

- 1) Measuring SROI, Social Return on Investment.**
- 2) The role of social media in engaging and developing a community around projects and events**

Villages on Move – seminar 3 Portugal, September 19-22, 2019  
Instituto Politechnico de Leiria – ESECS



MBA – The Aarhus School of Business Economics

**UCL University College** – Lecturer since 2015

BA top-up programme in Innovation and Entrepreneurship, the AP programme in Service, Hospitality and Tourism Management, and the AP programme in Commerce Management.

**IPLEXUS ApS:** Owner/Partner (Marketing and communication, corporate identity, marketing development and public communications. Online marketing)

**FREDERICIA TEATER:** Marketing Coordinator and Project Manager

**OPENING/AAKJÆRS/MEDIEGRUPPEN REKLAME:** Project Manager

**A/S GEORG JENSEN DAMASKVÆVERIET:** Sales and Export Manager

**RØNVIG Instruments A/S:** Export Manager

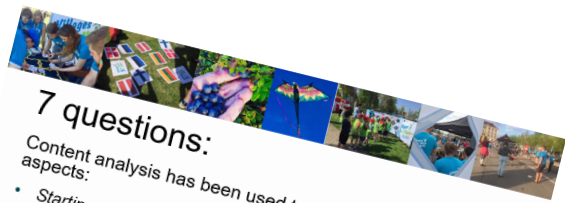
**A/S PHØNIX Contractors:** Strategic Planning Manager

**RUNOX A/S:** Sales and Export Manager



# BENEFITS OF EXPERIENTIAL BASED LEARNING: A CASE OF STUDENTS PARTICIPATION IN THE PROJECT "VILLAGES ON MOVE BALTIC"

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Hans Ingemann Lottrup  
UCL University College Denmark, Denmark

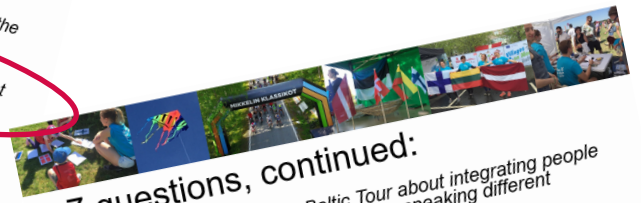


## 7 questions:

Content analysis has been used to study the following aspects:

- Starting with yourself – as participant in Baltic Tour – will the project influence your behavior?
- Reflect about how counting events, number of events participants, and how many heard about VOMB are relevant "Key performance indicators" for VOMB?
- In relation to your study programme, what is the learning potential of integrating the Baltic Tour to your studies and your learning outcomes?

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## 7 questions, continued:

- What did you learn from Baltic Tour about integrating people from different cultural backgrounds, speaking different languages?
- Where would you suggest changes for similar situations in the future?
- If you should create VOMB-criteria for the quality of an idea or an event, what would be your proposal?
- If EU asked you how you would spend 1 million Euro every year to improve physical activity in everyday life, what would be your 3 best ideas?

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- Reflect about how counting events, number of events participants, and how many heard about VOMB are relevant "Key performance indicators" for VOMB?

- If you should create VOMB-criteria for the quality of an idea or an event, what would be your proposal?

## Return on Investment (ROI)

Return on Investment or ROI (financial key ratio or kpi):

Profit/Total assets (Earnings/investment)

- **Percentage:** A company has a profit € 600.000/Total assets € 10.000.000.  $ROI = 6\%$  (compare with other investments like shares, bonds or just "money in the bank")
- **Ratio:** A theatre spends € 500 on an advertising campaign and sells € 1.000\* additional tickets.  $ROI = 1.000 / 500 = 2$  (or 200%)

\* If we assume that every extra ticket is pure profit

# Social Return on Investment (SROI)

Return on Investment -> **Total value creation/investment**

Let's **imagine** that we during and after VOMB could assess the monetary value of

- Saved health expenses
- More working years
- Less absence from work due to illness
- all the extra fun etc.





to a total value creation of € 1.000.000.

