

A Work Project presented as part of the requirements for the Award of a Master's degree in  
Management from the Nova School of Business and Economics.

U.Dream goes to market: Strategic Recommendations for the Implementation of U.Purpose's  
Business Activities and Empirical Roadmap for the Future.

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U.Dream is a social enterprise targeted at developing social leadership skills. It recently launched U.Purpose (service) and *Crescer com Consciência* (product) aiming to ensure future financial sustainability. However, these were launched without conducting a market research and clear guiding strategy. The focus of this project is to assess the attractiveness of the CSR and children's book markets and U.Dream's current strategy, providing a strategic revision. As far as U.Purpose is concerned, the analysis highlighted the attractiveness of the market. In Portugal, the CSR consulting market is considerably underdeveloped and is expected to grow on the foreseeable future, which gives U.Dream the opportunity to earn a first mover advantage. Nevertheless, it was underlined that U.Purpose has significant improvements to implement before launching, namely, to develop an extensive marketing strategy and a dedicated U.Purpose team.

Keywords: Social Enterprise, Finance, Social Impact, Management, Social Consulting, Strategy Consulting

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### **Disclaimer**

This project was developed by a team of five students from Nova SBE in partnership with U.Dream in the context of a Master's thesis. The thesis was developed within the Social Leapfrog Program. This document is intended solely for the internal use of U.Dream and Social Leapfrog Program. It may not be provided to any other part without the express consent of U.Dream.

All of the information regarding U.Dream was provided by the organisation, either directly to the team or to Social Leapfrog. At the time when the project began, the organisation was going through an internal restructuring, changing its vision, mission, core purpose and re-organising in terms of business units. It was also working with other external parties in regard to improvement of internal processes, and information management and reporting. As these changes were occurring while the project was ongoing, there was a lack of documents reflecting them. The team relied on information provided by the management team through interviews. The project was developed according to the most recent information available and provided at the time.

Additionally, and also part of these changes, the organisation was already commercializing both U.Purpose and *Crescer com Consciência* when the project began. U.Purpose was not officially launched yet. Although it is doing so, the commercialization of both this service and product resemble a testing phase. Information regarding pricing, quantities sold, inventories, costs and current strategy was also provided by the management team through interviews, as documents

in this regard also lack. The management team was not able to provide documents with costs split per business unit.

In regard to financial projections, the ability to use common methods was limited by the lack of historical information related to the business units in particular. Historical information includes financial data for the organisation as a whole; holding both U.Purpose and *Crescer com Consciência* began being commercialized recently, data is not fairly reflected in the financial statements. Using it would bias the analysis, reflecting business areas whose nature is not comparable. It follows that the financial analysis is essentially short-term focused.

While every attempt has been made to ensure the accuracy and comprehensiveness of the project, neither the team nor Nova SBE can guarantee its completeness due to the limitations presented above: lack of internal, updated, documents and need to rely on the management team to obtain important information, according to its willingness and availability.

The project was developed on a best effort basis and its goal is to be of assistance to the management team.

## 1. U.Dream Context

This section aims to provide with an overview of U.Dream’s organisational and operating context, as well as of the current financial position, establishing the basis to analyse the current status of each of the initiatives, re-define the strategies followed, and understand the potential incremental impact on profitability. It will be guided by the following research questions:

<b>Section and Research Questions</b>	<b>Methodology</b>
<b>1. Key Question</b> <b>What is U.Dream’s current setting as it goes to market with U.Purpose and <i>Crescer com Consciência</i>?</b>	
<b>1.1 – U.Dream Overview</b> <b>What is U.Dream’s organisational context?</b> <ul style="list-style-type: none"> <li>• What is U.Dream? What is the key mission/values?</li> <li>• How has U.Dream evolved over time?</li> <li>• What is U.Dream’s portfolio? Who are the target beneficiaries?</li> </ul>	<i>Analysis of internal documents</i> <i>Secondary data</i> <i>On-site visit</i> <i>Interviews</i>
<b>1.2 – Organisational Analysis</b> <b>How does the organisational structure look like?</b> <ul style="list-style-type: none"> <li>• How does U.Dream structure its operations?</li> <li>• What is U.Dream’s rating on the Diagnostic Tool for Social Enterprises?</li> </ul>	<i>Data requests</i> <i>On-site visit</i> <i>Interview w/ executive directors</i> <i>Diagnostic Tool for Social Enterprises (Social Enterprise London 2010)</i>
<b>1.3 – Financial Analysis</b> <b>What does U.Dream look like from a financial perspective?</b> <ul style="list-style-type: none"> <li>• Is U.Dream profitable?</li> <li>• How does each BU contribute to revenues?</li> <li>• How does it look like from a liquidity and capital structure perspective?</li> </ul>	<i>Financial statements analysis</i> <i>Data requests</i> <i>Bottom-up analysis</i>
<b>1.4 – Project Scope</b> <b>Is there an opportunity for U.Dream in the CSR and children’s book market?</b>	

U.Dream is a non-profit youth association with public utility that provides programs targeted at developing social leadership skills. It identifies a lack of social leaders in Portugal and believes this problem stems from the absence of non-formal educational programs targeted at developing social leadership skills. It wants to be part of the solution through offering social leadership development programs for all ages, ultimately impacting the overall community.

Nonetheless, the following **complication** was identified. U.Dream recently launched a new product, *Crescer com Consciência* (a children’s book collection), and service, U.Purpose (social leadership development programs for corporates), that it believes may help ensure future financial sustainability. However, these products were launched without conducting a thorough market research and developing an adequate pricing and promotion strategy. The **focus** of this project is to address this complication, through answering the following questions: are both the children’s books and CSR markets attractive? If so, can U.Dream position itself successfully? For that, a three-step approach was followed, to be covered on the following sections (2-6):

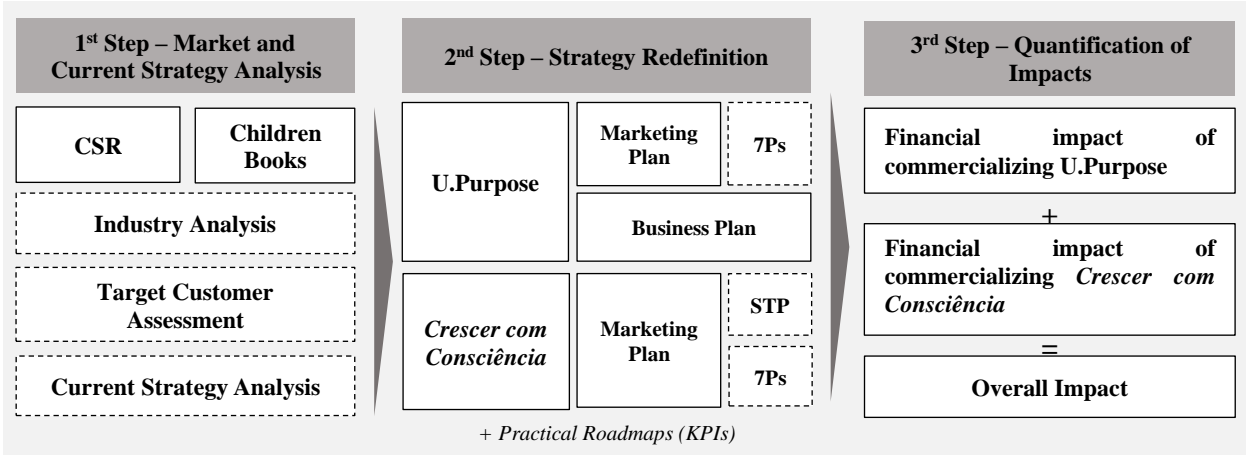


Figure 1: Project Approach

**1.1 U.Dream Overview**

*What is U.Dream? What is the key mission/values?*

U.Dream’s **mission** is to orient society towards the common good through the potential of each individual. It does so by offering social leadership programs and products targeted at

different groups: high school and higher education students; corporates; and specific groups within the community that are not included in the previous two (for example, elderly people or young people that did not attend high school or higher education). These programs follow a three-step methodology that is embedded in U.Dream's journey, where each step aims at developing specific social competencies: (A) Personal Impact, (B) Impact in Relationships and (C) Impact in the Community. Its mantra translates into "I, I with the Others, and I with the Community". The organisation defines itself as a plan to change the world, and the **core values** guiding its operations are empathy, personal and social development, and transformation. Its **vision** is to be able to ensure that every individual can use its potential to positively transform communities, through all stages of its life.

U.Dream's journey consists of 3 subsequent steps: Intervention, Discovery, and Inspiration. This is the journey through which U.Dream leads its direct beneficiaries. Intervention is done through social experiences, as these allow for a close contact with the communities and raises awareness to social problems. The objective is to raise empathy. Both discovery and inspiration are done through sessions such as workshops, training, events, talks, testimonies, or other materials, all focused on continuous development. The goal is to boost the courage to look at ourselves and at those around us/supporting us, inspiring us to lead by being the example. The end result of this journey is dreaming, that is, believing on the importance of making dreams come true (both personal and of those around us). In other words, U.Dream's three-step process encourages action towards personal and community transformation ([Appendix 1](#)).

### *How has U.Dream evolved over time?*

U.Dream was founded in 2013 by higher education students at Faculdade de Economia da Universidade do Porto. It was the first social junior enterprise to be established in the country. When it was founded, it had two core focuses: the first was to provide support to

children with illnesses and respective families, ultimately working to make a dream of the child come true (social focus); the second was to provide junior consulting services in order to finance its social operations. At that time, students from Universidade do Porto were recruited to integrate the organisation in one of its departments, such as Finance, HR, Marketing, etc., and side-line with working for the department, were integrated in the support and realization of a dream to an ill child. The organisation was fully composed by students working as volunteers. Junior consulting services ended roughly two years after and the key income streams until recent years became public funding and revenues from a membership card (members paid monthly and obtained discounts at corporate partners). Furthermore, and following its success in Porto, U.Dream quickly expanded to other cities in Portugal: Braga (2016), Aveiro (2017), Coimbra, where it no longer operates (2018), and Lisbon (2019). The business model was the same across cities and universities.

The rapid expansion was followed by a strategy revision, positioning U.Dream as an educational program targeted at developing social leadership skills in higher education students. Following 2019, students were no longer recruited to integrate the organisation. Instead, students applied to take part in an educational program comprised of theoretical modules and social projects (including the realization of a dream of an ill child). The organisation shifted from having students working as volunteers to being composed by full time employees and external consultants. Ever since, it has been working on restructuring.

Although it still offers social leadership programs for higher education students, the organisation's focus is now broader. In 2020, it began targeting different audiences, launching a children's books collection (*Crescer com Consciência*) and beginning the testing phase of social leadership programs for corporates. 2021 was marked by a business unit restructuring, that reflects the broader focus and extended product and service offerings. U.Dream also

expanded its presence in universities to Viana do Castelo and Barcelos and began offering programs to high school students.

Over the last two years, the organisation has also been working with external parties. These range from consultants, namely Skillent (improvement of impact measurement), the Kaizen Institute (improvement of internal processes) and Maze (financial sustainability), to programs, such as Academias do Conhecimento Gulbenkian (a step towards becoming a knowledge centre) and the Social Leapfrog Program (increasing impact and achieving long-term financial sustainability).

All of these changes and work with external parties reflect the organisation's current willingness to grow.

***What is U.Dream's portfolio? Who are the target beneficiaries?***

U.Dream has three sub-brands that reflect its three business units: U.Academy, U.Purpose and U.Community. Each business unit is targeted at a different audience and offers different products and/or services.

Through U.Academy, U.Dream's focus is to target higher education and high school students (direct beneficiaries). For higher education students, it offers two products: a 3-semester program consisting of 22 hours of workshops and 20 hours of volunteering per semester, plus on the participation in the realization of a dream of a child with illness and in developing or working on a project with social impact; and a 1 semester program, consisting of 22 hours of workshops, 20 hours of volunteering and on the participation in the realization of a dream of a child with illness. It currently works with universities in Porto, Braga, Aveiro, Viana do Castelo, Barcelos, and Lisbon. For high school students it offers one product: U.Click. Through its offerings it also targets indirect beneficiaries, namely IPSSs (where students volunteer), ill children (that are supported by students and see a dream come true) and potentially the overall community (as the social project can translate into social

entrepreneurship, participating in a specific social project, etc.). U.Dream's ultimate goal is to foster social leadership and encourage a positive transformation in those around us through a change at an individual level. Therefore, it aspires that every individual participating in any of its programs further creates a positive impact, ultimately impacting the community as a whole, indirectly.

U.Purpose targets the corporate market through its employees (the direct beneficiaries). Within this business unit, U.Dream offers two products: a program with 4 phases, where it begins by providing consulting in regard to social impact (phase 1), followed by offering workshops to classes of up to 10 employees (phase 2), doing initiatives with impact in the entire organisation (phase 3) and ending with the celebration of this impact (impact measurement and delivery of documents and materials reporting the impact generated) (phase 4); and a lighter version of this program, with only phases 1, 3 and 4. Throughout the programs, employees also have the opportunity to take part in volunteering activities and participate in the realization of a dream of a ill child. Furthermore, U.Dream's methodology and ultimate goal also apply. It follows that it also targets indirect beneficiaries such as IPSSs, children with illnesses, the overall community, and ultimately the corporate itself (because although not all employees participate, the company benefits from its investment in CSR).

U.Community is focused on offering products and/or services to groups of people that are not targeted through U.Academy or U.Purpose. As such, and although the direct beneficiaries depend on the specific project being held, the focus is to target the remainder of the community. Within this business unit, U.Dream currently offers two products: *Crescer com Consciência*, a children's book collection inspired in the stories of ill children that saw their dream come true with U.Dream, focused on promoting child reflection; and Summer Bootcamps, for young people who do not attend high school or higher education. The goal for future years is to increase product and service offerings. As the focus is broad, depending on

the initiative, everyone that is not in high school or higher education and is not working in a company participating in U.Purpose's programs can potentially be a direct or indirect beneficiary.

