven to be effective. This would be the ideal outcome but in the time frame of this thesis there is not enough time to adequately measure this.

As explained earlier, for this thesis a final concept will be presented. In combination with a prediction for the future based on expert opinions.

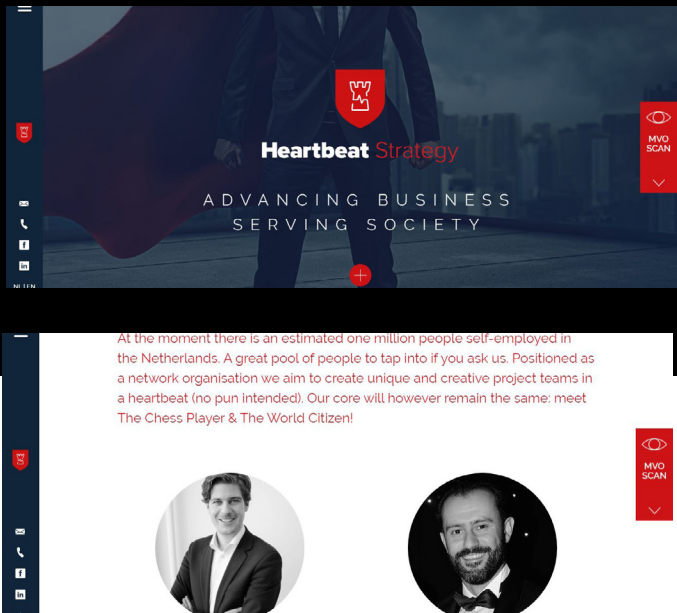


Figure 15. An impression of the design and tone of voice of Heartbeat Strategy's on their website.

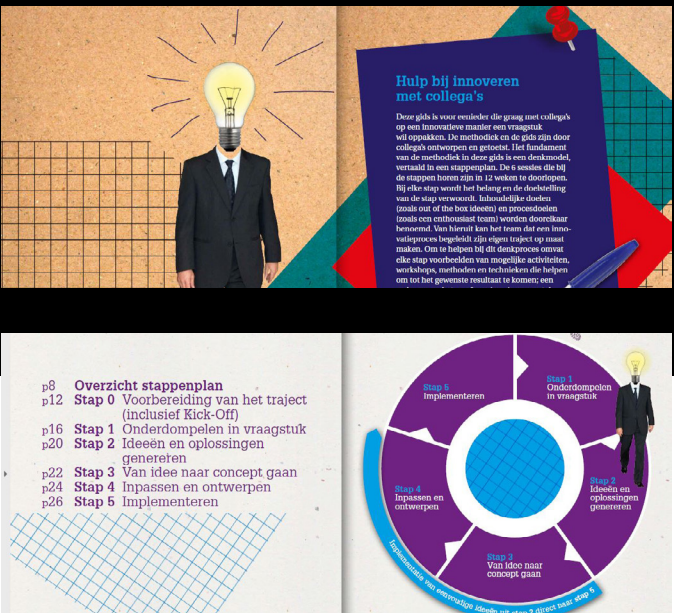


Figure 16. An impression of the design and tone of voice of Heartbeat Strategy's in a previous report for a client.

REFINEMENT

The main research question remains the same, but after research there is a more concrete question to be answered. The three crucial insights discussed earlier in the conclusion of ‘Chapter 2: Discover’ led to an insight what the issue behind the research question is.

Research question

How could Heartbeat Strategy contribute to the successful social impact positioning of ‘traditional’ businesses?

The issue

How to create strong coherence between a ‘traditional’ business’ core mission and future vision on social impact?

Creating a concept that provides a solution to this question will solve the main research question, because this challenge lays at the core of creating a successful positioning.

Business cases of traditional businesses who have failed to successfully position themselves as social conscious show that the issue could be the lack of focus on

internal alignment. In these examples communication of social impact engagement incited negative backlash. The reason for this backlash is that the business’ support seemed not credible and insincere because of discrepancy between the business’ core mission and social impact support. This is also highlighted in literature, to minimize critical and skeptical attitude of stakeholders it is key to create a strong coherent message. Meaning that core business should be logically connected to a business social impact initiatives. The refined research question has an internal focus rather than an external focus, which failed business cases focused on. Internal communication seems to be an overlooked aspect in social impact engagement and the reason why business fail to successfully position themselves.

3.2 List of Requirements

Throughout the internal analysis, the literature research and empirical study insights are gathered which contributed to the list of design requirements. This list will be leading in the ideation phase.

LIST OF REQUIREMENTS

- 1. The toolkit should be fitting with Heartbeat Strategy/s current work approach.
- 2. The toolkit should be customizable per cliënt.
- 3. The toolkit should create internal alignment between core business and their vision on social impact.
- 4. The toolkit should discuss and define a company's core values.
- 5. The toolkit should communicate new information about market trends.
- 6. The toolkit should motivate active participation and collaboration amongst participants.
- 7. The toolkit should create tangible artifacts for the participants to use.
- 8. The toolkit should make the participants aware of their business added value to social impact.
- 9. The toolkit should facilitate the participants in creating their own unique vision on social impact.

D E V

E L O

P

chapter 4: develop

D E

V E L

THIS CHAPTER DIVES DEEPER INTO THE DEVELOPMENT OF THE CONCEPTS. IT STARTS WITH GAINING INSPIRATION, USING THE FOLLOWING CREATIVE METHOD; BRAINSTORMING WITH ‘HOW-MIGHT-WE’ STATEMENTS. THIS IS CONDUCTED IN AN INDIVIDUAL AND TEAM SETTING.

AFTER BRAINSTORMING FOLLOWS AN ITERATION ON THE LITERATURE RESEARCH. THIS INCLUDES RESEARCH ON EXISTING TANGIBLE SOLUTIONS FOCUSED ON DEFINING SOCIAL IMPACT WITHIN BUSINESSES.

FURTHER, IS CONCEPT CREATION BASED ON THE INSPIRATION.THE CHAPTER CONCLUDES WITH THE EVALUATION OF THE THREE CONCEPTS AND CHOOSING ONE CONCEPT TO FURTHER ELABORATE ON.

4.1. Brainstorming

Brainstorming is used to obtain inspiration for the concept design. The list of requirements from ‘Chapter 3: Define’ is used as a guideline in brainstorming. First, the individual brainstorm session takes place.

INDIVIDUAL BRAINSTORMING

The most significant insight from this brainstorm session is the possible application of the ‘Brand DNA model’. The Brand DNA model is an existing theoretical model that defines three aspects of a business. It defines in a structured manner a business’ purpose, personality and positioning. And especially the latter is the most interesting aspect. Using the Brand DNA model as a starting point in the concept could provide a solid basis in creating a coherent connection between a business core mission and future vision on social impact.

GROUP BRAINSTORMING

The group brainstorm session focused on creating ideas surrounding collaborative efforts. Because in the individual brainstorm session these ideas were lacking. The HMW statements are therefore focused on spreading, creating and sharing knowledge in a collaborative setting.

For the group brainstorm session the same HMW method is used but with different statements. After brainstorming the facilitation method ‘Dot Voting’ is used to select a few ideas. Each participant is asked to choose one innovative idea and one realistic idea.

The most interesting insight is the gamification trend, this was highlighted several times by different people for various HMWs. Game elements could be used to simplify complex information for either spreading, creating or sharing knowledge.

INDIVIDUAL HMW SET-UP

‘How Might We’ (HMW) is a method to translate statements and challenges into opportunities. Framing them in a HMW manner gives room for innovative thinking (van Boeijen, 2013; IDEO.org, n.d.). Themes that are compelling and seem significant are chosen as starting point for the statements, see below, in combination with insights from the conclusion in Chapter 2, see figure 13.

Themes

- Communication of social impact
- Collaboration between client and Heartbeat Strategy
- Balancing idealism and business

Statements

- *HMW* create a strong connection between business and social impact
- *HMW* discuss a company’s core values with employees
- *HMW* define the expected outcomes at the start of the workshop
- *HMW* create tangible artifacts for the participants to use during the workshop
- *HMW* foster a positive and active group dynamic during the workshop

GROUP HMW SET-UP

‘How Might We’ (HMW) is a method to translate statements and challenges into opportunities. Framing them in a HMW manner gives room for innovative thinking (Boeijen, 2013; IDEO.org, nd.). Themes that are compelling and seem significant are chosen as starting point for the statements, see below, in combination with insights from the conclusion in Chapter 2, see figure 13.

Themes

- collaborative efforts: spreading, creating and sharing knowledge

Statements

- *HMW* ensure that there is an equal contribution in collaboration.
- *HMW* strengthen collaboration between two parties.
- *HMW* create something together.
- *HMW* spread knowledge amongst a small group of people.
- *HMW* ensure that knowledge is effectively adopted.

The ideas that were chosen are the following:

1. Divide tasks and activities amongst participants to ensure equal and diverse input.
2. Visualize and present intermittent results of progress to motivate participants.
3. Create an impact by making it an experience.
4. Work as a team together with an interactive score/planning board.
5. Stimulate participants by applying positive/negative pressure.
6. Spread knowledge through interactive offline channels.
7. Spread knowledge through an educational quiz.
8. Make the information interesting to remember, add shock factor.
9. Make knowledge more human, concrete and practical to learn.

(Managment, n.d..). Even though the concept designs will not be limited to a workshop setting, it could help define more concrete concepts.

Based on the brainstorm session, in Chapter 4.1: Brainstorming, the following tangible tools are analysed:

card decks, based on idea nr. 3,4 and 8.
toolkits, based on idea nr. 1,7 and 10.

CARD DECKS

The idea to analyse card decks came from the idea ‘Gamification’ and the notion that a tangible tool is easier to use in conversation and discussion. Offline card decks are chosen as a form of gamification, instead of an online tool to capture the back-end thinking. An offline card deck creates greater opportunities to observe behaviour and listen to thought process. Further, it creates a more organic setting to foster team dynamics and group discussion (Memon, 2015). Especially the thought process and decision making is important in creating a positioning that captures the needs and wants.

4.2 Tangible solutions

Earlier is defined that the concept will most likely be put in a workshop context (See Chapter 2: Discover). Ideal for this situation would be a tangible tool that could be used in conversation and discussion amongst participants

Brainstorming Tool

Card decks are in general often used as a brainstorming tool in solution solving to stimulate creativity. It is indicated that they encourage participants to be dynamic in group settings and interchange interactions. Employing cards in brainstorming removes hindrances that one might have in discussion or in thinking about challenges (Lo, 2013).

As brainstorming tools, there are two categories of card decks: inspiration hints or actual games. The first is without any regulation how to use the set of cards. They can be used as directional materials. In a group discussion it could smoothly transfer the focus of the discussion to a new topic, encouraging new thoughts and ideas (Lo, 2013). A card deck used as inspiration hints could be useful for the concepts.

Gamification

A short intro into gamification, it is the use of games or game elements to promote certain behaviours. Gamification uses the motivational power of games to solve real-world challenges. Careful consideration is needed before implementing gamification, because it must fit the purpose and is not a solution for all. One has to watch out that the game does not become the substitute for solving the challenge (Lee, 2011).

A study by Park (2018) analysed 754 cases in which gamification was used and found that an element of

challenge or completion scored high on the playful user experience (PLEX). The reason for this could be that both are related to a winning condition. The game mechanics that scored high were points, progress and leaderboards. The majority of the cases included some sort of acknowledging points and these scored high on the PLEX (Park, 2018). There are connections to the ideas found in the brainstorm session. It is not clear if these elements also fit for inspiration hint card decks.

Analysis

Criteria for selection card decks:

- focus is social innovation or social impact
- purpose is to use it as a brainstorming or discussion tool
- target audience for card deck has a link to social impact

The card decks are analysed to find patterns in the following: lay-out and content.

The card decks, see figure 17, taken into consideration are:

1. Social Impact Design Tool: Method cards
2. Social Innovation Lab Kent: Method Deck
3. Design with Intent
4. Prototyping for Impact

An exploration of existing card decks that relate to social impact can be found in appendix D.

The most interesting insight was that most of the card

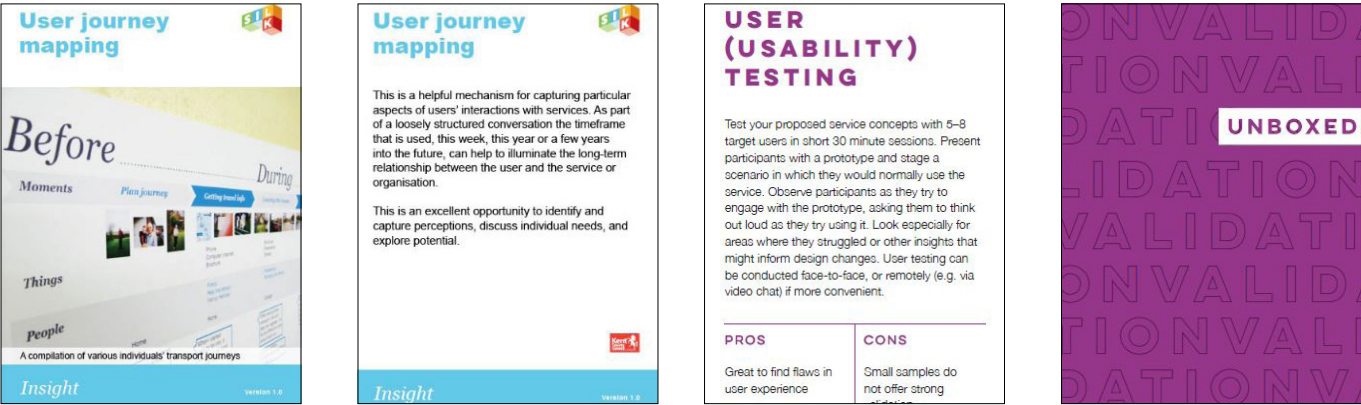


Figure 17. An impression of the card decks, SILK (upper) Prototyping for Impact (below).

decks utilize existing creative methods in their set. Apparently there is still a need to clarify and spread these methods. It could be valuable to consider explaining creative methods in the concepts.

The lay-out of the card decks is similar, using a combination of text and expressive colors with a limited use of visuals or icons. The content are either creative methods or provocative statements to deliberately get the participants to think in other ways. Only one of the card decks used one of the high rated PLEX game mechanics, which is using a leaderboard to some extent. None used the PLEX elements challenge or completion what was expected.

TOOLKITS

Toolkits are increasingly used to accommodate users needs more accurately. It is an emerging approach for user innovation because it is cost-effective and less time consuming as opposed to conventional market research methods. These toolkits enables users to innovate products or services by providing 'user-friendly' design tools and methods. Meaning that users do not need to be extensively educated to be able to use the design tools (Hippel, 2002).

Hippel (2002) proposes that toolkits need to include these five factors:

1. trial-and-error learning: the toolkit should provide a trial-and-error design cycle.
2. offer solution space: the toolkit should create a realistic frame in which the design can be created.
3. user-friendly tools: the participants should be able to use the provided design tools without a steep learning curve.
4. information library: the toolkit should provide an overview of common used information.
5. ensure independent design: the toolkit should enable participants to create design which can be created without needing to be checked by professionals.



Figure 18. An impression of the 'Start Sustain Impact' Toolkit by UNLTD.

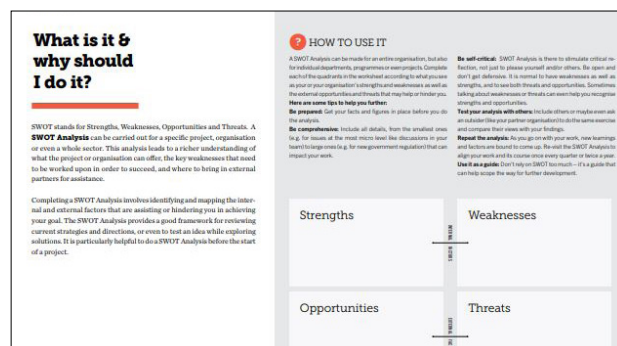
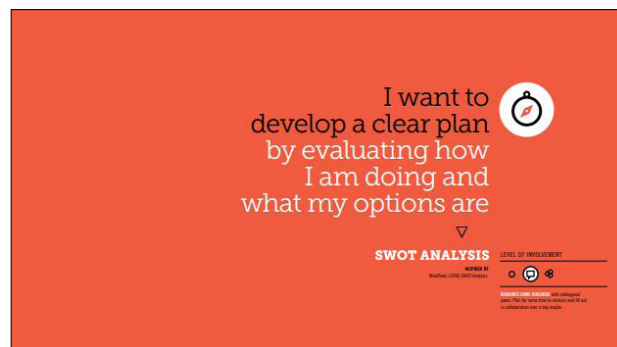


Figure 19. An impression of the 'DIY Toolkit by Nesta.

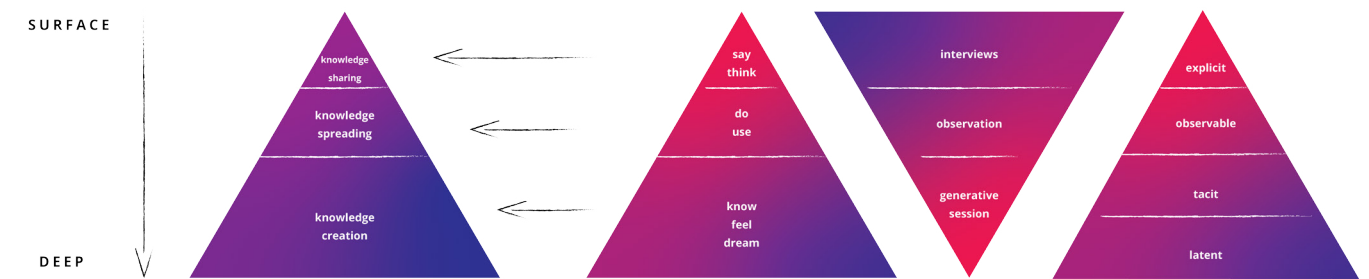


Figure 20. The parallel between knowledge sharing, spreading and creation visually explained.

'Make' toolkits are an important part in expressing thoughts, explained in the book 'Convivial Toolbox' which is about generative research (Stappers, 2016). 'Make' refers to the three levels of knowledge respectively from surface to a deeper level: say, do and make. Each level can be accessed through different methods, obtaining deeper knowledge (See figure 20). Generative research is focused on getting a deeper understanding of needs through participatory design activities. Co-creation, which is discussed earlier, belongs to generative research as well.

The analysis of existing toolkits is not meant to be an exhaustive analysis rather an impression of what exists and is available to the public. Toolkits that need to be purchased might have a more elaborated approach.

Criteria for selection toolkits:

- focus is social innovation or social impact
- purpose is to educate participants or facilitate collaboration
- target audience for toolkit is linked to social impact

The toolkits are analysed to find patterns in the following: form, structure and content.

The card decks, see figure 18 and 19 taken into consideration are:

1. Start Sustain Impact Toolkit, UNLTD
2. Social Blueprint Business Design Framework
3. Design Kit, IDEO.org
4. DIY Toolkit (Development, Impact & You), Nesta
5. Collective Action Toolkit, Frog
6. Social Innovation Toolkit, European Commission
7. Social Innovation Business Toolbox, Simpect
8. Toolkit, Nesta
9. Design for Social Impact, IDEO.org
10. The Social Design Methods Menu, Lucy Kimbell
11. Digital Social Toolkit

See appendix D for a table containing more details of the analysed toolkits.

Most of the five important aspects of a toolkit, explained by Hippel (2002), appear in the analysed toolkits. The most often cited are the second, third and fifth aspect. An overview of common or often used knowledge is rarely offered. And only sometimes is suggested to keep using the toolkit to keep creating better versions of the respective end-result.

The majority of the toolkits come in the form of workbooks. Meaning a small booklet that contains a compilation of activities for offline use. Similar to the card decks, existing creative methods are used and explained. The content across the toolkits follow a general structure, which is: detail overview for requirements for the activity or method to be conducted, purpose of the activity or method and instructions for these creative methods. To conclude, using a workbook toolkit might be a viable solution to consider for the concepts.



Figure 21. The first image (upper left) shows the growth cycle of a 'Business Hero'*. The second image (upper right) is the dashboard home screen with key monthly statistics on progress of their social impact focus. The third image (lower left) shows a concise and quick overview of market trends and insights. This is updated regularly to serve as inspiration for the workshops. The fourth image (lower right) shows the business one year in the future, and what steps need to be achieved to be able to become a 'Business Hero'.

* (A term used by Heartbeat Strategy, that represents a business that creates shared value)

4.3 Concepts

Three concepts are created based on the three concluding crucial insights from 'Chapter 2: Discover'. To recap, the insights were:

1. Create a strong coherence between core mission and Social Impact focus
2. Focus on internal communication
3. Balance idealism and business

The tangible tools that are analysed before, card decks and workbooks, are also taken into consideration for the concepts.

In the 'Discover' phase of this report three topics were researched: Heartbeat Strategy, co-creation and corporate social responsibility. These three topics are discussed again in the context of this concept. The following questions are answered:

- How does the concept fit with Heartbeat Strategy and their current work approach?
- How is co-creation used in this concept?
- How are the three crucial insights implemented?

Three concepts are created, see appendix E for full size.

The concepts are called:

- Business Hero Dashboard
- The Social Impact Carddeck
- Social Impact Workbook

See figure 21, 22 and 23 for the concepts. Following is an explanation of each concept. Explained is how it relates to Heartbeat Strategy and how it relates to the three crucial insights from Chapter 2: Discover, Conclusion. This chapter concludes with choosing one concept to further develop.

IMPLEMENTATION OF INSIGHTS

Discussed are how the concepts relate to the skill set of Heartbeat Strategy and how the three crucial insights found in the literature research, see 'Chapter 2: Discover, Conclusion', recur in the respective concept.

Business Hero Dashboard

This concept uses Heartbeat Strategy's skill to compile and communicate large chunks of information. The dashboard presents the information that Heartbeat Strategy finds and compiles in a comprehensible manner. To be specific, their market research expertise, creative skills and skill to engage stakeholders comes to expression.

The three crucial insights from 'Chapter 2: Discover' are present in this concept as well. Regarding internal communication, this dashboard will be accessible for every employee within the company. This allows them to participate by sending in suggestions and remarks on the progress they see. Creating coherence will be achieved subconsciously through the activities that will be executed in the workshops by Heartbeat Strategy. The same accounts for creating the balance between idealism and business. It is key for Heartbeat Strategy to do activities in the workshops that will make the company think about their stance on social impact.

The Social Impact Carddeck

This concept uses Heartbeat Strategy's skill of engaging with stakeholders and their creative skills. Heartbeat Strategy has the role to nudge the participants to think creative and out of the box. Prior to this session it is key to prepare the cards and fill in the blanks. Blanks are left open to tailor the cards to the specific client and industry. For the information for the cards, Heartbeat Strategy uses their market research expertise.

The three crucial insights recur as follows, first the internal communication focus. As a concluding activity the participants are asked to make a summary. This will be translated to a creative tangible form, e.g. a poster which will be used for internal communication. The statements and questions on the cards probe the participants to think about the balance between idealism and their business. The questions and answers are used to create coherence between business mission and social impact focus.



Figure 22. An overview of one example card of each category (upper left and right) and a mock-up of the concept.

Social Impact Workbook

This concept is, similar to the previous concept, largely built on Heartbeat Strategy's skill to engage with stakeholders in a creative manner. Heartbeat Strategy's task is to engage with stakeholders in a workshop setting, which is a familiar approach for them. But what is new for Heartbeat Strategy is the co-creative approach. It requires Heartbeat Strategy to educate themselves or to hire a freelance professional facilitator, because the facilitator has a significant influence on the collective creativity and thus the end-result.

The workshop series ends with pitching the team's idea of what the positioning should be. A compilation of the pitches are used for internal communication. It is the task for Heartbeat Strategy to find patterns and relevant insights in the pitches and create a story out of it. The workshop activities revolve around finding the balance between idealism and business, and around creating coherence.

CONCEPT DESCRIPTION

Business Hero Dashboard

The goal of the dashboard is to help a business create shared value. This process will occur in steps. The size of the steps are decided depending on which phase the respective business is situated. It is based on the Heartbeat Strategy 'four phase model' (See Chapter 2: Discover). The phase is represented by a visual of a growing plant and when it is full grown the business creates shared value, see figure 20.

Also discussed is the frequency of updating the dashboard and coming together for the workshops. These workshops will contain activities that will nudge the company towards achieving the end-goal. Heartbeat Strategy and the respective company will compose a team, based on the guidelines in 'Chapter 2: Discover, co-creation'. Every two workshops the company progresses to the next phase and receives a different visual that symbolizes growth.

In the first workshop the social impact focus is defined. From the results of the first workshop, Heartbeat

Strategy will define a social impact positioning. The positioning is used as guidance for the dashboard.

The Social Impact Carddeck

The objective of the card game is to spark discussion amongst the participants and gradually come to an agreement about social impact and their business. In an interactive setting the participants are required to discuss, draw or write down answers on the cards. The cards contain questions and provocative statements related to the balance between idealism and business, social impact, societal challenges, their own core business and values, and current market trends and insights.

The group divides in smaller teams, and each receives a deck of cards. Within each team there is always one leader that asks the question and nudges the other team members. This leader role rotates after each card. This plays into the PLEX element, 'having power', found in the literature research on card decks.

The card game exists out of four cardsets called: knowledge, discussion, business and idealism, see figure 22. Which are shuffled and should be played in teams of five individuals. In the end it is crucial to pick one card of each set that managed to spark an interesting insight relating to the topic social impact and their business. These four cards should be gathered. Next to these cards, post-its are stuck on which in short terms should be written down what they thought was so profound. This summary of impactful cards will be used as an inspiration for the positioning. And it will be used for the not yet defined creative tangible form that Heartbeat Strategy will create, which can be used in internal communication by the company.

