A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA – School of Business and Economics.

Decision Making Process to a Spin-off of a Volunteer University Group

-Appendix-

Ann-Kristin Wingert #2466

A Project carried out on the Master in Management Program, under the supervision of Professor Miguel Alves Martins.

06. January 2017
Appendix

1. NOVA Social Consulting
   1.1 Current NSC Organizational Chart
   1.2 Current Project & Client Overview Fall 2016
   1.3 Current Partnerships
   1.4 Workshops

2. Literature Review
   2.1 University Spin-off Typology
   2.2 Legal frameworks in the Portuguese third sector
   2.3 The LOOP Model: Managing volunteers
   2.4 How to create a competitive non-profit strategy?

3. Case Discussion: Nova Social Consulting
   3.1 Impact Evaluation
   3.2 Organizational Capacity Assessment
   3.3 Stakeholder’s Map
   3.4 Bench Mark Analysis
      3.4.1 NOVA Junior Enterprise
      3.4.2 180 Degrees Consulting

4. Recommendations
   4.1 Organizational registration process in Portugal
   4.2 Recommended NSC Organizational Chart
   4.3 Governance Structure: Field of Responsibilities
1. NOVA Social Consulting

1.1 Current NSC Organizational Chart

1.2 Current Project & Client Overview Fall 2016

**Darte**

*Darte* is a psychotherapeutic project using an innovative methodology of art as therapy. The goal is to increase self-esteem and emotional and behavioral competencies of children between 5 to 16 years old. The **goal** is to achieve long-term financial stability to increase their team and reach more children and young people. The **NSC project** is to develop a Business Model for long-term sustainability.

**Social Business lab (LNS) – B Corp Movement**

*B Corp* is a NPO that serves a global movement of people using business as a force for good. **Goal** is to build a global community of Certified B Corporations who meet the highest standards of verified, overall social and environmental performance, public
transparency and legal accountability. There are two NSC projects working with B Corp this semester. **Project 1** focuses on strategic partnerships exploring new opportunities to leverage the movement and create awareness and visibility to maximize the impact of B Corp companies. **Project 2** should identify, design and develop Marketing ideas to create awareness and promote the movement in Portugal and Lusophone Africa.

**MakeSense – Sciene4Sustainability**

*MakeSense* is an international community that rallies SenseMakers in 128 cities across the world helping social entrepreneurs to solve their challenges. Sciene4Sustainability is one of the community projects with the **goal** to connect scientists, engineers and expert with social entrepreneurs and businesses facing a specific scientific or technical challenge. The **NSC project** focuses on developing a business development strategy.

**Rés do Chão**

*Rés do Chão* is an urban rehabilitation and renewal project with the main **goal** to revitalize and stimulate cities through the reoccupation and rehabilitation of vacant ground-floor spaces. The **NSC project** is to implement an impact measurement process.

**Phenix – A second life for products**

*Phenix* is a French social enterprise which was recently established in Portugal and helps their clients to manage their surplus products with the **goal** to reduce food waste through a technological-based solution. The **NSC project** is to overhaul the existing business model and replicate as well as adapt the Phenix model to the Portuguese market.
1.3 Current Partnerships

**Deloitte**

*Deloitte* is a worldwide active auditing and consulting company focused on for-profit businesses. Since spring 2016 NSC and *Deloitte* work together establishing a very valuable partnership. Corner stones of this partnership consist of one *Deloitte* senior consultant per NSC project providing expertise and advice, one workshop per semester at the company’s head quarters, one or two E-Learning sessions, involvement of *Deloitte*’s talent recruitment department in the NSC recruitment process as well as valuable connection to new prospective clients (Deloitte, 2016).

**StoneSoup**

*StoneSoup* is a Portuguese social consultancy working with NPOs interested in boosting their social value. Through result monitoring and impact evaluation, conventional market rules and corporate management, applied in an efficient way, as well as scaling social solutions the consultancy creates higher value for social initiatives. In the last semester the partnership mainly based in advise from senior consultants for specific issues as for example impact measurement (StoneSoup, 2016).