Let's say the total project cost including the EU-grant was € 400.000

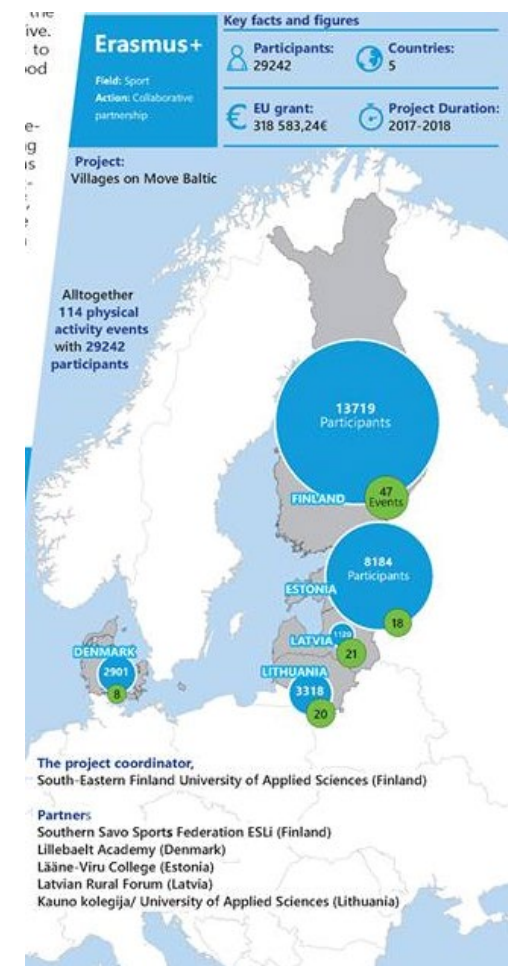
**Total value creation/investment:**

1.000.000/400.000

- **Percentage:** SROI = 150%

- **Ratio:** SROI = 1,5

$(1.000.000 - 400.000) / 400.000$







## Why is measuring SROI relevant?

- To plan future programs with integrated KPIs (key performance indicators)
- To assess existing programs
- To compare various focus areas
- To compare programs and their values – benchmarking social investment strategies
- As a mechanism to better engage stakeholders

### **2 personal hypothesis'es:**

- Intensified competition between project applications – and for grants from local, regional and national authorities
- Does digitalization of information in a decision proces benefit quantitative rather than qualitative aspects?

## Back to the traditional business perspective

- Business models are less and less purely profit-oriented
- More and more profitability is no longer at the expense of sustainability or social value creation.
- Corporate Social Responsibility and a green profile is no longer just an appendix to the “real” business model
- Today all three P’s, Profit, People and Planet are fully integrated in the most successful and durable business models





# SUSTAINABLE DEVELOPMENT GOALS

**1** NO POVERTY

**2** ZERO HUNGER

**3** GOOD HEALTH AND WELL-BEING

**4** QUALITY EDUCATION

**5** GENDER EQUALITY

**6** CLEAN WATER AND SANITATION

**7** AFFORDABLE AND CLEAN ENERGY

**8** DECENT WORK AND ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**10** REDUCED INEQUALITIES

**11** SUSTAINABLE CITIES AND COMMUNITIES

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

**14** LIFE BELOW WATER

**15** LIFE ON LAND

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

**17** PARTNERSHIPS FOR THE GOALS

SUSTAINABLE DEVELOPMENT GOALS



## Measuring Social Return on Investment

So – when business goes social and sustainable – why not encourage social entrepreneurship or “non profits”

**to develop – or at least improve measurability – going as far as possible in also**

- quantitatively – assessing the value creation
- rather than just qualitatively describing it

## **YMCA – “GENBRUGT” – a new chain of recycling stores**

(UCL University College case in Innovation & Entrepreneurship)

YMCA a very classical non profit organisation. In Denmark

### **WMCA Social Work:**

- runs several institutions helping people with many different challenges. To a large extent based on public financing but also funded through different charities
- also recycling has been part of their concept with traditional big, slow range of products – in a not too upbeat shop environment