As researched in 'Chapter 4: Develop, Tangible solutions' this card deck is used as inspiration hints. The deck involves creative methods and provocative statements to let the participants think in an unconventional manner. The card deck does not use any of the high ranked PLEX elements but it is possible to implement these in a further iteration if this concept is chosen.

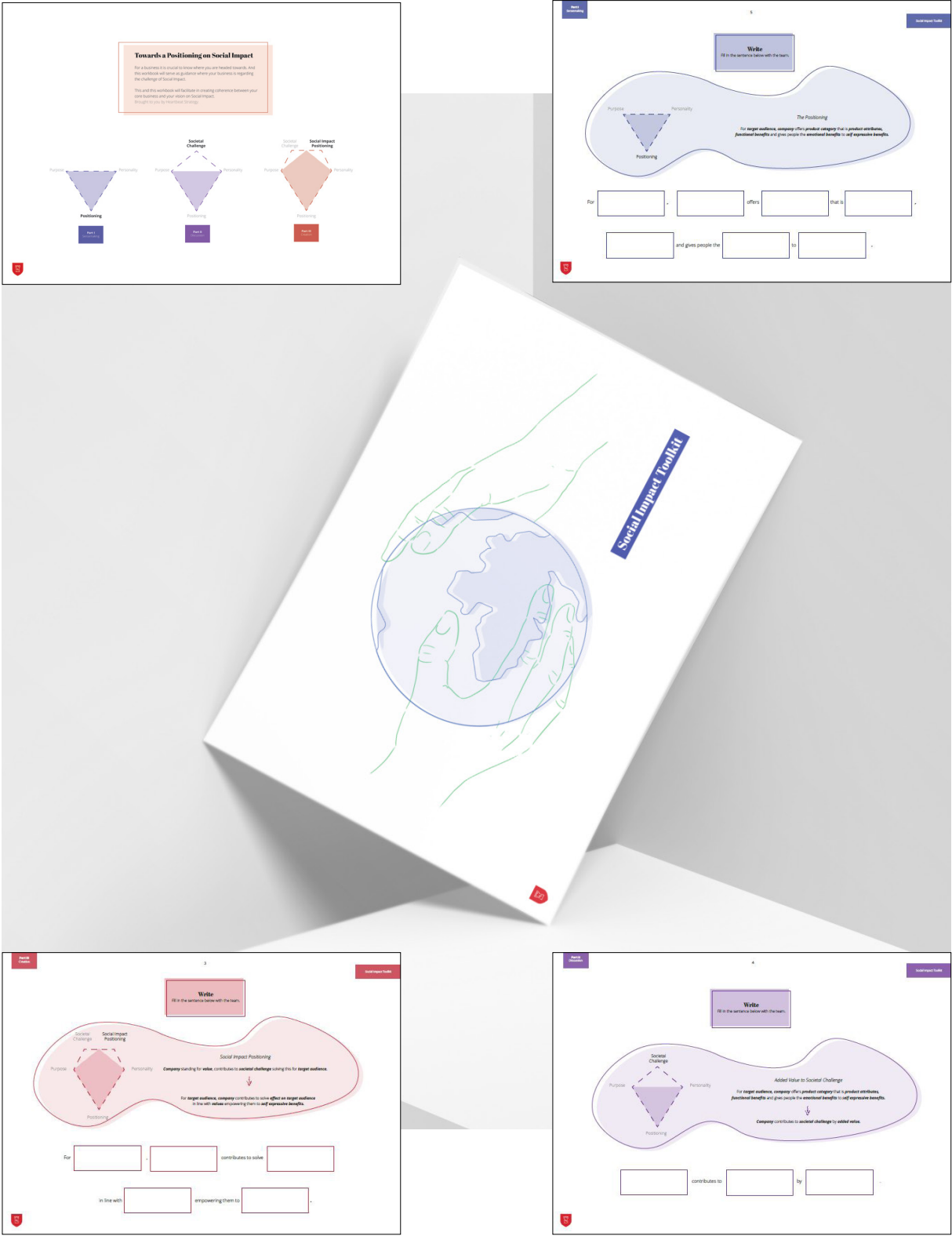


Figure 23. Clockwise; explanation of the three chapters and following the last pages of each chapter with the summarizing sentences. In the middle a mock-up of the concept.

Social Impact Workbook

The objective of this concept is to facilitate the participants in creating a social impact positioning. The participants work in teams through the workbook, during workshops provided by Heartbeat Strategy. The workbook outlines several activities that eventually lead up to pitching a social impact positioning to the other teams.

The workbook contains three parts, each part builds on the previous to come gradually to a coherent positioning. The three chapter are called: sensemaking, discussion and creation. The participants define in the first part their current positioning. The next chapter focuses on defining the business’ definition of social impact and how it relates to their core business. The last part focuses on the effect it will have on their target group and ends with pitching their social impact positioning. Each chapter

concludes with a pre-defined sentence with blanks that summarizes the chapter, see figure 23. And starts with where the previous workshop left off.

Similar to the researched toolkits in ‘Chapter 4: Define, Tangible solutions, this workbook contains a combination of existing creative methods and explanations of its use in this context. Framing and reframing the same challenge from different perspectives is used to come to a deeper understanding of the challenge and how social impact relates to their business.

4.4 Evaluation

Based on how well the concepts meet the list of requirements, one concept is chosen to further elaborate on in the next chapter, ‘Chapter 5: Deliver’

Table 2. The decision matrix shows that the Social Impact Workbook received the highest points.

	Fit with Heartbeat Strategy	Creates internal alignment	Creates tangible artifacts	Facilitates participants in creating social impact vision	Total
	3	3	1	3	
Business Hero Dashboard	Low Dashboards have not been used in previous projects. 1 x 3	Medium For all three concepts accounts that this is the predicted result. However, only in practice will see if this will actually work. 3 x 3	Low Even though it is an interactive medium, it is not as tangible as the other concepts. 1 x 1	Medium The dashboard and accompanying workshops help progress the business to create a social impact vision. But is not completely manufactured by the participants. 3 x 3	22
The Social Impact Card deck	Medium Creative ways of communication information has been used in the past. 3 x 3	Medium See above. 3 x 3	High Participants can use, feel and modify the cards. 5 x 1	Medium The card deck requires the participants to create a positioning but less structured as another concept. 3 x 3	32
Social Impact Workbook	High Workshops and creative methods have been used in the past. 5 x 3	Medium See above. 3 x 3	High Participants are owner of their workbook, it is their responsibility. They write, draw and use them in conversation. 5 x 1	High The participants are guided in a practical and structural manner to create a vision on social impact. 5 x 3	38

which is the last phase in the ‘Double Diamond’ model (See Chapter 1: The Project). To evaluate the concepts a ‘Decision Matrix’ (Boeijen, 2013; Tague, 2005) is used, see table 2.

The concept that will be used for further elaboration is the Social Impact Workbook. It complements Heartbeat Strategy’s current work approach and skills the best.

This concept dives the deepest in the knowledge of the employees of the respective business and it requires more intensive and active participation. I belief this concept has the most potential to provide a conclusive answer to the initial research question.

METHOD DECISION MATRIX

The decision matrix is a decision-making tool, used to evaluate concepts based on several criteria. A list of criteria is defined which the concepts need to meet. This list is then reduced to the criteria that are believed to be the most important. 10 points are distributed over these criteria which represents the relative weight of each criterion. Each concept is then evaluated against the criteria using points. The points represent how well they meet the criteria.

The points are as follows:

- 1 = low
- 2 = medium
- 3 = high

The list of requirements (from Chapter 3: Define)

- 1. The toolkit should be fitting with Heartbeat Strategy’s current work approach.
- 2. The toolkit should be customizable per cliënt.
- 3. The toolkit should create internal alignment between company core values and their vision on social impact.
- 4. The toolkit should discuss and define a company’s core values.

Chosen criteria

- 1. The toolkit should be fitting with Heartbeat Strategy’s current work approach.
- 3. The toolkit should create internal alignment between company core values and their vision on social impact.
- 7. The toolkit should create tangible artifacts for the participants to use.
- 9. The toolkit should facilitate the participants in creating their own unique vision on social impact.

D E L

I V E

R D E

chapter 5: deliver

L I V

THIS CHAPTER FURTHER ELABORATES ON THE CHOSEN CONCEPT FROM THE LAST CHAPTER. THE THEORETICAL MODEL BEHIND THE CONCEPT IS EXPLAINED. FURTHER, PREDICTIONS ARE MADE ABOUT THE FUTURE USE OF THE CONCEPT INCLUDING ITS VIABILITY, FEASIBILITY AND DESIRABILITY BASED ON THE PERSPECTIVE OF SOCIAL ENTERPRISE PROFESSIONALS AND AN ACADEMIC PROFESSOR.

THIS CHAPTER ALSO DISCUSSES THE LIMITATIONS OF THIS THESIS AND FUTURE RECOMMENDATIONS FOR THE FINAL CONCEPT. LAST, IS A PERSONAL REFLECTION ON WRITING THIS THESIS AND THE PROCESS BEHIND IT.

5.1 Final Design

The Social Impact Workbook will be further defined, including each chapter and activities, see figure 25. Plus a guidebook for Heartbeat Strategy how this workbook should be used and how to nudge participants during the workshops, see figure 26,. See the complete, full-size, workbook and guidebook in appendix F.

FUTURE IMPLEMENTATION

The theory used in the workbook is based on the theoretical brand DNA model which defines a brand's purpose, personality and positioning (Mark & Pearson, 2002; Aaker, 1996; Kapferer, 1997; Keller, 1992). This theoretical model is visually represented as a triangular shape, see figure 24, showing that all three elements are connected. The existing theoretical brand DNA model is expanded by adding the societal challenge focus and social impact positioning, creating a visual model of a diamond shape, see figure 24.

The workshop will be implemented as a 6-weeks program, based off an existing program lay-out of Heartbeat Strategy, see appendix F. Every two weeks a workshop is given in which one part of the toolkit is covered. This allows the participants to have an incubation period of two weeks to process the information and insights gained, which allows deeper exploration every next workshop session.

Timeline

Week 1-2

The first workshop focuses on sensemaking. Meaning that during this workshop a focus is on understanding the current state of the business. In this part of the toolkit, the participants will define their current brand positioning using the 'Brand DNA model'.

The participants will presumably have no design background, thus the concept of 'positioning' needs to be introduced. The participants are familiarized with the concept through small blocks of information and introductory assignments. The task for Heartbeat Strategy is to guide the activities. They have access to creative methods to inspire creativity in the participants which can be provided if necessary. The workshop ends with the teams creating their current positioning.

Week 3-4

After two weeks the second workshop is conducted. This workshop focuses on creating a connection between societal challenge and the company. The participants will define on what societal challenge they will focus on and what added value they could deliver.

It is key for Heartbeat Strategy to guide the participants in defining a societal challenge that has a logical connection to their core business. A societal challenge

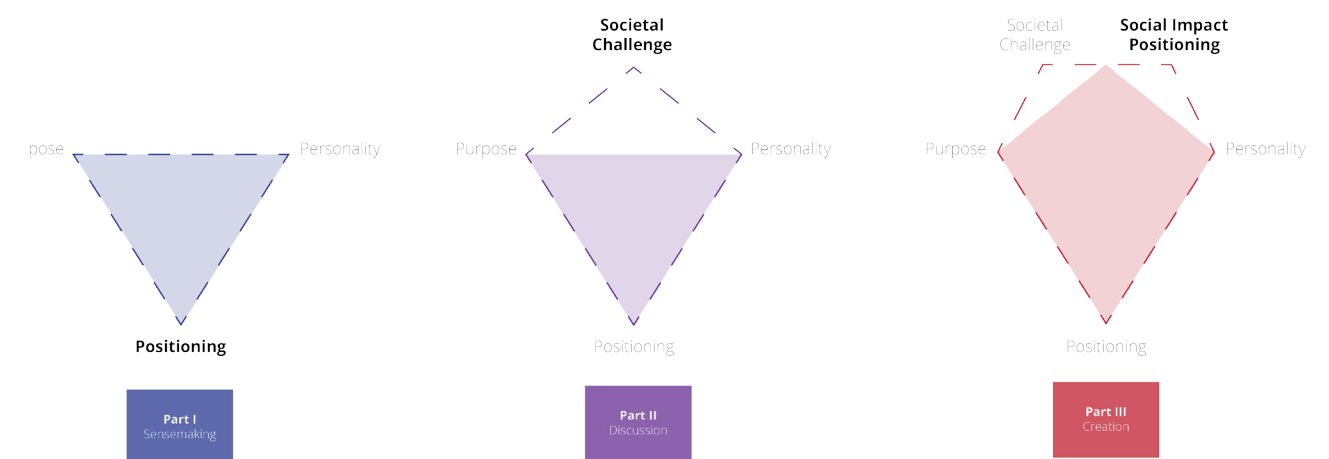


Figure 24. An overview of the three chapters in the workbook. From left to right it shows how the model is built on the previous model. And what the focus of the respective chapter is in bold type.

which is credible, relevant and viable based on market research which Heartbeat Strategy executes prior to this workshop. The insights of this market research are also used during the workshop. They are presented on small informative cards that explain the insight together with a visual which the participants can use as inspiration. The workshop ends with a summary of their societal challenge focus and the company's added value to this challenge.

Week 5-6

In the last workshop the social impact positioning is formulated. This workshop focuses on reframing the effect of social impact engagement for a business. This includes the potential repercussions for their target group.

The most significant activity of this workshop is pitching. Each team will pitch their take on the social impact positioning for their company. The pitches will reveal if there are patterns in how the company is perceived in the eyes of the employees and what kind of positioning is in their eyes the most relevant, credible and viable. The social impact positioning pitches conclude the 6-week program.

The information from this last session will be analysed and compiled by Heartbeat Strategy. This compilation will then be formed into a single sentence and visual that explains the business' new found social impact positioning. This positioning will be largely based on the participant's input.

INTEGRATION OF INSIGHTS

The workbook exists out of three chapters, named:

1. Sensemaking
2. Discussion
3. Creation

This is based on the parallels drawn in literature between co-creation and the levels of knowledge (Sanders, 2000; Stappers, 2016). 'Say, do and make' are in co-creation viewed as: knowledge spreading, sharing and creation (Sanders, 2000). In literature studies this order has

been observed as the overall framework through which co-creation happens (Binder, 2008; Sanders, 2014 Mattelmaki, 2014).

The design choice framework (See Chapter 2: Discover, Co-creation) by Lee (2018) is also used to shape the workbook and its activities. A summary of how the design choices influences the workshops and the activities in the workbook are stated below.

- The challenge, creating social impact, is framed and reframed
- The reason of change is discussed
- The objective of the workshop series is discussed at the start
- The workbook follows the order of knowledge spreading, sharing and creation
- The work environment will take place at the open office of Heartbeat Strategy
- Plenty and diverse materials are offered during workshops to let participants fully express themselves
- Participants are chosen with various interest
- Participants are equal during workshops
- Prior to the session is determined what the immediate outputs will be of the workshop

The three crucial insights that are repeated throughout this thesis mainly originate from the literature research into corporate social responsibility.

Create strong coherence

This is achieved by using the 'Brand DNA model' as a basis. The participants recreate their own current positioning as a company and this is used to build further on in the continuing chapters in the workbook. Ensuring that a strong connection remains.

Focus on internal communication

The social impact positioning that is created will first be communicated internally, before using it in future social impact initiatives. An internal communication strategy is an expression of the strong coherent message that is created.

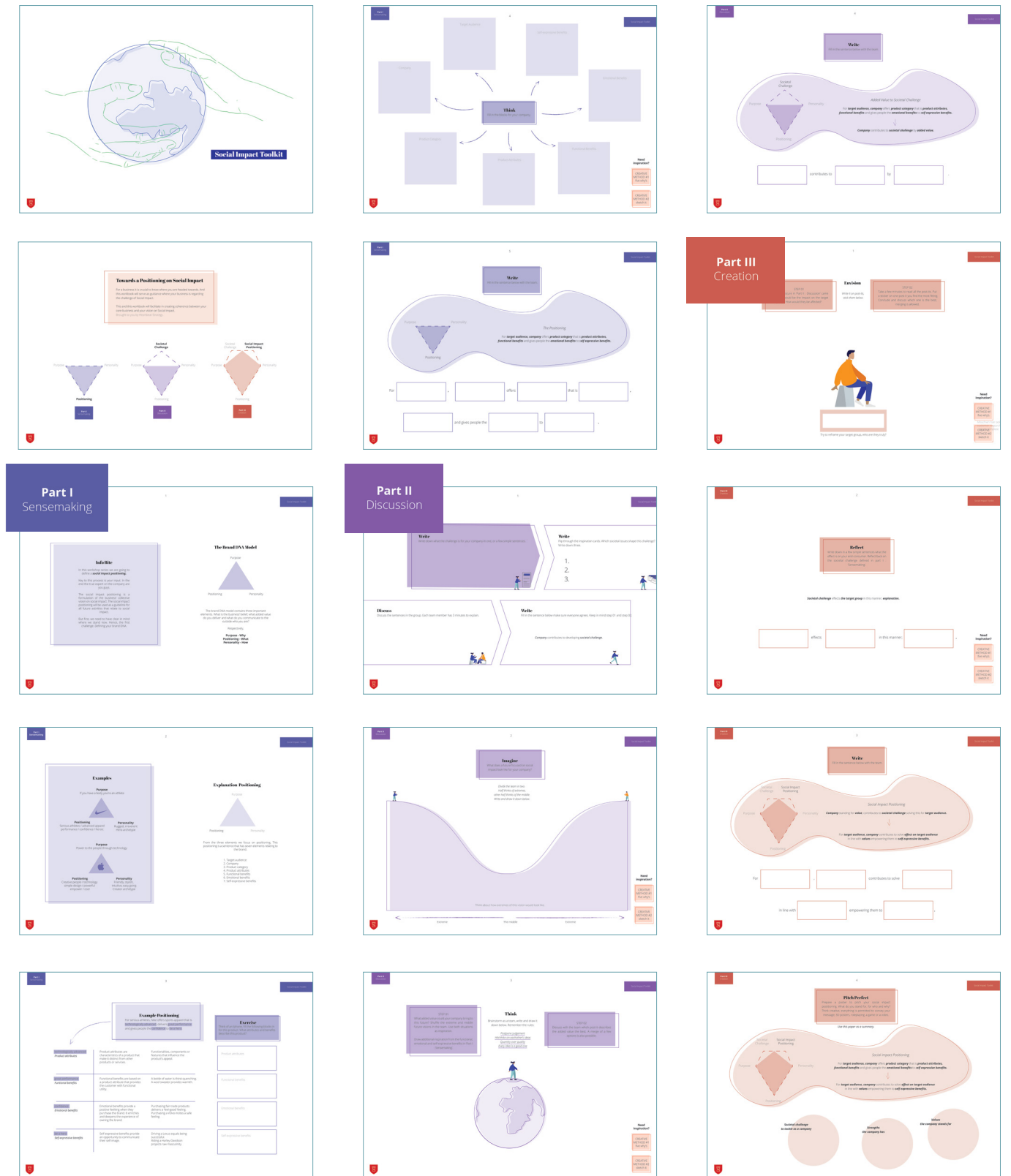


Figure 25. Read in following order: start in upper left corner going down, and then to the next column. The three parts of the toolkit, in which the last page of each part is the most crucial. See appendix F for full size.

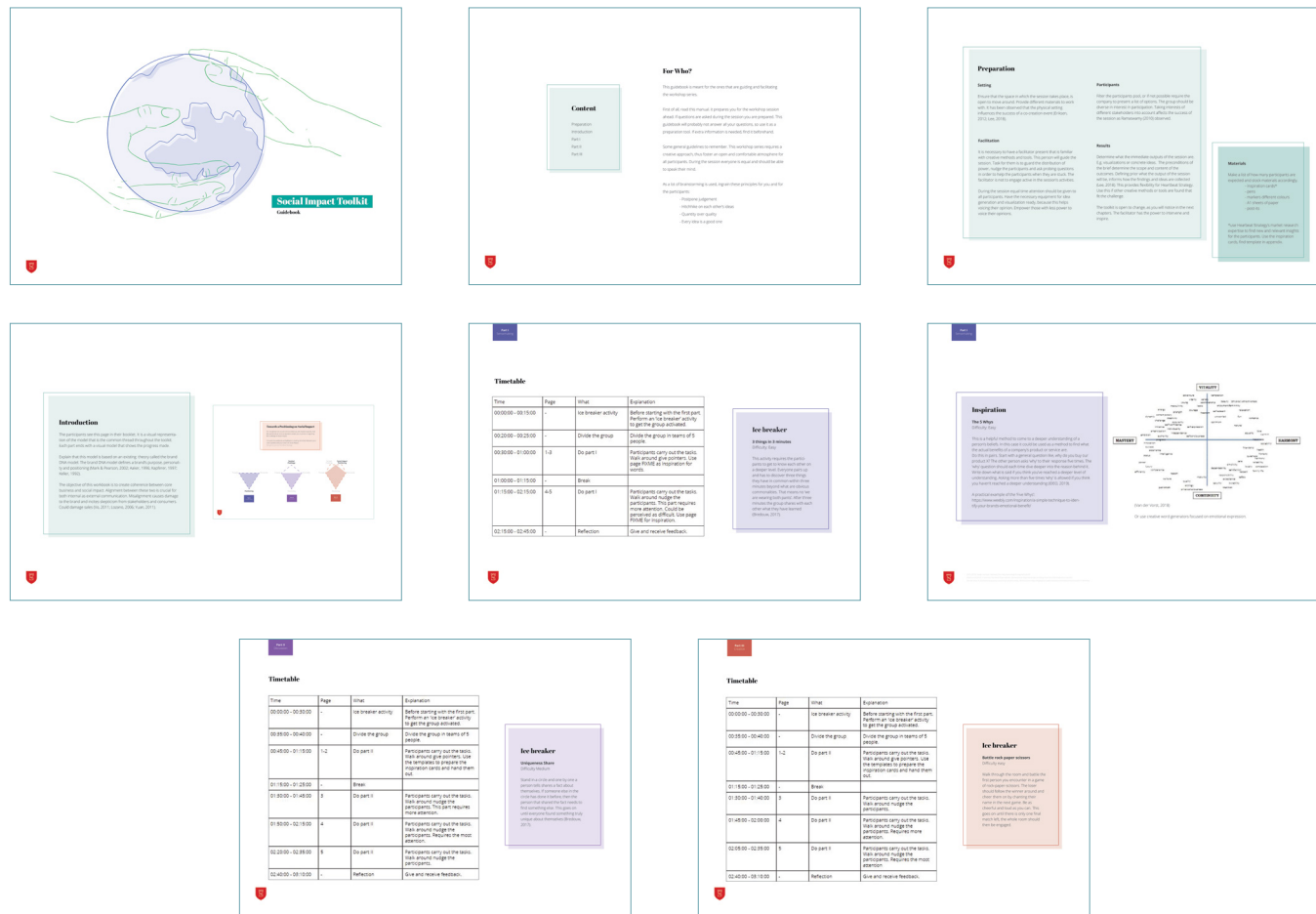


Figure 26. Read screens from left to right. An impression of the guidebook for Heartbeat Strategy. In which a timetable and icebreaker activities are included to carry out with the participants. See appendix F for full size.

5.2. Predictions

Balance idealism and business

The common thread throughout the workbook is social impact and how it relates to the core business. Letting the participants of the workshop think about this will create an understanding of how to balance a focus on a higher purpose and driving business.

This workbook is the answer to the initial research question. It is an unique tool in Heartbeat Strategy's portfolio that guides their clients in a practical and structured manner in creating alignment between core business and social impact. Which is, as defined in 'Chapter 3: Define', the core issue behind creating a successful social impact positioning.

It is challenging to validate whether the workbook produces effective results. Original empirical evidence needs to be gathered from several use cases in which positive results are experienced through use of this toolkit to be able to accurately validate this toolkit. However, this is not possible in this time frame and with the resources available, including failed attempts to connect with 'Social Enterprise NL' and 'MVO Nederland' to reach social enterprises in their starting or upscaling phase.

Social entrepreneurs and experts in the field of social impact are asked to take a closer look at the toolkit to identify whether or not this toolkit would be feasible, viable and desirable, see figure 28. In discussion with the academic professor current trends are discussed

and how this workbook might fit within this context. The interviews with social enterprise professionals are to discuss the future use and validity of this workbook.

SOCIAL ENTERPRISE PERSPECTIVE

Two sessions are conducted in which the co-founder of DOTT. stories and a sales representative of Lemonaid Beverages (see figure 28), are asked to take a closer look at the final design. Based on these expert opinions a prediction is formed about the future use of this workbook. See figure 27 for an overview of the approach.

Prior to the live session the final concept design is sent via email and they are encouraged to read the pages and write down remarks or questions that need to be clarified. The first half of the face-to face session these remarks will be discussed. The session will take approximately 30 minutes. The second half will be spent asking questions regarding the perceived viability, feasibility and desirability of the final concept design. See appendix G for the preparations of the session.

Viability

Viability refers to a concept being economically viable.

Two sides are discussed, viability from a consumer/ client perspective and from the perspective of Heartbeat Strategy. In interviews is the client perspective addressed as 'Is there a willingness to invest in a workshop that focuses on defining a social impact positioning?'. For Heartbeat Strategy is this workbook economically viable.

Because it would require minimal investment which do not exceed the perceived profits. Heartbeat Strategy only needs to invest in a facilitator, or they could even educate one of their own to become a skilled facilitator. Location and materials are already in possession and need no further large investments.