**Call to Action**

*Call to Action* is a Portuguese consultancy specialized in fundraising, management and marketing for NPOs. On a regular basis *Call to Action* has evaluated fundraising strategies developed by NSC as well as providing benchmarks examples.

**Sair da Casca**

*Sair da Casca* is a Portuguese consultancy focused on CSR and Sustainable Development. Together with NSC *Sair da Casca* has developed workshops on CSR consulting as well as conducting two projects in spring 2016; developing a marketing
strategy for a major Portuguese bank and developing a philanthropic benchmark model for the Portuguese social sector.

1.4 Workshops

On average two workshops for the volunteer consultants are conducted per semester. The first workshop is located at the beginning of the semester and focused on project management to facilitate the project development. Currently this workshop is held by Deloitte, presenting an introduction to the Portuguese third sector as well as consulting tools for a successful analysis. The second workshop is in cooperation with another partner, as for example Sair da Casca or a social entrepreneur, and involves a small case study competition between the teams. A third workshop has been in consideration but usually fails to take place due to time constraints. All workshops are mandatory and are listed in the certificate received at the end of the semester.

2. Literature Review

2.1 University Spin-off Typology

<table>
<thead>
<tr>
<th>Nature of knowledge transferred</th>
<th>researcher (aso)</th>
<th>student (sso)</th>
</tr>
</thead>
<tbody>
<tr>
<td>codified (product-oriented)</td>
<td>Type I</td>
<td>Type III</td>
</tr>
<tr>
<td>tacit (service-oriented)</td>
<td>Type II</td>
<td>Type IV</td>
</tr>
</tbody>
</table>
2.2 Legal frameworks in the Portuguese third sector

**Associations** are created either under private law and certain section of the Civil Code or in some cases under the Public Utility Statue. This framework is suitable for volunteer firemen, students, youth, women, immigrants, disabled and environmental activists.

**Foundations** are a rather new phenomenon in the Portuguese sector. An estimated 350 foundations are registered in Portugal of which about 100 are active.

**Local Development Organizations** mainly operate in rural areas empowering disenfranchised people and areas. The legal framework can vary including public, private for-profit and non-profit organizations.

**Misericórdias (Holy Houses of Mercy)** are organizations related to the Catholic Church and account as one of the oldest forms of NPOs in Portugal. The main focus lies within social assistance and health care. The estimated 400 Misericórdias in Portugal are mostly represented in their interests by the umbrella organization União das Misericórdias Portuguesa.

**NGOs for development** are private non-profit organizations focusing on social, cultural, environmental, civic or economic programs benefitting developing countries with humanitarian assistance, disaster relief and protection as well as promotion of human rights.

**Mutualist associations** are formed the statute of Private Institutions for Social Solidarity (IPSS), providing mutual help to members, which fund the organization through membership fees.

**Cooperatives** are governed by a special Cooperatives Law (Campos Franco et al., 2005).
2.3 The LOOP Model: Managing volunteers

The main difference in working with volunteers is the motivation of the individuals. While in for-profit businesses there is a monetary incentive for employers, volunteers have different motives why to spend their time and energy on a good cause. This leads to specific volunteer management practices directing the volunteers’ efforts in an efficient and effective way, while creating a meaningful benefit for the volunteers.

Literature indicates the LOOP model, short for Locating, Orienting, Operating and Perpetuating as an appropriate tool for volunteer management (Penrod, 1991).

(1) **Locating** volunteers after a previous screening to an appropriate placement within the organization. The selection process should involve elements as volunteer skills, interests, motivation and ambitions to compare the goals of the organization with the ones of the volunteers. (2) **Orienting** the volunteers through information, mentoring and training to ensure all necessary skills to fulfill the assigned task are given. (3) **Operating** with the volunteers involves supporting the individuals during the work to keep aspiration and motivation on a high level, while appreciating the work done and adding value and meaningfulness. (4) **Perpetuating** the voluntary involvement through extensive evaluation and feedback as well as a formal recognition procedure, as for example through certificates (Penrod, 1991).
2.4 How to create a competitive non-profit strategy?