## **1.2 Organisational Analysis**

### ***How does U.Dream structure its operations?***

U.Dream's current organogram reflects its three business units ([Appendix 2](#)). It has a management team composed by an executive director (supervising the entire organisation on a daily basis), an operations director and a marketing and communications director. The management team is supervised by a general assembly (9 people), that further supervises a general meeting's council (3 people), a fiscal council (3 people) and an advisory council (3 people). The management team also heads each of the 3 business units.

Currently, all employees work full-time, except for the external financial consultant. The external financial consultant has a five-year contract with the organisation and provides services on a weekly basis. Regardless of employees working within a specific business unit, U.Dream also has employees working across units. Currently, there are 11 employees.

The organisation has a high variability in regard to number of employees, adjusting it according to ongoing project's needs within each business unit and public funding's requirements.

### ***What is U.Dream's rating on the Diagnostic Tool for Social Enterprises?***

In order to perform an internal organisational analysis, the Diagnostic Tool for Social Enterprises was used ([Appendix 3](#)). Developed by Social Enterprise London in 2010, this framework focuses on assessing the operating effectiveness and viability of social enterprises, as well as on identifying areas with potential for improvement.

The tool is composed by 10 sections that correspond to key areas within the organisation (Strategy, Governance, Customers and Users, Social/Environmental Impact, Operations,

Systems, Data and Processes, Finances, Income Generation, Marketing and Communications and HR and Organisational Development). For each section there are several statements to be rated from 1 to 5. A comments column allows for a brief description of the organisation's reality and supports the score. Statements have different weights to reflect for its importance within the section and final scores for each section are computed based on a weighted average.

This analysis highlighted U.Dream's strength in adding and measuring social value, with the Social/Environmental Value section being the best performer (4,8/5). The score reflects the usage of impact assessment tools and frameworks for all projects and incorporation of impact assessment outputs in overall communication. It also highlights a relatively good ability to generate income supported by the capacity to identify and win funding and tender opportunities and a good governance.

However, it also under covered the need to revise the organisation's operational, financial, and strategic management and the approach to customers and users (worst performer). All of these sections have scores bellow 3 (mid-point). The score in operations (2,8/5) is supported by the operational inefficiency in handling projects and activities and the lack of quality assurance procedures and risk analysis. The organisation would benefit from easing internal processes through uniformization and improving internal communication. It is followed by a low score for financial management. Currently, there is a lack of financial maturity, with no risk report being done, and a general lack of financial analysis, such as analysis of breakeven points and solvency, liquidity, and profitability analysis. The organisation is unable to provide financial information for each business unit. Furthermore, there is no one fully focused on the financial management of the organisation. There is a large room for improvement by integrating a full-time financial team that could deliver outputs and analysis to the management team. In regard to strategic management, the organisation does not have a long-term strategy and there are no procedures for developing, monitoring and reviewing the

business plan at least yearly. Moreover, the vision, mission and objectives have changed recently and are not clearly communicated yet. The organisation would benefit from developing both a short-term and long-term strategy to generate a higher internal alignment and better external communication, as well as to implement procedures for monitoring and reviewing it regularly. When developing a strategy in light of key stakeholder's needs, it would benefit from using frameworks such as a SWOT analysis to create win-win relationships. Lastly, the low score for customers & users (1,9/5) is explained by the lack of a thorough market research, customer assessment and pricing and marketing strategy for newly commercialised products and services. Additionally, the organisation did not perform an analysis to understand the economic viability of products without funds and does not measure repeat customer use for the products where it is applicable. Improvements would be seen if this analysis and research were performed.

### **1.3 Financial Analysis**

This sub-section focuses on understanding the financial reality of the organisation over the past years. The full historical financial statements that guided it can be found in [Appendix 4](#) and [Appendix 5](#).

#### ***Is U.Dream profitable?***

Between 2018 and 2021, expenses grew at a higher rate than income (13,96% versus 15% CAGR over the period), motivated by a strong increase in expenses from 2020 to 2021. As such, although both EBITDA and Net Income increased largely between 2018 and 2020, 2021 marked a sudden drop in these figures to only slightly above the values observed in 2018. Profitability improved between 2018 and 2020, reflected in a positive evolution of the EBITDA and Net Income margins. Nevertheless, in 2021, these ratios steeply dropped, accompanying the overall trend of a larger growth in expenses relative to income. The organisation is now having an increased difficulty in translating its revenues into profits (Figure 2).

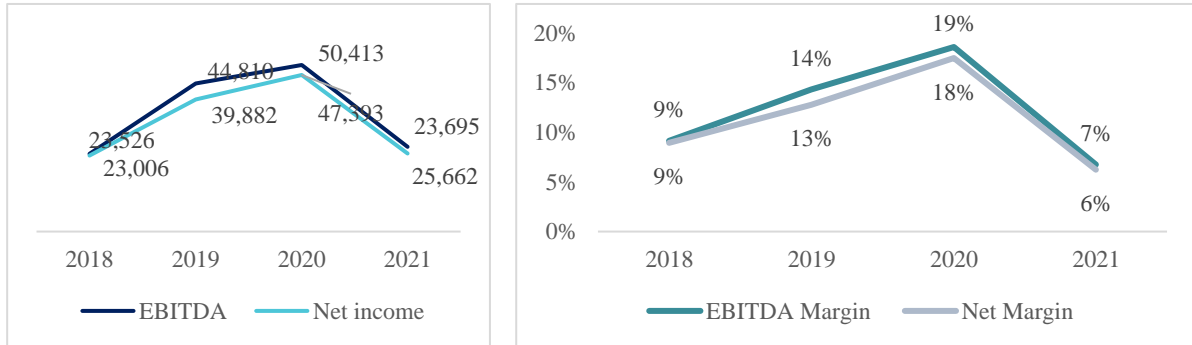
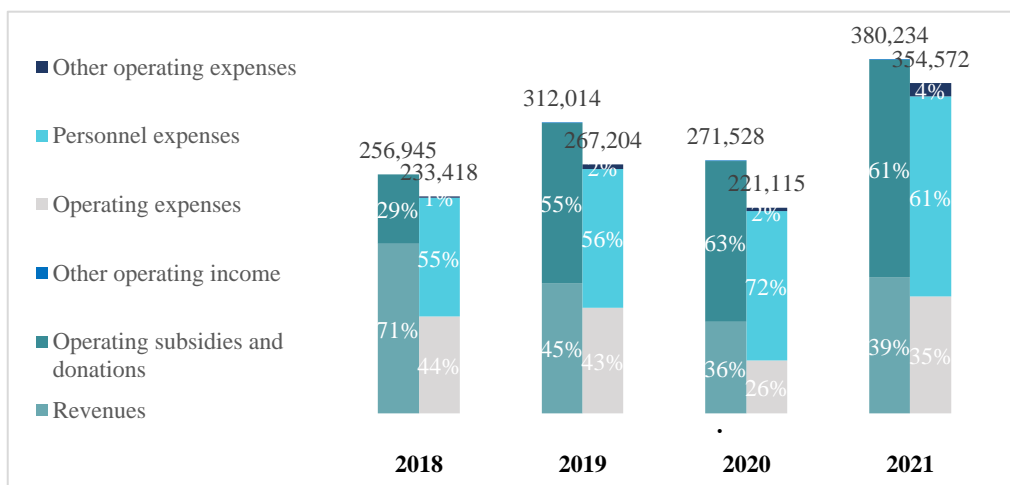


Figure 2: Profitability analysis

Furthermore, and even though total revenues increased largely, this increase was motivated by a rise in operating subsidies. Both the revenue and cost structure reveal an increased dependency on public funding, with operating subsidies currently representing 61% of income sources and operational and personnel expenses representing 90% of U.Dream’s total



revenues and 233% of U.Dream’s own revenues. Looking at the cost structure, it is important to note that personnel expenses grew steadily, reflecting the transition from having a volunteer base to having only employees. Currently, these represent 61% of operational costs (Figure 3).

Figure 3: Income and cost sources (in €)

**How does each business unit contribute to revenues?**

With U.Purpose and *Crescer com Consciência* still on a launching stage, and almost a decade of experience in working with universities, U.Academy is by far the largest contributor

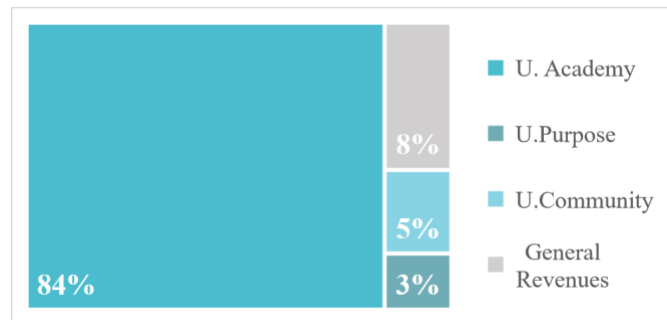


Figure 4: BU revenues breakdown in 2021

to revenues (84%), followed by U.Community (5%) and U.Purpose (3%) (2021 data) (Figure 4). Note that the difference regards general revenues.

Importantly, within U.Community, *Crescer com Consciência* is the main contributor to revenues, through programs (85%) and book sales (8%). The organisation was unable to provide a revenue breakdown for earlier years, as well as a cost breakdown. An important remark is that, looking at the information provided, U.Dream only obtained €1 409 from book sales in 2021, implying 141 books sold (assuming every book was sold at the standard price). Holding the total number of books sold of 2185 until now (Cruz e Mendes 2022), this suggests a slightly different contribution of *Crescer com Consciência* in 2019 and 2020. Nevertheless, values reflect the current status of *Crescer com Consciência* and U.Purpose, as well as an accurate overview of the big picture.

***How does the organisation look from a liquidity and capital structure perspective?***

U.Dream improved its liquidity position over the past years (2018-2021), reflected in a current ratio of 7,9 and cash ratio of 4,71 in 2021 (reference value of 1) ([Appendix 6](#)). This implies that it can meet all of its obligations without having to liquidate any of its assets (i.e. using only cash), holding that it does not have long-term obligations. Notwithstanding, and although safe from a liquidity perspective, the high cash ratio (fairly above 1) suggests that U.Dream may be missing interesting investment opportunities that could yield higher returns.

The Net Working Capital increased largely motivated by an increase in Current Assets, strengthening the strong liquidity position. Nevertheless, it is important to note that this was mostly boosted by a large increase in cash and cash equivalents due to public funds.

From a capital structure perspective, both the solvency and financial autonomy ratios improved over the period indicating a high independence towards creditors (7,19 and 0,88 respectively in 2021) ([Appendix 7](#)). The solvency ratio indicates that U.Dream could meet 7,19x all its obligations through internally generated cash. These figures are fairly above bank requirements.

Both the liquidity and capital structure analysis suggest that U.Dream is in a good position to access debt financing in future years. This can be a potentially interesting option as public funds are maturing.

#### **1.4 Project Scope**

- The scope of this project is to understand whether the children's book and CSR markets are attractive and, if so, how can U.Dream position itself successfully, i.e. establishing a strategy that allows it to succeed.
- U.Dream recently broadened its focus, redefining its vision and mission and restructuring its business units. The new organisational context reflects the willingness to expand product offerings and enter new markets. The analysis suggests that U.Dream is now better positioned, internally, to succeed in the CSR and children's book markets.
- The organisational analysis (sub-section 1.2) outlined a fit between the current organogram and business units, reinforcing the positive internal positioning.
- However, the Diagnostic Tool for Social Enterprises revealed the need to revise and redefine the approach to customers and users and the potential to increase operational efficiency and improve strategic and financial management. This is of high importance to succeed in commercializing *Crescer com Conciência* and U.Purpose.

- From a financial perspective, the analysis outlined the need to diversify and increase the importance of organic income streams, as the organisation became increasingly dependent on public funding. The success of *Crescer com Consciência* and U.Purpose may be key towards achieving long-term financial sustainability.

The next chapters will be focused on analysing the CSR and children's book markets and the current strategy of the organisation. In light of the research results and analysis performed, a strategy redefinition will be proposed, that the team believes will allow U.Dream to succeed in these markets. Finally, overall financial impacts will be quantified, and final recommendations will be provided. In light of the end-goal of the strategies – enter businesses that allow the organisation to secure long-term financial sustainability – the quantification of impacts will take a full financial perspective, disregarding other sources of impact (namely social impact).

## 2. An evaluation of U.Purpose as a business unit and analysis of the internal and external environments affecting its strategic position

The previous chapter discussed U.Dream’s current situation as an organisation, from its history to how it has evolved to its current position. Furthermore, the portfolio and mission/values that have been explored in the previous section are important for the analysis conducted in this section, where U.Purpose will be explored and what shapes the current market landscape. Also, in the following chapter market barriers, competition and what differentiation factors are used, are all explored. The analysis is guided by the following research questions:

<b>Section and Research Questions</b>	<b>Methodology</b>
<b>2. <u>Key Question</u></b> <b>What is the current market landscape for U.Purpose?</b>	
<b>2.1 – <u>Overview</u></b> <b>What is U.Purpose?</b> <ul style="list-style-type: none"> <li>• What is U.Purpose?</li> <li>• What is the current offering?</li> </ul>	<i>Interviews</i> (Cruz, Headquarter's Interview 2022) (Cruz, Information Request 2022), (Cruz, U.Dream's explanation of U.Purpose 2022) <i>Internal documents</i> (U.Dream 2022).
<b>2.2 – <u>Target Customer</u></b> <b>What are U.Purpose’s customers?</b> <ul style="list-style-type: none"> <li>• What are the customer segments?</li> <li>• Who are U.Purpose’s customers?</li> </ul>	<i>Segmentation matrix</i> (P. Kotler 1994) <i>STP model</i> (P. Kotler 1984).
<b>2.3 – <u>U.Purpose Industry</u></b> <b>In which industry does U.Purpose operate?</b> <ul style="list-style-type: none"> <li>• What is U.Purpose’s potential revenue pool?</li> <li>• Who are the competitors?</li> <li>• What are the potential barriers of entry and factors affecting UP’s entry?</li> </ul>	<i>Market sizing</i> <i>Competition analysis</i> (M.-J. Chen 1996) <i>Porters 5 forces</i> (M. E. Porter 1979) <i>PESTLE analysis</i> (Aguilar 1967).
<b>2.4 – <u>Market Strategy</u></b> <b>What is U.Purpose’s current market strategy?</b> <ul style="list-style-type: none"> <li>• How does U.Purpose fit in the marketing mix framework?</li> <li>• What differentiation factors are used?</li> </ul>	<i>Marketing Mix analysis</i> (Booms and Bitner 1981) <i>Differentiation factors</i> , (M. E. Porter 1985).