'VANUIT MKBs DIE MISSCHIEEN DIT EIGENLIJK OOK WEL ZOUDEN WILLEN DOEN. DAAR ZIT VAAK HET FINANCIËLE ASPECT EEN BEETJE TEGEN. .. ALTIJD DE ALLEREERSTE VRAAG DIE ZE STELLEN IS: 'OH, WAT GAAT HET KOSTEN?'. ' (DOTT, appendix G [06:44-07:03])

Continuing on the client perspective. Both interviewees agree that the workbook could be helpful for companies that are new to social impact. And it would even be of use for social enterprises that are upscaling. However, the usefulness does not guarantee willingness or capability to invest. The DOTT interviewee states that even though it would definitely be helpful, smaller businesses do often not have the money to be able to invest in these kind of activities. And from the perspective of larger corporations, e.g. Heineken where the interviewee completed an internship, they often want to see results before investing capital. But the interviewee concludes that in general there is a genuine curiosity towards new and innovative tools, similar to the workbook. The interviewee concludes with the statement that if the benefits of investing is convincingly argued,



Figure 27. Activities for the interviews with social enterprise professionals.



Figure 28. A capture of the session with Tessa N. from Lemonaid.

than this workbook could be viable.

The interviewee from DOTT sees from own experience, that ‘traditional’ businesses that gradually commit to generating social impact tend to lose sight of what they stand for and just try to keep up with external pressure and market trends. This results in a business that continuously lags behind events. This workbook would prevent that. By creating a positioning a business creates a focus to which they can direct to for guidance on social impact activities, rather than external trends and pressure.

The interviewee from Lemonaid states the similar about the perceived usefulness. The interviewee notices that a lot of social enterprises are deeply focused on their social mission, but lose sight of their strategy. This positioning workbook would be helpful to create a focus. The interviewee believes that this is helpful for both starting and upscaling businesses.

‘IK DENK VOORAL IN HET SOCIAAL ONDERNEMERSCHAP, **MENSEN PRATEN VANUIT HUN HART.** .. EN DAN ZIE JE DAT ZE EEN BEETJE VERGETEN WAAR HUN BEDRIJF ÜBERHAUPT VOOR STAAT. .. IK DENK DAT DIT [DIT WERKBOEK] HEEL NUTTIG IS OM DIT OP EEN RIJTJE TE KRIJGEN.’

(Lemonaid, appendix G [02:31-03:16])

But the interviewee warns that businesses might need to be convinced of the usefulness before they commit to investing in this workshop. By showing successful cases that used this workbook potential clients might be persuaded to invest in this workshop tool.

Feasibility

Feasibility refers to if the concept is technologically feasible. Two aspects are discussed to assess whether this concept is ‘technological’ feasible. The social impact positioning, and the execution of the workshop are the two aspects that are new to Heartbeat Strategy which will influence the feasibility of this concept. This is discussed again from two perspectives, Heartbeat Strategy and their prospective client.

The social impact positioning model is based on the existing ‘Brand DNA model’. But that it is based on an existing theory does not guarantee effective results for the social impact positioning. Putting this workbook to practice is the only way of determining the actual feasibility.

The interviewees perspective on the feasibility, is that businesses who are not familiar with the concept ‘social impact’ will need more guidance and context on the topic. Both highlight that this workbook might be too abstract for traditional businesses that have none to little prior knowledge on the subject. With adequate facilitation this workbook is feasible, but this would not be feasible independently.

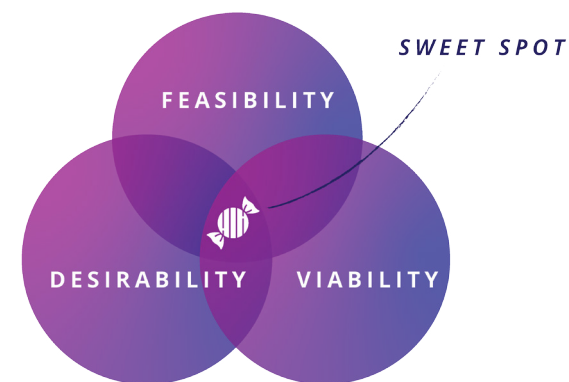


Figure 29. The sweet spot for innovation.

Desirability

Desirability refers to if the concept is desirable from a client perspective. Both interviewees agree that new clients of Heartbeat Strategy will probably need to be convince or even persuaded to use this workbook. This is because this workbook has no history yet of successful cases. They predict that only a few would be willing to try this without this evidence.

The challenge for Heartbeat Strategy is communicating the benefits to potential clients and convincing them. The interviewees even separately stated that the process of working through the activities and thinking about your business is in itself valuable. If potential clients see the value of this process they might be inclined to wanting to use this workbook.

ACADEMIC PERSPECTIVE

A conversation is held with a professor in Ethics and Technology, see figure 30, who is head of the Department of Values, Technology and Innovation at the faculty Technology, Policy and Management at Delft University of Technology.

‘**CSR, DAT VAN PORTER EN KRAMER ZIT HIER HEEL DUIDELIJK IN.** .. IK DENK DAT HET HEEL INTERESSANT IS, EN OOK EEN MANIER IS OM EEN BEDRIJF MEE TE KRIJGEN. OM TE BEDENKEN: HOE KAN JE IETS DOEN WAT EEN BEDRIJF INTERESSANT EN BELANGRIJK VIND, MAAR OOK IETS WAT IN DE MAATSCHAPPIJ BELANGRIJK IS. DAT ZIE IK ER OOK DUIDELIJK IN TERUG [HET WERKBOEK]’
(van de Poel, Appendix G [01:27 - 02:05])

There are several challenges that the interviewee predicts. The first, is that mapping out the effects and involving all stakeholders and parties that are affected by change towards social impact might be more complex. This is important to consider, because this workbook has no specific focus on either B2B or B2C. The interviewee addresses this conflict as the following, that consumers

might act more in their own interest. This influences how businesses might react to engaging in social impact.

The second challenge is convincing businesses to invest in this ‘Social Impact Workbook’. This is also highlighted in the conversations with the social enterprise professionals. The interviewee perceives the workbook as useful, and highlights that it could be practical and beneficial for traditional businesses. However, also states that businesses will most likely need to be convinced. The interviewee acknowledges that the individuals within a traditional business already need to be curious into CSR and CSV, for investment in social impact to happen. Because in the end, a business’ choice to invest in social impact depends on individuals with their own personal beliefs and ideas.



Figure 30. The interviewee looks through the workbook.

‘VAN WAT IK NU KAN ZIEN. **HET ZIET ER WEL ZINVOL UIT** VAN HOE FORMULEER JE NOU ZO EEN SOCIAL IMPACT VISIE. EN WAT VOOR STAPPEN EN HOE KAN JE [DIT DOEN]?’
(van de Poel, Appendix G [05:18 - 05:34])

To conclude, the interviewee sees the potential of this workbook but it needs testing and validation. The potential of this workbook is related to how well clients are convinced of pursuing social impact and to what kind of traditional businesses this workbook will cater to.

CONCLUSION

For now are the feasibility, desirability and viability aspects for this concept positive. This workbook might have potential based on the conversations with industry professionals. But it is crucial to address the challenges that they highlighted. The challenges are the following:

- Convincing potential clients of the value of using this workbook.
- Addressing the lack of resources within SMEs.
- Tailoring the workbook to the complexity of B2B SMEs versus B2C SMEs.

The first two challenges are linked to each other. It can be argued that allocating resources to social impact creates intangible value. The potential value gained due to engaging in social impact is: heightened employee morale, enhanced brand equity and raised stakeholder value. Therefore, it is a long-term investment that pays itself back in other value than currency. In combination with today's society focus on sustainability, it is crucial to invest in social impact. And if no attention is spent on strategizing social impact it will damage the business irreparably. This needs to be communicated well to be able to make this workbook a desired tool to use.

The last challenge relates to the content of the workbook. It is valuable to do an iteration after initial testing with both B2B and B2C clients. It is most likely that each industry has its own complexities which could be implemented in the workbook.

5.3 Discussion

ANSWER TO THE RESEARCH QUESTION

The literature research concluded with a preliminary answer to the research question: How could Heartbeat Strategy contribute to the successful Social Impact positioning of 'traditional' businesses? The preliminary answer was that Heartbeat Strategy needed to create a unique tool that would facilitate their clients in creating a coherent message. The tool needed to make a business

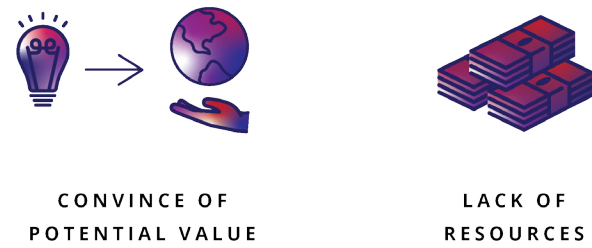


Figure 31. The challenges that need to be addressed in further development of the workbook.

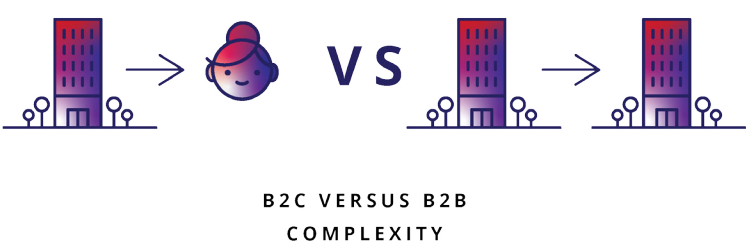
aware of the balance between idealism and business, and the results of the toolkit would be used for internal communication.

After the 'Develop' phase this resulted in a final concept that could be described as a workbook that facilitates companies to create a social impact positioning in three steps. The steps are building blocks of a social impact positioning, which is based on the existing theoretical 'Brand DNA model'. Using this approach will ensure a strong coherence between the core business and future social impact vision. Which is the main crux of creating a successful social impact positioning. This final concept, which is grounded in literature research and empirical study, is the answer to the main research question.

The research conducted and the concept that is created in this thesis will contribute to the research domain on social impact. And more, contributes to the literature gap on the relation between social impact and a business' positioning. In particular is addressed that internal communication might be an overlooked aspect when traditional businesses engage in social impact. Having a coherent and strong positioning could benefit generating social impact on the long term. This thesis is a basis for this hypothesis and further testing and iterating could potentially prove this.

LIMITATIONS

It is challenging to give a definite answer to the research question, since the final concept design is a theoretical model that should be validated through actual use case. However, due to limited time and resources it has not been possible to validate this toolkit.



The predictions made based on industry professionals' perspectives gives an indication but is not conclusive. In real-life unforeseen factors could influence the results and use of this workbook. After initial testing an iteration needs to be done to better fit the needs of the client and better suit the objective of creating a social impact positioning. However, this is only possible based on insights from real-life use cases. Unfortunately, the final concept was not in time created to be used in ongoing cases at Heartbeat Strategy. Which would be the ideal setting to test and iterate this final concept.

The final concept design is limited in its capability to thoroughly address all issues related to creating a social impact positioning for a SME. As mentioned in the literature research and interviews with social entrepreneurs, the financial aspect still plays a significant role whether a SME invests in social impact. However, this is not in depth discussed in the workbook. Rather is chosen to stress the potential benefits of engaging in social impact. Which would argue why investment in social impact is valuable. But if given more time to test with SMEs, this could be elaborated to how actual business cases address allocating resources on a tight budget based on their insights.

FUTURE RECOMMENDATIONS

For the future it is highly recommended to start with testing the workbook. This could be with one of the following: traditional businesses that are keen to engage in social impact, starting social impact enterprises or social enterprises trying to scale up. Testing is crucial to validate the envisioned purpose of this workbook. It is also needed to perform iterations on this final concept as

it is not yet thoroughly tested.

It is also recommended to explore other tangible solutions. Meaning using this research and the content of the final concept in other tangible forms. To research the actual effect of using a workbook as a way of communicating and creating content. Toolkits in the form of workbooks are a mainstream method, but it has not been tested or validated that it is also the best fitting solution for this issue. It might be valuable to test other tangible solutions as well. A generative approach that requires more active participation and creation from the participants might work better.

To make the workbook more tailored to a specific industry it is interesting to test the feasibility, viability and desirability for several contexts. The workbook is now deliberately designed to ask general questions that are applicable to all kinds of industries, because Heartbeat Strategy has a not yet defined their concrete focus. But in the future this could change. If that happens, several contexts need to be explored. Based on conversation this would either be MNEs versus SMEs or B2B versus B2C. Insights gathered from utilizing this workbook in collaboration with one of the aforementioned will be compared and implemented to tailor the workbook to a specific industry.

PERSONAL REFLECTION

THE CONCLUDING CHAPTER OF THIS THESIS
AND THE CLOSURE OF A CHAPTER OF MY LIFE.

WHICH IS BOTH FRIGHTENING
AND INFINITELY EXCITING.

This graduation thesis started optimistic, I found my ideal company that fitted the bill almost perfectly of what I wanted to research. Together we created a design brief that encompassed the essence of this thesis. However, along the way I lost focus which resulted in a lot of work that was unnecessary and useless for this thesis. Fortunately I caught up, because one of the mentors mentioned the following important reminder: what am you researching and how does it contribute to answering

the research question? If it has no contribution, it is not necessary to research. Asking myself this question repeatedly brought the clarity I needed. It taught me to always be curious, but direct your curiosity during a project in a specific direction and to keep reminding yourself of that focus.

During this graduation thesis I frequently struggled with myself. I subconsciously was my own biggest obstacle. Thoughts that occurred were that asking for help is a nuisance and that people are not willing to help. When I obviously needed help or was stuck in my own thoughts, I continued to search for answers in literature or books. And avoided contacting those that could provide help. Especially at the end of the ‘Discover’ phase moving into the ‘Develop’ phase this was an issue, where I had to form the relevant insights into a tangible solution. Eventually I came clean after some inner struggles. It is something I have to continuously work on. An important reminder for the future is that there are people willing to help and that there is no shame in asking.

Has this thesis contributed to the development as a strategic designer? Yes. This thesis concludes two years of a master in Strategic Design, and I do think that it put my skills to the test. It required me to use the strategic skills that are learned during this master and apply it to a real-life context on your own. The biggest realization is that the skills learned are in demand and relative to other fields a strategic designer does have expert knowledge that could benefit a business. This insight brought me confidence and I should work on developing this by expanding my strategic skill set.

A personal ambition was to learn more about the topic of this graduation thesis, because I considered a future in this field. It is what kept this thesis interesting that continued for almost half a year. What also helped was visiting inspiring talks from industry professionals that

had experience in the field of social impact (see appendix I). I believe I do have deeper and more extensive knowledge on the topic social impact than at the start of this thesis. It spreads from basic knowledge of what social impact entails, all the way to what the three most crucial insights are that influence a successful social impact positioning.

The goal to do more qualitative research developed from the idea to find inspiration and knowledge outside my comfort zone. Approaching companies and people that might help me to understand the context, utilizing their experiences and insights. I do believe I am now more comfortable in doing qualitative research, several interviews on video further. I realized it is part preparation and part discovering along the way. For future research exploring more methods of doing qualitative and also empirical research are on my path.

And my last ambition was to develop my graphic skills. This had to do with the fact that I believe that this is a major part of communicating your vision. And I felt that conveying my thoughts in an universally understandable manner was still lacking. I tried to incorporate more visuals and play with fonts to create a dynamic piece to look at and explore. I still think it is not up to the level I am content about but it is progress. For the future I am looking into masterclasses and workshops into graphic design to develop this skill.

All in all, this thesis confirmed a lot of my insecurities and completing this thesis was not without struggles. But the biggest thing I learned is to not give up on yourself before trying. It is okay to be insecure but not to let it take over. It will always be a cycle of learning, failing and incrementally improving. As a designer would say, an iterative process.

ON TO THE NEXT CHAPTER.

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A P P

E N D

I X

appendix
A

P P E

Appendix B: Observation Study

Observations made in preparation, during and after the workshop session.

Preparation

Heartbeat Strategy used a rather scattered approach to prepare the workshop. They consulted several creative methods and books to compose the content of the workshop session. Heartbeat Strategy does not have a standardized approach for workshops. Partly due to their clients having varying needs, because depending on their needs a workshop is shaped.

The preparation showed that Heartbeat Strategy is in its core inclined to revert to creative methods and skills. It also highlighted that Heartbeat Strategy could benefit from a standardized approach to composing these workshops that enables them to guide the process more smoothly. A tool that is unique and complements their current work approach.

During

Start of the session

One of the employees of Van Wijnen gave an introduction about the challenge. Some participants grabbed their notebooks. After introduction no questions were asked.

- Informal feeling atmosphere. Participants make jokes amongst each other. Body language everyone sat upright. No slacking postures. Interested, serious faces. Agreeing nodding heads.

During brainstorming + clustering

People are divided in groups. Everyone is standing around tables. A few participants ask questions within their group about the task. Two facilitators walk around plus two people from Heartbeat Strategy. Sometime they give an elaboration or examples regarding the task. After brainstorming participants asked to take their post-its and cluster together on a large sheet of paper. Repeated nudging of facilitators and Heartbeat Strategy.

- I miss the explanation of standard rules for brainstorming. When facilitators, or Heartbeat Strategy are at a table they have the attention of the participants around the table. Question within team: 'Do we have to start writing now?' Some people looking around, watching other teams how they start. Some groups immediately start writing without supervision. In general the participants keep their notes and post-its to themselves. In group discussions different people speaking.
- Not all participants bring their post-its. Cluster forming eventually happens with only a few participants and Heartbeat Strategy. Participants take an unscheduled break and talk amongst themselves.

During keynote speaker

One of the facilitators gives a presentation. The participants sit in the tribune, watch and listen. During the presentation a few questions are asked, that link the information from the presentation to their own current business.

- Mixed emotions from the participants. Some are not sitting active. A few wandering eyes.

During roleplay game

Participants receive a short introduction for the roleplay game. Everyone is divided into a role and are handed papers with information. The participants are asked to group the different roles, find each other and create questions for the 'meeting' where all the roles come together. Goal of the meeting is to come to an agreement.

- Participants are actively seeking their own group together. Groups amongst themselves are reading the information. One participant tries to find additional information on their phone.
- When telling that the participants need to complete their discussions to come to the meeting. Most participants say they are not ready and are not fully convinced or prepared. During the meeting the group is at first a bit hesitant. One participant takes the lead. From that point on all other participants come into their role and play with conviction. Every participant has a voice in the 'meeting'.

After

Reflection and feedback time. Dinner is served. Intermezzo during dinner where feedback is asked from the participants. Time given to ask questions.

- Positive feedback about the first part of the workshop. Brainstorming is relatively new, but the participants appreciated the discussions and sharing of ideas. 'It helped seeing the same challenge from different viewpoints'. One of the participants asked the question how the roleplay was linked to the initial challenge of Van Wijnen. Several other participants agreed with this question with voice and nodding heads. It was a question that I also had during observations.

Appendix C: Co-Creation

The design choices framework for a co-creation session, more elaborated.

Table 3. An extensive explanation how each design choice affects the toolkit.

Category	Design Choice	Effect
Project preconditions	Openness of the brief	What The toolkit should facilitate an open-ended approach. The project could start with a predefined brief, but this should be reframed to be more open-ended. When multiple stakeholders collaborate, frame and reframe objectives. Why Complex challenges in current society or 'wicked problems (Rittel & Webber, 1973) are more difficult to solve with a straight planning. Also, many co-creation projects tend to have an open-ended approach (Lee et al., 2018).
	Purpose of the change	What Take time to discuss the reason of change, the reason why this co-creation session takes place. In all cases this will be at level of society, creating social impact. Why In a co-creation session defining the purpose of change is important as it also influences a change in employee's mindsets and practices. Could be at different levels; customer, organizational or cross organizational as identified by Constantine (2011). An added level is that at the level of society (Meroni, 2011).
	Scope of design	What State clearly what is going to be designed during this session. For the toolkit this is going to be on operational and organizational level. Why The scope is necessary to define to know with which aim activities are carried out (Patricio, 2011).
Participants	Diversity in knowledge	What Heartbeat Strategy should choose participants that possess knowledge of marketing, sustainability and organizational structure. And possess knowledge of stakeholders whose practices will be affected by the outcome of the co-creation session, which are employees, and their clients. Why From the 13 case studies these two requirements came forward in successful co-creation.
	Difference in interests	What In participation the group should be diverse in interest in participation. Why Taking interests of different stakeholders into account affects the success of the session as Ramaswamy (2010) observed.
	Distribution of power	What During the session equal time attention should be given to all participants. Have the

		necessary equipment for idea generation and visualization ready. Why Empower those with less power to voice their opinions. Facilitators, in this case Heartbeat Strategy, also plays a role. Could either choose to take an active position or a neutral one.
Co-creation events	Types of co-creation activities	What Follow the order of combining what people say, do and make (market research, ethnography and design) (Sanders, 2000) in co-creation this is viewed as knowledge spreading, sharing and creation. Why In literature studies this order has been observed as the overall framework through which co-creation happens (Binder, 2008; Sanders, 2014 Mattelmaki, 2014)
	Setting for co-creation	What Ensure that the space in which the session takes place, is open to move around. Provide different materials to work with. Why It has been observed that the physical setting influences the success of a co-creation event (Eriksen, 2012).
Results	Outputs of the session (Immediate outcomes)	What Determine what the immediate outputs of the session are. E.g. visualizations or concrete ideas. Why The preconditions of the brief determine the scope and content of the outcomes. Defining prior what the output of the session will be, informs how the findings and ideas are collected (Lee, 2018).
	Outcomes of the session (Further implementation)	<i>This has no direct influence on the forming of the tool. It discusses that the outputs of the session have long term effect beyond what is created at that point in time.</i>

Appendix D: Tangible Solutions

An overview of the analysed card decks.

Table 4. Purpose, content and layout of existing card decks that relate to social impact.

#	Name	Purpose	Content	Lay out
1	Social Impact design tool: Method cards http://pubdocs.worldbank.org/en/203891460473441237/Output-Social-Impact-Design-Tool-Method-Cards.pdf	Go in depth into reason of problem depicted by participant. Used to discover issues in neighbourhoods. Used in conversation with an inhabitant.	Deck of larger cards and templates participants can fill in. Consists of existing creative methods applied in context.	Front Colored space with title of activity Back Text explanation Limited visual
2	SILK Method deck (Social innovation lab kent) https://socialinnovation.typepad.com/silk/silk-method-deck.html	Project teams, designers, project managers, social science researchers, community experts can use this as a complementary tool within the SILK method.	Deck of cards consists of five categories: communicate, plan, workshop, design and insight. Consists of existing creative methods and general explanation.	Front Visual image with category Back Text explanation
3	Design with Intent , Lockton http://designwithintent.co.uk/docs/designwithintent_cards_1.0_draft_rev_sm.pdf	Used to influence or result in desired use behaviour. For those that want to design for positive interactions.	Deck of cards consists of eight categories: error proofing, interaction, ludic, perceptual, cognitive, machiavellian, security and architectural.	Front Visual image with category and provoking thought in text. Back Same as front.
4	Prototyping for Impact http://prototypingforimpact.com/	For those involved in service innovation, public sector, NGOs and charities that want to measure social impact.	Deck of cards and templates to be used in combination. Two categories of cards: prototyping and validation. Consists of existing creative methods.	Front Colored space with category Back Text explanation

An overview of the analysed toolkits.

Table FIXME. An overview of common elements in content of multiple toolkits.