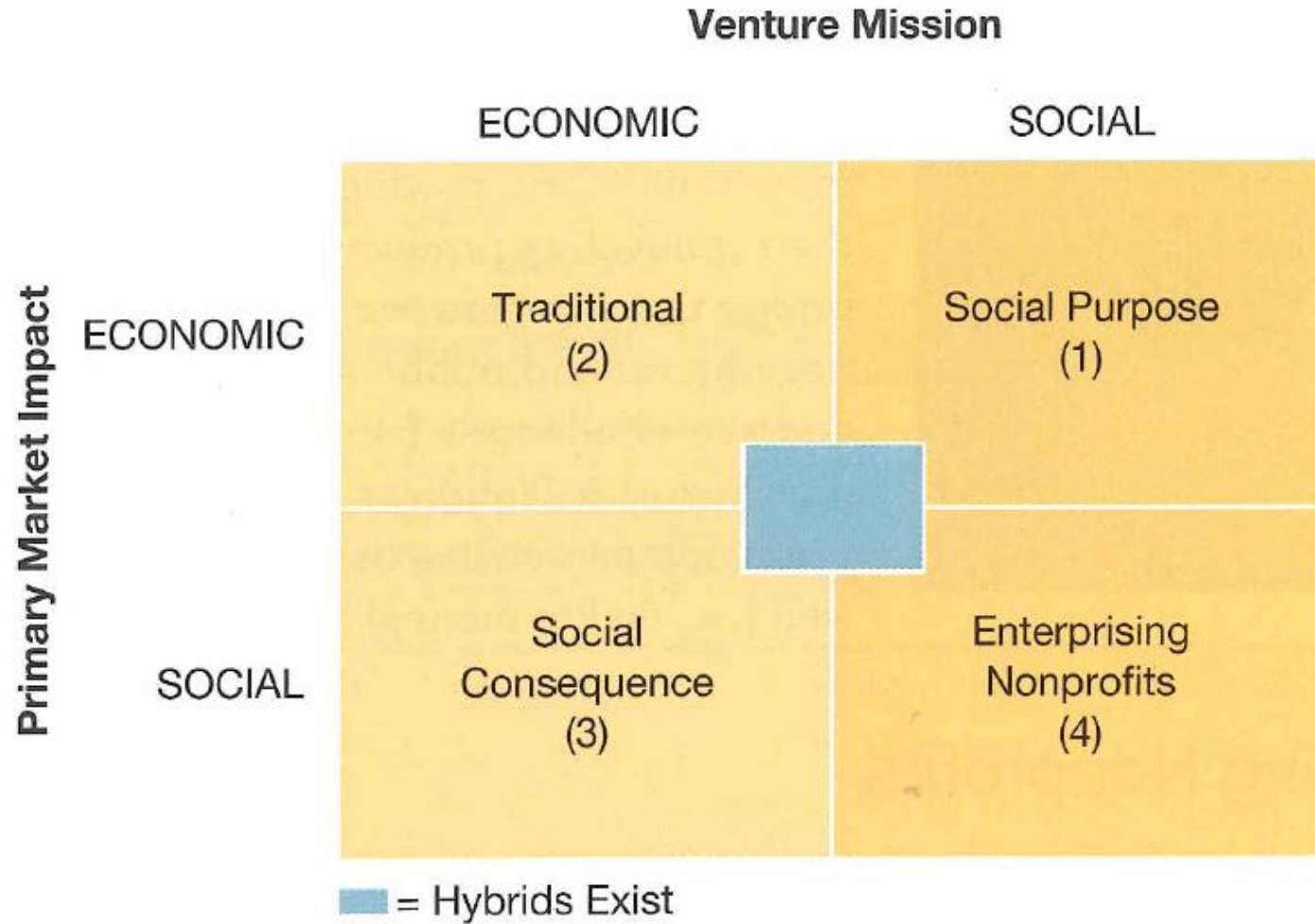
## YMCA Social Work Denmark

just opened the second store in a new chain with a totally different concept.

- Centrally placed locations
- 10 major cities planned
- smaller – aesthetically appealing store design
- fast moving product range