Howard Bowen is regarded as the father of modern CSR as his work and publication of his book “Social Responsibilities of the Businessman” (Bowen 1953) was the first dedicated academic research directed at bridging the gap between corporate activities and societal impacts

(Mauricio Andrés Latapí Agudelo 2019). That landmark in CSR has given authors such as Archie B, Carroll the way to develop what today is regarded as the CSR frameworks and definition of CSR through the publications “A Three-Dimensional Conceptual Model of Corporate Performance” (Carroll, A Three-Dimensional Conceptual Model of Corporate Performance 1979) and his publication of the CSR pyramid (Carroll, The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders 1991); the main idea and definition is: “Corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organisations at a given point in time” (Carroll 1979). Global developments such as the UN MDG’s in 2000, the UN development of the SDG’s and the Paris agreement in 2015, the EU directive (2014/95/eu) requiring large companies to start reporting non-financial information such as diversity. All evidence of the increase in importance of CSR in today’s business environment.

Following this mega-trend U.Purpose was born to leverage such a movement in the Portuguese geographical market. Many companies require a helping hand for the implementation of CSR and that’s where the business idea lies.

### 3. Strategic recommendations for the implementation of U.Purpose’s business activities and empirical roadmap for the future

The previous chapter analysed the current situation of U.Purpose, it gave an overview of the brand, an investigation of its customers, a deep dive into the industry and its market strategy. Furthermore, the chapter highlighted areas in which U.Purpose’s brand, strategy and tactics could be strengthened as a whole. The following chapter will review this in depth by assessing U.Purpose’s value proposition, putting forward an elaborate marketing plan as well as a strategic business plan with tangible steps for the future.

<b>Section and Questions</b>	<b>Methodology</b>
<u>3 - Key Question</u> <b>How can U.Dream successfully launch U.Purpose to market?</b>	
<u>3.1 – Value proposition</u> <b>How does U.Purpose create value?</b> <ul style="list-style-type: none"> <li>• What is U.Purpose’s value proposition canvas?</li> <li>• What constraints does U.Purpose face?</li> </ul>	<i>Value proposition canvas (Osterwalder &amp; Pigneur, 2010), theory of constraints (Goldratt, 1984)</i>
<u>3.2 – Market Plan</u> <b>How should U.Purpose be marketed?</b> <ul style="list-style-type: none"> <li>• How should the marketing mix analysis cater to this strategy?</li> <li>• What market plan &amp; strategy should U.Purpose leverage?</li> <li>• How should U.Purpose target each cluster?</li> </ul>	<i>Extended marketing mix (Booms &amp; Bitner, 1982), Push and pull marketing (Lambert &amp; Cooper, 2000), Targeting (Kotler, 1994)</i>
<u>3.3 – Business Plan</u> <b>How can U.Dream turn U.Purpose into its own profitable business unit?</b> <ul style="list-style-type: none"> <li>• What are the price ranges for U.Purpose and their pricing strategy?</li> <li>• How can U.Purpose implement these recommendations?</li> </ul>	<i>Cost-based pricing &amp; Value-based pricing (Nagel &amp; Holden, 2002), Implementation map (Nutt, 1986), Customer journey map (McKinsey, 2009)</i>

#### 4. An evaluation of *Crescer com Consciência* and analysis of the internal and external environments affecting its strategic position

Considering the difficulties identified together with the organisation, this chapter focuses on presenting U.Dream with a clear vision of the book publishing industry and its competitive landscape. This information is the basis of a series of recommendations tailored to the identified market conditions. The questions bellow aid the navigation of the relevant topics:

Section and Questions	Methodology
<p><u>4 - Key Question</u>  <b>What are the characteristics of the children’s book industry and market and how is <i>Crescer com Consciência</i> positioned in the competitive landscape?</b></p>	
<p><u>4.1 – Overview</u>  <b>How does the initiative contribute to U.Dream’s mission?</b></p> <ul style="list-style-type: none"> <li>• What is <i>Crescer com Consciência</i>?</li> <li>• How were the books developed?</li> </ul>	<p><i>Interviews (Cruz, Headquarter's Interview 2022) (Cruz, Information Request 2022), Internal documents (U.Dream 2022).</i></p>
<p><u>4.2 - Publishing Industry and the Book Market</u>  <b>What are the dynamics of the publishing industry and book market?</b></p> <p><u>4.2.1 - Publishing Industry</u></p> <ul style="list-style-type: none"> <li>• What is the publishing industry?</li> <li>• What is the industry supply chain?</li> <li>• What are the book publishing paths?</li> <li>• What are the advantages/disadvantages of each path?</li> <li>• What is the case for U.Dream?</li> </ul> <p><u>4.2.2 - Book market</u></p> <ul style="list-style-type: none"> <li>• How is the book market defined?</li> <li>• What is the market size and relevant competitors?</li> <li>• What is the point of market entry and exit?</li> <li>• What is the market price point and cost structure?</li> </ul>	<p><i>Supply Chain Management (Oliver 1982), Interviews (Cruz, Headquarter's Interview 2022) (Cruz, Information Request 2022)</i></p> <hr/> <p><i>Market Research and Analysis, Cost Analysis</i></p>
<p><u>4.3 - Target Customer</u>  <b>Who are the main customers and how is U.Dream targeting them?</b></p> <ul style="list-style-type: none"> <li>• What are the potential customers’ habits and behaviors?</li> <li>• Who are the current customers?</li> <li>• Did the company conduct a STP analysis?</li> </ul>	<p><i>Survey, Internal documents (U.Dream 2022), Segmentation matrix (P. Kotler 1994), STP model (P. Kotler 1984)</i></p>
<p><u>4.4 - Current Strategy</u>  <b>How is U.Dream currently commercializing the books?</b></p> <ul style="list-style-type: none"> <li>• What brand positioning is the company aiming to achieve?</li> <li>• What are the key takeaways?</li> </ul>	<p><i>Interviews and Internal documents (U.Dream 2022) Extended marketing mix (Booms &amp; Bitner, 1982)</i></p>

**5. Strategy redefinition for *Crescer com Consciência* through a new approach to the marketplace, and practical roadmap for the future**

Section and Research Questions	Methodology
<u>5. - Key question</u> <b>What are the strategic revisions that allow <i>Crescer com Consciência</i> to establish a successful positioning?</b>	
<u>5.1 - Recommended Route</u> <b>What is the most suitable publishing path for U.Dream?</b>	<i>Industry analysis</i>
<u>5.2 - Marketing Strategy: Segmentation, Targeting &amp; Positioning</u> <b>What is the recommended marketing strategy?</b> <ul style="list-style-type: none"> <li>• How can the potential customers be Segmented?</li> <li>• What segments should U.Dream Target and why?</li> <li>• Does the value proposition align with the potential customer's profile?</li> <li>• How to strongly communicate the brand's value? Defining the positioning</li> </ul>	<i>Value proposition canvas (Osterwalder &amp; Pigneur, 2010), Brand Laddering (Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity 2013), Segmentation matrix (P. Kotler 1994), STP model (P. Kotler 1984), Targeting (Kotler, 1994)</i>
<u>5.3 - Marketing Mix</u> <b>What are the recommendations on the 7Ps?</b>	<i>Extended marketing mix (Booms &amp; Bitner, 1982), 6M Model (Avery e Teixeira 2016). Customer journey map (McKinsey, 2009)</i>
<u>5.4 – Conclusion and next steps</u> <ul style="list-style-type: none"> <li>• What are the key takeaways?</li> </ul>	<i>Implementation map (Nutt, 1986)</i>

This section begins with an assessment of a key strategic decision: whether U.Dream should continue operating as a self-publisher or contact a publishing house. That is followed by the definition of a marketing plan for the initiative, where the Segmentation, Targeting and Positioning analysis will be performed. Subsequently, a value proposition that caters to the target customer will be outlined. This, along with the brand positioning, will serve as the baseline to elaborate an adequate marketing mix, thereby revising the current one. The methodology used comprises research and an analysis of the outcomes of the previous section through the STP, value proposition canvas, brand laddering and 7Ps' frameworks.

## 6. An analysis on the financial impacts of commercializing U.Purpose and *Crescer com Consciência* and project wrap-up

Over the previous sections, the focus was on identifying gaps in the current commercialization strategies of U.Purpose and *Crescer com Consciência*, developing actionable go to market strategies that will allow U.Dream to position itself successfully in both markets. Holding the organisation's end goal with the commercialization of this service and product – creating revenue streams that ensure long-term financial stability, while contributing to its social mission – it is of high relevance to assess the financial impacts that the proposed strategies have on baseline profits. Further, the key conclusions and implications of the overall project will be outlined. This will be done through answering the following research questions:

<b>Section and Questions</b>	<b>Methodology</b>
<u>6 - Key Question</u> <b>What is the incremental impact on profitability from pitching U.Purpose and <i>Crescer com Consciência</i> to market?</b>	
<u>6.1 – U.Purpose</u> <b>What is the financial impact of commercializing U.Purpose?</b> <ul style="list-style-type: none"> <li>• What is the cost structure embedded in the strategic recommendations?</li> <li>• What is the aggregate cost analysis?</li> <li>• What is the break-even point and implied market share?</li> <li>• How can the price point be adjusted within the proposed range?</li> <li>• What are the maximum revenues and profits that U.Purpose can capture? Based on scenarios, what is the estimated profit?</li> </ul>	<i>Bottom-up analysis</i> <i>Break-even analysis</i> <i>Scenario Analysis</i> <i>Sensitivity analysis</i> <i>Internal documents</i> <i>P&amp;L forecast</i>
<u>6.2 – <i>Crescer com Consciência</i></u> <b>What is the financial impact of commercializing <i>Crescer com Consciência</i>?</b> <ul style="list-style-type: none"> <li>• How does each marketing mix recommendation impact profitability?</li> <li>• What is the overall impact in profitability?</li> <li>• What is the break-even and implied market share?</li> </ul>	<i>Bottom-up analysis</i> <i>Scenario Analysis</i> <i>Break-even analysis</i>
<u>6.3 – Overall Impact and Key Take-Aways</u> <b>How do the defined go to market strategies impact the organisation's profitability?</b>	<i>P&amp;L analysis</i>
<u>6.4 – Project Wrap-up</u> <ul style="list-style-type: none"> <li>• Considering U.Dream as a whole, what is in and out of scope in this project? What does it reveal regarding areas of concern and opportunities?</li> <li>• What are the main conclusions and limitations to the analysis?</li> </ul>	

## 6.4. Project Wrap-Up

*Considering U.Dream as a whole, what is in and out of scope in this project? What does it reveal regarding areas of concern and opportunities?*

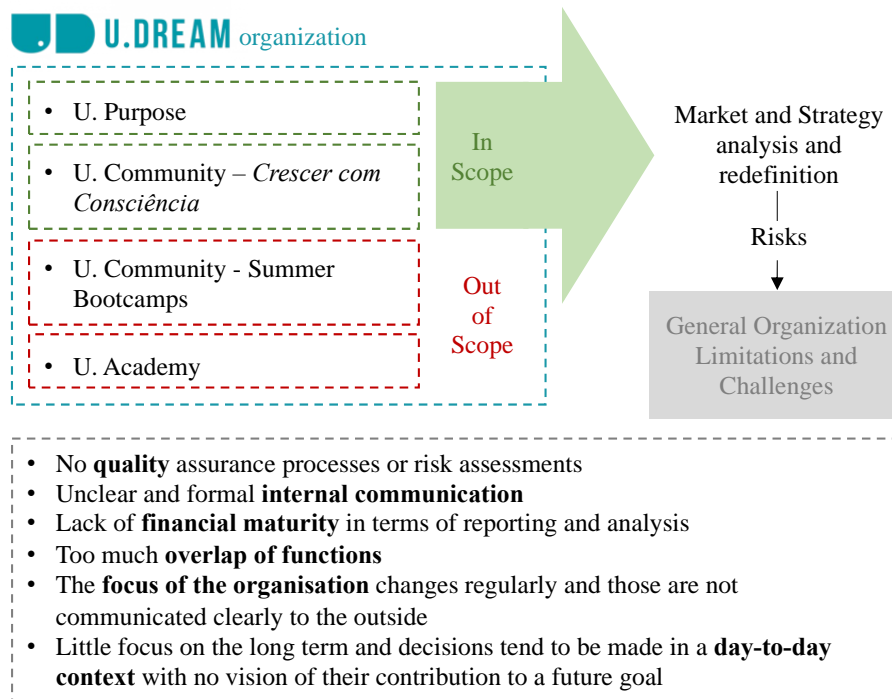


Figure 5: Summary of Thesis Scope and Limitations

- The project centered on the analysis of U.Purpose and *Crescer com Consciência* (initiative within U.Community). It excludes U.Academy, U.Dream's core business unit and key contributor to organic revenues. An analysis of U.Academy's current strategy might reveal opportunities that unlock financial and social value creation.
- While a general analysis of the organisation was performed under section 1, it was not the focus of the project. Nevertheless, it revealed aspects, on an organisational level, that may hinder the success of the go to market strategies. The key areas of concern are operations, where efficiency is low in light of a lack of standardized internal and external procedures, finance, where the lack of financial analysis hides risks and opportunities, and strategy, where the lack of clear long-term goals leads the team to lose its focus in regard to tasks prioritization and resource allocation on a daily basis.
- U.Dream must prioritize a deeper analysis on this level and revision.

## *What are the main conclusions?*

### **Is there an opportunity for U.Dream in the children's book and CSR markets?**

Yes.

