Exhibits

Exhibit 1: Refood's Motto

Exhibit 2: Refood's Business Model

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
• Food Partners • Volunteers • Beneficiaries • Local communities • Government • Media	• Pick up meals from food source partners • Prepare meals into family packs • deliver to underserved individuals • completed by volunteers who work for 2 hours each week **Key Resources** Food, partnerships, voluntary labor, bikes, Refrigerators	• Eliminate food waste and end hunger, involving the full community in common cause • providing underserved members of society at zero cost per meal • Operating on a low cost/high efficiency model • Offering public spots to anonymously exchange food	• Transparency and credibility is key to ensure trust and overcome resilience • Values: Equality, Respect, Sustainability, Optimism • Refrigerators increase communication + awareness **Channels** • Volunteer acquisition: Online, personal, WoM • Food transport: Cars and Bikes of volunteers	• Churches • Beneficiaries • Food partners • Volunteers • Local communities

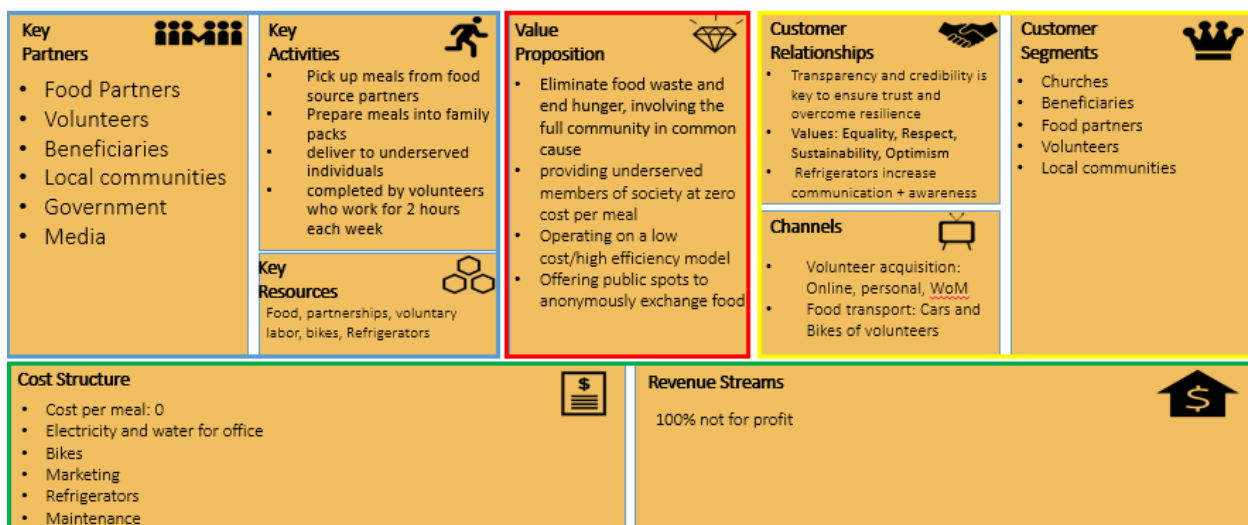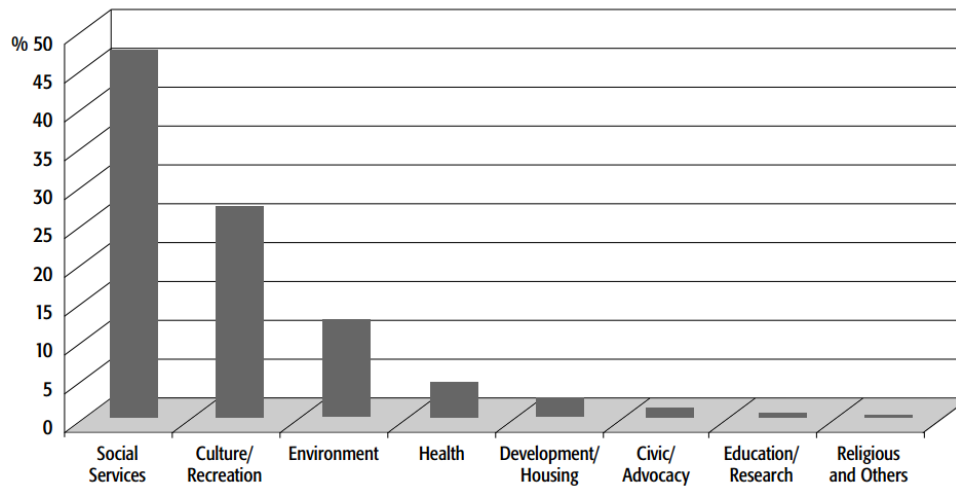| Cost Structure	Revenue Streams
• Cost per meal: 0 • Electricity and water for office • Bikes • Marketing • Refrigerators • Maintenance	100% not for profit