With the traditional competition driver of “outperforming rivals” reduced to fundraising and revenue generation, the literature introduces a driver specifically designed for non-profit organizations: The “mission gap” is the reason to formulate a non-profit strategy that catapults NPOs to a higher level of performance (Sheehan, 2005). Sheehan (2005) defines a non-profit strategy as a coherent set of ideas that explain how the NPO is pursuing its Vision and carrying out its Mission. The strategy should illustrate how key functional areas like revenue generation and staffing (paid and unpaid) will operate to achieve the Mission and Vision. This implies a thorough strategic management, and not necessary how to expand the program, but rather how to improve the overall capacity and effectiveness of the NPO (Graham & Kinmond, 2008). Bryson (2004) suggests that the process of strategic planning should base on the idea of “where are we, where do we want to be and how do we get there”, illustrated in the following figure:
The literature recommends for the “how-to”-part of the strategic planning process amongst others the commonly known analysis tools such as SWOT, Stakeholder analysis, environmental scanning, performance indicators as well as key result areas to identify strategic issues and objectives (Graham & Kinmond, 2008).

3. Case Discussion: Nova Social Consulting

3.1 Impact Evaluation

The analysis of the member feedback resulted in the following ratings: NSC experience (7.76), team & member experience (7.65), team lead experience (8.23), management experience (8.49), project experience (7.54), client experience (7.13) and value creation 61.3 % (amount of members that saw a clear value creation within their project). The overall member average as well as the overall client average is 7.8. Client feedback metrics had the following values: NSC experience (7.81), Consultant experience (7.84), professionalism experience (7.99), management experience (8.12) and value creation (7.22).

### Member feedback

<table>
<thead>
<tr>
<th></th>
<th>Fall’14</th>
<th>Spring’15</th>
<th>Fall’15</th>
<th>Spring’16</th>
<th>Overall average</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSC experience</td>
<td>7</td>
<td>8.14</td>
<td>7.81</td>
<td>8.09</td>
<td>7.76</td>
</tr>
<tr>
<td>Team &amp; member experience</td>
<td>7.39</td>
<td>8</td>
<td>7.61</td>
<td>7.6</td>
<td>7.65</td>
</tr>
<tr>
<td>Team lead experience</td>
<td>N.A.</td>
<td>8</td>
<td>8.21</td>
<td>8.47</td>
<td>8.23</td>
</tr>
<tr>
<td>Management experience</td>
<td>8.5</td>
<td>8.71</td>
<td>8.25</td>
<td>N.A.</td>
<td>8.49</td>
</tr>
<tr>
<td>Project experience</td>
<td>7.22</td>
<td>8.36</td>
<td>7.28</td>
<td>7.3</td>
<td>7.54</td>
</tr>
<tr>
<td>Client experience</td>
<td>7.07</td>
<td>7.81</td>
<td>6.52</td>
<td>N.A.</td>
<td>7.13</td>
</tr>
<tr>
<td>Value Creation</td>
<td>62.5 % yes</td>
<td>71.4 % yes</td>
<td>50% yes</td>
<td>N.A</td>
<td>61.3%</td>
</tr>
</tbody>
</table>

|                          | Overall average | 7.8 |
Workshop feedback

<table>
<thead>
<tr>
<th></th>
<th>Fall’14</th>
<th>Spring’15</th>
<th>Fall’15</th>
<th>Spring’16</th>
<th>Overall Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Workshops</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Semester Average</td>
<td>6.86</td>
<td>7.65</td>
<td>8</td>
<td>7.23</td>
<td>7.43</td>
</tr>
</tbody>
</table>