Both *Crescer com Consciência* and U.Purpose are distinctive, quality offerings, that cater to attractive segment's needs. Whereas the CSR market is in an early stage, and therefore growing and with few competitors, the book market is mature, stagnated and highly competitive. As a consulting service, and therefore value-based offering, U.Purpose displays the highest potential to drive revenue and profit growth, sustaining the organisation in the future. Nevertheless, when ramped-up, *Crescer com Consciência* is expected to promise a steady revenue stream, allowing for diversification benefits.

#### **In detail**

##### ***1. What is U.Dream's current setting as it goes to market with U.Purpose and Crescer com Consciência?***

- U.Dream is a social enterprise that focuses on developing social leadership skills. It is seeking business opportunities that allow it to deliver its social mission while ensuring future financial sustainability. With that purpose, it recently launched a collection of children's books – *Crescer com Consciência* – and a CSR consulting service for corporates – U.Purpose. However, this was done without a market assessment and clear strategy.

U.Dream's recent restructuring and healthy financial position place it well to succeed with the go to market strategies. The financial analysis reveals the need to do so. The P&L indicates high dependency on public funds – 61% of revenues sources – as well as a heavy fixed costs structure – 61% of costs are personnel expenses, and 84% of organic revenues concentrated in one business unit, suggesting potential diversification benefits from entering new markets. While the management team is driven and enthusiastic, the

organisational analysis revealed a lack of structure and long-term planning, with no clear and objective targets, strategic analysis and delivery and financial reporting procedures. Revising these is key to succeed in the CSR and children's book markets.

## ***2. What is the current market landscape for U.Purpose?***

- U.Purpose is a B2B business unit of U.Dream that offers Corporate Social Responsibility (CSR) consulting services to corporates. It has three packages of services that address different consumer needs in terms of price and time of the projects. When analysing the current market situation of U.Purpose it was found that the business unit has few direct competitors (Grace, Stravillia, Sair Da Casca and Impact team) a sizeable revenue pool (€139 million), a high threat of new entrants yet a moderate substitute product threat. Therefore, market conditions are extremely favourable to U.Purpose. Furthermore, the way U.Purpose differentiates itself is also extremely favourable due to the unique structure of the service provided (client volunteering, dreams realization, sense of community, lasting impact, wellbeing of client employees, mantra, and variety of packages). When looking at the "as-is" of the business unit however some questions were raised. Since it is still in a "pilot" phase, there is no systemized approach to dealing with customers or promotion activities. Furthermore, considerable issues surfaced in the gap analysis with regard to: logistics, location, prioritization, competitor price points, competitors processes, marketing strategy and customer acquisition. This chapter demonstrated the current limitations the business unit has in terms of operational/commercial issues and demonstrates the need for further research to be done on the above before U.Dream can successfully launch itself to market.

## ***3. How can U.Dream successfully launch U.Purpose to market?***

- U.Purpose's key value proposition gives the brand a competitive edge in the market however within its current state of affairs, the business unit faces significant constraints

that could hinder potential growth. Given that the brand is still in a pilot stage and has not yet officially launched to market, marketing is of utmost importance. The brand needs to leverage on both traditional and digital marketing practices to drive customer awareness and cater the message according to the cluster targeted. Furthermore, U.Purpose's pricing strategy must reflect current market demands. Lastly, the sub-brand needs to focus on the fundamental elements such as marketing, human resources, finance, and strategy to become the successful business unit U.Dream wants it to be.

***4. What are the characteristics of the children's book industry and market and how is Crescer com Consciência positioned in the competitive landscape?***

- The market and the book industry analysis indicates that the business model that U.Dream has chosen is the extreme opposite of what is the predominant choice. Thus, while U.Dream is responsible for all steps, from book development, to production and marketing, most of its competitors rely on publishers who work with the best professionals in each step. Furthermore, the Portuguese book market is considered mature and stable, with no significant variability in prices. These two facts stress the relevance of developing a strategy oriented towards competing with these professionals, leaving behind an ad-hoc methodology. This is reinforced by the fact that the way to grow will be to capture competitors' market share and/or (in a future phase) expand to other geographies. The organisation has already achieved differentiating and unique conditions in terms of production costs; however, it still needs to professionalize a strategy for the final part of the supply chain.

***5. What are the strategic revisions that allow Crescer com Consciência to establish a successful positioning?***

- Since B2B customers are not part of the traditional definition of the book market, an STP analysis was conducted to get a clearer picture of the type of customer to target.

The result was three different segments with similar characteristics: civic/social awareness, empathy, and alert. This reinforces U.Dream's responsibility to live up to its promises in terms of social action but, at the same time, represent a group of potentially loyal and activist consumers (earned media). The fact that U.Dream has not fully understood its market and has not developed a concrete strategy, explains the need to develop one that addresses the organisation's key challenge: communication. Therefore, most of the recommended 7Ps are oriented to support an integrated and cohesive promotion strategy such that potential customers understand the value proposition of the offer.

***6. What is the incremental impact on profitability from pitching U.Purpose and Crescer com Consciência to market?***

- U.Purpose and *Crescer com Consciência* are estimated to add at least €46 789 and at most €108 809 in profits until the end of FY2023, that add to €23 695 in Net Income in 2021. The values are promising, backed by U.Purpose's financial projection until 2026 and expectation that in 2024 U.Dream will already have been able to sell *Crescer com Consciência* in key retailers. However, it reveals some risks: U.Purpose's success is conditional to hiring and retaining talent, and of *Crescer com Consciência* to secure partnerships that allow it to compete with big publishers.

***What are the main limitations to the analysis?***

Some limitations are expressed in the disclaimer, namely lack of financial information per business unit and internal documents on the initiatives/overall organisation, and lack of availability to respond to data requests. Additionally, the CSR survey conducted presents a time-accuracy trade-off, where a larger sample could allow for more accurate conclusions. Further research can still be done to increase the accuracy in financial projections, namely integrating historical financial information and the impact of financing decisions.

### 3.1 Value Proposition

#### *What is U.Purpose's Value Proposition Canvas?*

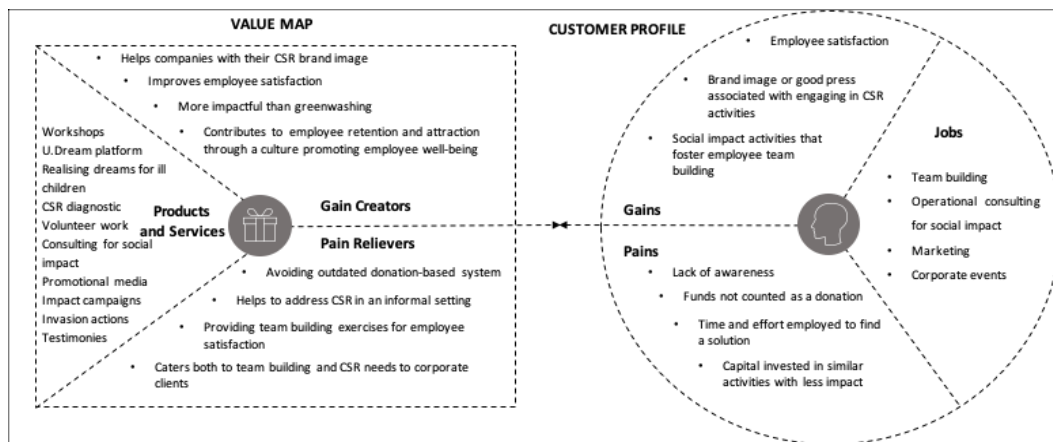


Figure 6: U.Purpose's Value Proposition Canvas based on Osterwalder & Pigneur (2010)

According to the value proposition canvas (Osterwalder and Pigneur 2010) that can be seen above, U.Purpose has key gain creators, pain relievers and services that cater to the customer profile (gains, pains, and customer jobs). Starting with the customer profile, the customer jobs are emotional, functional, and social tasks clients want to perform, needs and problems they are trying to solve (Osterwalder and Pigneur 2010). For U.Purpose clients, these include team building, CSR consulting, marketing, and corporate events. The pains are negative emotions, experiences and risks associated with the task (Osterwalder and Pigneur 2010). These include a lack of awareness, funds not counted as a donation, time and effort employed, and capital invested. The gains, (benefits) the client needs and expects (Osterwalder and Pigneur 2010) include employee satisfaction, the brand image or good press associated with engaging with U.Purpose and CSR activities. Now moving to the value map section comprised of gain creators, pain relievers and products, and services (Osterwalder and Pigneur 2010). The gain creators, or how U.Purpose's offers add value to the customer (Osterwalder and Pigneur 2010) include the fact that it helps companies with their CSR impact, can improve employee satisfaction, is more impactful than "greenwashing" and can contribute to an attractive brand image.

The pain relievers, how U.Purpose alleviates customer pains (Osterwalder and Pigneur 2010) include avoiding the outdated donation-based system, providing team building exercises for employee satisfaction, helping to address CSR in an informal setting. Plus, a win-win scenario; in which U.Purpose caters both to team building and CSR needs of corporate clients. The products and services that underpin the creation of value for the client (Osterwalder and Pigneur 2010) include: realising dreams for ill children, workshops, U.Dream platform, CSR diagnostic, volunteer work, operational consulting for social impact, promotional media, impact campaigns, formation sessions, invasion actions, presentations, testimonies, and educational classes. This value proposition canvas (Osterwalder Pigneur 2010) enables the following assertion with regard to analysing U.Purpose's value proposition: U.Purpose adds value by teaching employees the benefits of social impact, bringing them together as a team over a greater good, engaging their sense of community to feel that they have contributed towards a positive change of social challenges. Employees develop social leadership skills through the hands-on approach of helping others in their community; by doing so they not only help those immediately around them but also the greater community and themselves. Companies benefit from this, but also from the operational consultancy for social reasonability, contributing to their CSR needs and goals.

***What constraints does U.Purpose have?***

The widely used theory of constraints (TOC) was created by Eliyahu M. Goldratt through his publication of "The Goal: A Process of Ongoing Improvement" (Goldratt 1984). The below analysis follows Goldratt's theory (Goldratt 1984).

Commercial constraints are factors that limit a business' ability to sell a product or service. These imposing factors can be either internal or external, however they are mostly internal because business strategy stems from within the company and therefore any strategy that is formulated would have already taken into consideration the external constraints such as

Laws, Regulations, customer preferences and many more. Internal constraints stem from within an organisation and can be of various natures such as: organisation structure, Capital resources, Time management, and others. Therefore, it is crucial that such problems be mended for the success of a product. Commercial constraints can appear suddenly and can also affect existing products or strategies, an example of a sudden external factor would be a new law suddenly introduced that causes issues with the commercialization of an existing product. In addition, an example of a sudden internal restraint could be the retirement of a crucial manager with extensive knowledge and contacts, which hinders a company's performance. U.Purpose's constraints will be explored in terms of prioritization, starting with those that should be dealt with sooner or hold high importance. The constraints identified for U.Purpose include lack of marketing, location, language, manpower, allocation of capital resources and time.

Firstly, **lack of marketing**, at present this is the most urgent of constraints as it represents a significant loss in potential revenues, as the market is unaware of this service, the longer the lack of marketing continues the more customers U.Purpose loses out on. Marketing will require an investment which U.Dream might be reluctant to make but it is truly essential for businesses with a product to offer whether B2B or B2C. Marketing comes in different formats and requires a reasonable strategy. U.Purpose ought to partake in online and traditional marketing practices.

In terms of **location**, this represents a significant restraint because the largest portion of potential customers (white knights) are in the Lisbon, region where service industries prevail. Lisbon, being the business hub of Portugal, coupled with the larger number of potential customers. It is logical for any company that provides some sort of in-person services such as the ones of U.Purpose to maintain a closer proximity. To increase customer density in their area of operation, increase view of market, increase customer awareness, and to lower proximity to marketing opportunities such as seminars or conferences.

By restricting their main **language** to Portuguese, U.Purpose disregards a portion of their customers such as global companies with Portuguese headquarters who have a predominantly international workforce. These large international companies have the financial means to spend on philanthropic activities, employee engagement activities, and explore options such as U.Purpose. Internal language could be maintained in Portuguese, but it is of great interest to provide English as an option to accommodate international customers. Due to recurring processes to conduct the service it is possible to have English material available and only create minor changes depending on the client,

Another restraint faced by U.Purpose is **manpower**, the current organisation of staff is fragmented across different business units and projects, as such there is no dedicated team to the U.Purpose division. At present, it falls upon the founders to conduct U.Purpose projects with the aid of one or two employees. Since the founders have occupied schedules, due to the nature of their roles as well as the fact that employees working on U.Purpose are also working on other projects. This fragmented workforce creates a lack of focus for the U.Purpose division. Currently U.Dream utilizes a form of structure that can be viewed as cross-functional (Baker.G 1995) where members of different departments make up a team to accomplish a goal, whilst members are still working both for their respective departments and at the same time within this team (Baker.G 1995). According to a study by Behnam Tabrizi from the University of Harvard (Tabrizi 2015), 75% of cross-functional teams are dysfunctional, furthermore, over longer periods of time more projects become dysfunctional as well as less successful projects occur (Tabrizi 2015).

Other formats to be explored such as: Case based teams (Moga 2017) where a team of specially picked members of required skills are assigned to a single customer with needs that match the individual's skills in said team, after completion the team is disassembled, and members are assigned to other cases based on skills needed (Moga 2017). In addition,

Functional or Department based structure (Alstynne 1997) in which employees work in a fixed position at a certain department that deals with a specific practice. Customer needs are forwarded to the needed department for handling. This structure requires a stable head figure for each department to assign tasks for each employee based only on the practices of their respective department (Alstynne 1997).

In terms of **allocation of capital**, according to U.Dream documents, in 2021 only 2% of total U.Dream revenues were derived from the U.Purpose division. This lack of monetary output from the division causes detriments to the effort associated with implementing the division. Investment is the first step for every business to achieve returns. The importance of U.Purpose should be measured on the bases of KPI's (Key Performance Indicators) such as ROI (Return on Investment) and ROI of marketing so that budgets are spent accordingly. If it proves to be a success, then more importance must be placed on it as a key revenue source.