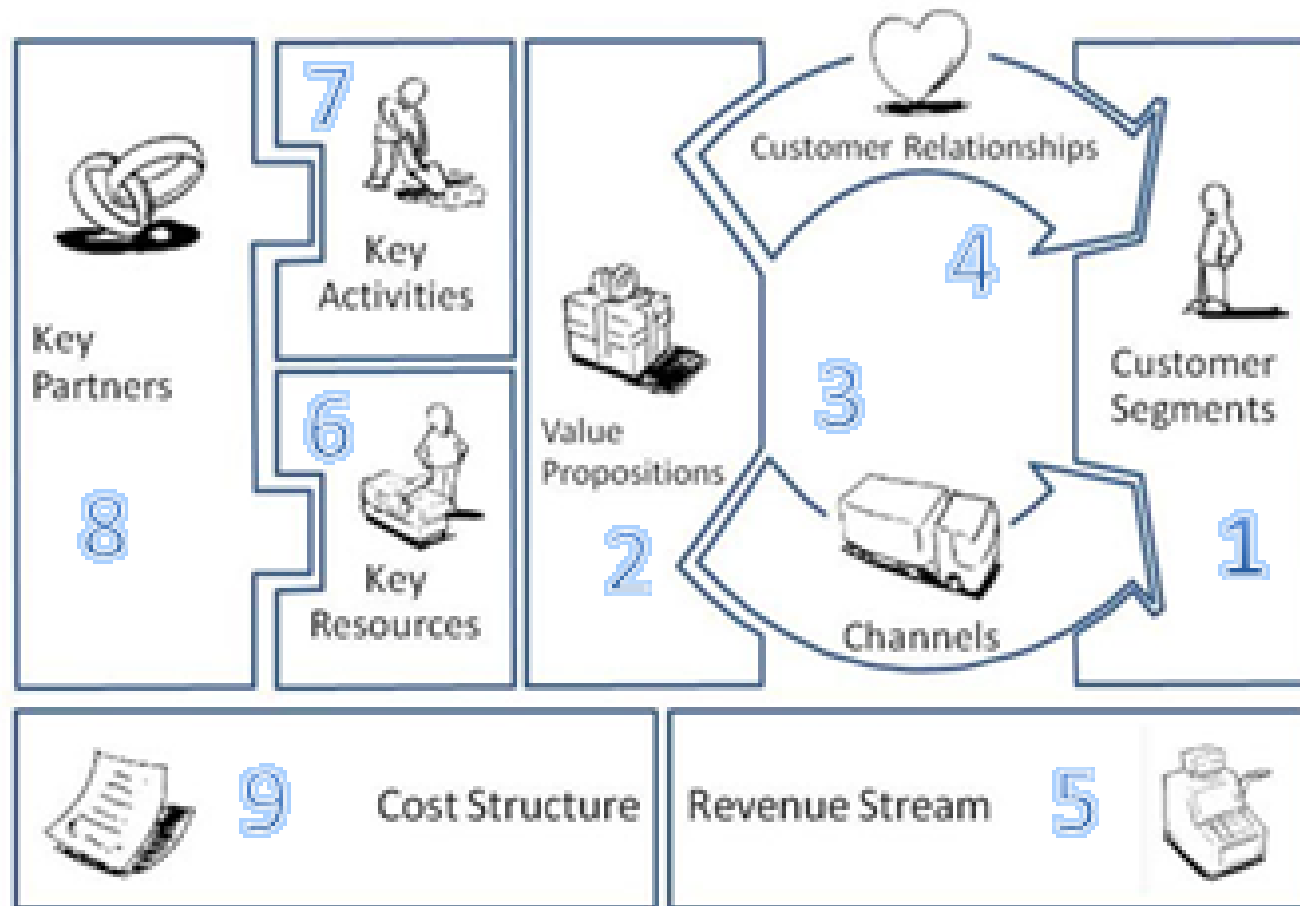
and YES – going for a profit!!! Obviously to benefit – and contribute to the funding of all their other social activities.

Typology of Ventures



Source: Neck, H. M., Brush, C., & Allen, E. (2009) The landscape of social entrepreneurship. *Business Horizons*, 52, 13-19.

# Business Model Canvas (Osterwalder & Pigneur)



The right side of business model canvas emphasizes **value** while the left side is predominantly **cost driven**.