Client feedback

<table>
<thead>
<tr>
<th></th>
<th>Fall’14</th>
<th>Spring’15</th>
<th>Fall’15</th>
<th>Spring’16</th>
<th>Overall average</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSC experience</td>
<td>7.4</td>
<td>7.83</td>
<td>8</td>
<td>8</td>
<td>7.81</td>
</tr>
<tr>
<td>Consultant experience</td>
<td>7.6</td>
<td>7.87</td>
<td>8.33</td>
<td>7.57</td>
<td>7.84</td>
</tr>
<tr>
<td>Professionalism</td>
<td>7.67</td>
<td>7.75</td>
<td>8.55</td>
<td>N.A.</td>
<td>8.14</td>
</tr>
<tr>
<td>Management experience</td>
<td>7.6</td>
<td>7.75</td>
<td>9</td>
<td>N.A.</td>
<td>7.91</td>
</tr>
<tr>
<td>Value creation</td>
<td>7.4</td>
<td>7.25</td>
<td>7</td>
<td>N.A.</td>
<td>7.24</td>
</tr>
</tbody>
</table>

Comment section

The most frequent remark clients made was the necessity of setting milestones and goals at the beginning of the project as the consultants’ time is scarce due to high academic work load. It was also noticed that outcomes would improve if consultants would be able to see the organization’s facilities and work directly and on the ground. Members also mainly commented on the projects not being clearly outlined as well as the time to scope relation being often difficult. Furthermore there were repeating remarks on improving the recruitment process to ensure all members are committed and motivated, a desire for project monitoring after termination and workshops that include more team building measures. It has to be remarked that not all survey were completed by either all members or clients.

3.2 Organizational Capacity Assessment

The overall organizational capacity of NSC was determined and analyzed with the Organizational Capacity Assessment Tool (OCAT) provided by McKinsey on Society for
non-profits to assess and analyze operational capacities and identify strengths as well as the areas needing improvement. The OCAT consists of a survey compromising questions in 10 fundamental capacity areas distinguishing between a high, moderate and basic level of capacity as well as a clear need for increased capacity based on a point system between 1-5, 1 representing a clear need for improvement and 5 reflecting a high level of capacity (McKinsey on Society, 2016). The results of the assessment are the following:

NSC accounts with a strong base providing a moderate level of capacity in the fundamental areas of (1) Strategy (2.63), (2) Leadership, Staff & Volunteers (2.57), (3) Values (3.0), (4) Marketing & Communications (3.10), (5) Managing Processes (2.6) and (6) Organization, Infrastructure & Technology (2.75). Basic levels of capacity have been detected in the area of (7) Aspirations (2.0) and (8) Learning & Innovation (2.29). A clear need for increased capacity has been identified within the area of (9) Funding (1.37). The area (10) Advocacy was not considered in the analysis, as it does not concern NSC. The overall organizational capacity of NSC was determined and analyzed with the Organizational Capacity Assessment Tool (OCAT) provided by McKinsey on Society for non-profits to assess and analyze operational capacities and identify strengths as well as the areas needing improvement. The OCAT consists of a survey compromising questions in 10 fundamental capacity areas distinguishing between a high, moderate and basic level of capacity as well as a clear need for increased capacity based on a point system between 1-5, 1 representing a clear need for improvement and 5 reflecting a high level of capacity (McKinsey on Society, 2016). The results of the assessment are the following:

NSC accounts with a strong base providing a moderate level of capacity in the fundamental areas of (1) Strategy (2.63), (2) Leadership, Staff & Volunteers (2.57), (3) Values (3.0), (4) Marketing & Communications (3.10), (5) Managing Processes (2.6) and (6) Organization, Infrastructure & Technology (2.75). Basic levels of capacity have been detected in the area of (7) Aspirations (2.0) and (8) Learning & Innovation (2.29). A clear need for increased
capacity has been identified within the area of (9) Funding (1.37). The area (10) Advocacy was not considered in the analysis, as it does not concern NSC.