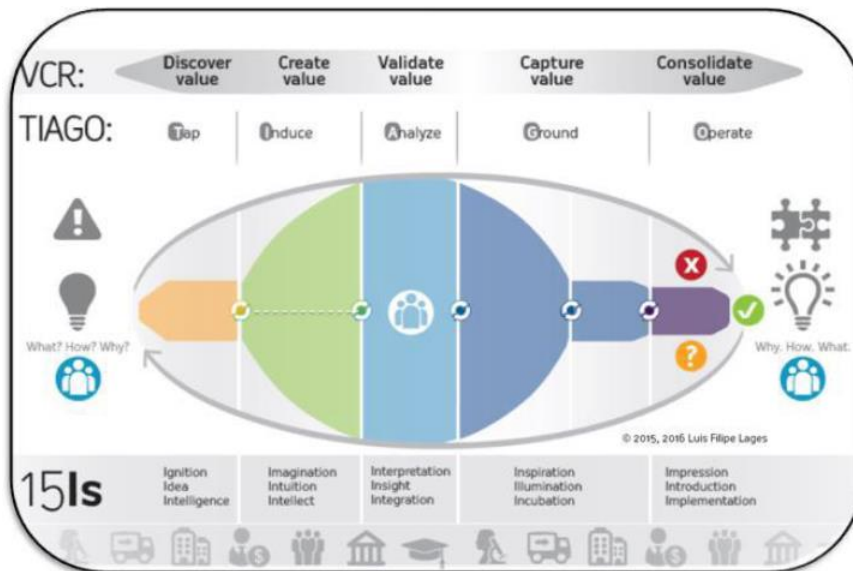## Exhibit 3: Refood's Organization

Exhibit 4: Distribution of volunteers by sector in Portugal in 2012

Source: Employment and Vocational Training Observatory: *Study on Volunteering*

Exhibit 5: Value Creation Wheel- TIAGO Framework

Source: **Lages, Luis F.** 2016. "VCW – Value Creation Wheel: Innovation, technology, business, and society", *Journal of Business Research*, DOI: 10.1016/j.jbusres.2016.04.042.

Exhibit 6: Outside-Inside View- Market Pull

Who cares? Who needs & will pay for it? (TARGET MARKET)	What do they care about? (MARKET PROBLEM, MARKET PAIN, MARKET NEED)	What can we offer? (PRODUCT/SERVICE ATTRIBUTES)	THE UNIQUE EXPERIENCE Name/Brand for market application (IDEA/MARKET FIT)	Feeling about initial potential (Low, Medium, High)
Local Refood operations	-Efficient operation; -Helping others; -Have people join their cause;	-Local storage facilities; -Acounting; -Reminders of paperwork dates	-Less problems with storage; -Better organization/efficiency	High
Beneficiaries	Getting food, free of charge, helping them in their monthly budget struggles	They get food	Fresh meals every day	High
Volunteers	-Want to make an impact; -Help the community	-Felling part of a community; -They can see the positive effects on people; -Self-fulfillment	-Being a part of a cause; -Helping change world hunger	High
Food Partners	-Positive PR; -Contribution to their CSR	-Social Media exposure; -Less cost to transport waste; -Less waste;	-Name recognition; -Correlation with social causes; -Increased CSR;	Medium
		-Green image of their business	-Less waste of their resources	
Government	-Having NGO's that support people that they cannot, contributing, this way, to a better society; -NGO status	-Community involvement; -Less hunger		Medium
Local communities	Less poverty and misery in their communities, contributing to better environment	-Less misery; -Community involvement		Low
Other NGO's	-Larger reach of beneficiaries; -Contribution to better communities and country	-More social causes to greater good		Low

Exhibit 7: Inside-Outside View- Technology Push

What is the offer? (PRODUCT/ATTRIBUTE/SERVICE)	Who cares? Who needs & will pay for it? (TARGET MARKET)	What do they care about? Benefits: (ADRESS MARKET PROBLEM, MARKET PAIN, MARKET NEED)	THE UNIQUE EXPERIENCE Name/Brand for market application (IDEA/MARKET FIT)	Feeling about initial potential (Low, Medium, High)
-Central storage facility; -Accounting; -Paperwork reminders	Local Refood operations	-Efficient operations; -Not lose the privilege of serving the community	-Less problems; -More organization	High
Fresh food with no costs	Beneficiaries	-They are in need; -Help their monthly income	-Fresh; -Well stored; -Quality	High
Place where they can make a difference and fell part of a community	Volunteers	-Making a change -Self-development and self-fulfillment	Be member of a social cause where you can actually see that they are making a difference	High
-Positive PR -Increased CSR	Food Partners	-Better image; -Less waste	-Convenience in waste disposal; -Less cost;	Medium
-Less misery and hunger -Better society	Government, local communities and other NGO's	More efficient use of resources, step forward for a better community		Low