**Financial considerations** (costs, revenues) are on the **bottom** and

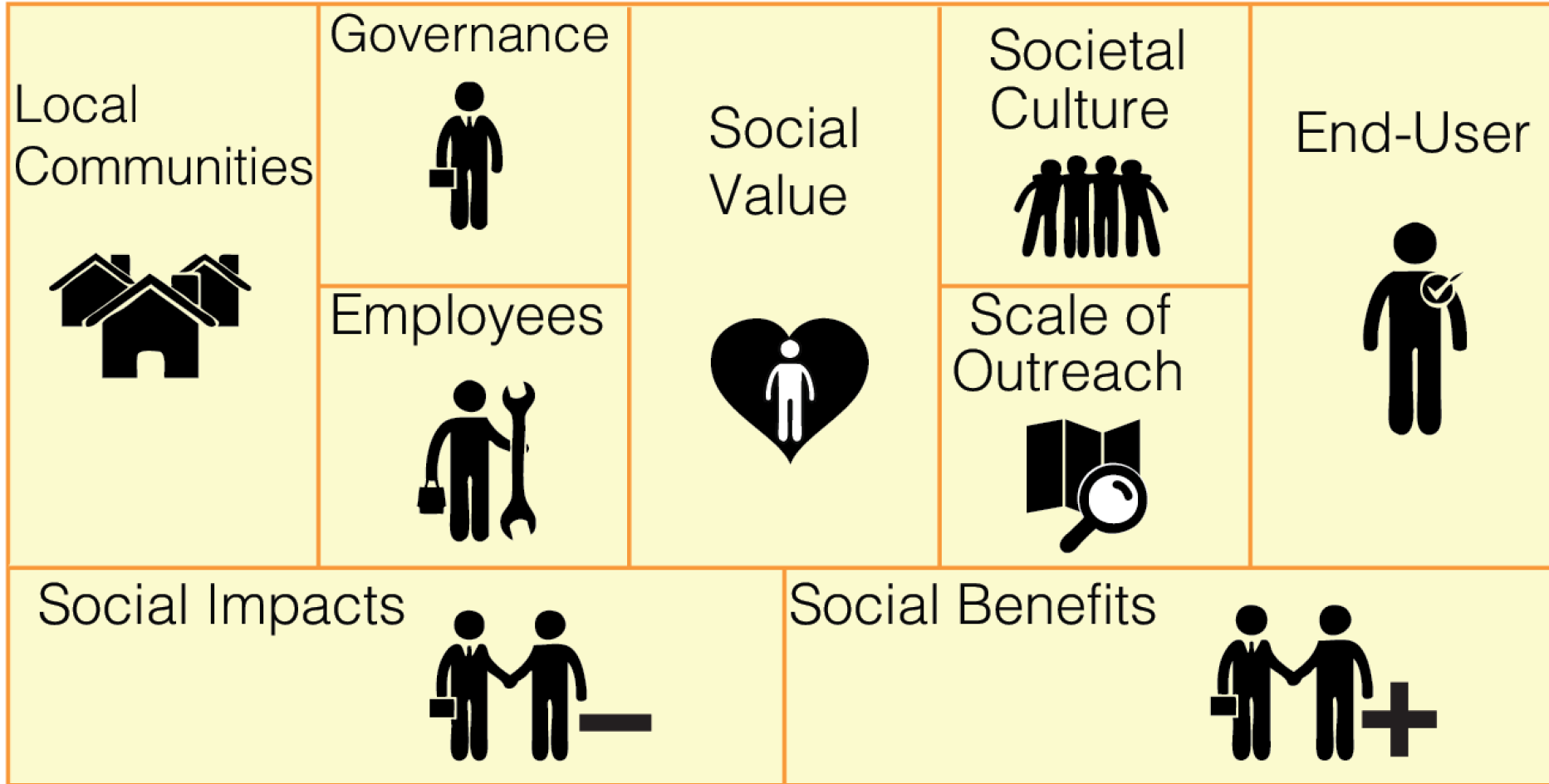
**value** is at the **centre** with connections to partners and customers.

Source: <http://www.businessmodelgeneration.com/>



# Social Business Model Canvas

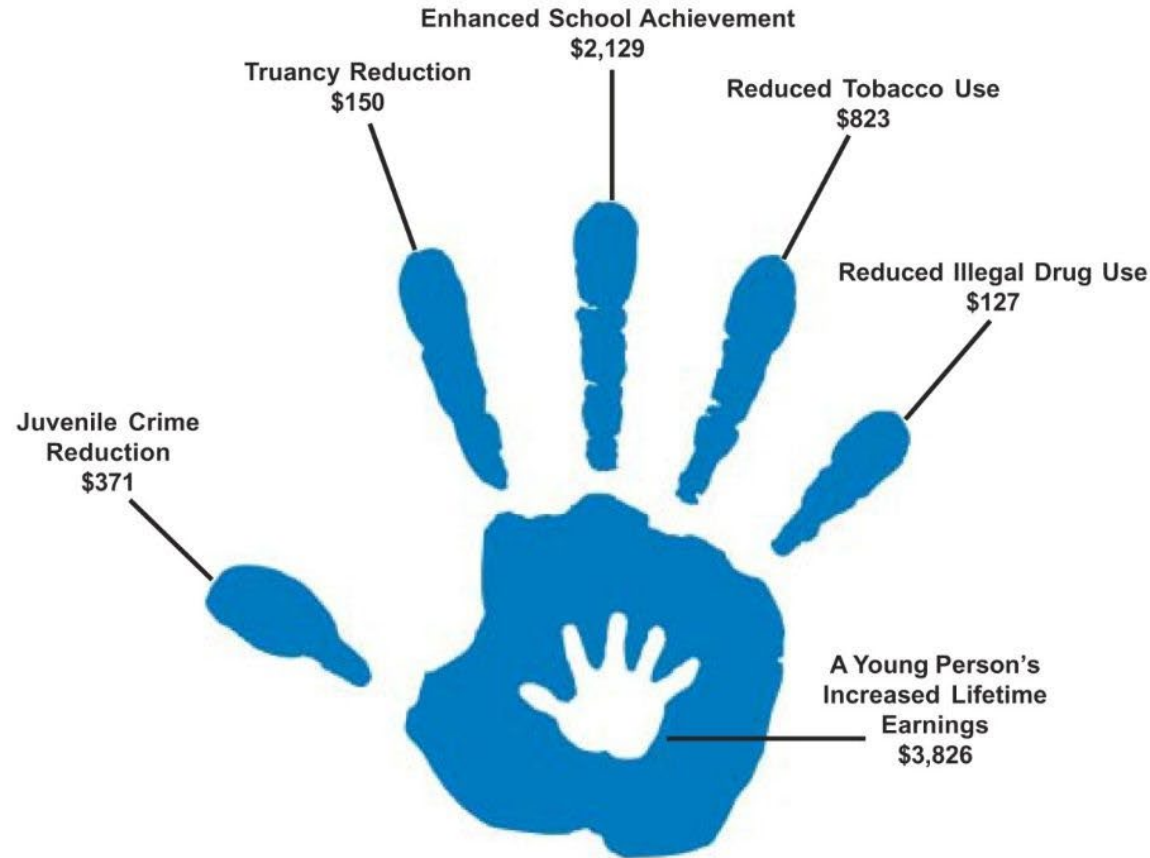
Social Stakeholder Business model Canvas