#	Name	Purpose	Target group	Content
1	Start Sustain Impact Toolkit <i>UNLTD</i> https://www.unltd.org.uk/uploads/general_uploads/Start_Sustain_Impact_toolkit.pdf	Educate	Social entrepreneurs. For beginning social entrepreneurs and social entrepreneurs trying to scale up.	Explanation philosophy Explanation method Activities > explanation activity > discussion topics > fill-in worksheets Resources
2	Social Blueprint Business Design Framework https://gsvc.org/wp-content/uploads/2016/10/ISA-The-Social-Blueprint-Business-Design-Framework-v3.0.pdf	Educate	Anyone who wants to incorporate or is interested in combining social impact with business activities. From student to entrepreneur, to businesses wanting to add a purpose driven service.	Explanation method 1 Activity > Business canvas 2.0 > fill-in worksheet > not visual appealing > builds on existing principals
3	goeie Design kit <i>IDEO</i> http://www.designkit.org/case-studies	Educate	Designers, entrepreneurs, social sector innovators.	Explanation philosophy Activities > explanation activity > fill-in worksheets > case-studies > builds on existing principals
4	DIY Toolkit (Development, Impact & You) <i>Nesta</i> https://diytoolkit.org/?cn-reloaded=1	Educate	For practitioners trying to improve their current practices.	Explanation philosophy Explanation method Activities > explanation activity > fill-in worksheets > moderate visual > builds on existing principals
5	Collective Action Toolkit <i>Frog</i> https://www.frogdesign.com/wp-content/uploads/2016/03/CAT_2.0_English.pdf	Educate Facilitate collaboration	Groups of people trying to reach a shared goal.	Explanation method Activities > explanation activity > fill-in worksheets > visual > builds on existing principals
6	Social Innovation Toolkit <i>European Commission</i> https://www.kl.nl/wp-content/uploads/2018/09/Social-Innovation-Toolkit-2018.pdf	Educate	Social innovators aiming to improve their communities and societies.	Explanation philosophy Explanation method Activities > explanation activities > no worksheets > text no visuals > builds on existing principals Resources > refers to literature > refers to tools and methods (checklists)
7	Social Innovation Business Toolbox	Educate	Individuals who are actively creating solutions to today's	Explanation background Explanation method

	<i>Simpact</i> http://www.simpact-project.eu/tools/toolbox_business_web.pdf		greatest societal challenges + Intermediaries who support them	Activities > explanation activity > fill-in worksheets > text not visual > builds on existing principals
8	Toolkit <i>Nesta</i> https://www.nesta.org.uk/toolkit/	Educate	Social innovators	Explanation method Activities > explanation activity > text not visual > builds on existing principals
9	Social Innovation Lab Kent (SILK) <i>Engine</i> https://socialinnovation.tyepad.com/silk/about-silk-1.html	Educate	Professionals and local residents wanting to take a design-based approach	Explanation method Activities > explanation activity > visual > builds on existing principals
10	Design for Social Impact <i>IDEO</i> http://5a5f89b8e10a225a44ac-ccbcd124c38c4f7a3066210c073e7d55.r9.cf1.rackcdn.com/files/pdfs/news/IDEO_RF_Guide.pdf	Educate	Starters of a social impact initiative, design firms	Explanation method Activities > explanation activity > visual > builds on existing principals but not design methods more built on tips
11	The Social Design Methods Menu <i>Lucy Kimbell</i> http://www.lucykimbell.com/stuff/Fieldstudio_SocialDesignMethodsMenu.pdf	Educate	Supporting managers and entrepreneurs tackling social issues	Explanation design Explanation method Activities > explanation activity > visual > builds on existing principals but not design methods, more built on tips
12	Digital Social Toolkit https://digitalsocial.eu/uploads/digital-social-toolkit.pdf	Educate Facilitate collaboration	Developers with inspiring digital solutions to social challenges	Explanation philosophy Explanation method Activity > explanation > background knowledge > fill-in worksheets > case studies Call to action > explanation > how to become advocate

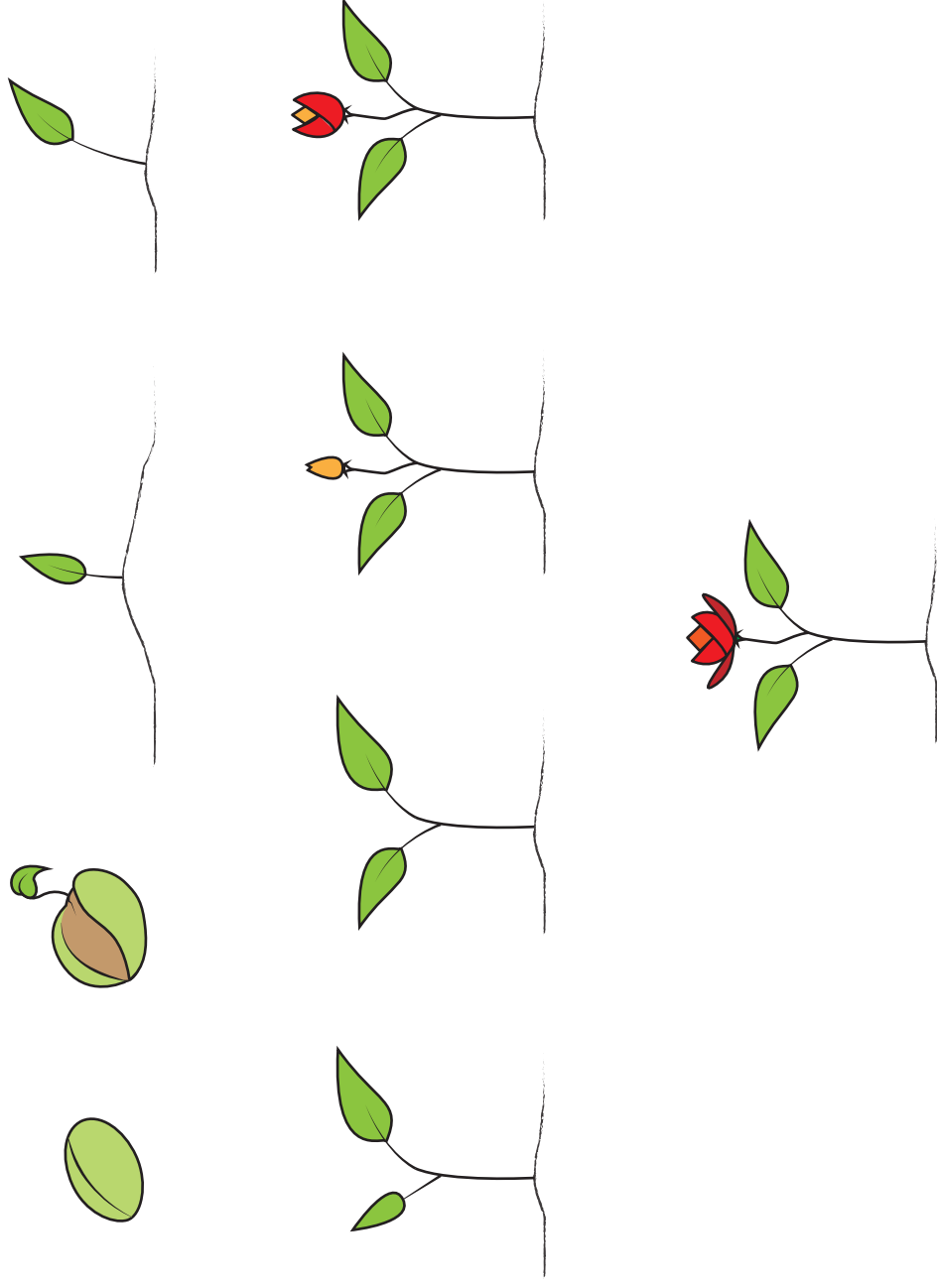
Appendix E: Concepts

next pages, full size concepts.

The Growth of a Business Hero

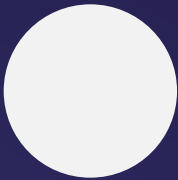
Business Hero: A business that is on its way to change their mindset and invest in generating social impact.

Delivered to you by Heartbeat Strategy



A Business Hero in full bloom.





Company X



Dashboard



Challenge



Statistics



Settings

Welcome Company X

Our mission is as follows:

‘ For target audience, company contributes to create more self sustaning farmers in line with our values empowering them to contribute to their self expressive benefits.’



Total Social Impact initiatives started
32

Monthly Stats



Self Sustaining Farmers

Measured in Local Projects

Current status
+ 30 %

YOY Stats

Supporting Statistics

Total Growth

Amount of Farmers



Setback due to farmers being corrupted

Total Investment

Amount of Dollars



Decrease in investments due to incidental unexpeted donations.
Rise in investments due to unforeseen costs.

Volunteering Hours

Hours spent on Social Impact



Current status
+ 53,2 %

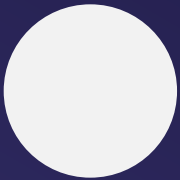
Total Satisfaction

Amount of Positive Feedback



Setback due to employees and farmers being skeptpic of the results for long-term.





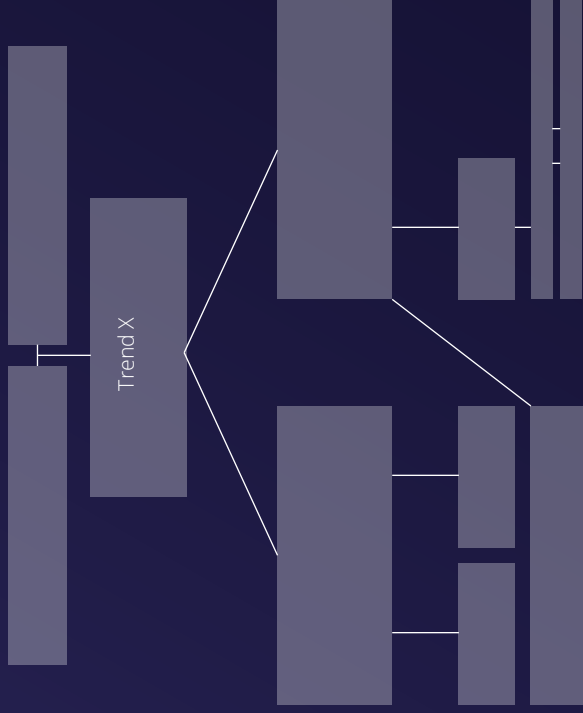
Company X

Insight in the Market

Heartbeat Strategy's research shows:

The leading trend for the next half year is trend X which relates to topic Y. This trend X is going to be extremely relevant due to factor X and factor Y.

6 Months Facts

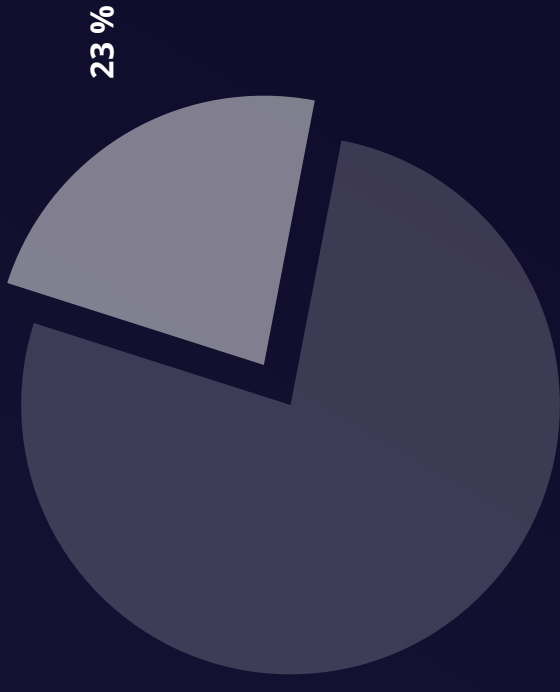


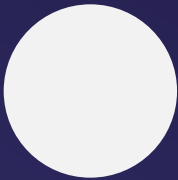
Market Research

New trends and insights in current industry

Market Research

New trends and insights in current industry





Company X



Dashboard



Challenge



Statistics



Settings

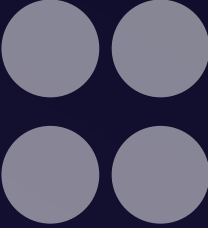
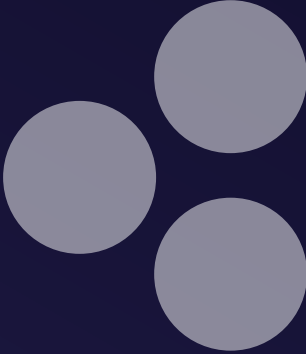
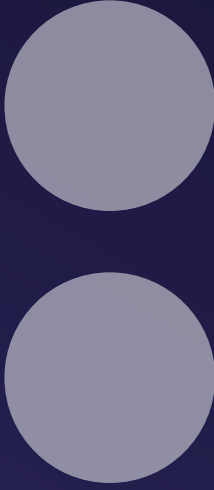
Advancing to the Next Level

Advice from Heartbeat Strategy:

We advice to invest in trend X and influencing factor Y, in combination with potential to incorporate insight X and insight Y in current strategy regarding initiative for social impact Z.



1 Year Plan



Department Development

These departments should develop in order to accomplish advancing to the next level of becoming a ‘ Business Hero’ and generate maximum Social Impact according to own set goals. How to do this is through intervention meetings that recapitulate the set goals for own employees engagement.

Insight Integration

Insight X and insight Y could create valuable opportunities if Company X would integrate them in current strategy. Because reason X and reason Y. How to do this is by creating motivation amongst employees through interactive communication efforts.

Investment Opportunities

Strong suggestion to invest in topic X and topic Y. Because they influence insight X and trend Y. How to do this is through donating aid to X.

Supporting Statistics

Total Growth

Amount of Farmers



Setback due to farmers being corrupted

Total Investment

Amount of Dollars



Decrease in investments due to incidental unexpexted donations.
Rise in investments due to unforeseen costs.

Total Satisfaction

Amount of Positive Feedback



Setback due to employees and farmers being skeptic of the results for long-term.

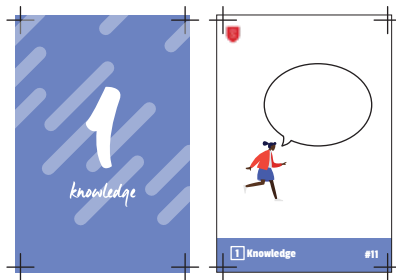




The Social Impact Cardset

What should the role of your business be in the context of generating Social Impact? Let's find out.

Brought to you by Heartbeat Strategy.



The Knowledge Set

How much do you know about Social Impact?

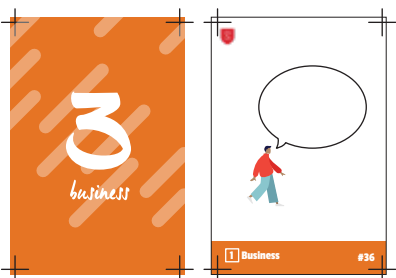
This set of cards dives deeper into the knowledge behind Social Impact and tests the participants how much they know.



The Discussion Set

Why should, or why shouldn't your company engage in Social Impact?

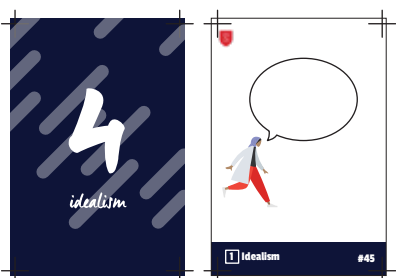
This set of cards likes to start discussions and play the devil's advocate, asking the difficult questions no one likes to be asked related to the topic Social Impact and your business.



The Business Set

What are the benefits of Social Impact for your business?

This set of cards dives deeper into what added value your business would contribute to Social Impact and what you could gain.



The Idealism Set

Why should a business engage in Social Impact, what is your purpose?

This set of cards focuses on bringing out the ideals and morals of the business and how this relates to Social Impact.

1

knowledge



What is the definition of 'Social Impact'?

Social Impact is the effect of an activity on the social fabric of the community.



Nudge the others by mentioning:

- role of business in society
- social responsibility
- relates to corporate social responsibility

Difficulty: Easy

1 Knowledge

#11

2

discussion



Engaging in Social Impact is as crucial as making profits for our business.



You get an extra 10 minutes for this card.

Divide the team in 'FOR' and 'AGAINST' the statement.

TIPS FOR

- + positive impact on stakeholder value
- + new prerequisite to do business, originates from pressure society

TIPS AGAINST

- for traditional business profits crucial for continuous existence
- keeping up with 'trends' not as crucial

Difficulty: Medium

1 Discussion

#21

3

business



What do you think are the benefits of engaging in social impact?



If ideas run out before the ten minutes are over, discuss how exactly engagement of social impact results in the benefits listed here.

The benefits include:

- strengthens company morale
- strengthens brand
- improves brand image
- raises stakeholder value
- improves societal standards
- (eventually) sustains life on planet

Difficulty: Easy

1 Business

#36

4

idealism



How would you define the core values of your business?



Nudge the team by saying:
"think about.."

- what is our added value?
- how would you communicate this to a layman? (or little niece)
- what are you proud of that we deliver?

Difficulty: Medium

1 Idealism

#45

1

knowledge

2

discussion

3

business

4

idealism

Appendix F: Final Concept Design

next pages, full size final concept.

An excerpt of the confidential program.

Program information

LIVE KICK-OFF

May 27 the program starts with a kick-off at one of the best places to start to learn about Societal Positioning: ~~Socobase~~ headquarters in Amsterdam! Next to several inspiring keynotes about Societal Positioning, the program for the next 8 weeks will be discussed in detail and there will be time to get to know the other participants, who we call Business Hero's. You will start with your first assignment, to clearly define the problem definition for your organization.

Module 1: Theoretical Foundation

The first module gets you up to speed on the latest developments in Corporate Social Responsibility, Sustainable Development Goals and Positioning. The topics of global megatrends and stakeholder research will also be discussed to make sure you are all set to do the actual work in the next modules. The module concludes with you pitching your project plan.

- June 3: Theoretical Foundation
- June 10: Pitching your project plan

Module 2: Context Assessment

Armed with the tools of module 1, you now dive deep into your organization's context. Based on the templates provided, you investigate what clients, colleagues, suppliers, consumers and other stakeholders expect from your CSR project and which subjects are material to them. Also, you ~~look into~~ what your competitors are doing already and which trends play an important role for the future of your organization. You share this information with your peers, to benefit from the collective intelligence of the group.

- June 17: Training on Context Assessment
- June 24: Sharing results and improving your context assessment

Module 3: Choosing a Societal Position

In this module you use the knowledge and analysis of the past weeks to come to a distinctive and relevant Societal Positioning for your project. In the first workshop we invite creative directors to help you with this process. You once again utilize the collective intelligence of the other social ~~interviewers~~ to improve your ideas. In the second workshop the creative concepts are worked out into at least two viable positioning strategies, including a business case for investments and expected returns.

- July 1: Positioning Workshop
- July 8: Choosing a positioning for your project and creating a pitch for your board of directors

Module 4: Sharing is caring

A societal positioning only creates value when it's shared with stakeholders. Therefore in the final module you will create a communication concept based on your most promising positioning strategy, to reach the hearts and minds of your target group. Once again creatives will help you to refine ideas and designers translate your concept to concrete means of communication, be it Facebook posts, banners, websites, print or any other media.

- July 15: Communication concept & media plan

LIVE FINALE

On July 19 we bring in a very special keynote speaker to conclude the Sustainable Innovation Challenge. We get together to share results and to celebrate the power of the network. If you have successfully passed all the modules, your organization AND society will be eager for your project to roll out!



Social Impact Toolkit

Guidebook



Content

Preparation
Introduction
Part I
Part II
Part III

For Who?

This guidebook is meant for the ones that are guiding and facilitating the workshop series.

First of all, read this manual. It prepares you for the workshop session ahead. If questions are asked during the session you are prepared. This guidebook will probably not answer all your questions, so use it as a preparation tool. If extra information is needed, find it beforehand.

Some general guidelines to remember. This workshop series requires a creative approach, thus foster an open and comfortable atmosphere for all participants. During the session everyone is equal and should be able to speak their mind.

As a lot of brainstorming is used, ingrain these principles for you and for the participants:

- Postpone judgement
- Hitchhike on each other's ideas
- Quantity over quality
- Every idea is a good one

Introduction

The participants see this page in their booklet. It is a visual representation of the model that is the common thread throughout the toolkit. Each part ends with a visual model that shows the progress made.

Explain that this model is based on an existing theory called the brand DNA model. The brand DNA model defines a brand's purpose, personality and positioning (Mark & Pearson, 2002; Aaker, 1996; Kapferer, 1997; Keller, 1992).

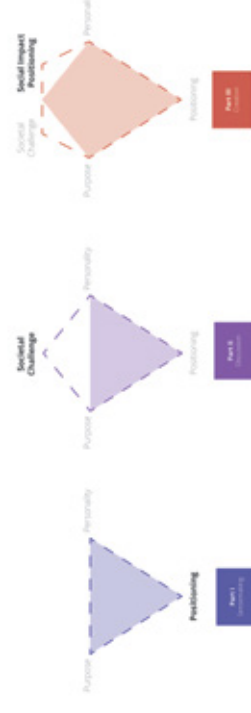
The objective of this workbook is to create coherence between core business and social impact. Alignment between these two is crucial for both internal as external communication. Misalignment causes damage to the brand and incites skepticism from stakeholders and consumers. Could damage sales (Vo, 2011; Lozano, 2006; Yuan, 2011).

Towards a Positioning on Social Impact

For a business it is crucial to know where you are located towards, and where you want to go, in relation to the social challenges you are addressing. This workbook will serve as a guide to help you in this regard.

This and this workbook will facilitate in creating coherence between your core business and your vision on social impact.

(through a jointly developed strategy)



Preparation

Setting

Ensure that the space in which the session takes place, is open to move around. Provide different materials to work with. It has been observed that the physical setting influences the success of a co-creation event (Eriksen, 2012; Lee, 2018).

Facilitation

It is necessary to have a facilitator present that is familiar with creative methods and tools. This person will guide the session. Task for them is to guard the distribution of power, nudge the participants and ask probing questions in order to help the participants when they are stuck. The facilitator is not to engage active in the session's activities.

During the session equal time attention should be given to all participants. Have the necessary equipment for idea generation and visualization ready, because this helps voicing their opinion. Empower those with less power to voice their opinions.

Participants

Filter the participants pool, or if not possible require the company to present a list of options. The group should be diverse in interest in participation. Taking interests of different stakeholders into account affects the success of the session as Ramaswamy (2010) observed.

Results

Determine what the immediate outputs of the session are. E.g. visualizations or concrete ideas. The preconditions of the brief determine the scope and content of the outcomes. Defining prior what the output of the session will be, informs how the findings and ideas are collected (Lee, 2018). This provides flexibility for Heartbeat Strategy. Use this if other creative methods or tools are found that fit the challenge.

The toolkit is open to change, as you will notice in the next chapters. The facilitator has the power to intervene and inspire.

Materials

Make a list of how many participants are expected and stock materials accordingly.

- inspiration cards*
- pens
- markers different colours
- A1 sheets of paper
- post-its

*use Heartbeat Strategy's market research expertise to find new and relevant insights for the participants. Use the inspiration cards, find template in appendix.



Timetable

Time	Page	What	Explanation
00:00:00 - 00:15:00	-	Ice breaker activity	Before starting with the first part. Perform an 'ice breaker' activity to get the group activated.
00:20:00 - 00:25:00	-	Divide the group	Divide the group in teams of 5 people.
00:30:00 - 01:00:00	1-3	Do part I	Participants carry out the tasks. Walk around give pointers. Use page FIXME as inspiration for words.
01:00:00 - 01:15:00	-	Break	
01:15:00 - 02:15:00	4-5	Do part I	Participants carry out the tasks. Walk around nudge the participants. This part requires more attention. Could be perceived as difficult. Use page FIXME for inspiration.
02:15:00 - 02:45:00	-	Reflection	Give and receive feedback.

Ice breaker

3 things in 3 minutes

Difficulty: Easy

This activity requires the participants to get to know each other on a deeper level. Everyone pairs up and has to discover three things they have in common within three minutes beyond what are obvious commonalities. That means no 'we are wearing both pants'. After three minutes the group shares with each other what they have learned (Bredouw, 2017).



Inspiration

The 5 Whys

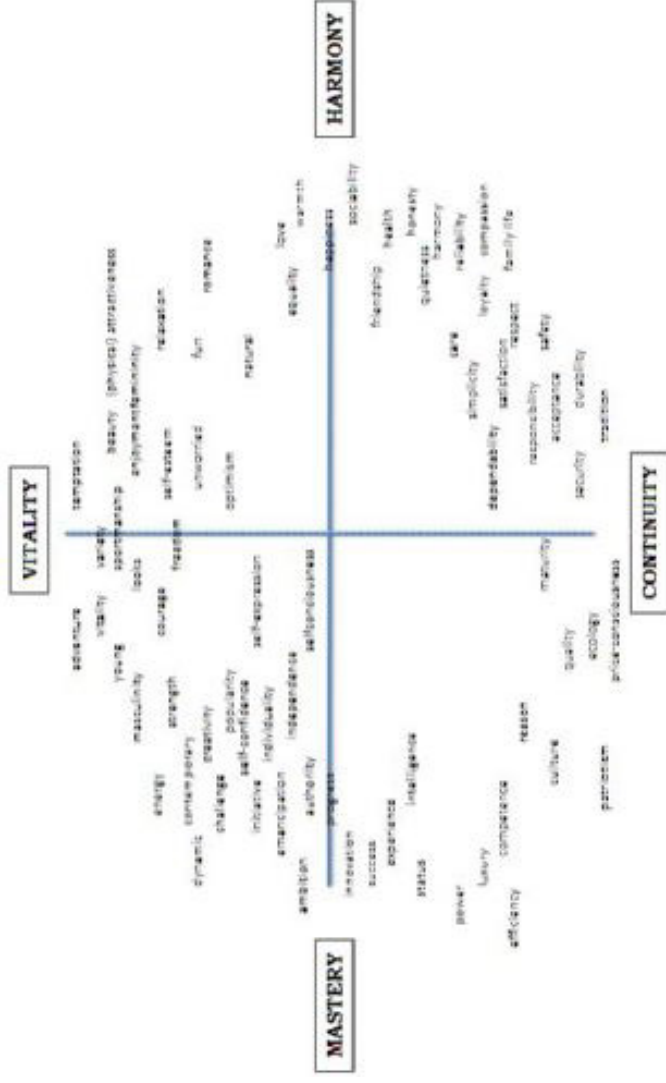
Difficulty: Easy

This is a helpful method to come to a deeper understanding of a person's beliefs. In this case it could be used as a method to find what the actual benefits of a company's product or service are.

Do this in pairs. Start with a general question like, why do you buy our product X? The other person asks 'why' to their response five times. The 'why' question should each time dive deeper into the reason behind it. Write down what is said if you think you've reached a deeper level of understanding. Asking more than five times 'why' is allowed if you think you haven't reached a deeper understanding (IDEO, 2019).

A practical example of the 'Five Whys':

<https://www.weebly.com/inspiration/a-simple-technique-to-identify-your-brands-emotional-benefit/>



(Van der Vorst, 2018)

Or use creative word generators focused on emotional expression.