Exhibit 8: Ideas Created

1. Salary
2. Variable compensation, upon objectives
3. Reinforcing the social part
4. Spreading the project in the communities
5. Money for food and transportation
6. Smaller intensive periods of work with rotation
7. Develop website
8. Discounts in partners' businesses;
9. Mobility of schedule
10. Partner with universities to spread the project there
11. Partner with universities (extra crefit, optative course, etc)
12. Local churches
13. Local Markets
14. Loan workers from companies
15. Associations, Foundations and Online Sites
16. Get pre-retired workers from companies
17. Workshop for Unemployed People
18. Loan people from recruitment agencies
19. Nucleus leaders in rotation working in the central structure
20. Simplify volunteer recruitment process
21. Enlarge central structure volunteers' responsibilities
22. Use volunteers as an IEFPP internship
23. Use one of the nucleus in the central structure one day in a month
24. Increase visualization of the impact that the volunteer would have
25. Partner with local schools and the professors
26. Partner with Juntas de Freguesia
27. Get more funding from partner companies to pay salaries
28. Apply for International NGO funding programs to fund the HR power
29. Partner with Government entities
30. Benchamarking of other NGO's
31. Recruiter beneficiaries
32. Redesign the central structure
33. Parents Association
34. Gyms
35. Local meetings and events to recruit people
36. Catholic Schools
37. Partner with Speak
38. Emission of certificates for students
39. More social media presence
40. Radio shows
41. Regional newspapers
42. Get a celebrity to sponsor the project
43. Reinforce the professional benefits that volunteering brings
44. Associate to retailers
45. Present the project in legal firms for people interested in working pro-Bono
46. Ad on yellow pages
47. Ad on job platforms
48. Partner with Student's Associations
49. Fliers in public transportations
50. Public/university canteens
51. Partner with other NGO's to trade resources
52. Partner with call center companies
53. Partner with Ordem dos Advogados, Centro de Investigação de Direito Privado da FDL
54. Be present in network events
55. Internal Recruitment

Source: Universidade Europeia, Universidade Nova- Faculdade de Direito, PHD student, online survey.

Exhibit 9: List of Filters

1. Organization values
2. 100% volunteer based;
3. Time constraint of the volunteers;
4. Motivation of volunteers
5. Apply training system
6. Competition for Volunteers (There are a lot of causes)
7. Articulation and coordination between the volunteers, when implemented
8. Cost of the volunteers
9. Identification with the cause by the volunteers
10. Past experience of the volunteer
11. Organization's needs
12. If the volunteers are community oriented
13. Past community engagement
14. Living conditions of the volunteer
15. Volunteer's vision of the organization
16. Volunteer's goals for their own future
17. No government partnerships
18. Lack of funding
19. Awareness of the project/cause
20. Specialized skills /Volunteer's CV
21. Location (Lisbon)
22. Preferred social groups and age gaps
23. Difficulty reaching out to companies
24. Resources needed to increase awareness and spread the word
25. Cost of campaigns/ads
26. Develop team spirit between the volunteers
27. Availability for partners and volunteer sites to spread the word

Source: Universidade Europeia, Universidade Nova de Lisboa- Faculdade de Direito, PHD student, two NGO managers

Exhibit 10: Poker Method
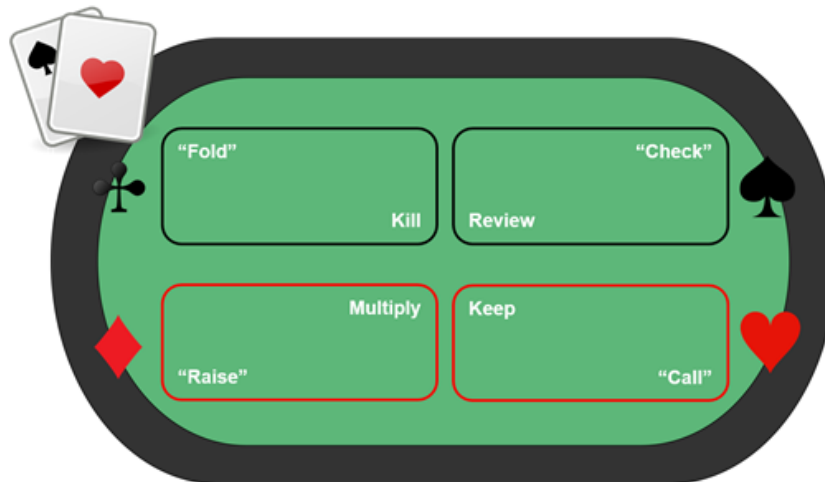
Source: **Lages, Luis F.** 2016. "VCW – Value Creation Wheel: Innovation, technology, business, and society", *Journal of Business Research*, DOI: 10.1016/j.jbusres.2016.04.042.