### 3.3 Stakeholder’s Map

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Contribution</th>
<th>Benefits</th>
<th>Assigned Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients (Social Ventures)</td>
<td>• Provide real cases for volunteers to analyze and work on</td>
<td>• Problem solving through innovative solution that can enhance the overall organization performance, resource transformation and social impact</td>
<td>5</td>
</tr>
<tr>
<td><strong>Staff &amp; Volunteers</strong></td>
<td><strong>Access to third sector experts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Provide talent, quality business knowledge and experience as well as time to achieve Mission &amp; Vision objectives and create social impact</td>
<td>• Professional and personal experience through real cases, workshops and potential management responsibilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Enhance professional network through clients and partners</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Partners (Deloitte, Stone Soup, Sair da Casca &amp; Call to Action)</strong></th>
<th><strong>Unique recruitment insights and access to volunteers</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide advice, expertise, support and credibility for project &amp; workshop development, volunteers, clients and NSC</td>
<td>• Additional volunteer workforce through project cooperation (pro bono or paid projects)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>University (NOVA SBE)</strong></th>
<th><strong>Gains reputation through quality work of volunteers, stronger relationships to common partners and increase in diverse student activities that affect the overall performance of student volunteers</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provides reputation as an institution of excellence and talent, increased networks to all sectors, supports volunteers &amp; projects with advice &amp; expertise</td>
<td></td>
</tr>
<tr>
<td>• Student volunteers</td>
<td></td>
</tr>
<tr>
<td>• Physical infrastructure</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Indirect Clients (Social Venture Clients/ Users)</strong></th>
<th><strong>Increase in better and more efficient supply of social venture service delivery</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide demand for services provided by social ventures lead to necessity of efficient performance of said ventures</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Investors (Parties providing financial resources to Social Ventures: Private Sector, ind. donors etc.)</strong></th>
<th><strong>Higher return on investment through increased organization performance and increased social impact</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide most of the necessary financial resources to social ventures</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Government</strong></th>
<th><strong>Increased impact and effect on outsourced social services and problems</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provides financial subsidies and tax cuts</td>
<td></td>
</tr>
<tr>
<td>• Outsources social problems and services to social venture</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Society</strong></th>
<th><strong>Better and faster resolving of social problems</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increased professionalism &amp; stability of third sector</td>
<td></td>
</tr>
</tbody>
</table>
3.4 Bench Mark Analysis

3.4.1 NOVA Junior Enterprise

Organizational Chart

Interviews

(1) Interview João Felipe – Fall 2015

This interview was conducted from the NSC Internal Project. Changes were made regarding form and presentation of the interview, however, not to the content.

1. How is your structure, governance, book of policies (where are the rules written,.. ) (TCR)
   Bi-Matrix Structure:
   *Departments
   - Internal Projects inside the departments
   *Projects (5 px each)
   - Senior Consultants accountable to the board
   Governance: Advisors Council

2. Responsibilities in different job positions, other bodies (advisory board, etc…)

3. Who is responsible for money inflows?

4. How do you see flexibility/autonomy and standardization/control of processes?
   Flexibility. Manuals and Burocratic stuff, is it really worth it?

5. What are the tools you use to organize your work? How do you manage information?
   Data Base
6. Do you have specific frameworks for different processes?
   Working on it; everyone has access
   Basic Frameworks make sense but junior consultants don’t work on really expert stuff
   that would need some specific framework

7. How do you manage continuity of organization, since members are always rotating.
   New Members: Internal Projects (training and more experience and feedback)

8. Evaluation process of organization processes and projects (tracking of teams)

9. Changes in organization that worked out good.
   Structure change; Recruiting Masters

10. What are your main challenges?
    Continuity, knowledge passing, people with experience, support from the faculty.
    Reporting to teacher consil, they are a separate entity from the faculty, time
    management experience

11. What differentiates your consultancy group from others?
    Reputation of Nova
    Recruitment Talent
    Form- Group Case- Interview