Furthermore, as the organisation has scarce resources, due to the limited amount of donations contributed in the last two years of the pandemic, as well as U.Dream's reliance on external funding and U.Academy. The allocation of capital resources for U.Purpose is significantly low. A knock-on effect of the manpower issue is the restraint of **time**, as lack of manpower contributes to a deficiency of time allocated to the division. Most employees are preoccupied within their existing roles and assigned departments. U.Purpose work can be viewed as "extra" where responsibility is mitigated, losing track of objectives, time, goals, and purpose.

### **3.2 Marketing Plan**

#### *How should the marketing mix analysis cater to this strategy?*

Having elaborated on the three identified clusters (white knights, average joe's, and big hearts) in the previous chapter, the marketing mix analysis (Booms Bitner 1982) will focus on each of these clusters individually in order to present a clear understanding of how to market

U.Purpose to each of them. Having discussed the marketing mix in the previous chapter, only the elements; or “P’s”; that are to be modified will be examined. For instance, the “*process*” in which U.Purpose’s Packages are organised follows a structured approach fit for current market demands, as does the “*product*”. This Marketing mix follows Booms and Bitner’s (Booms Bitner 1982) extended services mix.

White Knights: In terms of the current *pricing* strategy (cost-based) this cluster has a high enough willingness to pay and interest in CSR to be fond of the 36k “Big Package”. However, the pricing strategy that U.Purpose should adopt (value-based) will be discussed further in the next section of this chapter. Regarding *product*, the package most satisfactory for this cluster is the long term, large 36k programme with its 4-step process: impact consulting, U.Dream classes, widespread community impact and celebrating the impact.

The *place* in which U.Purpose operates includes both the website and the direct contact from companies interested in the service that would include emails, meetings, and presentations. With the implementation of U.Dream’s new website, following the recommendations of this paper, U.Purpose customers would ideally have a platform to interact with the business unit, learn more about the services provided and enquire about pricing.

Furthermore, the *place* includes client’s headquarters for educational workshops, talks and seminars, as well as IPSS’s for impact actions and the U.Dream platform.

For *promotion*, U.Purpose should leverage both corporate events and social media presence on professional platforms such as LinkedIn. To promote adequately to the white knights, U.Purpose must be present at corporate events such as webinars and summits to promote their services by having a stand or exhibition thus raising visibility of the brand within corporate circles. The process is elaborated on further in the next section (3.2.2). Furthermore, according to the marketing strategy (3.2.2) U.Purpose should leverage the B2B marketing available on platforms such as LinkedIn to promote their service, this includes not only media

posts but also sponsored content, text ads and message ads (LinkedIn 2018). By doing so, U.Purpose could have access to 575 million users, 61 million senior level executives and 46 million decision makers (LinkedIn 2018). The four-step *process* by which the U.Purpose “Big Package” program is delivered provides enough CSR activities to satisfy this cluster, by aiding companies to develop a CSR strategy as well as provide social impact consulting services and numerous CSR activities to engage employees.

In terms of *physical evidence*, at first, the area in which the service is assembled is through the customer relationship established across interactions from online sources such as the website, social media, and emails exchanged between U.Dream and the customer. Then, once the customer shows interest in the service, personal presentations are provided with the breakdown of processes and costs. This is a one-to-one interaction between U.Dream and the client. Once the client is onboard, the environment includes places of volunteering such as IPSS’s in which impact actions are completed, corporate spaces in which workshops and educational talks are delivered, event spaces in which inspirational talks are held.

All *participants* in the U.Purpose delivery influence the buyer’s decision (Booms Bitner 1981) as such it is imperative that U.Purpose has a dedicated team catering to the needs of these corporate clients. Aside from the founders, U.Purpose needs dedicated employees for their corporate clients to help them along the way and to direct focus to the business unit only.

Average Joe’s: Within this category, with a high willingness to pay similar to that of the white knights, and the interest in CSR demonstrated by their engagement in such activities implied that the 36k “Big Package” is most adequate for *price*. Regarding *product*, the big package is most suitable for clusters with high willingness to pay such as white knights and here with average joes. The first *place* of visibility for U.Purpose will be online through their social platforms such as LinkedIn (LinkedIn 2018) or through word of mouth, as is done now. Website – the website will also provide a *place* of visibility for U.Purpose in which customers

can interact with the product, grasp a better understanding of the service and if interested purchase the service through the website. Further elaboration on the customer journey will be evaluated in the next section of this chapter.

In terms of *promotion* there needs to be a clear strategy involving corporate events as well as social media presence. Corporate events – the white knights and average joe’s will be able to interact with U.Purpose at corporate events across the country, in which U.Dream will be present to increase brand visibility of U.Purpose. This includes summits, webinars, and trade shows, particularly in the areas of CSR and sustainability. Social media – furthermore by using professional platforms such as LinkedIn to increase reach and brand visibility, U.Purpose will be able to attract potential clients through multiple channels.

Regarding “*process*”, the same four step phase approach as used for the white knights applies. The *physical evidence* is also identical to that of the white knight’s cluster, same as “*people*”.

Big Hearts: In terms of *price*, for this category, spending power is lower, meaning that the €36k package is not suitable, as such the €8,850 package fits within their price range. The *product* that would be best attributable to this category is the medium package, it is comprised of three phases (impact consulting, impact of overall organisation, impact celebration). The *place* in which the service takes place is identical for all packages, comprises of IPSS’s, event spaces and the client’s offices too.

The most adequate form of *promotion* for this cluster, seen as “cheaper” would be via professional social media platforms such as LinkedIn, to gain reach, awareness, and visibility.

The three-step process in which the medium package is delivered, caters to the CSR needs of smaller companies with a similar initial assessment and CSR strategy followed by an integration to the U.Dream platform, impact actions, as well as two dreams for ill children and finalised with the annual impact report.

For *physical evidence*, akin to the white knights and average joe's, the environment in which U.Purpose is assembled consists of many different surroundings according to the type of impact actions the company engages in, most likely within IPSS spaces, also within the clients own corporate headquarters inspirational talks, workshops and educational seminars provided by U.Purpose can take place.

Regarding *people*, U.Purpose's team influences the buyer's decision therefore they must be fully committed to the projects rather than divided amongst other U.Dream projects. Therefore, giving the customers the best experience and exceeding expectations, allowing to constantly improve brand image and visibility.

#### ***What marketing plan and strategy should U.Purpose leverage?***

Having established that marketing is essential for the success of U.Purpose, this section will outline the marketing strategies and tactics to be used to attract customers and convey the U.Purpose message to the market. Once achieved, the marketing strategy can increase not only the number of customers but also the brand recognition, trust, and credibility of U.Purpose. For great marketing to be effective the Microenvironment (Keller 2001) must also be great. PUSH and PULL marketing are common principles known in marketing and owe their roots to supply chain management and logistics as depicted in "Issues in Supply chain management" (Lambert and Cooper 2000). To begin with, it is necessary to combine between PUSH and PULL principles of marketing (Avery and Teixeira 2016). Since U.Purpose is a new service that has little prior reputation it is recommended that more PUSH principles are adopted. Push marketing involves a more aggressive strategy in which U.Dream would have to actively pursue audiences to display their services to. As the name suggests, Pushing is a principle where the marketer would have to generate demand by pushing their product or service because either the market does not know of the offering's existence, or the market does not know that they need it (Grundström 2015). Push initiatives require more investment (Grundström 2015) and effort

than Pull initiatives (Lambert and Cooper 2000). Examples of Push marketing that can be used by U.Purpose include traditional marketing such as exhibition marketing or in-house events.

The marketing tactics recommended in the following section were the result of studying statistical data and analysis conducted by SAGEFROG Marketing Group on B2B marketing (SAGEFROG MARKETING GROUP 2021). The top marketing lead sources are referrals (65%) and then Email marketing (38%) (SAGEFROG MARKETING GROUP 2021). Referrals come through by networking and eventually good word of mouth. On the social media side, LinkedIn takes the lead with the most used channel at 86% of surveyed companies (SAGEFROG MARKETING GROUP 2021).

The official tactics to be used by U.Purpose because of this analysis are:

Within traditional marketing, it is essential that U.Dream launches U.Purpose to the public through an event. This is a onetime opportunity to create awareness. This event will be an essential step in creating a interest within the circles of managers that U.Purpose targets. With that in mind it is vital to deliver a clear message of what U.Purpose services entail along with the benefits and to communicate the need for such services. The launch should be on an invitational basis, targeting HR managers, CSR managers, and personalities of influence in target companies. Invites are to be sent as an official invitation to the required department of the company it is sent to. It is necessary to include current and prior customers of U.Purpose and ideally to find a symbolic sponsor of the event such as Natixis or other clients that are willing to help the social message. This event is an ideal opportunity to have a fund raiser for U.Dream to make a dream come true. Guest speakers alongside the promotional speakers are essential to deliver the message of U.Dream and U.Purpose. The theme of this promotional event must be targeting emotional reactions due to U.Purpose's value proposition, philosophy and positing of helping others by being an integral part of society.

Secondly, the other traditional marketing that is recommended is exhibition marketing.

To be visible to customers with the required characteristics (Interest in CSR) U.Purpose must be present at events that revolve around social responsibility (e.g. Webinars, Expos, Conferences, etc). Practical examples include: GreenFest Portugal, Grace Open day and International Conference on Social Economics and Ecological Sustainability. However, to benefit from such events U.Purpose representatives must be proactive by setting booths and connecting with many potential customer leads.

On the other hand, U.Purpose's Pull marketing tactics should include Email marketing, LinkedIn marketing (social media), Search engine optimization, and sponsoring of events later in U.Purpose's life cycle. Digital marketing tactics should be centred around inbox messaging such as Email marketing and social marketing through LinkedIn inboxes. These messages are to be composed in a manner that invites people to learn more about U.Purpose. These can be invitations to a webinar or web calls hosted by U.Purpose, invitations to check out media content of Dreams made true through U.Purpose or simply an invitation to visit the website. Another important selling factor to be delivered are the IRS tax benefits of donating.

Using informal content on social media can be an inexpensive way to expose U.Purpose to the customers. Since U.Dream already has an archive of existing videos, pictures and various dreams that have been documented, it is ideal to keep engagement high on platforms such as LinkedIn or Facebook.

Furthermore, as the services get more notoriety it is ideal that some investment is made on Search Engine Optimisation (SEO) to allow customers to find U.Purpose easily. However, this is only to be made when the brand has been established and a reputation has been made or else SEO will not be as effective.

### ***How should U.Purpose target each cluster?***

In section 2.2 of the previous chapter, U.Purpose's target customers were identified as belonging to the two categories of the segmentation matrix (P. Kotler 1994): White Knights

and Average Joe's. It was found that 36.6% of top performing companies in terms of revenue size fall into the White Knight category, furthermore, 20% of these companies fall into the Average Joe category. Implying that 56.6% of the top performing companies in Portugal have an interest in CSR. Defining 10,319 companies that U.Purpose can target. However, to narrow this scope and deliver tangible results for U.Dream, further targeting (P. Kotler 1994) was conducted.

Given that the higher the revenues of the company the higher the willingness to pay and the higher the probability that these companies will have CSR departments, companies with less than €35 million in revenue were discarded to obtain companies only with revenues superior to €35 million. This decision enabled to narrow the scope of companies U.Purpose can target down to 952 companies. Of those 952 companies, a list of 50 of them with contact details can be found in the [Appendix 10](#).

### ***How does the marketing strategy translate into the Customer Journey?***

The AIDA framework (Strong 1925), developed by E. St. Elmo Lewis in 1898, also known as sales funnel, is the forerunner of modern-day customer journey or lifecycle analysis. It portrays different steps the customer goes through before making their purchase decision. This includes Attention, Interest, Desire, and Action (Strong 1925). Modern day contributors to customer journey analysis consider an extra step crucial to customer retention: loyalty (Court, et al. 2009).

The previous chapters recommendations fit within different steps of the customer journey analysis (Court, et al. 2009). This U.Purpose specific analysis provides Key Performance Indicators (KPIs), goals and calculation methods for each step of the customer journey.

Awareness actions include Emailing list, LinkedIn, and Events. The Awareness step concerns propagating U.Purpose as a whole, to create a ripple effect in the market. Word of

Mouth (WOM) is established from former U.Dream partners and U.Purpose clients from the pilot stage. The KPI's are number of people reached. The goal is to reach as many as possible. The calculation method comprises numbers of emails sent, impressions on LinkedIn, number of potential clients registered at events.

Familiarity actions include website, and events. Here, customers are actively seeking to be informed because they are seriously looking for CSR options but could still be unaware of their exact needs or offerings in the market (Court, et al. 2009). The objective is to showcase the type of CSR solutions that U.Purpose provides. Communicating what the packages include, their length, nature of the dreams, how they will be achieved, and the tax benefits. Many stop considering U.Purpose at this stage (Court, et al. 2009) which is normal as they learned that the offerings do not match their needs, this is not entirely negative as in the future they might become clients or redirect partners that are looking for such services. The KPI is number of website visitors with a goal to increase website visitors. The calculation method comprises cookies and digital metrics available on site.

Consideration actions include personal meetings, calls, video conferences and customized presentations. This step encompasses serious enquiries (Court, et al. 2009). Ideally the purpose of this step is to convince customers to consider U.Purpose as a serious option amongst the competition, to underline where U.Purpose is superior. Therefore, differentiation and competitive advantage forces should be at play. The KPI is the sale of packages to clients. The goals are to sell as much as possible and convert as many serious inquires to sales. The calculation method comprises of both revenue and conversion ratio.

Purchase actions include service and customer support. Keeping clients satisfied is crucial to generate word of mouth, also to have repeat customers. The KPI's are success of service, product reviews, customer satisfaction. The goal is to maximize satisfaction and success of service. The calculation method comprises direct customer reviews

Loyalty actions include post-sale service, social media, and marketing partnerships. Keeping close ties with customers prompts more projects in the future (Court, et al. 2009). Satisfied customers would also become advocates for U.Purpose by WOM. Clients might also market the initiatives on their social media, hence benefiting from further exposure. U.Purpose can also share results and dreams completed with some clients on LinkedIn and use it as a form of Proof of Product. The KPI is number of returning clients, the goals are to keep selling to clients and to leverage marketing opportunities. The calculation method comprises sales and content on LinkedIn.