Timetable

Time	Page	What	Explanation
00:00:00 - 00:30:00	-	Ice breaker activity	Before starting with the first part. Perform an 'ice breaker' activity to get the group activated.
00:35:00 - 00:40:00	-	Divide the group	Divide the group in teams of 5 people.
00:45:00 - 01:15:00	1-2	Do part II	Participants carry out the tasks. Walk around give pointers. Use the templates to prepare the inspiration cards and hand them out.
01:15:00 - 01:25:00	-	Break	
01:30:00 - 01:45:00	3	Do part II	Participants carry out the tasks. Walk around nudge the participants. This part requires more attention.
01:50:00 - 02:15:00	4	Do part II	Participants carry out the tasks. Walk around nudge the participants. Requires the most attention.
02:20:00 - 02:35:00	5	Do part II	Participants carry out the tasks. Walk around nudge the participants.
02:40:00 - 03:10:00	-	Reflection	Give and receive feedback.

Ice breaker

Uniqueness Share
Difficulty Medium

Stand in a circle and one by one a person tells shares a fact about themselves. If someone else in the circle has done it before, then the person that shared the fact needs to find something else. This goes on until everyone found something truly unique about themselves (Bredouw, 2017).



Timetable

Time	Page	What	Explanation
00:00:00 - 00:30:00	-	Ice breaker activity	Before starting with the first part. Perform an 'ice breaker' activity to get the group activated.
00:35:00 - 00:40:00	-	Divide the group	Divide the group in teams of 5 people.
00:45:00 - 01:15:00	1-2	Do part II	Participants carry out the tasks. Walk around give pointers. Use the templates to prepare the inspiration cards and hand them out.
01:15:00 - 01:25:00	-	Break	
01:30:00 - 01:40:00	3	Do part II	Participants carry out the tasks. Walk around nudge the participants.
01:45:00 - 02:00:00	4	Do part II	Participants carry out the tasks. Walk around nudge the participants. Requires more attention.
02:05:00 - 02:35:00	5	Do part II	Participants carry out the tasks. Walk around nudge the participants. Requires the most attention
02:40:00 - 03:10:00	-	Reflection	Give and receive feedback.

Ice breaker

Battle rock paper scissors

Difficulty easy

Walk through the room and battle the first person you encounter in a game of rock-paper-scissors. The loser should follow the winner around and cheer them on by chanting their name in the next game. Be as cheerful and loud as you can. This goes on until there is only one final match left, the whole room should then be engaged.



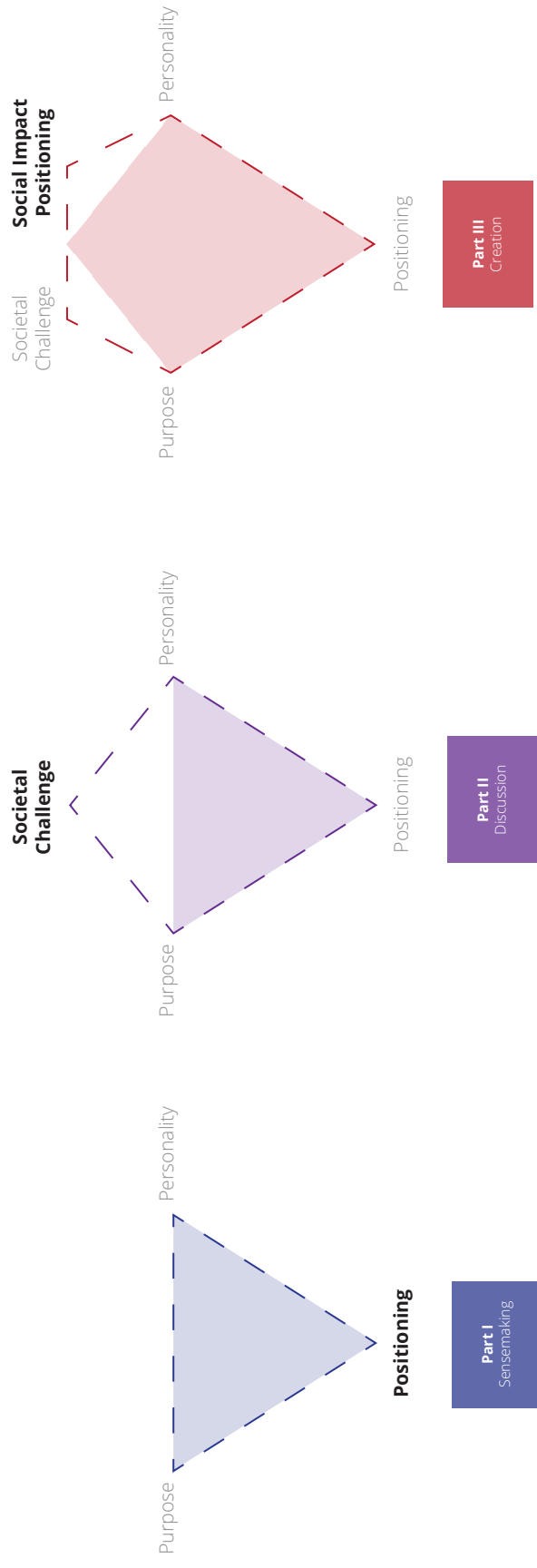


Social Impact Toolkit

Towards a Positioning on Social Impact

For a business it is crucial to know where you are headed towards. And this workbook will serve as guidance where your business is regarding the challenge of Social Impact.

This and this workbook will facilitate in creating coherence between your core business and your vision on Social Impact.
Brought to you by Heartbeat Strategy.



Info Bite

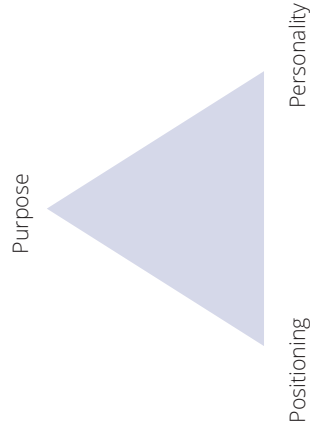
In this workshop series we are going to define a ***social impact positioning***.

Key to this process is your input. In the end the true expert on the company are you guys.

The social impact positioning is a formulation of the business' collective vision on social impact. The social impact positioning will be used as a guideline for all future activities that relate to social impact.

But first, we need to have clear in mind where we stand now. Hence, the first challenge. Defining your brand DNA.

The Brand DNA Model



The brand DNA model contains three important elements. What is the business' belief, what added value do you deliver and what do you communicate to the outside who you are?

Respectively,

Purpose - Why
Positioning - What
Personality - How

Examples

Purpose

If you have a body you're an athlete



Positioning

Serious athletes / advanced apparel
performance / confidence / heroic

Personality

Rugged, irreverent
Hero archetype

Purpose

Power to the people through technology



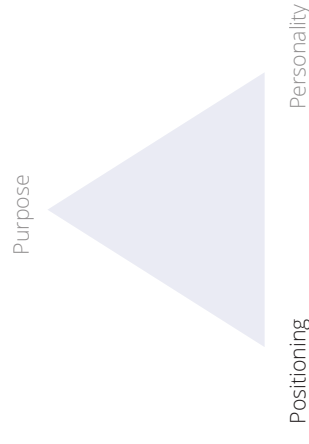
Positioning

Creative people / technology
simple design / powerful
empower / cool

Personality

Friendly, stylish,
intuitive, easy going
Creator archetype

Explanation Positioning



From the three elements we focus on positioning. This positioning is a sentence that has seven elements relating to the brand.

1. Target audience
2. Company
3. Product category
4. Product attributes
5. Functional benefits
6. Emotional benefits
7. Self-expressive benefits

Example Positioning

For serious athletes, Nike offers sports apparel that is technologically advanced, delivers great performance and gives people the confidence to be a hero.

Exercise

Think of an iPhone, fill the following blocks in for this product. What attributes and benefits describe this product?

technologically advanced
Product attributes

Product attributes are characteristics of a product that make it distinct from other products or services.

Functionalities, components or features that influence the product's appeal.

great performance
Functional benefits

Functional benefits are based on a product attribute that provides the customer with functional utility.

A bottle of water is thirst-quenching.
A wool sweater provides warmth.

confidence
Emotional benefits

Emotional benefits provide a positive feeling when they purchase the brand. It enriches and deepens the experience of owning the brand.

Purchasing fair-trade products delivers a 'feel-good' feeling.
Purchasing a Volvo incites a safe feeling.

be a hero
Self-expressive benefits

Self-expressive benefits provide an opportunity to communicate their self-image.

Driving a Lexus equals being successful.
Riding a Harley-Davidson projects raw masculinity.

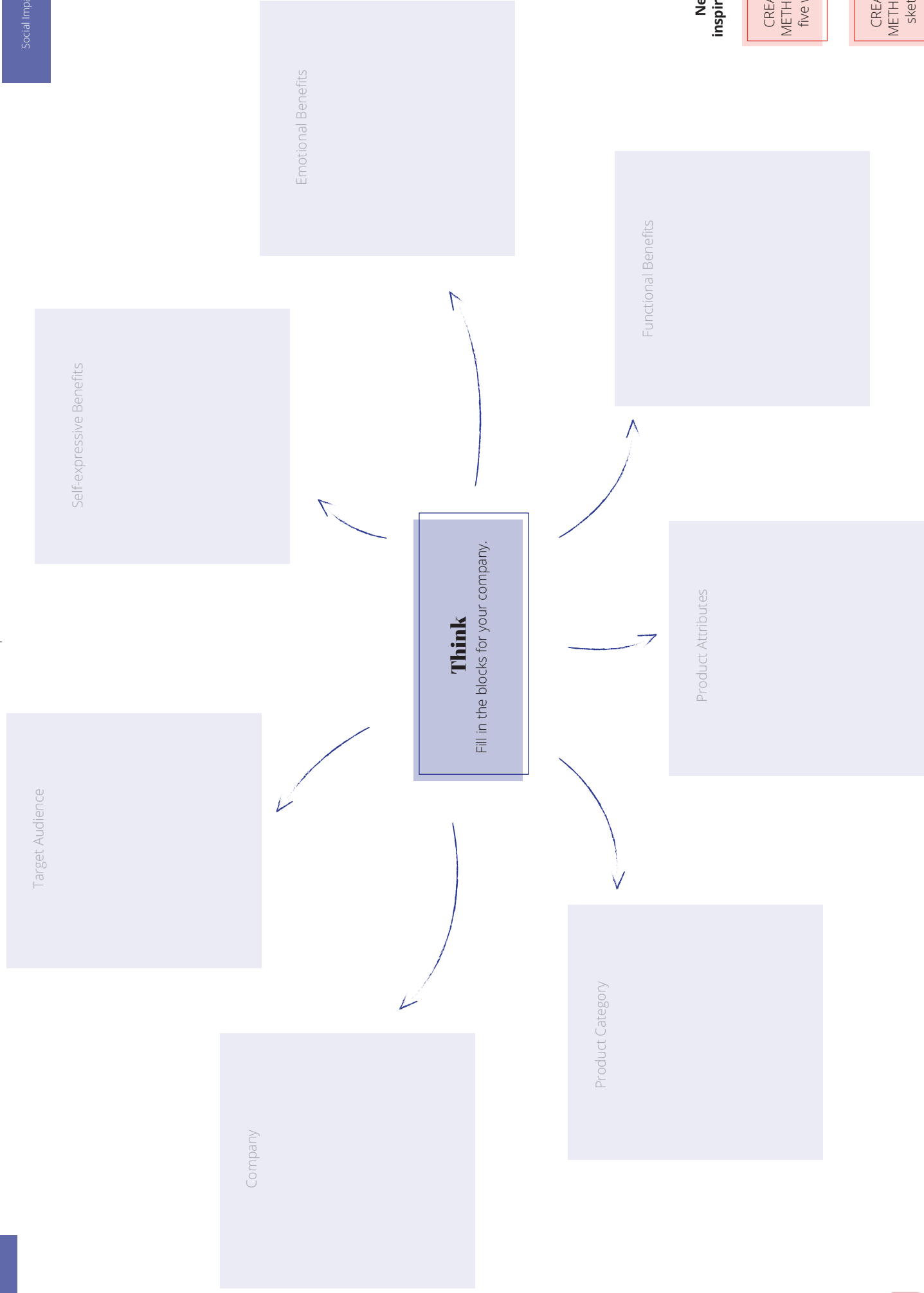
Product attributes

Functional benefits

Emotional benefits

Self-expressive benefits





**Need
inspiration?**

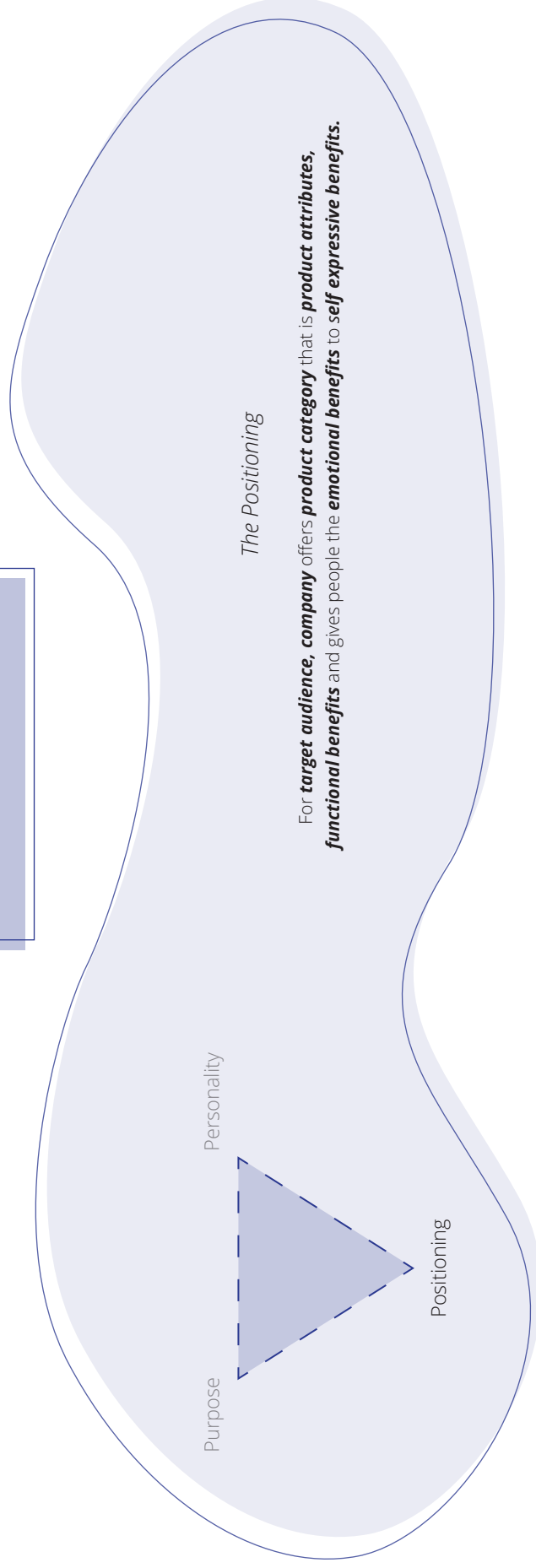
CREATIVE
METHOD #1
five why's

CREATIVE
METHOD #2
sketch it



Write

Fill in the sentence below with the team.



For , , that is

offers

and gives people the

to .



Write

Write down what the challenge is for your company in one, or a few simple sentences.



Write

Flip through the inspiration cards. Which societal issues shape this challenge? Write down three.

- 1.
- 2.
- 3.



Discuss

Discuss the sentences in the group. Each team member has 3 minutes to explain.



Write

Fill in the sentence below make sure everyone agrees. Keep in mind step 01 and step 02.

Company contributes to developing *societal challenge*.



Imagine

What does a future focused on social impact look like for your company?

*Divide the team in two.
Half thinks of extremes,
other half thinks of the middle.
Write and draw it down below.*

Think about how extremes of this vision would look like.

Extreme The middle Extreme

**Need
inspiration?**

CREATIVE
METHOD #1
five whys

CREATIVE
METHOD #2
sketch it



STEP 01

What added value could your company bring to this future? Shuffle the extreme and middle future visions in the team. Use both situations as inspiration.

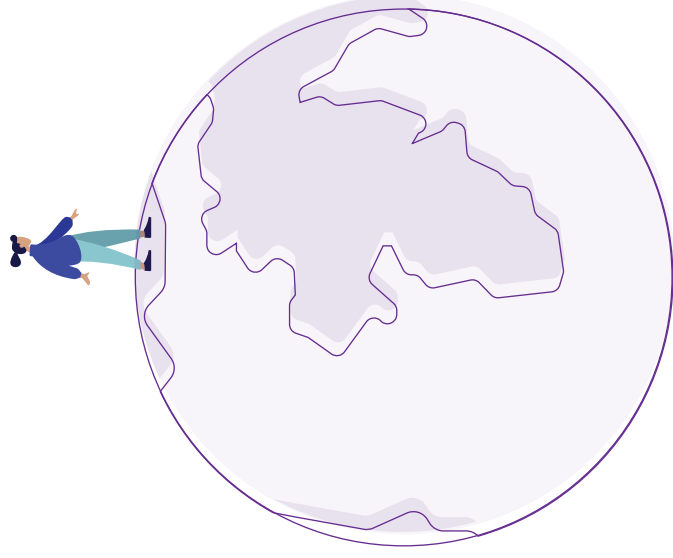
Draw additional inspiration from the functional, emotional and self-expressive benefits in 'Part I : Sensemaking'.

Think

Brainstorm as a team, write and draw it down below. Remember the rules:

- Postpone judgement
- Hitchhike on eachother's ideas
- Quantity over quality
- Every idea is a good one

STEP 02
Discuss with the team which post-it describes the added value the best. A merge of a few options is also possible.



**Need
inspiration?**

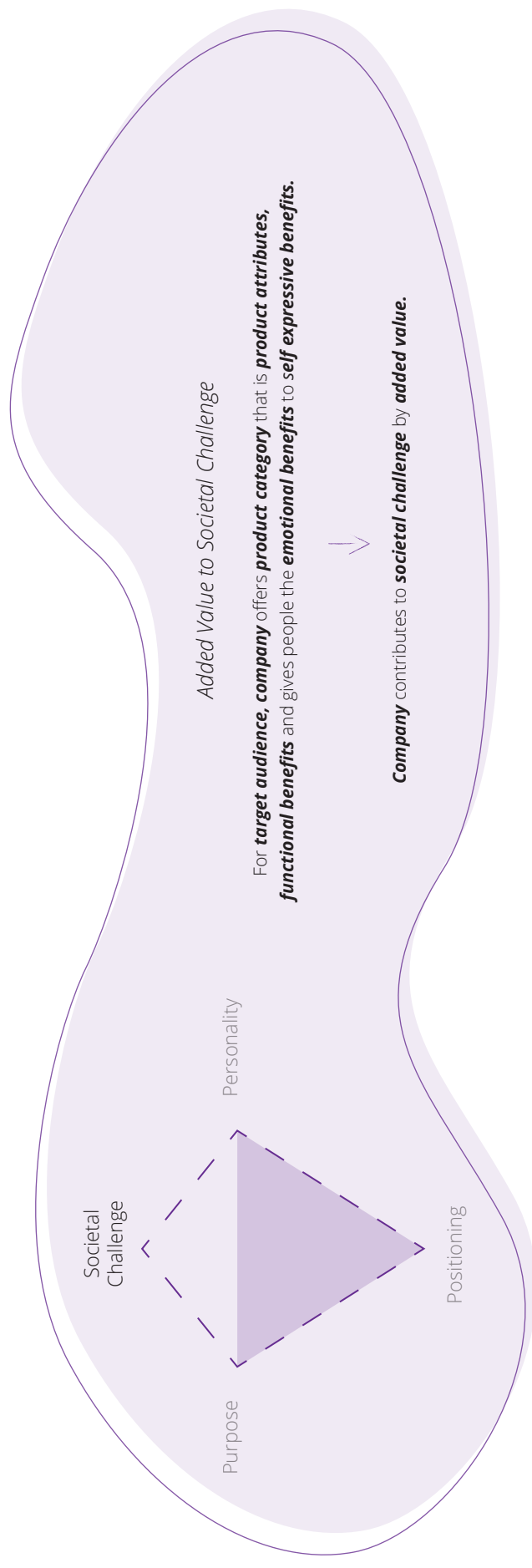
CREATIVE
METHOD #1
five why's

CREATIVE
METHOD #2
sketch it



Write

Fill in the sentence below with the team.



contributes to

by



STEP 01

If the ideal future in 'Part II : Discussion' came true, what would be the impact on the target group? How would they be affected?

STEP 02

Take a few minutes to read all the post-its. Put a sticker on one post-it you find the most fitting. Conclude and discuss which one is the best, merging is allowed.

Envision

Write it on post-its, stick them below.



Try to reframe your target group, who are they truly?

**Need
inspiration?**

CREATIVE
METHOD #1
five whys

Misschien hier ook
customer research
template

CREATIVE
METHOD #2
sketch it



Reflect

Write down in a few simple sentences what the effect is on your end-consumer. Reflect back on the societal challenge defined in part I : 'Sensemaking'.

Societal challenge effects **the target group** in this manner; **explanation**.

effects

in this manner;

•

Need
inspiration?

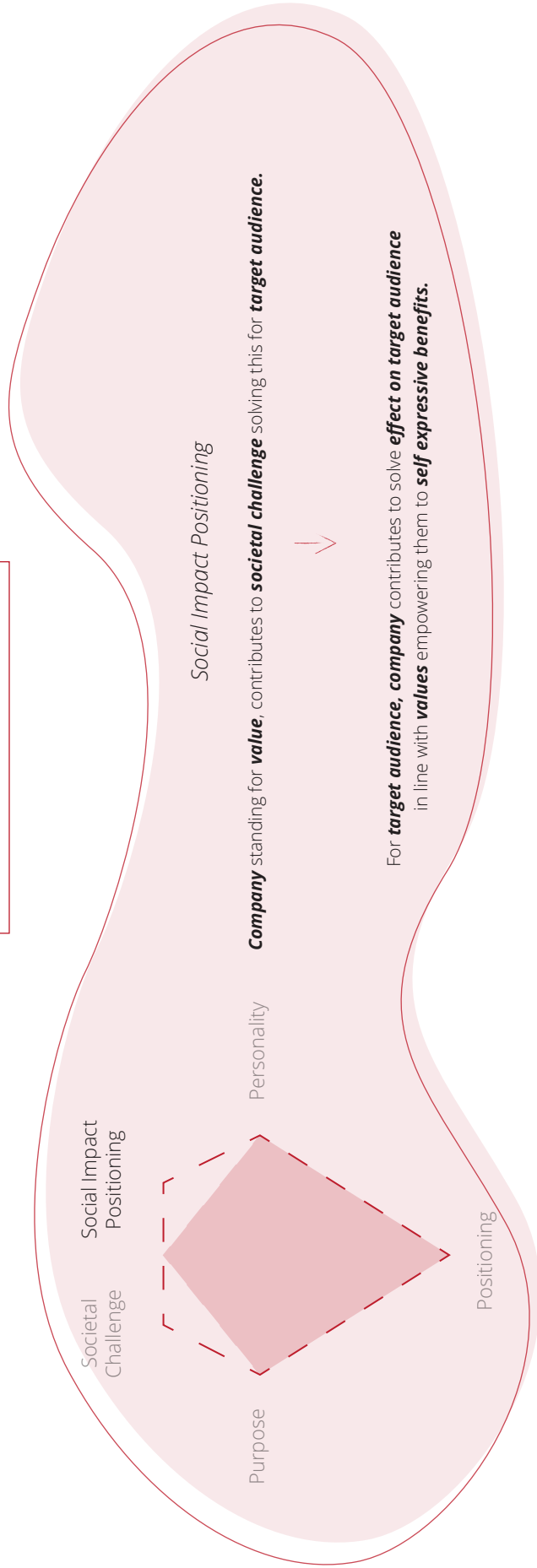
CREATIVE
METHOD #1
five whys

CREATIVE
METHOD #2
sketch it



Write

Fill in the sentence below with the team.