SYNERGIES BETWEEN CLUBS
SOCIAL ENTREPRENEURSHIP WEEK
*Workshop: Social Enterprises

(2) Interview President Milton Andrade Figueira – Fall 2016

1. Name of interviewee: Milton Andrade Figueira

2. Name of Organization: NOVA Junior Enterprise


4. Position within organization: President

5. How long have you been in the position: 7 months

6. Number of volunteers in the organization: 34

7. Motivation to found/lead the organization:
   Provide a real life experience to our associates by performing consulting projects with
   real clients

8. Main challenges organization faces:
To keep constant motivation and close paid projects

9. Which seems more important to your organization: flexibility and autonomy or standardization and process control?

Standardization and process control

10. Who is responsible for strategy design, implementation and control?

Operations Department and President

11. How do you manage a continuous information flow? (framework, processes etc.)

We have predefined processes that allow us to deal with information flow

12. How does your organization deal with high management fluctuation to guarantee strategy continuity and knowledge management?

We have been working on this and we are doing it by making sure that all our processes, usual problems and issues are well documented

13. Latest changes made within the organization, which have worked out well?

Introducing qualitative evaluation to our associates, adding on new positions and Vice President position on the board so as to share the President's responsibilities with someone else

14. How do you guarantee a continuous high quality of the organization's work?

We guarantee a continuous high quality by performing consistent changes to our organization and ensuring that we are consistently changing before we are required to do it. Moreover, we have an advisory consultee composed of university's professors that provide us guidance and support throughout our projects

15. How do you measure the impact you make?

Through our revenue and brand recognition inside the university

16. In case of registration: What where the main challenges you faced and how did you deal with them?

Registration happen long time ago. Cannot say anything about the difficulties.

17. Did/Does the university play a role during the registration phase and if yes, how?

The university does play an active role by providing rooms, allowing professors to contact with us, providing help, guidance and corporate contacts, among others

18. What role do partnerships play in your organization?
Partners play an active role, providing workshops throughout the year and offering corporate visits and events to us. Also, partners can be a source of projects, such as the startup incubator that we have a partnership with.

3.4.2. 180 Degrees Consulting

Organizational Chart Lisbon Team

Interview

1. Name of interviewee: Mafalda Paiva Oliveira
2. Name of Organization: 180 Degrees Consulting - Lisbon
4. Position within organization: HR & Event Director
5. How long have you been in the position: Since April 2016 (Student Club)
6. Number of volunteers in the organization: 28 (6 executives & 22 consultants)
7. Motivation to found/lead the organization:

   Opportunity/challenge to make student club better, based on experience made as consultant for 180 DC

8. Main challenges organization faces:

   The recent fast growth and current size was too fast/too big. Fewer projects and members to encourage a more organic growth. Matching consultants with different international backgrounds and work attitudes/methods have proven to lead to conflicts
within the team. Now already during the recruitment team matching opportunities are being considered as well as an extended support in project management.

9. Who is responsible for strategy design, implementation and control?

Decision influencing the Lisbon Branch are made by the Branch executives. However, these have to align with the guidelines (on client and member recruitment etc.) made by the international Executives and Board Directors. Consulting Directors are the only club executive dealing with core product.

11. How do you manage a continuous information flow? (framework, processes etc.)

Documents are digitally stored in data base and accessible

12. How does your organization deal with high management fluctuation to guarantee strategy continuity and knowledge management?

At the end of the semester the current leadership team writes a report of the proceedings of the semester with recommendations for the following leadership team. The leadership recruitment process also takes ideas and propositions into consideration as well as alignment to guidelines.

13. Latest changes made within the organization, which have worked out well?

Changes is the overall recruitment process, introduction of more questions to get to know applicant better. Introduction of a 180 DC newsletter. ‘Pizza nights’ with all members to talk together about issues and challenges faced during the project.

14. How do you measure the impact you make?

Client feedback survey on scope of the project and impact.