### **3.3 Business Plan**

#### ***What are the price ranges for U.Purpose and their Pricing strategy?***

U.Purpose follows a price-to-cost strategy in which the price of the package is defined by the hours of work it takes a U.Dream employee to complete each task within the phase as well as the outsourcing costs and materials/goods costs. This price-to-cost strategy sets the price of the big package at 36,025€, the price of the medium package at 8,850€ and the price of the small package at 5,290€. To create a profitable business unit for U.Dream, the current pricing strategy will be re-visited and evaluated according to a value-based pricing strategy.

Cost-based pricing determines prices with data from cost accounting, required hours, materials, outsourcing costs, and adjusting the price to cover these costs, with a margin added for profitability (Nagel and Holden 2002) . U.Dream has used cost-based pricing for U.Purpose for multiple reasons, foremost due to the lack of information regarding competitors prices, secondly due to the novelty of the social impact consulting industry and the lack of data readily available, and lastly, due to the ease of setting the price according to cost.

However, cost-based pricing presents multiple inconsistencies, firstly it does not account for competition, therefore ignores any form of competitive advantage or even situation within the market. Secondly it doesn't consider the main user: customers, therefore ignoring

their perception of value and willingness to pay leading to a negative impact on revenues (Nagel and Holden 2002). As a new, “trendy” and scarce industry, U.Purpose has the opportunity to use these factors to its advantage when it comes to pricing, hanging on to the novelty, hype and scarcity of such a service can improve the customers perception of value and allow for a higher price range (Nagel and Holden 2002).

When conducting research for the purpose of this dissertation, a survey gathering data from professional individuals working in the field of CSR was conducted ([Appendix 11](#)). Through this survey, information concerning price perception was gathered, specifically on the willingness to pay for operational consultancy for social responsibility. According to the survey, 57.1% of participants would contribute between €10,000 and €20,000 annually and 28.6% of participants would allocate €50,000 and more annually to operational consultancy for social responsibility.

According to value-based pricing (Nagel and Holden 2002), this strategy takes cost-plus pricing; in which the cost plus a margin determines the price; and adds the perceived value from the customer. Through our conducted research most participants (57.1%) valued operational consultancy for social responsibility between €10,000 and €20,000 annually which is slightly below the current big package price point per year yet fits the current price of the medium package. However almost a third (28.6%) of participants valued this service higher than the current U.Purpose price points by allocating €50,000 and more annually.

According to (Nagel and Holden 2002), the most effective method of value-based pricing is through assessing both the “price of the customer’s best alternative (reference value) plus the value of whatever differentiates the offering from the alternative (differentiation value)”. Thus, to properly assess the value-based price for U.Purpose, both the customer perception found through the survey as well as the competitors benchmark (or the customer’s best alternative) will be used.

Based on the current price points and the survey conducted, can be deducted two clear ranges of price one from €36,000 to €50,000 and the second price range from €8,000 to €20,000.

***How can U.Purpose implement these recommendations?***

Ansoff (1984) defined implementation as a course of action used in a planned change process that dictates the steps to be taken to persuade stakeholders of such change. However, effective implementation can be troublesome, according to Paul Nutt 50% of organisational decisions fail (Nutt 1994). As such, it is of the utmost importance that companies have a process to ensure success. To address this issue, academics in the field of strategy have produced their own solutions: the Balanced Scorecard (Norton and Kaplan 1996), Force Field analysis (Lewin 1951) and the Tactics of Implementation (Nutt 1986). For the sake of providing tactical solutions to this case, it was decided that this implementation roadmap would be inspired by the many greats of strategic management mentioned above however it will be unique to the brand in question: U.Purpose.

Prioritization	Strategic objective	Dimension	Problem	Recommendation	Actions for the implementation of the recommendation	Key Performance Indicator	Start date planned	End date planned
4	Strategy	Strategy	Location	Widen the scope to all of Portugal	Have an expansion strategy in multiple steps. Step 1: Lisbon, in a digital manner at first, Step 2: enough capital is raised to open a second office in Lisbon, Step 3: Offer UP out of the two commercial hubs of Portugal: Lisbon and Porto	Number of clients signed	Jan-27	Dec-27
2		Strategy	Language	Have the capacity to take on English speaking clients	Have the option of providing services to English clients on their communication platforms by translating website, social platforms and other communications. Furthermore, offer the UP service in English to expand customer reach.	Number of international clients reached and/or signed	Oct-22	Jan-23

Figure 7: Implementation Roadmap

This roadmap was split into four strategic objectives: Human resources, Finance, Marketing and Strategy. Each section represents areas of improvement based on our previous analysis and should be used to meet the desired outcome expressed in this chapter. The implementation roadmap has nine columns/aspects: prioritization, strategic objective, dimension, problem, recommendation, actions for the implementation of the recommendation, key performance indicator (KPI), start date and end date. The prioritization column/aspect offers U.Dream the ability to understand the most crucial elements in terms of timeliness to implement. The strategic objectives give the background information of the section targeted. The dimension highlights the area of improvement. The problem column/aspect demonstrates

the issue at hand. The recommendation column/aspect gives the reader a summary of the recommendation suggested. Whereas the actions for the implementation of the recommendation gives a detailed explanation to the recommendation. The key performance indicator section provides the reader with a measurable way to comprehend the impact of such recommendations. The start date and end date give tangible timelines of implementation.

Human resources: **Prioritization level 2:** When considering the human resources aspect of U.Purpose, it became evident that U.Dream was lacking the benefit of having a team dedicated to the U.Purpose brand. As U.Purpose thrives to become a considerable scope of the U.Dream group, to have this level of growth, manpower is needed. It was decided that the most efficient way to increase the team size whilst keeping costs low was to hire one account manager/project manager and two junior consultants. The account manager/project manager would oversee the U.Purpose clients and manage the contacts with different companies as well as keep an overview of the packages occurring. The junior consultants will continuously focus on delivering phase 1 and 4 of the packages (assessment of company needs, reports) and deliver phases 2 and 3 of the packages, the most laborious tasks within the packages. The key performance indicator (KPI) behind this measure would be the number of U.Purpose projects completed, a net benefit of having more people onboard is the capacity to take on more U.Purpose projects and hence increase revenues. From October 2022 to February 2023.

Finance: **Prioritization level 2:** The second strategic objective is Finance, within this, pricing strategy, given the start date of October 2022 to December 2022. The recommendation of price to value had been chosen, due to the fact that through comparison of competitors, customer perception and the current price point U.Purpose can maximise its value to the market.

The KPI for this problem is profit margin fluctuations.

Marketing: **Prioritization level 3:** The third strategic objective is Marketing; two problem areas include the lack of brand awareness and the lack of a marketing strategy. To

assess the first problem area: lack of brand awareness, the solution here is a communications strategy. By implementing online advertising (Google, LinkedIn) and two-way advertising (emails, phone calls, direct contact). The KPI's include conversion rates, number of customers reached, number of clients signed. The timeframe starts in January 2023 to June 2023.

The second problem area: lack of marketing strategy, includes three recommendations: online, fairs and product launch. Online incorporates establishing a social media marketing (LinkedIn), search engine optimization (SEO) and B2B google advertisements (gmail). The KPI's used are the same as the previous: conversion rates, number of customers reached, number of clients signed. As well as the timeframe from January 2023 to June 2023.

Fairs encompasses physical presence at summits, seminars, trade shows, conferences, and corporate fairs by having a UP stand and promoting the brand. The KPI used here is number of clients reached. With a start date in January 2023 to December 2023.

Product launch comprises of having an exclusive UP launch with previous clients and potential clients in an informal setting held by U.Purpose. The key performance indicator here is the number of clients signed to start in January 2023 for a month.

Strategy: The last strategic objective is general strategy; it encompasses problems such as location, language, website, lack of collaborators, and lack of professional accreditations.

**Prioritization level 1:** The website was also identified as a problem, the recommendation is to alter it so that it is no longer just a point of contact but also a platform for client interaction by providing more information on U.Purpose, previous testimonies and success factors such as capital raised for social good by companies, companies that UP has worked with and impact measurements such as number of hours of employee engagement in social causes. Furthermore, provide the breakdown of costs and processes of each "package". The KPI is number of clients reached/signed with an immediate start date.

**Prioritization level 2:** Language, it is crucial that U.Purpose can take on English speaking clients. As such to implement, one must have the option of providing services to English clients on their communication platforms by translating website, social media platforms, and other communications. Furthermore, offer the UP service in English to expand customer reach. The KPI is the number of international clients reached or signed. From October 2022 to January 2023.

**Prioritization level 3:** Another identified problem is the lack of professional accreditations. The associated recommendation is to build U.Purpose's credibility by integrating the United Nations Sustainable Development Goals into U.Dream's value proposition. The KPI's used here include brand perception and credibility with a start date in January 2023 and an end date in February 2023.

**Prioritization level 3:** The lack of collaborators compared to competitors was also an identified issue, as UP does not have partnerships to encourage/promote sales elsewhere. The recommendation is to expand the network to become part of GRACE and BCSD to strengthen links within the industry and benefit from strategic allies. KPIs are brand perception, reputation, number of clients signed. With a start date in January 2023 and end in December 2023.

**Prioritization level 4:** The first issue at hand is location; as U.Purpose limited its scope by focusing on one geographic location, the recommendation here is to widen the scope to all of Portugal. The KPI is the number of clients signed with a start date of January 2027.

A synthesis of the proposed implementation roadmap is developed on [Appendix 12](#).

***Executive summary:***

- U.Purpose **adds value** by teaching **employees** the **benefits of social impact**, bringing them together as a team over a greater good, **engaging their sense of community** so that they feel as if they have contributed towards a **positive change of social challenges**. Employees **develop social leadership skills** through the hands-on approach of **helping**

**others in their community**; by doing so they not only help those immediately around them but also the greater community and themselves.

- **U.Purpose** faces **constraints** such as **lack of marketing, location, language, manpower, allocation of capital resources and time**.
- The **pricing, product, and process** of the U.Purpose big and medium packages have been established. The **place** will be online (website, LinkedIn), the client's headquarters and IPSSs. The **promotion** will be at corporate events and through digital marketing. Physical evidence includes online (website, social media, LinkedIn) as well as U.Purpose presentations and IPSSs. The **people** are the U.Purpose employees.
- U.Purpose should **adopt traditional marketing** (product launch, corporate events) with a PUSH strategy (Lambert Cooper 2000) **and digital marketing** (email marketing, LinkedIn marketing and SEO) with a PULL strategy (Lambert Cooper 2000).
- The **White Knights** and **Average Joe's** represent **56.6%** of **top performing companies** with an **interest in CSR**. To narrow the scope, companies with revenues above €35 million were targeted, of the **952 companies** a list of contact details for 50 of them within the Porto region is in the Appendix.
- U.Purpose **currently follows a price to cost** strategy with this pricing strategy, U.Purpose prices their medium package at 8,850€, and their big package at 36,025€. To **apply value-based pricing** to U.Purpose's current pricing strategy, the adequate annual price ranges for each cluster of consumers respectively would be one from **€36,000 to €50,000** or more and the second price range from **€8,000 to €20,000**.
- Through the implementation roadmap, the recommendations include **hiring**, leveraging on **value-based pricing**, establishing a **marketing plan**, ameliorating the **website**, providing services in **English**, integrating the **United Nation's SDGs**, collaborating with **GRACE & BCSD** and widening the scope to **all of Portugal**.