For

contributes to solve

in line with

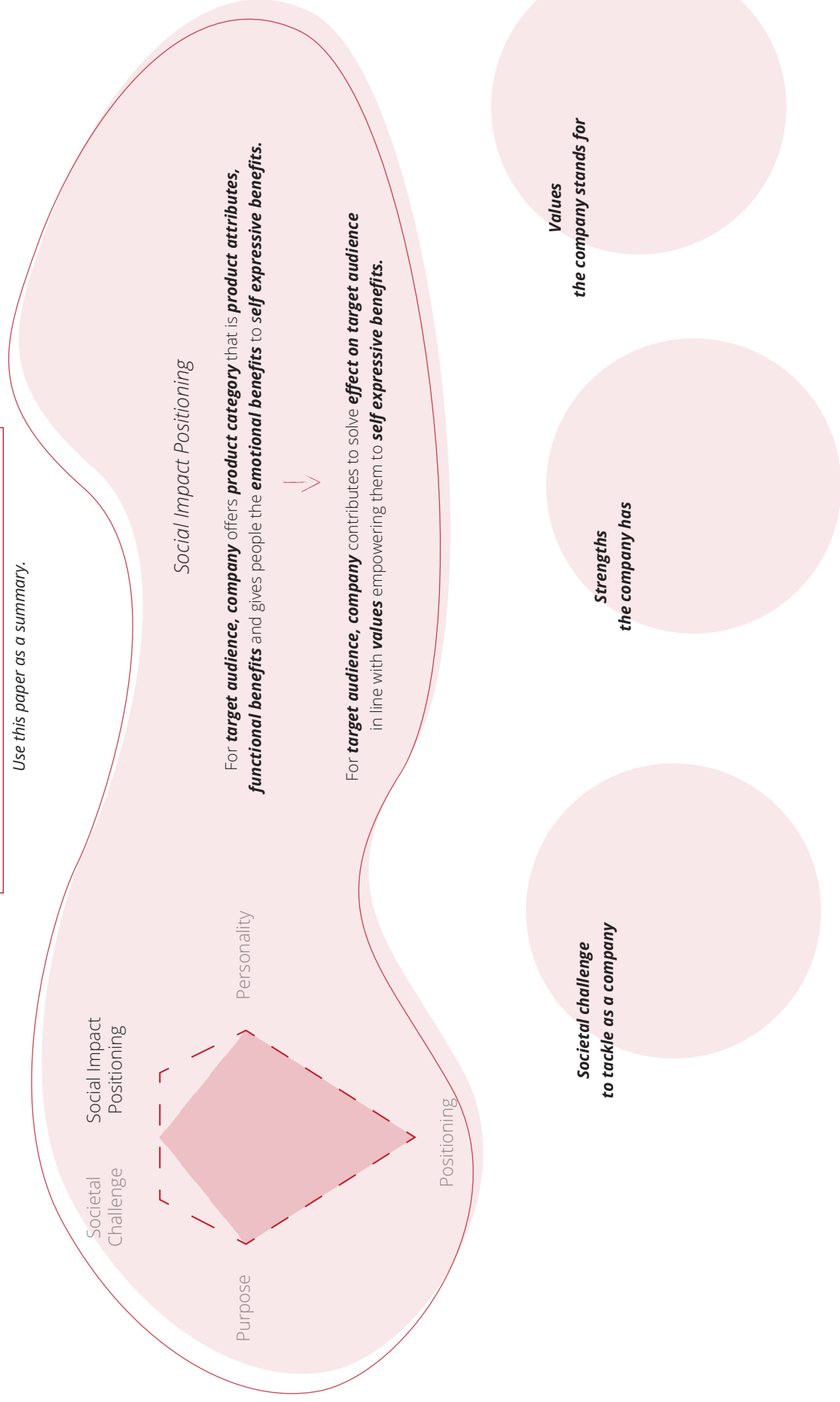
empowering them to



Pitch Perfect

Prepare a poster to pitch your social impact positioning. What do you stand for, for who and why? Think creative, everything is permitted to convey your message: 3D posters, roleplaying, a game or a video.

Use this paper as a summary.



Appendix G: Testing

Set-up for testing

Introductie

Hoi, bedankt voor je tijd. Nog even terugkomend op het onderwerp, zoals aangegeven in de mail zal deze sessie gaan over 'perceived use' (aanneمة gebruik) vanuit het perspectief van een social entrepreneur, vandaar dat DOTT stories relevant is. We zullen eerst ingaan op eventuele opmerkingen en vragen die jij hebt. En de tweede helft zal ik wat vragen stellen. In totaal zal het ongeveer 20 minuten duren.

Vond je het goed als ik beeld en geluid opneem, want dan kan ik het nog terugluisteren.
Eerst even testen geluid en beeld!

Vragen

1. Laten we de eerste helft van de sessie beginnen met de opmerkingen die jij hebt.

Probing questions

- Wat vond je onduidelijk aan de werkbladen?
 - Wat schepte die verwarring?
 - Wat vond je duidelijk in de werkbladen?
 - Wat hielp bij het begrijpen van de taken?
 - Zou je wat meer kunnen vertellen over waarom je het onduidelijk vond?
 - Wat denk je precies wat de reden hiervoor was?
 - Waarom denk je dat dit zo is opgeschreven?
 - Welke vragen zou je nog meer willen stellen om het duidelijker te maken?
 - Denk je dat het probleem X is of misschien iets anders?
2. Heb jij/jullie als DOTT stories/Lemonaid ooit gebruik gemaakt van een toolkit of workbook gerelateerd aan social impact?
 - Zo ja, wat was het doel van deze toolkit/workbook?
 - Zo nee, hoe zou jij er tegenover staan om zo een toolkit/workbook te gebruiken?

We gaan nu verder in op de toolkit, het bestand wat ik je heb gestuurd via de mail.

Voor alle volgende vragen zou ik graag willen dat je een cijfer geeft van 1 tot 7.

3. Hoe **relevant** denk je dat deze toolkit is voor 'traditionele' bedrijven om een visie over social impact te vormen? + toelichting

1 het is totaal niet relevant

7 het is heel erg relevant

- zou je wat meer kunnen uitbreiden over de redenen waarom je dit cijfer hebt gekozen?
- waarom denk je dat het wel/niet relevant is?
 - hoe denk je dat dit bijdraagt aan hoe relevant het is?

4. Hoe **waardevol** denk je dat deze toolkit is voor traditionele bedrijven om een visie over social impact te vormen? + toelichting

1 het is totaal niet waardevol

7 het is heel erg waardevol

- zou je wat meer kunnen uitbreiden over de redenen waarom je dit cijfer hebt gekozen?
- waarom denk je dat het wel/niet waardevol is?
 - hoe relateert X met Y waarom het wel/niet waardevol is?

5. Hoe **realistisch** denk je dat het is om 'traditionele' bedrijven in deze toolkit te betrekken? + toelichting

1 het is totaal niet realistisch

7 het is heel erg realistisch

- zou je wat meer kunnen vertellen over de redenen waarom je dit cijfer hebt gekozen?
- waarom denk je dat het wel/niet uitvoerbaar is?
 - hoe denk je dat deze redenen dit zullen beïnvloeden?

6. Hoe **praktisch** denk je dat het is om 'traditionele' bedrijven deze toolkit te laten uitvoeren? + toelichting

1 het is totaal niet praktisch

7 het is heel erg praktisch

- zou je wat meer kunnen vertellen over de redenen waarom je dit cijfer hebt gekozen?
- waarom denk je dat het wel/niet praktisch is?
 - hoe kwam je tot deze conclusie?

7. Hoe **geloofwaardig** denk je dat deze toolkit is voor 'traditionele' bedrijven om een social impact positionering te vormen? + toelichting

1 het is totaal niet geloofwaardig

7 het is heel erg geloofwaardig

- zou je wat meer kunnen vertellen over de redenen waarom je dit cijfer hebt gekozen?
- waarom denk je dat het wel/niet geloofwaardig is?
 - wat zou veranderd moeten worden om het meer geloofwaardig te maken?

8. Hoe **overtuigend** denk je dat deze toolkit is in het doel bereiken; het vormen van een social impact positionering? + toelichting

1 het is totaal niet praktisch

7 het is heel erg praktisch

- zou je wat meer kunnen vertellen over de redenen waarom je dit cijfer hebt gekozen?
- waarom denk je dat het wel/niet geloofwaardig is?
 - wat maakt het minder/meer geloofwaardig?

Afsluiting

9. Is er nog iets wat je kwijt zou willen?
Of heb je een vraag in je hoofd waarvan je denkt dat ik die had moeten stellen?

Belangrijkste Inzichten

- Ja zou waardevol zijn voor grote bedrijven die aparte departementen hebben om weer overzicht te creëren.
- Zou het voor DOTT niet meer gebruiken, omdat ze al op dat level zijn.
- Zou het wel gebruiken voor strik bakkerij omdat zij zijn begonnen als traditioneel bedrijf, zijn langzaam gegroeid en steeds meer geïnvesteerd in groen en duurzaamheid. Interviewee merkt dat zij het overzicht een beetje zijn verloren. Zou voor de bakkerij bijvoorbeeld erg waardevol zijn om dit weer op een rijtje te hebben.
- Zou wel aanraden om het zo praktisch mogelijk te maken. Het is nu heel erg veel schrijven en denken. Voeg er wat IO dingetjes in, zoals ijsbrekers en andere activiteiten (HKJ's oid).
- Voeg ook een recap naar het vorige deel aan toe, want het is waardevol om de huidige met de nieuwe situatie te zien.
- Ze denkt dat het te moeilijk is voor traditionele bedrijven om op zichzelf te doen. Het is wel erg waardevol om een facilitator met een designer achtergrond erbij te betrekken want anders is het het te abstract. Ze zegt mensen bij Heineken zouden dit niet kunnen doen op zichzelf en bakkerij ook niet.
- misschien als tip probeer het zo praktisch mogelijk te maken voor bedrijven. nu vooral veel schrijven en denken, iets tastbaarder of iets doen dan kan het wat meer praktisch maken.
- Wat lastig is is dat het in deze fase nog heel erg theoretisch is. Vaak weten deze bedrijven nog niet waar ze precies naartoe werken en wat ze uiteindelijk gaan doen. Je kan nog niet inschatten waar je tegenaan gaat lopen. > verwarring over het woord challenge

Quotes

'Een positionering klinkt voor ons alsof iedereen binnen een bedrijf dat wel weet. Maar in de werkelijkheid heeft niet iedereen altijd dezelfde richting in hun hoofd; wie is het bedrijf, wat is de target group.'

Feline H., DOTT. (appendix FIXME [04:04-04:14], 2019)

'Het is niet perse dat ze het niet weten, Als ik ook kijk naar de bakkerij waar ik in werk, oorspronkelijk is dat bedrijf begonnen vanuit een totaal niet duurzaam aspect, eigenlijk nog steeds niet, maar nu zijn ze eraan begonnen omdat dat 'hoort'. Maar omdat ze zo klein begonnen zijn en steeds meer taken op zich namen. Op een gegeven moment kom je op zo een punt dat het overzicht een beetje weg is. En juist dan, dan denk ik dat je rond de positionering, terugvalt op de basis. Waar doen we het voor en waarom, en wat is het doel.'

Feline H., DOTT. (appendix FIXME [05:18-06:01], 2019)

'Uiteindelijk denk ik niet dat het uitmaakt om welke reden ze beginnen [aan social impact], maar er moet een reden zijn. En of dat dan een stroming is, een revolutie is of echt omdat iemand van binnen vind; ik moet duurzaam doen. Ik denk dat het niet zoveel uitmaakt op welke manier, als het in ieder geval maar op een manier aangewakkerd wordt.'

[10:35-10:53]

Ik denk dat ik het in mijn eigen bedrijf wel echt zou gebruiken. In een iets groter bedrijf wel. In DOTT weet ik niet of ik het zou gebruiken, omdat wij al veel meer op hetzelfde level zitten van hoe je dat ziet. Maar bij een iets groter bedrijf waar je allemaal een beetje een eigen tak hebt dan denk ik dat dit super vet zou zijn.

12:14-12:32

'Vanuit MKBs (middel en klein bedrijven) die misschien eigenlijk dit ook wel zouden willen doen, maar heel vaak daar dat het financiële aspect een beetje tegen zit. Althans, dat merk ik nu ook bij de bakkerij, die willen heel veel doen. Sociaal, impact, goed. Maar altijd de allereerste vraag wat ze stellen is: oh, wat gaat het kosten?'

Feline H., DOTT. (appendix FIXME [06:44-07:03], 2019)

Ik denk vooral in het sociaal ondernemerschap, mensen praten vanuit hun hart, ze willen iets verbeteren in de wereld. En dat je dan ziet dat ze een beetje vergeten wat überhaupt hun target audience is en of ze op het product zitten te wachten. Ik denk dat [chapter 1 page 4 of toolkit] dit heel nuttig is per categorie zo op te schrijven.

Tessa N., Lemonaid (appendix FIXME [02:31-03:16])

Appendix H: Interviews

Interviews for Chapter 2: Discover

Interviews for Chapter 5: Predictions, are audio and video files.

Interview Heartbeat Strategy

Internal analysis

May 4th 2019

Interviewer A

Interviewee B

Start audio [02:31]

This interview is about the approach Heartbeat Strategy takes in processing of clients, the development of the project and their future activities. [DUTCH]

- | | | |
|---|---|---|
| 1 | A | Hoe hebben jullie die [klanten portfolio] samengesteld? |
| 2 | B | <p>Vanaf het begin van Heartbeat hebben we niet op een specifieke propositie of een bepaalde doelgroep gericht. We hebben gekeken naar wat voor respons komt er uit de markt. We hebben ons eigen netwerk wat we al hadden voordat we met dit bedrijf begonnen ingezet om met bedrijven in contact te komen en onze eigen expertise. Dus in mijn [Tim Mazajchik] geval marktonderzoek en statistiek en in Yasin geval finance. En zo zijn we bij verschillende bedrijven aan tafel gekomen.</p> <p>Bijvoorbeeld de opdracht voor Danone en RTL die hebben heel veel te maken met marktonderzoek. En opdrachten voor Van Oord en voor Duravermeer meer met finance, meer Yasin's achtergrond. Booking.com is voor ons de perfecte opdracht, omdat het echt over duurzaamheid en campagnes gaat. Maar, de contactpersoon bij Booking.com is een huisgenoot van Yasin. En daarom hebben we de kans gekregen om daar te pitchen. Heel veel van onze klanten zijn toevallig tot stand gekomen.</p> <p>Het is juist essentieel dat we daar een overzicht in gaan aanbrengen, want op deze manier is het te moeilijk om te weten waarop we ons moeten richten en wat we precies kunnen aanbieden. Het is dus echt duidelijk een punt wat we moeten verbeteren. Het is inderdaad een veel te versnipperd portfolio.</p> |
| 3 | A | Oke, dus ik hoor dat jullie in het begin via jullie netwerk contact maakten voor projecten. En nu willen jullie een focus leggen. Wat voor focus hebben jullie nu in gedachten voor de toekomst? |
| 4 | B | <p>Niet perse op doelgroep, nee wacht wel op de doelgroep. Wat we willen gaan aanbieden is een acht weken programma. Waarin we een persoon die werkt bij een organisatie helpen om tot een positionering te komen op het gebied van duurzaamheid. En ook een communicatieconcept uit te rollen, want we zien dat heel veel organisaties moeten iets met duurzaamheid. En willen dan als eerste, zonder dat ze aan hun strategie gaan draaien, zien wat kan het ons opleveren als business. En daarvoor zullen ze allereerst, zeggen wij, een positie moeten kiezen.</p> <p>Het probleem van duurzaamheid is dat het een enorm breed begrip is. En dat het voor iedereen meteen iets anders betekent. Bijvoorbeeld in de bouw denkt iedereen meteen aan energiebesparing. Maar wij zeggen dat het om er überhaupt iets aan te hebben moet je als organisatie een eigen positie innemen. Zo hebben we bijvoorbeeld bedacht voor Inprevo die brandblussers verkopen; 'Wij maken werkend Nederland</p> |

veiligheidsbewust.' En dat is een onderdeel van duurzaamheid en onderdeel van maatschappelijk verantwoord ondernemen, maar waar zij zich wel op kunnen onderscheiden en waar medewerkers trots op kunnen worden. En waar ze nieuwe klanten mee kunnen aantrekken en innovaties mee kunnen bedenken. [03:35.67]

Dus dat is de eerste stap die bedrijven moeten zetten. Een eigen positie kiezen op dit gebied. En dat willen wij met dit programma bereiken. Dus zowel de medewerker die zelf meer wilt met duurzaamheid die trainen wij, die word daar beter van. Maar de output is niet dat het een getrainde medewerker is. Nee de output is wij staan erachter. Wij werken mee als consultants om ervoor te zorgen dat de organisatie een unieke, onderscheidende en relevante positionering krijgt. En een communicatie concept om uit te rollen naar een *[maakt niet uit welke]* doelgroep, bijvoorbeeld kan intern zijn zoals we bij Booking hebben gedaan of extern zoals we bij Inprevo hebben gedaan. [04:06.11]

5 A Oke, dus ik hoor dat er een project in ontwikkeling is. Wat 8 weken lang duurt en daarin nemen jullie werknemers en ook mogelijk hoger management mee in het proces van: dit is waar we voor staan, positionering op duurzaamheid en zo zorgen dat het bedrijf intern ook gaat veranderen.

6 B Ja. [04:27.17] En de doelgroep hebben wij op dit moment gedefinieerd als MKB 100 tot 250 medewerkers. Wij denken dat deze bedrijven nog geen duurzaamheid afdeling hebben en wel die behoefte hebben. Maar dan kom je weer aan dat we toch wel een beetje cowboys zijn. De bedrijven die we nu als contacten hebben zijn gigantische bedrijven. We doen nu sessies voor ING, Booking.com en HEMA. Dus dat is de verkeerde doelgroep. Maar wat we dan doen, ja dan gaan we daar dan iets mee doen. Dus snap je, dan denken we oke misschien kan dit programma ook voor grote bedrijven. En op dit moment lijkt ons handiger omdat we nou eenmaal veel meer contact hebben met die grote bedrijven. Dus daar willen we iets mee. Nu denken we weer, misschien moeten we de doelgroep toch groter maken nu we daar toevallig contact mee maken. Dat we dus wel de grote bedrijven van Nederland kiezen

7 A Oke, nog heel even terug naar het programma van 8 weken. Je hebt het over een communicatieconcept, kan je wat meer vertellen daarover?

8 B Het programma is dus, ik kan het je wel even laten zien. Ik heb een bureaupresentatie. Daar wil ik je even mee doorheen nemen om te laten zien waar we nou precies voor staan.

Maar, dit is in feite het programma. Nou niet helemaal. Dit is onze aanbod als Heartbeat, maar het programma bestaat uit de eerste twee weken bestaan uit leren. Dan bieden we kennis aan die medewerker. Waar bestaat duurzaamheid uit en dat soort zaken. Dus dat kan een professor zijn van Nyenrode en dat soort figuren.

Tweede periode is de context assessment, wat verwachten je stakeholders binnen en buiten de organisatie van jou op dit gebied. Want dat zorgt er ook voor dat je makkelijk een positie kan kiezen. Nogmaals de bouw, iedereen heeft het daar over energie besparen en CO2 neutrale woning, ook jouw concurrenten. Dus dan kan je dat wel gaan doen, maar daar kan je je nooit op onderscheiden. Het is wel een keuze.

Derde stap is dat we op basis daarvan tot een positionering komen. Dus dat is net zoals wat jij ook aan het doen bent door middel van een SWOT analyse. En ook door middel van bijvoorbeeld stakeholder-onderzoek.

De vierde stap is dat we dat omzetten naar een communicatie strategie. Dus stel oke als je positie is werkend Nederland veiligheids bewust maken, wat is daar dan een communicatie concept wat daarbij past. En daarvoor roepen we communicatie strategen in, creatieve mensen. Die daar onmiddellijk een prototype van kunnen maken en kunnen vormgeven.

En dat is eigenlijk de laatste stap van het programma, in onze eigen portfolio bieden we

- daar nog een evaluatie achteraan uiteraard. Omdat ik een marktonderzoeker ben kunnen we vrij goed zo een campagne of een concept of proces evalueren.
- 9 A Ik had inderdaad later nog een vraag of jullie nadat het project is afgerond een check-up doen. Maar dat doen jullie al dus.
- 10 B Ja kijk dat is iets wat we altijd aanbieden. Voor ons is het ook heel belangrijk om het succes te kunnen bewijzen en we zijn daar heel erg goed in. Want dat is echt een vaardigheid die ik [Tim Mazajchik] heb. Ik heb bijvoorbeeld voor RTL jarenlang campagnes geëvalueerd. Ook echt campagnes van tonnen of miljoenen. Reclame campagnes die worden dan geëvalueerd door te kijken wat is nou de verandering in bijvoorbeeld naamsbekendheid binnen de doelgroep. En dat zijn onderzoeken die zitten in mijn portfolio. Dus we willen dat graag, maar in de praktijk. Ja, moeten klanten daarvoor betalen en dat vinden ze toch weer lastig. Dan zeggen ze laat maar met die evaluatie. [07:54.49] Daarmee schieten we onszelf in de voet, want wij willen dat heel graag doen.
- 11 A Oke, dit is nieuwe informatie voor mij. Dit staat niet op de site, maar ik had wel iets anders gevonden waarmee jullie laten zien wat jullie doen. Dat jullie aangeven dat wanneer een klant bij jullie aankomt, er eerst wordt gekeken naar welke 'fase' een bedrijf zit en van daaruit verder gaan werken naar een unieke aanpak voor elk bedrijf. Afhankelijk van de vraag waarmee ze [klanten van Heartbeat Strategy] komen. Ik had nog een vraag over jullie aanpak. Maar ook nu ik dit zie, hoe past die vier fases die op de site staan in dit proces?
- 12 B Die vier fases dat is ons basismodel. Dat is vanuit waar wij kijken naar een bedrijf. Het is uiteraard een 2x2 matrix zoals elke consultant heeft en dat zal nooit veranderen.
- Maar het probleem is dat we erachter zijn gekomen. Dat we daar niet genoeg tractie mee krijgen in de markt. Het punt is dat dit onze methode om een probleem aan te pakken, maar hoe het tot elkaar relateert is dat dit is een concrete propositie. Dit [model, bron bureau presentatie] is wat wij willen zenden naar de markt. Kijk als een klant bij ons komt, dus wat wij het liefst willen hebben, en die zegt nou ja wij willen iets met duurzaamheid maar we weten niet hoe. Dan gaat gewoon dat model [vier fases, bron website] in werking. Want dan gaan we eerst kijken waar ben je als organisatie: ben je al bezig met duurzaamheid, hoe zit het in de organisatie en dan gaan we door dat model heen. Maar dat is dus alleen als er een advies opdracht naar ons toe komt.
- Om de markt te overtuigen moeten we, vinden wij, een concrete propositie hebben. En daarom hebben we dit nu dus gegoten in een acht weekse model, en ook op het gebied van positionering. Dat is echt een product. En dat model [vier fases, bron website] van die vier stappen. Niemand wil dat kopen, omdat het een middel is om ergens te komen.
- 13 A Oke dat verklaart een hoop. Dus dit [model, bron bureau presentatie] is eigenlijk meer een pitch die brengen jullie naar een bedrijf toe als jullie zelf initiatief nemen, en dit [fases, bron website] is als klanten van jullie [Heartbeat Strategy] initiatief nemen.
- 14 B Inderdaad. En naar onze zin doen ze dat dus veel te weinig. En dan zitten we met ons mooie model te wachten en daarom willen we iets wat we kunnen pushen.
- 15 A Oke. Ja, ik zie verschil in de aanpak die jullie presenteren in de bureaupresentatie versus de proposities die jullie leveren zoals staat op de website. Jullie leveren een breed scala aan skills.
- 16 B Ja, er zit gewoon geen focus in en dat is iets waar we zelf tegenaan lopen. Kijk, mijn houding, ik ben een echte consultant. Ik wacht totdat iemand met een vraag komt en

dan los ik het op. En vaak doe ik dat op een snelle manier waardoor mensen zeggen, wow oke. Alleen het probleem is die vragen komen niet. En ik heb te lang gezegd [naar potentiële klanten]. Wij kunnen het, het ligt eraan wat jouw probleem is en dan gaan we dat doen.

We zijn er nu achter gekomen, dat klopt wel in zekere zin, als consultant zijnde. Maar als bedrijfseigenaar moet je ook wat concreter kunnen uitleggen wat je nou eigenlijk doet. Mijn antwoord daarop is meestal dat ligt eraan, wat wil je. We komen erachter dat je daar niet genoeg business mee binnen haalt. Dus als deze dingen [proposities onder de fases, bron website] zijn voorbeelden van dingen die we wel eens gedaan hebben en die we kunnen. Bijvoorbeeld die tender processen heeft te maken met dat organisaties als ze bijvoorbeeld voor de overheid pitchten, dan moeten ze een paragraaf duurzaamheid in hun aanbod staan. En dat hebben ze niet en dat is heel vervelend want dat kost ze geld. En wij kunnen die paragrafen op zo een manier schrijven dat het voldoet aan de eisen die de overheid stelt, bijvoorbeeld ISO26000. En daarmee lossen we dat probleem op. Maar ja, dat hebben we nou misschien een keer gedaan. Maar het is wel iets wat we natuurlijk als product hebben. Als iemand dat wil en die komt op onze site dan kunnen we dat wel, en we kunnen het heel goed. We kunnen niet gaan zitten wachten totdat er eindelijk iemand komt met de vraag. We moeten zelf naar buiten met die proposities.

17 A Oke, duidelijk. Ik denk dat voor nu grotendeels mijn vragen zijn beantwoord. Het interview ging om de aanpak en hoe jullie klanten benaderen. Is het mogelijk dat ik hier ook toegang tot krijg?

18 B Ja natuurlijk. Ik zal je er eerst even doorheen nemen. Kijk wat je op de site staat is opgebouwd uit vijf jaar historie. En we zijn continu in ontwikkeling. Dit is niet verouderd, al die dingen doen we. Maar onze huidige strategie is wel echt anders. Omdat we merken gewoon dat we zelf naar die markt moeten en mensen eruit moeten trekken. En daarom hebben we gewoon naar alles wat we gedaan hebben gekeken van oke, wat en hoe kunnen we dit nou veel beter pin punten.

Deze bureaupresentatie hebben we toevallig op 1 april gegeven voor een bedrijf. Dat [de [presentatie] vat het wel samen. Wat je nou eigenlijk ziet, we willen het hebben over societale positionering. Hoe moet je je nou als bedrijf positioneren, maar dan op een maatschappelijke manier. Misschien ken je het model wel van Treacy en Wiersema. Komt uit de jaren '70. Die zeggen je kunt je positioneren op drie factoren. Toen was het als je op operational excellence positioneerde, als je dat als business het beste kon uitvoeren, dan win je. Was je bijvoorbeeld het goedkoopste. Daarna kwam product leadership erbij. Als je het beste product hebt dan win je, kwalitatief. En daarna customer intimacy, en dat is de beste klanten service. En uiteindelijk is het model van Treacy Wiersema nog steeds heel veel gebruikt. Dit zijn de drie richtingen waarop een bedrijf kon positioneren. In de jaren '70 was het zo als je je op een van die drie dingen excelleert dan kan je wel winnen. Maar als je nou denkt aan het bedrijf Coolblue tegenwoordig, die zijn echt super gefocust op customer intimacy. Die hebben echt de allerbeste producten en hebben de beste operatie. Die excelleren op alledrie.