Exhibit 11: List of selected ideas, approved to apply the Value Creation Funnel

1. Partner with Universities for Students to Volunteer there (extra-credit, optative course, etc.)
2. Enlarge central structure's volunteers responsabilities
3. Redesign Central Structure
4. Get celebrities to endorse the project
5. Use unemployed people as volunteers (workshop, etc.)
6. Associations, Foundations & Online Platforms
7. Internal Recruitment
8. Local Events and Meetings

Exhibit 12: List of selected filters, approved to apply the Value Creation Funnel

1. Experience of the Volunteers
2. Organization Needs
3. Organzation Values
4. Develop team spirit between the volunteers
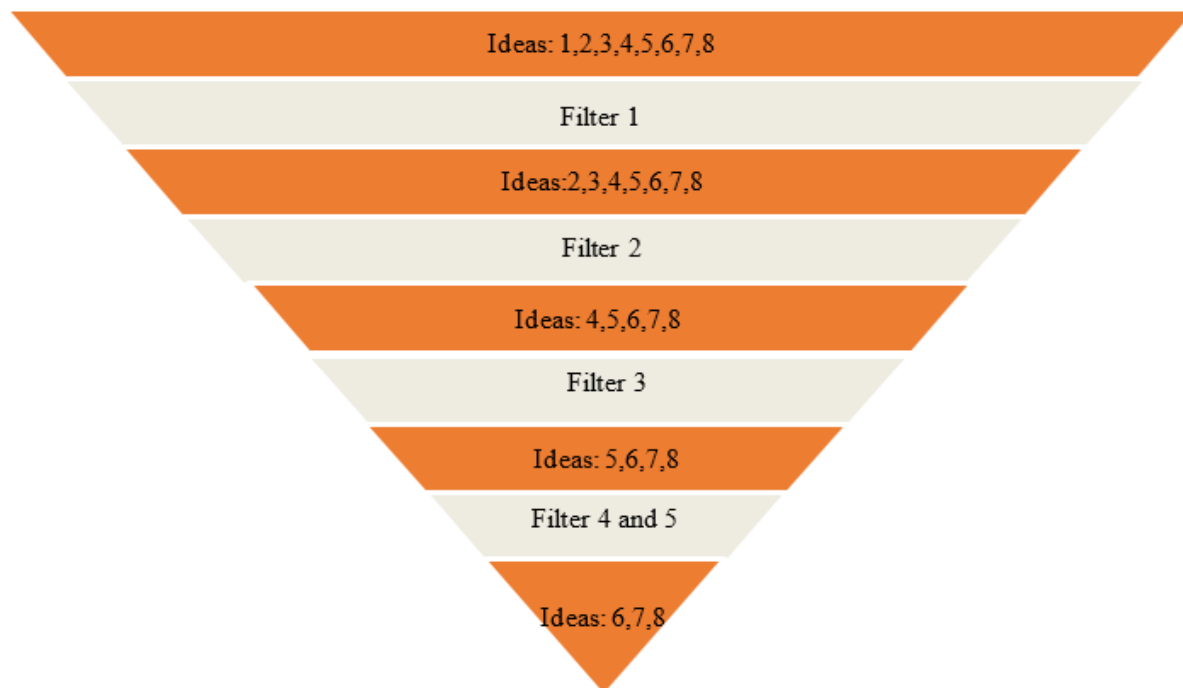5. 100% volunteer based

Exhibit 13: Value Creation Funnel (VCF)

Ideas: 1,2,3,4,5,6,7,8
Filter 1
Ideas: 2,3,4,5,6,7,8
Filter 2
Ideas: 4,5,6,7,8
Filter 3
Ideas: 5,6,7,8
Filter 4 and 5
Ideas: 6,7,8

Exhibit 14: Business Model Canvas, with the solutions

Key Partners
- Food Partners
- Volunteers
- Beneficiaries
- Local communities
- Government
- Media
- **Associations**
- **Online Platforms**