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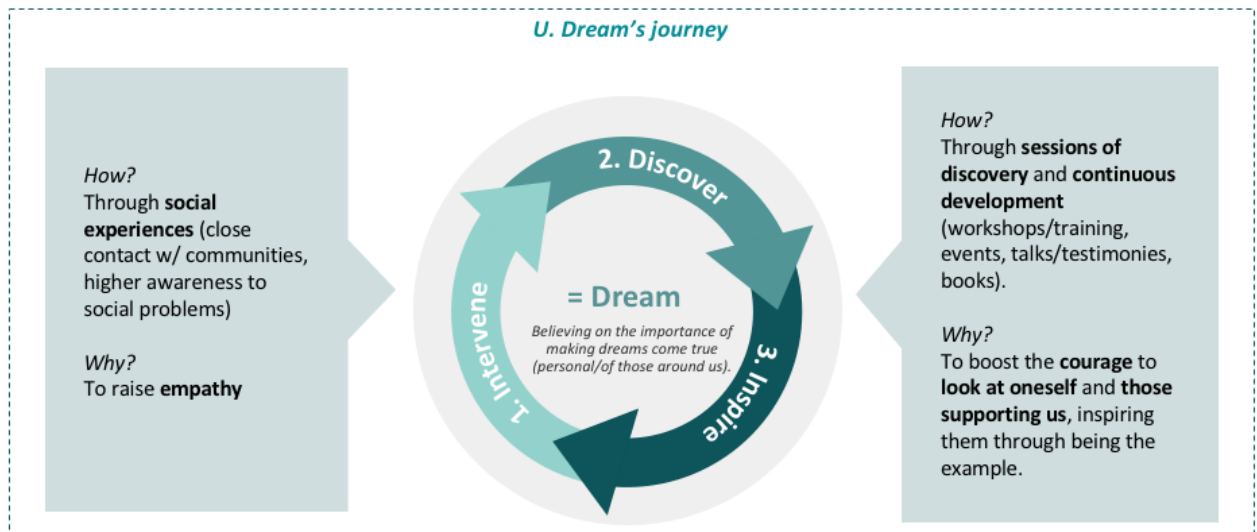
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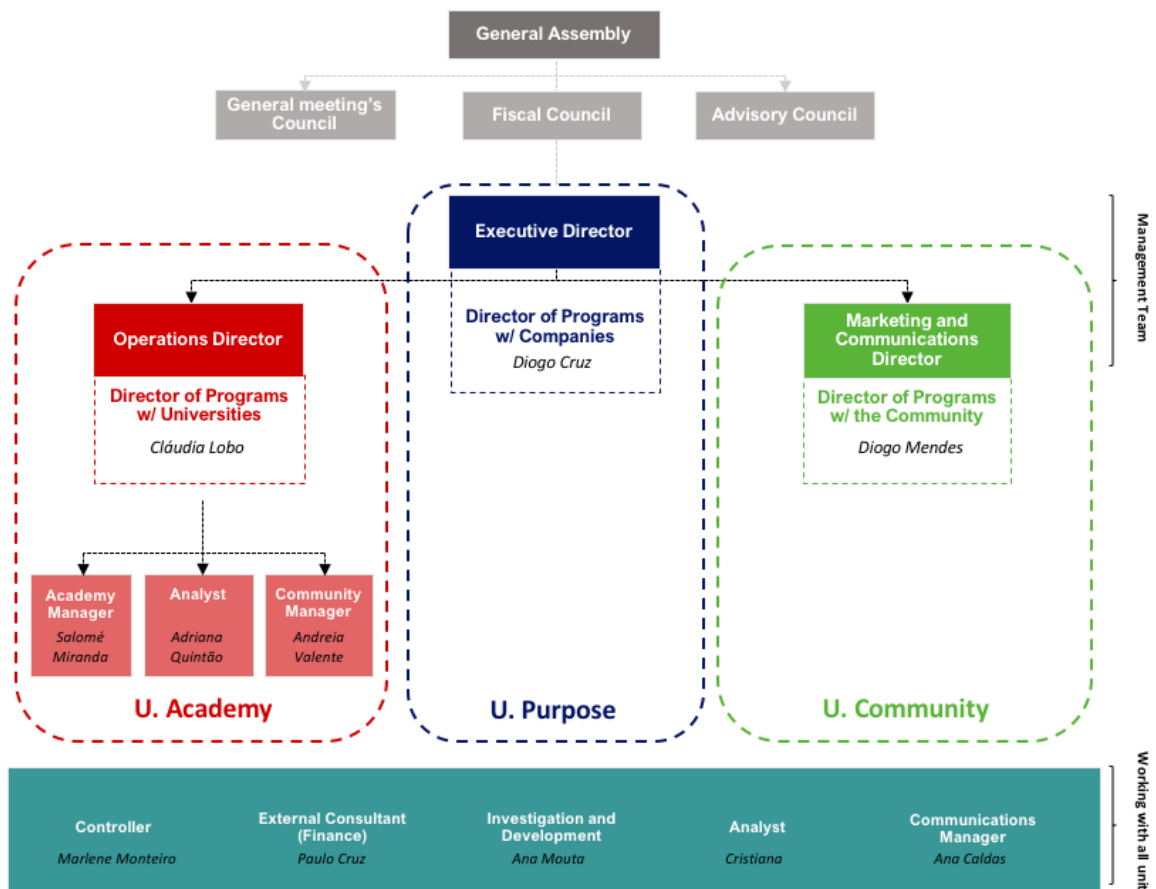
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## Appendix

### Appendix 1: U.Dream's journey



### Appendix 2: Organogram



### Appendix 3: Diagnostic Tool for Social Enterprises

Score	Rating	Explanation
1	Statement is False	There are no processes, policies, actions or documents in place
2	Statement is Partly False	The organisation is able to reference some of the documents, policies or procedures, but there is no evidence of these being embedded or implemented in practice.
3	Statement is Neutral	The organisation has the policies, procedures and documents in place, and can reference them, but the evidence of them being embedded and live is weak.
4	Statement is Partly True	The organisation has relevant policies and knowledge, but there is room for improvement in terms of embedding and using the processes or undertaking the actions.
5	Statement is True	Processes and policies are practiced and embedded in the organisation and continuous improvements to them are made.

	Score	Weight	Comment	Adviser's Notes
<b>1. Strategy</b>				
<b>Section Goal: To explore the direction and strategic planning of the organisation, ownership of the strategy and alignment of new ideas with the overall direction.</b>				
The organisation has a strategy that defines its vision, mission and objectives.	2	20%	The organisation recently shifted its vision, mission and objectives. Currently, documents regarding this shift are still being developed as the organisation tailors its new vision and mission to daily activities and works with external consultants. There is no scope definition of the organisation over the long-term.	Strategy is the direction and scope of an organisation over the long-term, setting out its aspirations and goals to meet the needs of the market and to fulfil stakeholder expectations, as well as taking into consideration the operating environment and resources available. A strategy can be a short document.
Where a strategy exists, it has been developed in collaboration with key stakeholders, and takes into account the organisation's strengths, weaknesses, opportunities and threats.	3	20%	Strategies are developed considering, but not necessarily in collaboration with key stakeholders. The organisation uses the SWOT analysis punctually for internal purposes. However, it is not commonly used when developing strategies for new projects.	With the goal of creation of win win relationships with the involved parts.
There is a 3- 5 year business plan in place that is directly related to the organisation's strategy and identifies the activities to be undertaken to achieve the objectives.	1	20%	The organisation currently manages its strategy ongoing. There is no definition of activities nor objectives for the time frame of 3 to 5 years.	A business plan is the working tool to turn the strategy into reality. It is a written management document which is used to develop, grow and manage a business. The business plan is aligned to the strategy and sets out the key operational issues and activities.

<p>A person or team has been appointed to take responsibility for developing, monitoring and reviewing the business plan on at least a yearly basis.</p>	<p>1</p>	<p>20%</p>	<p>Over previous years, the organisation used frameworks such as a Balance Scorecard to review its business plan on a regular basis. Currently, it considers that reviewing its business plan adequately, deeply and regularly is too time consuming. Therefore, formally, there are no procedures for business plan revisioning on a yearly basis.</p>	
<p>New business development or project ideas are assessed against the overall strategy and the organisation's objectives. The project ideas are prioritized according to their impact on the overall organisation.</p>	<p>5</p>	<p>20%</p>	<p>Although a long-term strategy currently lacks and the overall strategy is being redefined, U.Dream follows a 3 step methodology to prioritize business development/new projects and ideas: alignment with the mission, generation of social impact vs. impact on the overall organisation and achieving financial sustainability.</p>	<p>Business development refers to activities which an organisation undertakes related to trading, sales or products, to grow the existing customer base and find new markets. This would include new contract and commissioning opportunities.</p>
<p><b>Avg. Weighted Score</b></p>	<p><b>2,4</b></p>	<p><b>100%</b></p>		

	Score	Weight	Comment	Adviser's Notes
<b>2. Governance</b>				
<b>Section Goal: To explore the direction and strategic planning of the organisation, ownership of the strategy and alignment of new ideas with the overall direction.</b>				
The organisation has an appropriate legal structure in place for its activities, and relevant legal documentation.	5	15%	U.Dream is a non-profit youth association with public utility. This legal structure allows it to commercialize its activities (Books, U.Purpose, U.Academy) and access public funding. It has the relevant legal documentation.	It will be important to jointly explore with the organisation whether they have chosen an appropriate structure (e.g. Charity, IPS, CLG, CLS, LLP, CIC, other). If they are unincorporated explore with them if this is still appropriate to them, based on their income, scope of activities and risk.
A Board of at least 3 people has been appointed to guide the direction of the organisation. The Board meets on a regular basis (at least once every 6 months) to discuss the organisation's progress and strategic direction.	2	20%	U.Dream has a Director's Council (9 people), a General Meeting's Council (3 people), a Fiscal Council (3 people), and an Advisory Council (3 people). However, none of these councils meet with each other or internally. The majority of the meetings that focus on the organisation's progress and strategic direction are held either by the management team (most common) or by the management team with external consultants and the advisory council.	Rules vary depending on the legal structure of the organisation as to the ideal number of board members, but a board of 3 people is recommended, to present a third voice in the event of disputes in decision making.
The Board meets with or receives regular updates from the Management Team of the organisation to ensure that it is aware of any operational and financial issues that could impact on the direction of the organisation.	3	15%	The Director's Council meets with the management team in regard to operational and financial issues. However, this is not done regularly.	

Board members are recruited based on their relevant expertise, influence and knowledge. The organisation provides capacity building for Board members.	1	15%	The statement applies to the management team. The Board was set based on knowledge of the organisation and availability/willingness to be part of it.	Capacity building and training of board members is important, enabling them to give guidance and effective direction to the organisation.
An organisational chart is in place with clear lines of accountability and authority.	5	15%	U.Dream as an organogram specifying lines of authority and accountability. It does not include the board (governing bodies), however these are present in the annual reports.	
The organisation has undertaken a stakeholder analysis to understand which parties have particular interest in it and influence over it.	4	10%	The organisation understands who are its direct and indirect beneficiaries and stakeholders in general. Data in this sense could be more structured.	A stakeholder is a person, group, organisation, or system who affects or can be affected by an organisation's activities.
The organisation has established feedback mechanisms to ensure it is meeting the needs of key stakeholders.	5	10%	All projects (except for <i>Crescer com Consciência</i> ) have impact measurement, where participants/stakeholders fill an evaluation form at the beginning and end of the program and have the opportunity to provide feedback.	This could include consultations and evaluations completed by key stakeholders, via group meetings, virtual questionnaires or evaluation forms.
<b>Avg. Weighted Score</b>	<b>3,4</b>	<b>100%</b>		

	Score	Weight	Comment	Adviser's Notes
<b>3. Customers &amp; Users</b>				
<b>Section Goal:</b>	<b>To explore the strength of the market, and the organisation's understanding and ability to meet the needs.</b>			NB: majority of the times who's paying for the services/products is not the user
The organisation knows who its key customers are and has undertaken research to understand what customers want and how much they are willing to pay for products or services.	1	20%	U.Dream researched potential customers for its for-profit goods and services (educational programs, corporate programs and books). However, this research is broad and not implemented in practice. A clear and detailed market research has not been done. Prices were set in line of what few competitors practice and willingness to pay of few customers and are often adapted in different situations.	Customers are those who pay for goods and services. Users are those using and benefiting from the services provided. Market research selects a sample of potential customers who do not yet buy the product or service and assesses what they are willing to pay and how often.
FThere is sufficient demand for the goods and services to make an economic case to stay in the market.	1	30%	U.Dream is currently financing 70% of its costs through social funds. For such a reason, it is practicing cheaper prices. The organisation has not undertaken an analysis to understand the viability of its products or services, i.e. products and services may be viable but documentation, analysis and procedures lack.	There are enough customers interested and willing to buy the services and goods.
The organisation understands the needs of its service users / beneficiaries and has developed its activities to meet those needs.	4	20%	U.Dream identifies a need for social leadership skills development in overall communities. It further tailors its products and services to the direct beneficiaries it aims to target. However, a target customer assessment would be beneficial to improve product and service offerings.	

<p>Feedback from customers and service users is collected on a systematic basis and taken into consideration to improve the services and products supplied.</p>	<p>3</p>	<p>15%</p>	<p>Feedback from programs and projects is always collected. However, it is more focused on assessing impact. Nevertheless, when applicable it is taken into consideration for improvements. <i>Crescer com Consicência</i> currently do not have feedback mechanisms.</p>	<p>Ideally the organisation should be collecting a mixture of qualitative and quantitative data (eg are they satisfied with the services and products; are the prices relevant; how many people are utilising the services?) An organisation may be undertaking evaluations, surveys or questionnaires, so explore how and when these are undertaken and how they analyse the information they are collecting.</p>
<p>Customer and user satisfaction levels are good, and the organisation has a high success rate of repeat customer use.</p>	<p>1</p>	<p>15%</p>	<p>Repeat customer use does not apply to U.Purpose right now, as the goal is for the organisation to be involved within the time period of programs but afterwards continue developing by itself. Furthermore, as the organisation recently restructured and changed its core focus, the educational programs only began being commercialized now (first round, no repeat customer use yet), as well as U.Purpose. The organisation does not measure repeat customer use/buy for books.</p>	<p>In the case of socially focused businesses an organisation providing services for people with mental illness could measure satisfaction where a PCT continues to commission their services.</p>
<p><b>Avg. Weighted Score</b></p>	<p><b>1,9</b></p>	<p><b>100%</b></p>		

	Score	Weight	Comment	Adviser's Notes
<b>4. Social/Environmental Value</b>				
<b>Section Goal:</b>	<b>To explore the wider positive social impact the organisation is contributing to, methods of measuring its outcomes and how it is demonstrating its value as an organisation.</b>			Does the project have a clear value proposition?
The organisation understands the outcomes of its activities and the wider impact it seeks to achieve.	4	20%	Although the organisation understands the outcome of its activities and wider impact it seeks to achieve, it does not have specific impact targets.	Outputs are the direct and tangible result of the activities the organisation undertakes. Outcomes are the benefit or change that results from the organisation's outputs. Impact is the overall difference made by your organisation or project by achieving the outcomes.
The organisation is aware of social impact assessment and the tools available to measure the outcomes and impacts of its activities. It has chosen an appropriate tool to prove its social value.	5	20%	Yes, namely number of beneficiaries, measuring number of hours of volunteering, NPS and frameworks provided by the EU.	There is a raft of tools available for organisations to measure their outcomes and impact. Organisations may be aware of some or all of the following: Social Return on Investment (SROI), SIMPLE, Social Accounting, The Big Picture, Outcomes Star. There are also referral mechanisms that organisations could be made aware of to help them in selecting a tool (e.g. Prove and Improve and OASES).
The organisation has established a process and systems for measuring the outcomes of its activities and has allocated resources to implement them.	5	20%	All projects have impact measurement and established processes and systems to assess activities' outcomes. Time and people are allocated to this task.	If a tool has been chosen and is being used, the organisation should have related systems and processes in place to measure the outcomes of its activities, to ensure effective implementation of the tool. The organisation will also need to have allocated resources (time, people and money) to implement the tool and measure their outcomes.