16. In case of registration: What where the main challenges you faced and how did you deal with them?

Registration is a long-term goal, however currently the financial resources are missing, as well as scaling the organization has proven to be difficult. The Lisbon team does not ask for fees, so far all projects are pro bono.

17. Did/Does the university play a role during the registration phase and if yes, how?

Católica provides a small financial budget, supports 180 DC in Marketing procedures, network and physical infrastructure.

18. What role do partnerships play in your organization?

Currently only partnership with Deloitte, providing support for projects and consultants.
4. Recommendations

4.1 Organizational registration process in Portugal

The following information was obtained through the internal project from Fall 2015 and was only adjusted in cases where the procedure changes since 2015. To register a non-profit student organization a 3 step registration process is necessary:

(1) **Choose a denomination and a statutes model previously approved:** A denomination, that is an official name for the organization, must be chosen from a list of names available on the “Associação na Hora” list in the website. “Associação na Hora” is a service provided by the Portuguese State, which allows to constitute one association within one single procedure while being serviced at one sole desk. The names listed in the provided website are “fantasy names”. If the organization wishes to change this initial “fantasy name” to another name of their choice, they have to request that change later on in the “Registo Nacional de Pessoas Colectivas”- National Registration of Collective Individuals- by presenting a Certificate called “Certificado de Admissibilidade de Nome”.

Alongside, it is necessary to choose one of the statutes which are one of the below:

- a) Model of Statutes without nomination: Needs signature of two people responsible for the organization.
- b) Model of Statutes with nomination: Needs signature of nine people, three for each “department”- Board, Fiscal Council and General Assembly.
- c) Model of Statutes Centers of Arbitrage: It doesn’t apply in this specific case.

An organization can be registered without nomination, while the statutes can be changed to the statutes with nomination at a later point, if one wishes to do so.

Beforehand, NSC should consider whom to appoint as the governance body (orgãos sociais), consisting of the President and Vice-president. A fiscal board and a treasurer (tesoureiro), responsible for the monetary activity, as well as other positions will only be necessary if the model of statutes with nomination is chosen. Still, whether NSC choses to nominate all the
organs in its statutes or not, it is always accountable for running general assemblies and responsible for fiscal monitoring.

Another point to mention here is that in all of the statutes there is a nomination of a head office (Sede da empresa) which in this case is the University - Nova School of Business and Economics - and to do so it is necessary to have a permission from the university. We recommend simply requesting a written permission from Nova SBE.

**2) Constitute the Association in any “Associação na Hora” counter:** After filling in the chosen statutes and choosing a name, the representatives can thereon go to an “Associação na Hora” counter and constitute the association. The closest offices for registration from the campus of Nova SBE is:

**Posto de Registos de Lisboa**
Rua Augusto Pina, 21-RC Loja A 1500 - 065 Lisboa  
Tel: 217 709 030  
Fax: 217 709 045  
Open from 8h30 to 19h00  
E-mail: espaco.registos.lisboa.benfica@dgrn.mj.pt.

If the registration process takes place after the relocation of the university, this address will be the one in Cascais:

**Conservatória do Registo Comercial de Cascais**
Rua Jayme Thompson - Palácio da Justiça  
2750-378 Cascais  
Tel: 214 818 630  
Fax: 214 818 639  
E-mail: crcom.cascais@dgrn.mj.pt

In order to successfully complete the registration process, the future association has to be linked to a person. Therefore, we suggest that person to be either one of the founders or one of the permanent members of NSC. In particular, two documents will be necessary:
i. An identification document (I.D., Passport, Residence Authorization, Driving License or Citizen Card)

ii. Fiscal Card (Cartão de contribuinte).

For foreigners that do not belong to any body of governance, the submission of the fiscal identity number is not required. The cost for the registration process amounts to €300,00, which can be lowered to €200,00 in case of a students’ organization. The amount is paid at the moment of the registration. It can be paid both cash or by ATM.