Key Activities
- Pick-up meals from the food partners
- Deliver meals to beneficiaries
- **Organize and maintain the work of all the nucleus in the central structure**
- **Centralize operations**

Key Resources
Food, partnerships, voluntary work, bikes, refrigerators

Value Proposition
- Eliminate food waste and end hunger, involving the full community in common cause
- providing underserved members of society at zero cost per meal
- Operating on a low cost/high efficiency model
- Offering public spots to anonymously exchange food

Customer Relationships
- Transparency and credibility is key to ensure trust and overcome resilience
- Values: Equality, Respect, Sustainability, Optimism
- Central structure increases sustainability, awareness and partnerships

Channels
- Volunteer acquisition: Online, WoM, internally and local meetings
- Food transport: Cars and Bikes of volunteers

Customer Segments
- Churches
- Beneficiaries
- Food partners
- Volunteers
- Local communities

Cost Structure
- Cost per meal: 0
- Electricity and water for office
- Bikes
- Marketing
- Refrigerators
- Maintenance

Revenue Streams
100% not for profit

Exhibit 15: 3 M's- Men, Minute, Money

- Hunter e-mails Refood nucleus, coordinators and volunteers
- Assign a marketing team to divulgate the meetings
- Nucleus to promote the meetings
- Assign an IT team to place online ads
- PR team to contact and establish partnerships with associations
- Assign a person responsible to welcome volunteers, assign them to their teams and train them

Tasks:
- Set-up local meetings
- Promote the meetings
- Have the meetings
- Send internal e-mails
- Contact Associations
- Ad on the online platforms
- Welcome volunteers
- Coordinate them
- Train volunteers

- Mostly virtually –> No cost
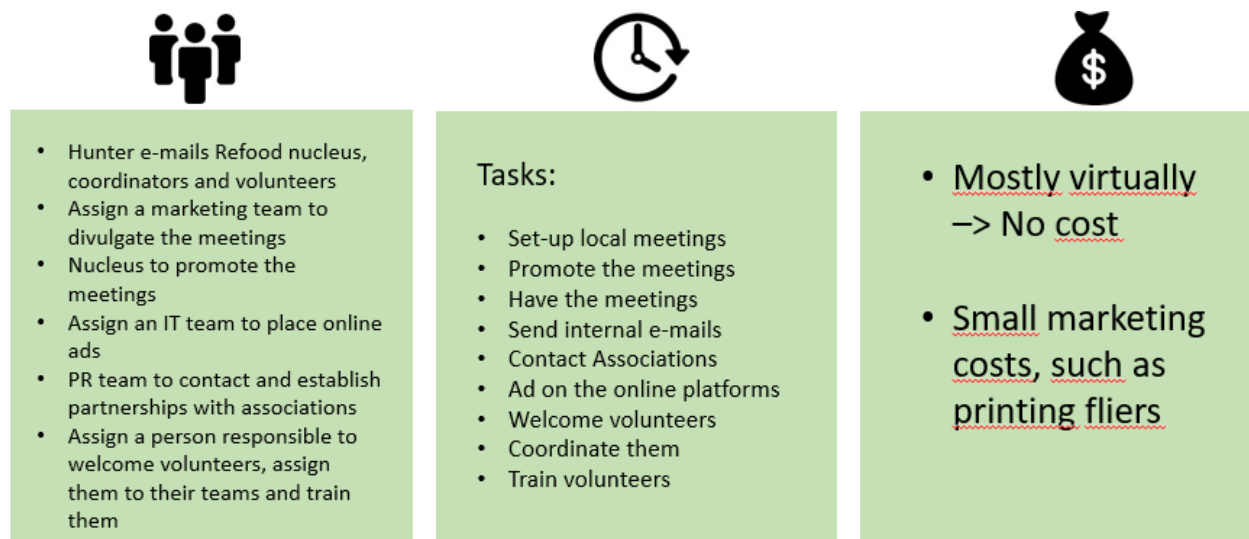
- Small marketing costs, such as printing fliers

Exhibit 16: Timeline for the Plan of Action to the Implementation of the Ideas

Task/Month	December	January	February	March	April	May	June
Set-Up Local Meetings				■	■		
Promote The Meetings					■		
Meetings	■					■	
Send Internal E-mails		■			■		
Contact Associations		■	■	■	■	■	■
Ad on The Platforms		■	■	■	■	■	■
Welcome Volunteers	■	■	■	■	■	■	■
Coordinate/Assign Teams	■	■	■	■	■	■	■
Train Volunteers	■	■	■	■	■	■	■

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