# Give Mentoring A Hand...A Strong Return On Investment

Average Benefits Per Youth  
170,000 Minnesota Youth Mentored



**Thumbs Up!**  
**Total Benefits  
Per Youth  
=  
\$7,426**

*Based on conservative assumptions and outcomes and valuations, a representative program returns benefits of \$2.72 for every dollar of resources used (dollars spent plus volunteer time). A program returns \$1.87 of public benefits (public cost savings and increased tax revenues) for every dollar spent on the program.  
\*Reference Anton, Paul A., Wilder Research, Prof. Judy Temple, University of Minnesota (2007) Social Return on Investment in Youth Mentoring Programs.*

# Digging deeper

- Guide to Social Accounting and Audit by the Social Audit Network
- <http://www.socialauditnetwork.org.uk/>
- Social Impact Analysis by Social Impact Analysis Association <http://www.siaassociation.org/>
- Social Return On Investment (SROI) by the UK SROI Network <http://www.thesroinetwork.org/>
- Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors by Marc J. Epstein (Author), Kristi Yuthas (Author) <http://goo.gl/CKMuUZ>
- B Corp (B Impact Assessment) by B Corporation <http://www.bcorporation.net>
- Demonstrating Value (DV) by Vancity Community Foundation [www.demonstratingvalue.org](http://www.demonstratingvalue.org)
- Global Impact Investing Rating System(GIIRS) by B Lab [www.giirs.org](http://www.giirs.org)
- Impact Reporting & Investment Standards (IRIS) by Global Impact Investing Network (GIIN)
- [www.iris.thegiin.org](http://www.iris.thegiin.org)
- Sustainable Livelihoods (SL) by UK DFID [www.eldis.org](http://www.eldis.org)

## **2) The role of social media in engaging and developing a community around projects and events**

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# EliteVejle Facebookpage

- engaging the local community

## Kickoff meeting for talentambassadors

### HOW?

- Posts and content
  - From stars and medal candidates to youngest talent
  - Successes AND failures
  - Deep and wide
  - Tournaments and big events, but also every day hard work and training – "behind the athletes"
- #hashtags
- Instagram and photos
- What you can do as an ambassador

## Open engaging discussion/dialogue

- Content? – do you already see content/posts, just waiting to get shared?
- Do you see yourself as ambassadors towards other talents and sports clubs?
- Do you believe the other talents in EliteVejle will join our efforts?
- How can we help you?
- Do you see problems/challenges ahead?

# ELITEVEJLE FACEBOOKPAGE

## Objectives

Increase visibility of and interest for each individual talent as well as the activities in EliteVejle

- Among all citizens in the municipality of Vejle
- Among each other– talents, clubs, municipality employees etc.
- Among sponsors
- Among media

Inspire all citizens as well as other athletes

## ELITEVEJLE FACEBOOKPAGE

### **A community**

A framework of meeting and following each other, where both

- Quite a few citizens
- The talents
- The sponsors
- The media

Gradually will join, follow, involve and engage more and more and become "part of" also more and more giving likes, comments and shares




## Advertising posts (paid reach)





Organic reach??? Typically only 10% +/- of fans/followers!







EliteVejle decided to spend part of their marketing budget advertising relevant posts.


And created additional budget by allowing sponsors – if they were willing to pay the advertising cost – that they could be “the official sender” of these posts with a short statement and a URL/website address in the bottom of the text.