Hoe kan je je ooit nog onderscheiden van die bedrijven op deze vlakken. Terwijl het niveau al zo hoog in zoveel branches. Dat kan dus niet. En daarom zeggen wij: Societale stewardship, dat is het volgende [in Treacy Wiersema model]. Nou wat is dat. Het is een positionering maar dan met veel meer voordelen dan de andere drie. Want dat laat veel meer jouw values en jouw karakter zien [als bedrijf] dan 'wij zijn gewoon de beste'. Bijvoorbeeld Miele, 'er is geen betere'. Daar zit helemaal geen waarde aan, dat is gewoon heel Duits en strak. Maar wij verwachten dat je veel meer kan bereiken als je gewoon wat meer op waarde gaat zitten en dat het gaat horen bij de identiteit van de doelgroep die je hebt. En dat kan als je je gaat positioneren op maatschappelijke

thema's. In plaats van operational excellence bijvoorbeeld.

Denk maar aan bijvoorbeeld aan deze bedrijven. Waarschijnlijk ken je deze [bron bureau presentatie] Patagonia, Interface en Lemonaid. Interface weet ik niet of je die kent, maar dat is wel een voorbeeld. Die tapijttegels manufacturer die heel duurzaam zijn gegaan. Patagonia, ken je dat merk? Hoe kan dat nou dat je dat kent. Terwijl Nike 85 miljard aan marketing uitgeeft voor sportkleding en al die andere merken en Patagonia niks. Lemonaid die ken je toevallig, maar die zou je anders niet kennen. Fairphone, Tony Chocolonely's en Triodos bank het is eigenlijk bizar dat jij ongetwijfeld een beeld hebt van hoe die bedrijven zijn, terwijl ze eigenlijk helemaal geen geld er aan hebben besteed. Zij zijn echt geslaagd om zichzelf te onderscheiden op het gebied van maatschappelijke positie.

Dat is dus wat wij [Heartbeat Strategy] normale bedrijven mee willen helpen. Om een positie te kiezen op een maatschappelijk thema, omdat je ziet wat voor effect het kan hebben. Dus niet bedrijven die vanuit sociale missies starten, maar gewoon de ING's en de Inprevo's van deze wereld. En dat is de manier om je in de toekomst op te onderscheiden en relevant te zijn voor je doelgroep. En dat is het product.

Nou hoe doen we dat dan. Heel belangrijk is dat we beginnen met een context assessment. Want het punt is, je moet wel weten wat voor trends er spelen in jouw branche op dit gebied en wat je concurrentie aan het doen is. Want anders kan je je niet onderscheiden op die gebieden. En je moet van alle stakeholders, dus ook je medewerkers, moet je weten welke thematiek vinden zij belangrijk? Een nadeel is als je aan je medewerkers vraagt wat vind je nou belangrijkste maatschappelijk thema zegt iedereen kinderen en als het nog even wat verder kan is het kinderen in Afrika. Maar je moet wel aansluiten met wat je medewerkers willen, de markt vraagt en wat je concurrenten doen. En dat brengen wij samen.

Dan komen we in stap twee tot een relevante en unieke positionering. En om daar waarde uit te halen zul je dat concreet moeten maken in communicatie. Want een positionering is nog niks. Daar heb je nog niks aan, je wilt dat je medewerkers daar trots op kunnen zijn, je wilt dat je klanten je daardoor eerder kiezen. Je wilt dat je je ermee kan onderscheiden van je concurrenten, je wilt ermee dat het in de organisatie leidt tot innovatie. En tot alle andere voordelen die een sustainable positie kan opleveren.

Daarom gaan we door tot het maken van een communicatie concept. Een voorbeeld die we daarvoor hebben staan is Booking en Inprevo. En dat kan leiden tot een campagne, dat is als je het hele proces doorgaat om die doelgroep ook echt te overtuigen.

Daarna evalueren we het om te kijken of het echt de gewenste resultaten heeft gehad. [17:37.51] Met als doel dat een organisatie zich op een andere manier zich kan positioneren en onderscheiden dan alleen op die ouderwetse manier van operational excellence, product leadership en customer intimacy. Gezien alle projecten die we de afgelopen vijf jaar hebben gedaan, kunnen we al deze stappen back-uppen met cases. Al deze stappen hebben we al gedaan en we hebben allemaal gezien wat het betekent voor organisaties als we dit doen. Zowel intern zoals bij Booking en extern zoals bij Inprevo.

Daarom hebben we dit gekozen als product om naar de markt te zenden hoe wij onszelf strak willen positioneren. Dus wat je ziet op dit website is absoluut onze core. En dus ook alle mogelijke producten die wij kunnen doen. Maar onze strategie in 2019 is dus meer om te gaan focussen. Want we hebben er moeite mee om nou eigenlijk uit te leggen wat we doen. En dat zit ook in een beetje in Yasin en mij als persoon. Yasin heeft het heel erg nodig dat dingen concreet te zijn om het te verkopen en ik heb het heel erg nodig dat dingen vaag blijven zodat ik het nog kan invullen op het moment dat er een vraag komt. En dat is dus iets wat we zoveel mogelijk willen proberen op te lossen allebei. Zo concreet mogelijk te maken voor hem maar wel dat er flexibiliteit is voor mij

om er wat nieuws in te gooien en daarom zijn wij dus hier op gekomen na een paar maanden overleg. En dit is dus wat wij nu willen doen. En het klopt dus ook dat je daar op de website weinig van ziet. [18:58.06]

Ja wat is het dan social positioning, daarvoor kan je jezelf deze vier vragen stellen. Dit zijn de normale positionering vragen maar wij koppelen dit aan de maatschappij. En daarmee kom je dus op hele nieuwe inzichten op hele nieuwe kanten van je bedrijf. We hadden ook een andere partij die certificeren het terrein. En die wilden een duurzaamheidsbeleid en in het duurzaamheidsbeleid wilden ze zeggen dat ze ledlampen hadden en papier bespaarden totdat wij zeiden. Ja maar jongen per dag gaan er 1 miljoen mensen over Utrecht centraal, veilig, door jullie. Want jullie zijn verantwoordelijk voor die treinveiligheid. Wat bestaan er dan voor mogelijkheden om je als bedrijf op te gaan onderscheiden om personeel te gaan aantrekken op wat je doet als organisatie. In plaats van drie led lampen. Dat is toch gewoon greenwashing en niks als je kijkt naar jullie echte impact. En daarmee kan je mensen echt nieuwe ideeën geven en trots maken. [20:03.57]

END *In this part the interviewee elaborates on the examples provided in the slides. Ending of the information relevant to the initiated topic for research. [35:07.07]*

Interview Lemonaid

May 3rd 2019

Interviewer A
Interviewee B

Start audio [00:28]

*This interview is about the obstacles and communications of a social enterprise, the enterprise is called Lemonaid.
[DUTCH]*

- | | | |
|---|---|---|
| 1 | A | Eerst even kort ter bevestiging wat jij doet bij Lemonaid in een paar korte zinnen. |
| 2 | B | Ik ben dus Tessa. Ik ben country manager van Lemonaid en Charitea Nederland. Wij zijn een Duits bedrijf en ons hoofdkantoor zit in Hamburg. Wat wij doen, misschien ook goed om in zijn algemeenheid te zeggen in mijn woorden. Wij maken biologische en fairtrade frisdrank en ijshee. En daarnaast investeren wij vijf cent per fles in onze stichting, de Lemonaid en Charitea foundation. Daarmee worden projecten gesteund in de regio waar de ingrediënten vandaan komen. Die regio's verschillen per product dus de thee komt uit Sri Lanka, de rooibos uit Zuid-Afrika, de limoenen uit Mexico, rietsuiker uit Paraguay en zo nog een aantal andere landen. En het idee is dus, we hadden het net al even een beetje over Fairtrade. Maar Fairtrade vinden wij een heel goed begin, want zij zijn een grote organisatie en initiëren op grote vlak verbetering. Maar wij vinden dat we meer moeten doen als een commercieel bedrijf en we weten ook dat we meer kunnen doen. En dat dus niet alleen de boeren en werkers profiteren van de eerlijke handel, maar ook de gemeenschappen eromheen eigenlijk. Dus dat in het kort, soort van kort. Wat ik dus doe in Nederland is met mijn team, met zijn drieën zijn wij nu, ja eigenlijk is het een sales functie we moeten eigenlijk gewoon zoveel mogelijk flessen verkopen om die stichting te laten groeien. Maar ja omdat we eigenlijk een klein bedrijf zijn komt daar ook veel marketing en communicatie, inderdaad B2B leveranciers en eigenlijk al het gezeik wat erbij hoort als je een markt aan het bouwen bent. |
| 3 | A | Oke duidelijk, je bent bezig in de marketing/sales voor Lemonaid met een team van drie mensen. En jullie investeren ook in projecten met het geld wat jullie ophalen met het verkoop van jullie flesjes. |
| 4 | B | Ja, voornamelijk. Dus de stichting staat natuurlijk ook open voor donaties, maar de meeste inkomen komen natuurlijk gewoon uit de verkoop van de flesjes. |
| 5 | A | Ja, oke. Kan je misschien een voorbeeld noemen van een project wat jullie steunen? Want jullie proberen dus de lokale communities waar de producten vandaan komen te steunen door middel van projecten. Wat voor projecten zijn dit zoal? |
| 6 | B | Ja, het zijn vooral sociale projecten en dat is een soort vage algemene term. Het idee is dat we projecten ondersteunen die economische groei stimuleren. Dat is ook nog vrij breed, maar dan moet je denken aan educatieve projecten mensen opleiden. Uiteindelijk betaald zich dat uit als het goed is. Maar ook dus investeren in scholen, instellingen, maar ook micro credits die we verlenen. En soms ook hele praktische dingen zoals in Zuid-Afrika op de rooibos plantage watertanks en zonnepanelen installeren. Ja, dus dat is een beetje de richting, veel landbouw gerelateerd ook. Dus dat ze leren biologisch te telen ook voor eigen gebruik dus niet perse voor export of iets. Dat soort dingen. Als je wilt kan ik je sowieso een heel overzicht toesturen van alle actieve projecten. |
| 7 | A | Ja, bedankt dat zou fijn zijn om een beeld te krijgen wat jullie aan het doen zijn. Vooral ook omdat heel veel bedrijven bezig zijn met dit soort activiteiten die sociale impact realiseren. |

- Maar niet heel erg duidelijk communiceren wat ze precies aan het doen zijn.
- 8 B Ja, ik heb ook nog van een aantal projecten een soort interim reports. Het idee is dat wij projecten maximaal drie jaar steunen en dat ze we dan daarna helpen ergens anders fondsen vandaan te halen. Of dat ze gewoon zelf al gewoon genoeg geld genereren om te kunnen blijven bestaan. Maar we ontvangen dus elk half jaar als het goed is van elk project een interim report en sommige zijn heel sprekend waar heel specifiek staat van, door dit project hebben in het afgelopen jaar zoveel mensen dit gedaan. Want impact is natuurlijk moeilijk te meten en dat [interim reports] kan wat inzicht geven in wat dat voor ons geval in ons geval betekent, wat voor impact wij [Lemonaid] maken.
- 9 A Ja, inderdaad dat is ook nog een ding. Dat impact heel moeilijk te meten is maar je wilt natuurlijk wel laten zien dat het [investeren in sociale projecten] impact heeft. Maar daarom hebben jullie dus interim reports, die vragen jullie specifiek?
- 10 B Ja, dat is een onderdeel. Er zijn natuurlijk een aantal criteria waar zo een project aan moet voldoen, dus er moet natuurlijk een passend budget plan ook gemaakt worden. Maar wij kunnen daar natuurlijk niet de hele tijd bovenop zitten, dus we willen wel iets van houvast om te weten wat ze doen.
- 11 A Ja, oke duidelijk. Even verder over jullie mogelijk obstakels die jullie tegenkomen. Het begrip 'corporate social responsibility' is een beetje een vage term. Identificeert Lemonaid zich met deze term? De activiteiten die jullie doen.
- 12 B Corporate social responsibility. Nou het is niet een term die wij intern gebruiken moet ik zeggen. Ik kan even de exacte definitie niet vinden, of heb jij die zo paraat?
- 13 A De nederlandse term? Of die van jullie?
- 14 B Nou, gewoon wat. Hoe men dat [gebruikt].
- 15 A Oh, gewoon de term corporate social responsibility?
- 16 B Ja, want wij gebruiken dat als term niet. Ik weet niet hoe men dat soort [gebruikt].
- 17 A Hoe de term nu wordt gebruikt, corporate social responsibility, is dat bedrijven zeg maar verder dan dat er gevraagd word of verplicht is bijdragen aan sociaal maatschappelijk doelen.
- 18 B Verder dan wat er verplicht is, ja dan lijkt het mij dat wij daar aan voldoen. [gelach]
- A Ja jullie voldoen eraan, dat wist ik al. [gelach] Maar ik was ook benieuwd of jullie de term ook gebruiken in interne communicatie.
- B Nee, ik denk. Want wat wij doen is vanuit een missie, een sociale missie. Vanuit een ideaal, dus de oprichter Paul Bethke heeft bedacht dat het werkt om een commercieel bedrijf te koppelen aan iets sociaals. Iets wat dan parallel kan meegroeien. Ik denk dat dat een hele andere insteek is dan eigenlijk 'de corporates', omdat die natuurlijk winstgedreven zijn en dat zijn wij als Lemonaid en Charitea [niet]. Lemonaid beverages is op zich ook winstgedreven alleen de motivatie ligt niet daar bij het verdienen van zoveel mogelijk geld voor ons eigen belang, maar ligt bij het verdienen van zoveel mogelijk geld voor het sociale belang. En dat is denk ik een heel groot verschil en waarom wij dus ook deze term niet gebruiken, omdat we eigenlijk van de andere kant komen. Vanuit de sociale kant en niet van de commerciële kant.
- A Sociale impact staat voorop en daarna komt winst maken om een duurzame impact te bereiken.
- B Ja, omdat je natuurlijk wel wilt dat jouw stichting gekoppeld is aan een bedrijf wat het

commercieel goed doet. En wat gewoon een gezond commercieel bedrijf is waar een cashflow is die gezond is, en gewoon dat je bestaansrecht hebt. Want zo gauw de stekker uit Lemonaid getrokken zou worden is de stichting ook klaar. En dat is dus waarom we er wel belang bij hebben om gewoon een gezond commercieel bedrijf te zijn ook. Maar dus niet, dat is een beetje gek dus, niet op die manier winst gedreven zijn. Dat dat gekoppeld is aan het bestaan van Lemonaid.

A Dus Lemonaid draait niet om winstmaximalisatie. Het is gewoon meer om [bestaansrecht en social impact te steunen].

B Ja, en wat de oprichter ook altijd heeft gezegd is ook op het moment dat wij van die 5 cent die wij afdragen, als we daar 10 cent van kunnen maken dan gaan we dat doen. Dus mochten we op een manier efficiënter kunnen gaan produceren, waardoor we grotere marges hebben. Dan zullen we dat meteen inleveren om die stichting sneller te laten groeien, dus niet dat in eigen zak te steken. Dus weet ik veel, iedereen extra bonussen uit te keren ofzo. Maar gewoon, het gaat echt om de sociale kant.

A Foundation komt first, yes. Okay nog een vraagje dan, jullie zijn al best wel goed bezig met sociale impact genereren. Maar wat zou jij nog veranderd willen zien in de industrie zoals hij nu is?

B Ja, nou een heleboel. [gelach] De industrie an sich, of?

A Ja, je kan het industrie specifiek houden of in het algemeen B2B. Wat zou jij graag veranderd willen zien?

B Ja, nou wat wij eigenlijk als Lemonaid willen is een soort voorbeeld zijn voor de grote jongens. Om het even in de frisdrank categorie te houden, voor de Coca Cola's en de Red Bulls van de wereld. Nogmaals, wij hebben er niks op tegen dat bedrijven winst gedreven zijn. Dat is kapitalisme en daar komen we gewoon niet onderuit. Maar wat wij ook weten is hoeveel die mensen die daar in de top zitten hoeveel die verdienen [10:56] En ja we weten ook, omdat we het zelf zo hebben neergezet, dat zij echt de ruimte hebben in hun marges om ook veel meer op sociaal gebied te kunnen doen. Zij zouden ook 5 cent, zij zouden makkelijk 5 cent, per blikje per fles of wat dan ook kunnen bijdragen aan een stichting die dan dat zouden kunnen investeren. Moet je voorstellen hoeveel geld er dan wordt binnengehaald die geïnvesteerd kan worden. We hebben nu vier miljoen euro in de afgelopen tien jaar bij elkaar verzameld. Maar wij zijn natuurlijk heel klein en we zijn pas tien jaar bezig. En ja, dat is echt bizar hoeveel geld dat is als je daarover nadenkt. Dus dat zouden wij graag willen zien. Dat eigenlijk ons voorbeeld vaker opgevolgd gaat worden. En ja, weet je wel. Dan is het ook omdat wij dus niet op die manier winstgedreven zien wij concurrentie denk ik ook op een andere manier. Dus op het moment dat Coca Cola gaat besluiten om ethisch verantwoord te gaan doen dan is eigenlijk ons doel bereikt. Dan kunnen we eigenlijk gewoon stoppen. [gelach] Dus dat ja. Ik denk dat dat gewoon iets is wat we willen. Maar ja ik zie het niet zo snel gebeuren, dus ik denk dat we nog wel even door moeten.

A Ja oke duidelijk, jullie willen een voorbeeld zijn voor de grote multinationals. En jullie willen ook dat zij die verandering gaan doorzetten in hun eigen bedrijf. En jullie, Lemonaid, zet de eerste stap.

B Ja dat denk ik wel. En je ziet het ook in de chocola met Tony's [Tony Chocolonely] dat dat ook hun missie is. Dat spreken zij ook uit: 'We willen alle chocolade in de hele wereld slaafvrij maken' en daar zijn ze super goed mee bezig. Ze werken inmiddels ook samen met Nestlé volgens mij. Dat zijn wel ook de stappen die wij ook zouden willen maken, nemen. Stappen nemen.

A Heb je misschien een recent voorbeeld waar het mis ging in de communicatie tussen

Lemonaid en jullie klanten in de B2B sfeer, op het gebied van duurzaamheid.

- B Ja zeker sowieso. Duurzaamheid is eigenlijk ook een heel breed begrip en mensen interpreteren duurzaamheid vaak milieu gerelateerd en daar krijgen wij natuurlijk ook heel veel kritische vragen over, en terecht. Daar staan wij ook heel kritisch in. Maar duurzaamheid is natuurlijk ook eerlijke handel. Dus ik heb recentelijk een heel specifiek voorbeeld. In Rotterdam zit BlueCity, dat is een volledig circulair co-working van allemaal bedrijfjes die met dit soort thema's bezig zijn. Die zitten daar allemaal en ze verhuren ook een aantal ruimtes voor evenementen, bijeenkomsten en whatever. Daar werkten wij mee samen hartstikke leuk en daar pasten wij helemaal in. Toen kwam ik daar laatst en toen zei het meisje dat daarover gaat, oh ja wij gaan dus stoppen met Lemonaid en Charitea want we gaan we stappen over op Fritz kola. Dus toen dacht ik nou oke, waarom eigenlijk? [Het antwoord was] Ja, want Fritz-kola is toch eigenlijk wat duurzamer, en toen dacht ik pardon? Blijkt dus dat Fritz-kola op hun website allemaal headers met duurzaamheid hebben waarin ze onder andere vertellen dat ze op zonne-energie hun productie doen. Dat soort, gewoon eigenlijk vrij standaard, dingen waarin wij helemaal niet communiceren wat wij allemaal doen aan compensatie voor CO2 et cetera. We doen een hoop maar we focussen ons op het sociale. Maar dat daar dus het misverstand is ontstaan dat we eigenlijk helemaal niet zo duurzaam zijn. Toen dacht ik echt, oké dit is gewoon heel, ja het is heel raar hoe iedereen eigenlijk zijn eigen interpretatie heeft en daar dingen zeker langs elkaar heen lopen. Maar goed, en dus kiest [BlueCity] voor een product wat niet biologisch is, niet Fairtrade, wat gewoon eigenlijk op een traditionele manier eigenlijk gemaakt wordt zoals frisdrank gemaakt wordt. Maar, omdat zij zetten op hun website dat ze bepaalde dingen, die dus allemaal niet zo impactvol zijn, doen. Dat ze dan als duurzamer uit de bus komen. Dat was wel een echt goed misverstand. Maar goed dat heb ik even recht gepraat. Ik weet niet of dit het soort misverstand is waar je naar op zoek was?
- A Ja inderdaad. Ik was inderdaad benieuwd naar hoe [dit soort misverstanden tot stand komen], daarom was die vraag ook over corporate social responsibility of jullie je daarmee identificeren. Want uit de literatuur komt ook naar voren dat dit soort termen: duurzaamheid, maatschappelijk verantwoord ondernemen en corporate social responsibility allemaal eigenlijk hele vage termen zijn. En niemand heeft er dezelfde definitie voor, maar het is wel waar iedereen over praat en bedrijven zich op differentiëren. Ik denk dat dit soort misverstanden eigenlijk voorkomen moeten worden, omdat het de industrie niet de goede richting op helpt [communicatie bevordert]. [17:01] Maar ja, dit is dus een goed voorbeeld.
- B Zo zijn er natuurlijk ook veel meer traditionele grote bedrijven, cateraars en gemeenten die opnieuw gaan aanbesteden en dat ze dus nu opeens dat sociaal moeten doen. Dan pakken ze de SDGs erbij van, wij willen dat deze SDGs in de aanbesteding worden verwerkt. En dan vervolgens, Douwe Egberts is natuurlijk gigantisch en dus die doen wel even een koffielijn even Fairtrade en dan winnen ze die aanbesteding weer. Maar dat betekent dus maar dat maar één procent, waarschijnlijk niet eens één procent van het hele bedrijf Fairtrade gecertificeerd is. Maar dan winnen ze wel dus de aanbesteding die dus sociaal aanbesteed zou moeten worden. Dus dat soort dingen gebeurt dus de hele tijd, maar dat is ook wel echt denk ik omdat ja ambtenaren. Het kan veel mensen ook eigenlijk geen ruk schelen. Het is gewoon omdat het dan moet. Nou hier heb je een pot met geld en dat moet sociaal worden aanbesteed, maar dus verder kijken dan de hele traditionele gang van zaken gebeurt gewoon heel erg weinig. Dat merken wij eigenlijk met heel veel B2B. Ook met groothandels. Het is allemaal de marges waar zij mee werken. Daar kunnen wij eigenlijk helemaal niet in mee, want daarvoor is het product gewoon te duur. Wat wij natuurlijk heel goed kunnen uitleggen waarom dat zo is. Maar ja dat past gewoon niet [18:36]. Maar dat past gewoon niet in die systemen.
- A Oké, dat is wel interessant. Maar is het niet zo, jullie werken dus in die B2B omgeving. Is het dan niet een toegevoegde waarde dat je juist in zo'n setting beter kunt vertellen, of overtuigen van jullie missie en dan zo jullie product aan de markt te brengen?

- B Op zich wel, maar uiteindelijk draait het toch allemaal gewoon om geld. Deze groothandel wil ons in het assortiment nemen omdat een klant daarnaar vraagt [19:12]. En omdat ze dat dus moeten meeleveren om die klant tevreden te houden. Maar echt geïnteresseerd in de producten zijn ze vaak niet. Er zit natuurlijk af en toe een enkeling tussen, als er iemand jong ofzo in zo een bedrijf zit die daar wel echt in geïnteresseerd is. Maar ja voor de rest die mensen werken er al 35 jaar.
- A Okay, want een volgende vraag dan [gerelateerd aan Lemonaid's klanten]. Jullie zijn onder andere lid van social enterprises en ik zag dat ook een van jullie drankjes Demeter gecertificeerd is. Merk je dat deze certificaten of affiliaties met deze organisaties helpt in communicatie in B2B? [19:56]
- B Ja klopt. Nou, ja. Ik bedoel, biologisch is inmiddels een vrij breed geaccepteerd certificaat. Het heeft niet meer een heel stoffig imago. Er zijn inderdaad steeds meer consumenten die dat belangrijk vinden, dus automatisch ook de ondernemers want die moeten voor de consument ook in huis hebben wat ze willen hebben. Ik denk dat het wel iets helpt bij het uitleggen waarom onze producten kosten wat ze kosten. Maar ook net als met biologische en Fairtrade certificaten, mensen weten niet echt wat het nou inhoud. Ook ondernemers.
- A Dus die onduidelijkheid zit in de hele keten, vanaf begins af aan. Consumenten weten het eigenlijk niet [de betekenis] en jullie klanten weten het een beetje, maar eigenlijk ook niet compleet.
- B Ja, dat is dus afhankelijk van de klanten. We werken natuurlijk ook in de biologische retail. Die weten er natuurlijk ook wel wat meer over en de gang van zaken met die certificaten. En de consumenten die daar komen die zijn ook wat bewuster, maar de massa kijken toch vooral naar prijs.
- A We zijn al een beetje over de tijd heen. Oké laatste vraag dan om het af te sluiten. Zou je nog wat kwijt willen of heb je nog een vraag in je hoofd waarvan je denkt die had ik moeten stellen?
- B Nee, naja ik ben wel benieuwd naar sowieso je scriptie en ook wat Heartbeat doet of het op een gegeven moment effect heeft. En of we met zn allen of we het beter kunnen communiceren en het belang van maatschappelijk ondernemen dat we dat ook echt bij de consument krijgen. En natuurlijk alle tips in communicatie zijn natuurlijk welkom.
- A Okay, genoteerd. Dankjewel voor je tijd en dit is het einde.