On the spot, the persons in charge of the organization’s registration will receive the following documents:

i. A certificate proving the registration and the bylaw of the association (Certidão do acto constitutivo e dos estatutos da associação)

ii. The electronic identity card of the association and relative access code.

iii. The insurance number of the association.

iv. The receipt of payment.

v. The free-registration to the internet domain “.pt” for the first year of organization.

(3) Designate an Accountant or chose one from the accountants list available, if chosen to have organized accounting, or deliver the declaration of beginning of activity on “Associação na Hora” service or the Finances Service. A student organization has all the obligations financially as a regular company, except the fact that since it is non-profit it does not pay IVA (Value Added Tax) and it is not obliged to have a TOC (Técnico Oficial de Contas: Official Accountant) which would be an additional cost.

If the organization chooses not to have any TOC it will have to take care of the accounting on its own according to the IRC Code of Portugal, since it is still obliged to present organized accounting. This means it has to have all the invoices organized, and register the movements
every month, with the documents numbered sequentially. Annually it needs to present the IRC model 22, and if it has positive results, the annex D.5

In order to register without TOC, the organization needs to deliver the “Declaração de Início de Actividade”- Declaration of Beginning of Activity- to the Finance Services. Since this is a student organization, the organization is responsible to deliver this declaration within 90 days starting from the day it is registered at the “Associação na Hora”-counter (also declaration also possible online). An important detail here is that the beginning of activity date announced in the declaration has to be a date after the day the declaration is delivered, or else a fine may be imposed. The same day it delivers this, it should request a password for the Finances Online Portal. A registered organization is required to hold meetings of the general assembly (composed of all of the members), which has to be held minimum three times annually. A meeting for the end of mandate of legal representatives, a meeting for the presentation of the financial status (usually in March) and one for the presentation of the balance sheet (usually in November). Furthermore, if legal representatives/the governance body was to change, a general assembly has to be held to elect/appoint the new one(s). This typically firstly occurs at the constitution of the association, where a minute of the General Assembly is taken.

When the organization delivers the “Declaração de Início de Actividade”- Declaration of Beginning of Activity - to the Finance Services, it should bring the above mentioned minutes of the first General Assembly in which the issues are discussed.
4.2 Recommended NSC organizational chart

4.3 Governance Structure: Field of responsibilities

<table>
<thead>
<tr>
<th>Position</th>
<th>Area of responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/Vice President</td>
<td>• Necessary individuals to sign registration without nomination</td>
</tr>
<tr>
<td></td>
<td>• Aspirational and representative responsibilities through founding members</td>
</tr>
<tr>
<td></td>
<td>• Strategy monitoring</td>
</tr>
<tr>
<td>CEO</td>
<td>• Coordination of all areas</td>
</tr>
<tr>
<td></td>
<td>• Strategy design &amp; implementation</td>
</tr>
<tr>
<td></td>
<td>• Representative responsibilities</td>
</tr>
<tr>
<td>Financial Director</td>
<td>• Budgeting and financial reports</td>
</tr>
<tr>
<td></td>
<td>• Fundraising</td>
</tr>
<tr>
<td></td>
<td>• Financial KPI monitoring</td>
</tr>
<tr>
<td>Consulting Directors</td>
<td>• Project supervision</td>
</tr>
<tr>
<td></td>
<td>• Client and member communication</td>
</tr>
<tr>
<td></td>
<td>• Client KPI monitoring</td>
</tr>
<tr>
<td>PR &amp; Sales</td>
<td>• Partnership management</td>
</tr>
<tr>
<td></td>
<td>• Client management</td>
</tr>
<tr>
<td></td>
<td>• Marketing</td>
</tr>
<tr>
<td>HR &amp; Events Director</td>
<td>• Member recruitment</td>
</tr>
<tr>
<td></td>
<td>• Workshop management</td>
</tr>
<tr>
<td></td>
<td>• Member KPI monitoring</td>
</tr>
</tbody>
</table>