**ELITE VEJLE** 

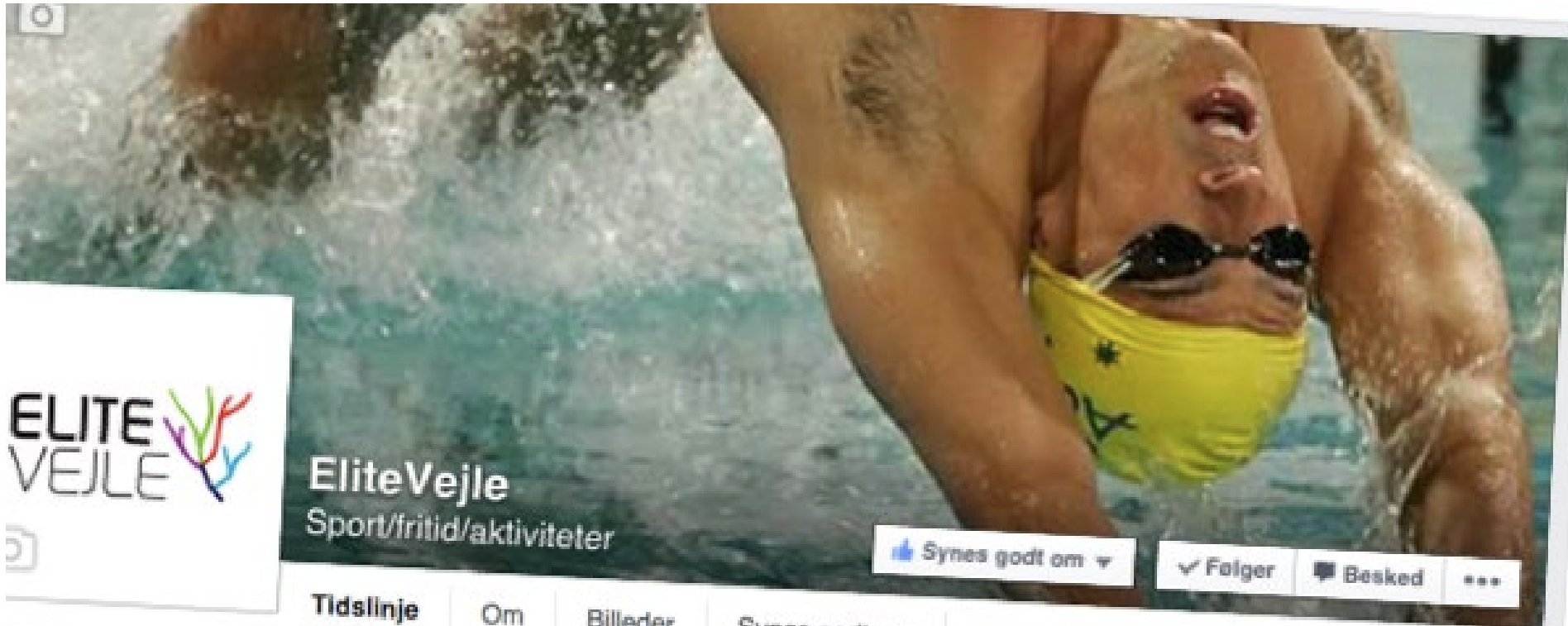
**EliteVejle**  
Sport/fritid/aktiviteter

**EliteVejle**  Synes godt om  Følger  Besked 

**EliteVejle**  Tidslinje  Om  Billeder  Synes godt om  Flere 

**EliteVejle** 

**EliteVejle** 

**EliteVejle** 

**EliteVejle** **DENNE UGE**

**EliteVejle** **21**  
Synes godt om for side

**EliteVejle** **2.573**  
Rækkevidde for opslag

**EliteVejle** **ULÆSTE**

**EliteVejle** **6**  
Notifikationer

**EliteVejle** **0**  
Beskeder

**EliteVejle** **ONER**

⋮



17. januar kl. 22:32 · 🌐

... har delt Vejle Svømmeklub Tritons video.

To super seje svømmere gør status efter dagens tur i bassinet. Klik på linket og se denne lille video update:-) Tillykke med resultaterne #elitevejle



1.118 visninger

DANSK SVØMMEUP

ELITE VEJLE

SVANSØ

VEJLE SVØMMEKLUB TRITON

VEJLE VEJLE

Line Jordan Vind Hededal

Tilføj ven Besked

Tidslinje Om Venner 4 fælles Billeder Flere

VIL DU SENDE DU LINE JORDAN VIND?


For at se hvad hun deler med venner, skal du sende hende en venneanmodning.