Interview Moyee Coffee

May 3rd 2019

Interviewer A
Interviewee B

Start audio [04:34]

This interview is about the obstacles and communications of a social enterprise, the enterprise is called Moyee.
[DUTCH]

- | | | |
|----|---|---|
| 1 | A | [Beginning part of interview wrong recorded, missing information about the position of S.Govers interviewee within Moyee is missing. Discussed plans to move to B2C, are busy with entrance to Irish market. Interviewee tells that they are actually more a consumer product and brand. Interviewee is responsible for sourcing.] |
| 2 | B | [...] Dat we bij de consument bekend zijn en het verkopen ook in de consumentenmarkt. En dat is ook echt de richting waarin we nu aan het onderzoeken zijn. |
| 3 | A | Ja, dat is interessant. Ik had dat inderdaad ook al gelezen, over verschuiven naar B2C markt. Nog even terug naar het concept corporate social responsibility. Mijn vraag is identificeert Moyee zijn activiteiten met dit begrip? |
| 4 | B | Ik denk dat we ons onderscheiden ten opzichte van andere bedrijven. En zeker als je het hebt over CSR, dan kijken wij vooral naar wat er in de hele keten gebeurt en niet alleen bij ons, van ons en verder. Dat is ook het fairchain principe, we kijken naar de hele keten. Die moet compleet fair zijn. Veel verder dan alleen maar wat er intern gebeurt en hoe wij staan ten opzichte van onze stakeholder netwerk. Onze CSR begint bij de koffieboer en loopt volgens door alle actoren binnen onze supply chain. Totdat wij het product uiteindelijk verkopen. Zo breed kijken wij naar dat iets moet voldoen aan de waarden die wij belangrijk vinden. En dat is dus ook de scope van onze CSR. |
| 5 | A | Ja, jullie zijn heel erg gefocust op de gehele supply chain. Gewoon vanaf het begin tot het eind. |
| 6 | B | Ja we zijn een impact bedrijf, en geen koffie bedrijf. Wij verkopen eigenlijk impact. En dat doen we in de vorm van koffie. Maar de reden dat wij koffie verkopen is om impact te genereren. Dat is wel een essentieel verschil met een niet social enterprise waarbij vaak winstmaximalisatie voorop staat. Wij moeten winst maken om een duurzame business case te hebben. Dat is super belangrijk dat wij dat doen, maar winst maken staat bij ons niet voorop. Bij ons staat voorop dat wij impact genereren. En om dat op een langdurige manier goed te kunnen doen, moeten wij zelf ook een duurzame business case hebben. Maar in die volgorde. |
| 7 | A | [07:29] Ja inderdaad. Eerst impact, daarna winst om op lange termijn impact te kunnen blijven genereren. |
| 8 | B | Ja. |
| 9 | A | Okay duidelijk, over impact dan. Wat zou u graag nog veranderd willen zien in de industrie waar jullie nu in zitten of in het algemeen op het gebied van impact genereren. |
| 10 | B | Ja |
| 11 | A | Moeilijke vraag? |
| 12 | B | Ja, nee. Een hele belangrijke vraag. Wij staan voor een paar dingen. Een is als je kijkt naar het begin van de keten. Dat we zeggen de koffieboer moet een leefbaar inkomen krijgen. Dat is op dit moment niet het geval. Het andere wat wij zeggen op een macro schaal het land waar de koffie vandaan komt. In koffie zijn dat de landen rondom de evenaar, die zijn vaak afhankelijk van |

ontwikkelingshulp of over het algemeen erg arm. Er moet meer toegevoegde waarde naar die landen. Op dit moment is alleen maar 10 tot 15% waardeopbouw in de koffieketen blijft achter in het land waar de koffie vandaan komt. En de rest komt terecht in de noordelijke landen waar de koffie wordt geconsumeerd. Maar dat komt omdat alle verwerking hier plaats vind. Wij willen dat veel meer toegevoegde waarde, ongeveer de helft, achter blijft in het land waar de koffie ook vandaan komt. Dus je moet daar waarde toevoegende activiteiten naar toe brengen. En verder terug de keten in willen wij dat de armoede bij de boeren, dat die wordt bestreden. Dat zij in ieder geval naar een leefbaar inkomen gaan. Dat vinden wij belangrijk, niet alleen uit een sociaal oogpunt maar ook het gevolg daarvan zou zijn dat je op het gebied van ecologische impact een enorme slag slaat. Dus je slaat niet alleen een slag op het gebied van economisch impact, maar ook sociaal en ecologisch. Want de belangrijkste reden voor ontbossing is armoede. Op het moment dat boeren niet voldoende verdienen met het verbouwen van koffie, dan gaan ze andere dingen doen. En vaak betekent dit dat het bos, waar de koffie nu groeit. Dat enorm biodivers is, wat gewoon echt bos is, word gekapt. En daar word dan iets anders mee gedaan. Daar gaan ze mais verbouwen of wat dan ook. De belangrijkste reden voor ontbossing is eigenlijk armoede. Dus als je daar iets tegen wilt doen moet je armoede bestrijden. Een aantal redenen waarom dat nu een focus bij ons is. Dus dat willen wij veranderen in deze industrie. Er moet een focus komen op een leefbaar inkomen voor de boer. En er moet een focus komen op het brengen van toegevoegde waarde naar de landen waar de koffies vandaan komen. Dus trade over aid, is een van onze slogans. Handel in plaats van ontwikkelingshulp. [10:30] En dat gebeurt niet in de koffie. En dat is een grote verandering die moet plaatsvinden.

- | | | |
|----|---|---|
| 13 | A | Meer waarde naar het land van herkomst en investeren in de economie. |
| 14 | B | En zorgen dat de boeren een leefbaar inkomen hebben. |
| 15 | A | Ik schrijf ondertussen ook even mee. Dus, af en toe. |
| 16 | B | Ja natuurlijk. |
| 17 | A | Dat is een duidelijke, een duidelijk standpunt. Nog even verder over de obstakels die jullie ondervinden als bedrijf Moyee. Zou u misschien een recent voorbeeld kunnen noemen over een miscommunicatie of een challenge in relaties tussen Moyee en jullie klanten in B2B op het gebied van duurzaamheid. |
| 18 | B | Miscommunicatie |
| 19 | A | Ja, of weten jullie klanten waar jullie voor staan en kiezen ze bewust voor jullie, omdat jullie duurzaam zijn? Of zijn er andere aspecten waar zij dan een keuze op maken en dan kiezen voor Moyee? |
| 20 | B | Uhm, men kiest voor ons vanwege onze missie vanwege ons verhaal, Voorwaarde daarbij wel is dat wij hetzelfde kunnen bieden wat zij ook bij een ander kunnen krijgen als het gaat om koffie. Onze kwaliteit moet voldoen aan wat zij verwachten aan koffie kwaliteit. Nou wij zitten in het premium segment van de koffie. Wij gaan voor de hoge kwaliteit koffie. En de prijs die daarbij hoort, die moet gelijk zijn aan wat zij zouden betalen bij een ander die een koffie levert van vergelijkbare kwaliteit. Op het moment dat wij dezelfde kwaliteit en prijs kunnen leveren aan koffie, alles aan impact die we leveren is gratis. Daar betaald men niet voor. Juist dat hele impact verhaal van ons onderscheid ons van andere aanbieders van goede koffie. Dus wij concurreren niet op prijs, niet op kwaliteit, die zijn gelijk. We hebben gewoon goede koffie, je betaald dezelfde prijs die je bij een ander betaald. Maar bij ons krijg je die impact erbij. En dat is waarmee wij het verschil maken ten opzichte van anderen die dit niet hebben. Dus vooral die bedrijven die hier gevoelig voor zijn en die dit belangrijk vinden, die kiezen dan voor ons en niet voor een ander. En we zien ook nu steeds meer. In onze salespitch zit dit natuurlijk ook ons onderscheidende vermogen en daar moet men voor willen kiezen, en zo niet. Ja je zou willen zeggen ga naar een ander, want dan maakt men duidelijk een andere afweging. En vaak zie je dan dat ze gaan voor |

		een wat goedkopere koffie. En een goedkopere koffie betekent ook dat aan de bron minder wordt betaald, en dat is vaak armoede koffie. En dat is niet onze koffie. En dat verhaal is duidelijk. Dat is gelijk ook een voordeel van B2B. Bij B2B krijg je de kans om het verhaal te vertellen. Wij zitten nu dan even met elkaar te praten en ik heb je kort uitgelegd waar wij voor staan. Als je als consument voor het schap staat in de supermarkt en jij gaat kiezen welk pak koffie jij uit het schap gaat pakken, dan heb jij die kans dus niet, als merk zijnde. Dus dat is een hele andere uitdaging.
21	A	Dat vind ik wel een hele interessante. Okay zoals ik het begrijp, jij vind het juist een waarde om in een B2B markt te werken, omdat je dan beter je verhaal kan vertellen, jullie missie kan overbrengen naar jullie klanten.
22	B	[14:25] Ja, maar het is niet zozeer dat ik juist daarom daar wil zitten. In de B2B markt krijg je die kans en omdat het verhaal zo belangrijk is en dat is wat ons onderscheid. Je zoekt ook het kanaal waar je de kans krijgt om dat verhaal te doen. En dat is in ons geval B2B. Weegt daarin mee B2B zijn grootvolume klanten. Er zijn een paar redenen om die markt op te gaan, maar het is inderdaad dat je daar dus de kans krijgt om je verhaal te doen. Dus je onderscheidingsvermogen goed duidelijk te maken.
23	A	Okay duidelijk. Ik had ook nog iets gelezen over jullie online marketing DNA. Jullie omschrijven die als 'playfully provocative' en ik heb ook jullie campagne video gezien van 'Under the Influence'
24	B	[lacht]
25	A	Dat was interessant.
26	B	Ja, ha ja.
27	A	Ik vroeg me dan af, hoe combineren jullie dan deze positionering met het feit dat jullie dan in een B2B markt zitten. En in de statement die jullie dan promoten, playfully provocative, komt niet echt naar voren waar jullie nou eigenlijk echt voor staan, dus fairchain en gewoon die sociale impact genereren. Hoe combineren jullie die twee?
28	B	Ja, dit is een goede vraag. Zeker die playfully provocative, er zijn heel veel provocerende manieren, maar wij proberen met een kwinkslag een bepaald probleem aan de orde te stellen. Kan zijn, 'life is not fair', we hebben al meerdere campagnes gehad. Het doel van de verschillende campagnes is om uiteindelijk een bepaalde aandacht trekken en iets van je boodschap, de boodschap die je er dan bij wilt, weet te communiceren. Daarbij is playfully provocative is iets wat je eigenlijk wel, per markt of per land bijna zou moeten zien. In Nederland zijn wij vrij direct, en kunnen wij wat steviger zijn in onze provocativeness. Als je kijkt naar de Ierse markt bijvoorbeeld, dan kan je dat veel minder. Dan zal men dat redelijk snel offensief vinden, of te grof. Uhm, dus bij je tone of voice moet je wel kijken wat je kiest wat je doet en bij Nederland kan je voor een vorm kiezen zoals wij dat hebben gedaan. En dat is ook wel iets wat zich ontwikkelt door de tijd heen. Naarmate je groeit en ook andere soorten klanten krijgt zul je zien dat de ene klant de campagne meer waardeert dan de ander. Dus dat is ook iets waar je vervolgens. En ook de tijdsgeest verandert. Wat vroeger wel kon, kan nu niet meer. [17:38] Uiteindelijk zoeken we wel een bepaald randje op. Wees je wel gewoon bewust van het probleem wat er is in koffie. En dit is wat wij eraan willen doen.
29	A	Okay, ja. Jullie gebruiken dus jullie statement playfully provocative om mensen te confronteren met de problemen die aanwezig zijn in de industrie. Nog even over de communicatie dan. Jullie zijn onder andere lid van B corp, en ikzelf heb jullie gevonden via Social Enterprises NL, merken jullie dat deze certificaties of affiliaties aanslaan bij jullie klanten B2B?
30	B	Nou, de een wel de ander niet. Wij gebruiken ze zelf eigenlijk niet zo. Sowieso als het gaat om certificeringen. Maar dat is meer op het gebied van de klassieke certificeringen zoals fairtrade, UTZ en bio en dat soort dingen. Daar zijn wij eigenlijk niet van. Dat voegt wat ons betreft weinig toe aan wat je uiteindelijk wilt bereiken. [18:49 ? hij zegt iets wat ik niet versta ?] Als het nou gaat

om het gebruik van, of aansluiten bij like minded brands en organisaties, dat is meer voor het opbouw van je eigen netwerk. en informatie uitwisseling met bedrijven die hetzelfde DNA, of dezelfde missie hebben. Bij de een ligt dat meer in de ene richting en bij de ander meer in de andere. B corp vind ik daarin een prima organisatie die zijn best doet om verband te leggen tussen de verschillende B corp leden zowel nationaal als internationaal. En die ook zijn best om op bepaalde topics kennis te vergroten en te delen. B corp vind ik wat dat betreft een van de organisaties die echt een toegevoegde waarde wel heeft en die zichzelf steeds meer manifesteert als een soort label, ik wil niet zeggen keurmerk want dat is een fout woord. Maar wel echt een organisatie met toegevoegde waarde.

- 31 A Dus wat ik begrijp is dat jullie aansluiting bij dit soort organisaties voor interne ontwikkeling, kennis vergroten dan om te laten zien aan jullie huidige klanten, kijk wij zijn duurzaam bezig.
- 32 B Ja
- 33 A Okay duidelijk. We zijn eigenlijk al over onze tijd heen. Ik zal alleen nog een afsluitende vraag stellen. Zou u nog iets kwijt willen, of heeft u nog een vraag waarvan u denkt die had ik moeten stellen?
- 34 B Zou je nog een keer je onderzoek, je vraag willen herhalen?
- 35 A Ja natuurlijk. Ik ga dus kijken hoe klein en middel bedrijven zich zouden moeten positioneren op het gebied van corporate social responsibility.
- 36 B Ja, hoe ze dat dus zouden moeten doen met als doel?
- 37 A Nou eigenlijk dus, hoe kan je strategisch gebruik maken van het feit dat je als bedrijf bezig bent met het vergroten van sociale impact.
- 38 B Wat mij betreft zit de essentie er dan in dat je het uit een overtuiging doet, en niet om een checkbox af te vinken. Van kijk eens wat ik hier aan doe en vervolgens laat ik het zien aan de buitenwereld. En je hebt daarbij een aantal certificaten die je laat zien. Als dat het is, is het eigenlijk een soort trucje, een marketing tool. En dus nep en fake en dan zeg ik ook dat bedrijven die het om die reden doen worden afgestraft. Waar het uiteindelijk om gaat is dat je het op die manier doet, beleeft, en zo wilt zijn. En dat is ook waarom wij het allemaal niet gebruiken in onze communicatie. Het is voor ons niet belangrijk om te laten zien van kijk, wij zitten hier bij. Maar wij zijn er van. En dat is uiteindelijk in de essentie waar het om gaat. Wat mij betreft heb je daar al die certificeringen niet voor nodig. Ik vind het meer, vaak voor de Bühne of als een soort marketing tool. Laat zien waar je voor staat en lever daar bewijs voor. Niet door product certificering te laten zien. Het bewijs lever je door het te doen. Dus niet door er alleen over te vertellen, maar ook door te doen. En dat bewijs te leveren. Meetbaar en verifieerbaar te leveren dat je het doet. Dat is ook de reden dat we nu gaan werken met blockchain. We hebben nu ons blockchain platform ontwikkelt. We zetten ons ook in voor een stukje story proving. Met blockchain laten wij nu ook echt zien, waar wij voor staan, wat we doen en hoever we erin zijn. Of niet. En iedereen kan zien waar we mee bezig zijn en of we waarmaken wat we beloven. En als dat niet zo is, kan je er ons op aanspreken. Wat we op de blockchain zetten kunnen we niet meer aanpassen. Alles wat we erop zetten is door iedereen controleerbaar. En dat is waar het uiteindelijk om draait, dat je bewijs levert waar je voor staat. En dat doe je dus niet door een of ander certificaat of je aan te sluiten bij een organisatie.
- 39 A Ja, okay. Ik had inderdaad jullie statement gelezen over storytelling, story proving en story doing. [03:14] Dat is waar de waarde in komt. En dat is waar, ik geloof ook wel dat dit soort social enterprises, idealisme zou de boventoon moeten voeren waarom je dit doet en hoe dit tot stand komt. Maar ik wil dus dit soort bedrijven die wel dit idealisme hebben, maar nog niet goed communiceren. Die wil ik helpen.

40	B	Ja, okay. Dat is het doel waar je voor staat, in ieder geval zegt waar je voor staat. Meet dat en bewijs dat je dat ook doet. En dat is het meest krachtige wat je kunt doen. En uiteindelijk, op het moment dat je dat lukt heb je ook de sterkste marketing heb je vervolgens in handen.
41	A	Ja duidelijk. Bedankt voor je tijd. Ik zal je op de hoogte houden van het project, ik heb je mail en nog een fijne dag.
42	B	Nou prima, dankjewel en veel succes.
43	A	Dankjewel tot ziens.

Interview MUD Jeans

May 3rd 2019

Interviewer A

Interviewee B

Start audio [14]

This was an open webinar however, my question is about the obstacles and communications of a social enterprise. In this case, MUD Jeans. [English]

- | | | |
|---|----|--|
| 1 | A1 | [.. question about certifications and affiliations ..] |
| 2 | B | Do you mean that retailers know that we are B corp? |
| 3 | A1 | Amongst others, but do you notice that these certifications are influencing your B2B relations and how? |
| 4 | B | All the questions you might have [as a B2B client], we answer. We give full transparency. Transparency is important. So we just launched our sustainability report, which you can find on our LinkedIn address, but I think also on our website. Or send an email to info@mudjeans.eu All information is in there so we are fully transparent. And I think retailers we work with most of them are people that are interested in the facts about the company. So they are not buying a label or a brand, or a pair of jeans. They are buying transparency. They are buying knowledge that they know what we say is true and that they can check in our factory in Spain where the recycling is done. Or in our factory in ? where the jeans are made [16:11]. You can see everything. So I think for retailers that are carrying our brand, this is important. |

OTHER INTERVIEWERS

- | | |
|----|---|
| A2 | What is your biggest challenge in transitioning in circular economy you are facing, how do you deal with it? |
| B | It is difficult to scale, because most of the people that know us and like what we are doing and the product that we are offering and the concept. But it is very hard to get known by the big public [17:30]. So we are building a brand and we need a lot of money and patience and smart things to become known as a brand. So if I walk out here on the streets and I ask people if they know MUD Jeans, nobody knows MUD Jeans. Only a smaller group of students or people that are interested in circularity or social enterprises they know it. We are now looking at ways, and investing in ways to get our brand name better known to a bigger public [18:00] and scale up. Because we need volume and scale to make a better product and a larger impact especially. We want to make impact. We can't make impact if we stay so small. So we're looking for funding and we need it to get it to increase our goals and our sustainability and our impact. |
| A3 | [19:00] How does MUD Jeans deal with the challenge of selling online, this online channel, towards customers and fittings? |
| A4 | [21:12] Why do you make jeans, and why from cotton and not from another 100% recyclable material? |
| A5 | [25:03] How should the Dutch consumer consume their clothes? |

- B It's not for me to say. But people need to start thinking for themselves. And say what is reality and what do we want in this world? How are we going to buy clothing that costs nothing and then throw it away after one or two times wear. So its a mindshift of the consumer and government, it goes for a lot of things. You can see for instance in the food industry that things from 50 years ago and today have changed a lot. People now are eating less meat and watching what they put into their mouth and I think this will also help eventually in the fashion industry.
- A5 [26:04] Can you also say something about the Dutch market and the Dutch industry are they more interested in sustainability in question?
- B [26:09] No, there are a lot of reports that you can read. I cannot get into that. That's a very long and big question. You can read something that has launched today called Fashion Revolution. There is a lot of them.
- A6 Have you observed any changes regarding customer loyalty and do you collect data during use? [29:07] So that you for example improve your own product on the basis of customer experience.
- B [29:18] We did make some changes in the beginning. Because the way of working was too complicated so we simplified it after one year and we did see the market changing. People are changing. If I talk about circularity six years ago its very different today. And people are making the move from do you need to be the owner of something or is the product, the service of the product good enough? So that's changing little by little and also for other markets. We didn't gather all the data which is a big mistake, but we are doing it now. So I'm learning. Its growing and we are more and more learning. And the people are very connected to our brand, we have a very good connection with them. We send them mails after a half a year asking how they are doing. We have the repair service. So once we have a leaser in house we never lose them again and then they also tend to invite friends to do it or other members of their family. So in that way its a really good system.
- A7 [37:03] In general, is the leasing model adopted by many fashion brands going on in the years since the beginning?
- B It's very difficult. It's not very beneficial, not an economical way of working because you have a lot of handling, you have to find the logistic part a little bit that can handle this. Especially in the fashion industry most of them only want to make a shitload of money very quickly. And if you do a lease system or another kind of concept it's not easy, but I think in America Rent-a-Runway is quite successful I believe. But they are doing more a renting where they clean the clothes so they can charge for this. But it's not very much adopted no. I think Filippa K once tried Lease-a-Look, but I don't know how that is running at the moment. There is also a Swedish company that is doing it with baby clothing, organic baby clothing, which I think is a very good idea. ou have a package for the first six months and then the next six months and send them back and re-use them again. So there are some business models running at the moment.
- A8 [38:53] After a year customers return the jeans and they will be recycled. How do you control the social and environmental impact of recycling and producing these jeans? (water and energy)
- B We made a LCA where you can see what the impact is when you grow new cotton and spin this and when you are using recycled cotton. So we use in Spain only renewable energy, the factory has solar panels on the roof. And we just recycle the jeans.

Appendix I: Inspirational activities

1. Maatschappelijk Verantwoord Onderuitgaan Taboeeloos

Date : January 30th 2019
Activity : Talk from Peoplehouse

An evening organized by Peoplehouse in Amsterdam which hosts several speakers talking about failing in social entrepreneurship. They discuss obstacles and failures in their respective businesses. Without failure no success is the spirit of the evening.

Speakers:

- Merijn Tinga, Activist is the Plastic Soup Surfer.
- Stephan Zeijlemaker, founder Yumeko focused on Fair Trade textile.
- Merijn Everaarts, founder Dopper a sustainable water bottle.
- Ellen Mensink, founder Loop.alife focused on Circular textile

Insight from this evening is the interesting balance between business and idealism. All of the speakers of the night started their business with a strong idealism trying to make an impact, to make a change in the industry. However, a lot of their failures describes it in relation to not having enough knowledge of running a business. One of them stresses that even though idealism and perseverance is crucial, a sense of how to run a business is also necessary. Also, acknowledging needing expertise input is important.

2. PWC Sustainable Development Goals Dome

Date : March 29th 2019
Activity : SDG Dome by PWC

The SDG Dome is an experience set up by the head of Corporate Social Responsibility at PWC the Netherlands. The purpose of this experience is to showcase that the UN SDGs are urgent goals that need action from all, and that individuals can contribute to the cause. Through an immersive experience of a 360 degree spherical screen, virtual reality glasses and a game element it helps players to realize what the impact is of the topics discussed in these SDGs. Also included was a talk held by the head of CSR at PWC.

Speaker:

- Wineke Haagsma, CSR Manager at PWC.

With the Alumni board of Nyenrode Business University the author visited the SDG Dome of PWC consultancy. The afternoon started with a presentation of the head of Corporate Social Responsibility at PWC, Winneke Haagsma, who clearly explained how PWC is tackling these SDGs and incorporating them in their strategic decision making. The issue of the SDGs being interrelated how to address them, and how to make the SDGs practical goals to achieve as a business were discussed.

The participants of the afternoon were impressed by the immersive experience. It made the SDGs more concrete, seeing the impact it could have on the world. The game element showed what kind of actions could influence the SDGs.

Insights gathered from listening and talking with the people present at this event, coming from all different backgrounds. Amongst them creative strategy freelancers, TNO management.

SMEs do not systematically engage in CSR activities but they are involved however, activities are not represented as CSR. Opposing opinion, SMEs are not interested in sustainability or social causes. They are only invested in surviving, they have a disadvantage due to their size and available resources. Also, the effects of CSR or how to integrate this into daily strategy is hard to grasp. Employees do not see the urgency or effect, thus do not see the need to involve CSR.

Assumptions and opinions picked up during the event.

Insights from listening to lunches at Heartbeat Strategy with employee from Lemonaid.

Sustainability is something that large corporations do not see is necessary. Only when pressured by external influences the need to introduce activities related to social and or environmental causes is deemed valuable. Sustainability is the least of the concerns of large enterprises.

3. Meetup activity Branding & Strategic Positioning

Date : 25 april 2019
Activity : Talk from PRLabs

During this event organized by PR Labs through the app Meetup, three inspirational speakers were explaining how they approach branding and previous cases. Tried to give insights into the elusive branding and strategic positioning of either multinationals or startups.

Speakers:

- Diogo Pinheiro, Brand Strategist
- Agustina Turchetto, UX Product Design
- Tobias Liebsch, Growth branding & Brand storytelling

Insights for me were that is was a lot of confirmation of theory at TU Delft. Basic principles of branding; value proposition, uncovering needs of consumers, brand archetypes and more were discussed and their personal view on the subject. Some believed that value proposition and brand loyalty were obsolete principles. Explaining that brand loyalty is in this day and age not something relevant anymore. Neither is the way of measurement, reaching as many eyeballs as possible is useless if those are not belonging to your target audience.