4 fælles venner

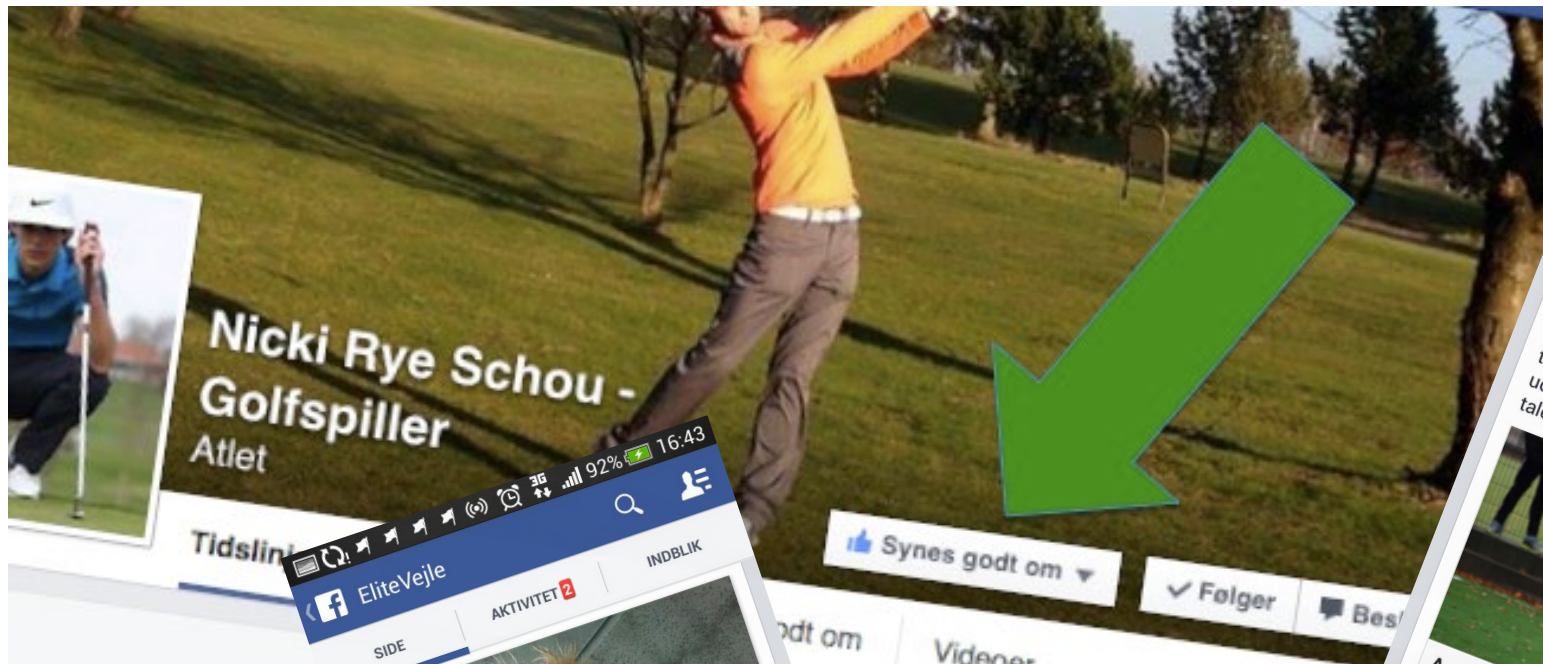
Tilføj ven

... kan være forsinkede i forhold til opslagene

<b>18.120</b>	Personer, der er nået ud til	
<b>55</b>	Synes godt om, kommentarer og delinger	
<b>51</b>	<b>51</b>	<b>0</b>
Synes godt om	På opslag	På delinger
<b>0</b>		
Kommentarer		
<b>4</b>	<b>4</b>	<b>0</b>
Delinger	På opslag	På delinger
<b>486</b>		<b>0</b>
Klik på opslag		På delinger







# Nicki Rye Schou - Golfspiller

Atlet

Tidslinje

EliteVeje

8592 personer har set dette opslag

115 Synes godt om 3 kommentarer

Boost gennemført

EliteVeje

Opslået af Hans Lottrup  
søn kl. 19.30 Redigeret

Tillykke Agon - godt gået! Agon Mucolli kom til VB som U/14-spiller, har gået i eliteidrætsklasserne på NOVA skolen og har i sin tid i VB talentmiljøet oplevet en fantastisk udvikling. Følg #ELITEVEJLE og få indblik også i talenter og talentudvikling i Vejle Boldklub.

Agon Mucolli udtaget til U/17-landsholdet

NYHEDER  
vejle-boldklub.dk

11820 personer har set dette opslag

104 Synes godt om 10 kommentarer

Boost gennemført



# 1000