Measuring the outcomes of the organisation is embedded into the operations of the organisation and is endorsed by the Management Team.	5	20%		In order for an organisation to effectively measure its outcomes it needs to ensure that it has set clear targets or indicators, and staff are collecting data in relation to its activities (e.g. collection of data using databases or spreadsheets). The manager and their team need to understand the value and need to collect such data and encourage staff to implement the established systems.
The organisation uses data from outcomes and impact assessment in marketing materials, funding bids, board reports and other organisational documents, to clearly articulate and demonstrate the social value of the organisation.	5	20%		Evidence of data being effectively used will be from annual reports and other communication documents, which demonstrate the change achieved for beneficiaries.
<b>Avg. Weighted Score</b>	<b>4,8</b>	<b>100%</b>		

	Score	Weight	Comment	Adviser's Notes
<b>5. Operations</b>				
<b>Section Goal: To explore how the operations are undertaken, and what data and systems are in place to support the operations, and how the organisation considers risks or threats to its longer-term survival.</b>				
The organisation plans its activities and resources to achieve operational efficiency.	3	20%	The organisation has a workload that is too high when compared to the current number of employees. Activity planning and resource allocation is therefore not always structured and operational efficiency is compromised.	Operational efficiency refers to the right combination of people, process and technology coming together to enhance the productivity and value of any business operation, while driving down the cost of routine operations to a desired level and avoiding duplication. This requires day-to-day management of operations.
Project and contract delivery are monitored to ensure resources are correctly allocated and spent and deliverables are achieved.	5	20%	Yes, to the extent that social funds have specific requirements and audit project and contract delivery and resource allocation.	Is it possible to reduce the cost of the operation? How? What are the KSF that guaranty the quality of the operation? Possible bottlenecks?
Useful data is collected by the organisation and managed according to appropriate requirements and the Data Protection Act.	3	15%	Not everything is done in accordance to the data protection rules.	Useful data could include output data for funders, beneficiary information, times sheets and financial data. Data collected has to be managed, stored and disseminated in compliance with the data protection act.
Data collected is analysed and shared with the Management Team and the Board, for strategic decision-making, reporting and marketing.	3	15%	When data is collected, it is shared with the management team. It is shared with the board if relevant for decision-making.	

<p>The organisation has undertaken an analysis of risks and has put in place strategies to deal with those which could have a significant negative effect on the organisation.</p>	<p>1</p>	<p>15%</p>	<p>No risk analysis is performed.</p>	<p>A risk is the threat that an event will adversely affect an organisation's ability to achieve its objectives. You want to find out if the organisation has considered risks related to its finances, staff, assets, reputation and operations. Have they factored in contingency plans in their business plan? For example: what will happen if customer invoices are not paid on time; what if grant funding is cut or reduced; what if key staff leave or have to be made redundant; do they have insurance or liability cover in place?</p>
<p>The organisation has quality assurance procedures in place that help the organisation to improve its operational effectiveness.</p>	<p>1</p>	<p>15%</p>	<p>No quality assurance procedures are in place.</p>	<p>These could be internal processes such as clearly documented processes and peer review or externally accredited processes which are methods for ensuring that the organisation is delivering good quality products and services. Externally accredited quality standards could include PQASSO and ISO, but these are not essential and are dependent on which sector the organisation is in.</p>
<p><b>Avg. Weighted Score</b></p>	<p><b>2,8</b></p>	<p><b>100%</b></p>		

	Score	Weight	Comment	Adviser's Notes
<b>6. Systems, Data &amp; Processes</b>				
<b>Section Goal:</b>		<b>To explore the systems and processes in place to support and enhance the organisation's operations and allow efficient and effective working.</b>		
The organisation has Information Communication Technology (ICT) systems in place that meet their needs, are reliable and fit for purpose.	4	20%	The organisation is working with Kaizen Institute to improve internal processes. It is currently implementing an analytical accounting system. Improvements can be made specially regarding managing financial data (e.g. the organisation does not know how much revenues were generated nor how much costs have been incurred per product or business unit. There is also a lack of analysis).	
There is suitable and easily accessible ICT support in place (in-house or externally) to manage the system.	2	15%	No specific procedure for accessing ICT support. A professional is hired externally in case of need.	
All users of ICT in the organisation are trained and able to use the equipment and software in line with their role and responsibilities.	5	20%		
An IT back-up procedure is undertaken on a regular basis and contingency plans are in place, should the system fail.	1	15%	Back-up procedures are done on drobox for long-term information. There aren't necessarily back-up procedures covering all of the information. There isn't a contingency plan.	

The organisation has administrative procedures and filing systems (paper or on-line) in place, and proportionate staff time is designated to undertake this work	3	15%	Not everything is done in accordance to the data protection rules.	Data collected has to be managed, stored and disseminated in compliance with the Data Protection Act.
All staff understand what is required of them in terms of systems, processes and data management.	2	15%	Not necessarily. No communication of procedures.	
<b>Avg. Weighted Score</b>	<b>3</b>	<b>100%</b>		

	Score	Weight	Comment	Adviser's Notes
<b>7. Finances</b>				
<b>Section Goal: To explore the financial management procedures in place, the organisations attitude to managing risk, and their overall financial stability.</b>				
The organisation has a designated person responsible for strategic and operational financial matters. This person is supported by the Chief Executive and the Board (or committee of the Board) to effectively manage the finances of the organisation.	3	15%	The executive director is also responsible for strategic financial matters (not the core focus). Operational financial matters are mostly handled by an external consultant providing services on a weekly basis. Execution is handled by a certified accountant when needed. There is a gap between strategy and operations. The organisation should have a finance department (i.e. employees fully focused on financial matters).	In some cases, this could be a board member (treasurer), but it is important that there is a designated person.
The organisation has written financial policies and procedures, approved by the Board, which relevant staff is aware of and action as necessary. The organisation has policies including a reserves policy, an accounting policy and a risk register, in order to ensure the effective financial management of the organisation	1	10%	No written financial policies or procedures.	Reserves are funds (i.e. surpluses/profits) that become available to the organisation and are to be spent at the discretion of the directors in furtherance of any of the organisation's objectives, but which are not yet spent, committed or designated – they are 'free'. A Reserves Policy is a specific policy implemented by an organisation with the objective of accumulating reserves.

<p>Financial information is produced regularly and includes: income and expenditure accounts with actual compared to budget; balance sheet; cash-flow forecasts; and reports on significant financial risks.</p>	3	15%	No financial risks report is done.	<p>An Accounting Policy refers to the specific accounting principles adopted and consistently followed by an organisation in the preparation of its financial statements. These principles will have been determined by the organisation to be the most appropriate for presenting fairly its financial results and operations.</p> <p>A Risk Register is a tool commonly used in project planning and organisational risk assessments. It is often referred to as a Risk Log. This tool is widely used within Risk Management for identifying, analysing and managing risks. In this context a risk is the threat that an event will adversely affect an organisation's ability to achieve its objectives. The register contains the information on the identified and collected risks that the organisation faces.</p>
<p>Financial management information is presented in a consistent format, is accessible and easy to understand; it is also based on robust data management systems and data quality is assured.</p>	3	10%	<p>The formatting of financial information is consistent. The last annual report is published on the organisation's website. However, there is a lack of notes and explanations making it hard or impossible to understand key line items (such as revenues/revenue sources). The organisation outsources the production of financial information to a certified accountant, but mismatches have been found while analysing this data (e.g. FY2018 Balance Sheet). Quality is not ensured. An analytical accounting system is currently being implemented.</p>	

Break even points for the organisation's products and services are understood.	1	10%	This analysis is not performed.	The break-even point is the point at which cost, or expenses and revenue are equal: there is no net loss or gain. The break-even point is one of the simplest yet least used analytical tools in management. It helps to provide a dynamic view of the relationships between sales, costs and profits.
The organisation is managed pro-actively to ensure its financial sustainability (profitability, liquidity and solvency).	1	15%	The organisation is profitable and healthy from a liquidity and solvency perspective. However current values are inflated by public funding (large cash inflows, big share of total revenues). These analysis are not performed by the organisation.	Profitability: Measure that indicates how well a firm is performing in terms of its ability to generate profits, (i.e. sales and revenue are larger than costs and expenses. Liquidity: is the ability of an asset to be changed into money easily (e.g. a cheque is more liquid than an investment in property. Solvency: ability to pay all outstanding debts; having enough money to pay all the money that is owed to other people or organisations.
The organisation understands and meets all its legal and statutory financial requirements, including those of Companies House, Charity Commission, Inland Revenue, funders and regulatory authorities.	5	15%	The organisation has legal support from VdA. It understands and meets legal and statutory financial requirements.	

The Board receives regular reports on the financial management of the organisation, including on significant financial risks and how these are being managed.	3	10%	The Board is aware of the financial management of the organisation, but a financial risk assessment is not done.	
<b>Avg. Weighted Score</b>	<b>2,6</b>	<b>100%</b>		<b>Financial risk of the income sources should be evaluated</b>

	Score	Weight	Comment	Adviser's Notes
<b>8. Income Generation</b>				
<b>Section Goal: To explore the diversity of revenue sources the organisation has and is pursuing to ensure a stable income base for future sustainability.</b>				
The organisation has diverse sources of income and there is no single customer which constitutes more than 20% of its turnover.	1	15%	The organisation is currently highly dependent on few income sources (more than 50% of Total Revenues are Operating subsidies and donations).	This refers to the concentration and diversity of the customer base and number of contracts that the organisation has.
The organisation has business development plans in place to minimize dependency on grants and move towards self-sustainability.	3	20%	Although the goal of having started to commercialize U.Academy, U.Purpose and <i>Crescer com Consciência</i> was to make to organisation financially sustainable (less dependent on public funding and donations), business plans to reach this goal are not clear, detailed and an implementation plan lacks over the long run. The organisation recently worked with Maze (consultancy) to assess financial sustainability and develop a strategy to be financially sustainable until 2023.	
The organisation is aware of how to identify funding and tender opportunities using a wide variety of sources (including networks, internet portals and publications), and how to prioritize them.	4	20%	The organisation is aware of how to identify funding/tender opportunities through a variety of sources but currently does not have a procedure on how to prioritise (it is trying to get all opportunities).	Funding bids refer to grants and tenders refer to private or other public sector contracts.

The organisation has in-house capacity to prepare or outsource funding bids and tenders.	5	10%		
The organisation focuses on winnable opportunities and has a high success rate for contracts or business won.	4	15%	The organisation targets all funds that it is aware of and are applicable. It is being successful in winning contracts thus far.	The success rate is relative to the number of bids the organisation is submitting and they are smart in pursuing opportunities where they have a high chance of winning. This could be based on the geography, scale and scope of the opportunities.
In preparing bids, the organisation secures as a minimum full cost recovery in all product and contract pricing.	4	20%	The organisation analysis all bills prepared	
<b>Avg. Weighted Score</b>	<b>3,45</b>	<b>100%</b>		

	Score	Weight	Comment	Adviser's Notes
<b>9. Marketing &amp; Communications</b>				
<b>Section Goal:</b>	<b>To explore how the organisation markets its products and services and communicates its value and activities to a wider audience.</b>			
The organisation has a marketing plan in place to promote its services and products.	3	20%	The organisation is currently developing a marketing plan. There is, currently, a communication plan. There haven't been marketing campaigns for the most recently launched products.	The marketing plan may sit within the overall business plan or may be a separate plan. This should include promotional and sales activities that the organisation is undertaking related to its products and services.
The organisation has designated resources (staff, time and money) for sales and marketing activities.	4	20%	There is a marketing and communications director and a marketing and communications department with 4 people (including the director).	
Marketing materials clearly articulate the services / products of the organisation and are targeted at potential customer groups.	3	20%	For the products/services to which there are marketing materials, articulating those could be done more clearly. Nevertheless, marketing for the main brand is generally strong.	Marketing materials promote and sell the services and products that are delivered.
The organisation has developed a Unique Selling Point and exploits this to attract customers.	4	10%	The organisation has a unique selling point for its products/services and communicates it when selling them to potential customers. However, it would benefit from communicating it clearly in an uniform manner through a marketing strategy.	The Unique Selling Point is what makes a product or service stand out from the competition. For example, if a social enterprise is providing catering services, which are undertaken by people with disabilities, the USP is the social value which it brings, compared with a traditional catering company. Where an organisation has undertaken assessment of its social values and outcomes, this should help them in

				articulating their value and USP. No relation with strategy or value creation proposition: benchmarking, blue ocean, etc.
The organisation has a mechanism to measure the effectiveness of its marketing activity.	2	15%	The organisation only relies on statistics such as those provided on Facebook ads. No mechanism to measure the effectiveness of overall marketing activities.	For example, does the organisation ask new customers where and how they heard about the organisation and its products and services?
The organisation has a communication plan to articulate its value and activities to key stakeholders. Communication materials are sensitive to the needs of and accessible to user groups.	4	15%	Has the organisation did not conduct a market research for its most recently launched products, the communication plan can improve to reach potential user groups and better target their needs.	Communication materials aim to tell the story, successes and aims of the organisation and they are shared with key stakeholders (for example users, trustees, local authorities, funders).
<b>Avg. Weighted Score</b>	<b>3,3</b>	<b>100%</b>		

	Score	Weight	Comment	Adviser's Notes
<b>10. HR &amp; Organisational Development</b>				
<b>Section Goal:</b>		<b>To explore the systems and procedures in place to support staff and volunteers, and which contribute to building an environment conducive to good staff performance.</b>		
All staff members have an employment contract and relevant job description.	5	20%		Employment contracts only apply to paid staff, but it is recommended that organisations have job descriptions and role specifications for volunteers. Organisations have to ensure volunteer documents do not set out "rights" or "obligations".
The organisation has a staff handbook which covers all HR and organisational policies which staff is to be aware of and is responsible for adhering to.	1	10%		The handbook should also include volunteers.
A staff appraisal system is in place and all staff have a development plan. The organisation actively supports the training of staff in relation to their development plans.	4	20%	The organisation actively supports staff development and training.	You want to explore with the organisation how they assess staff performance and identify gaps in staff capacity and skill sets and provide appropriate training.
Good staff performance is recognized and rewarded.	3	10%	The organisation rewards good performance and increased experience. However, this is not formally specified.	You will want to explore with the organisation how performance is rewarded. Reward may be financial or non-financial. Evidence they may be able to cite could include bonuses, share dividends, staff surveys, staff away or fun days, training etc.

The organisation has health and safety, diversity and equal opportunity policies which are reviewed at least once a year to ensure they are in line with new legislation and monitored to ensure that the organisation operates in compliance with its policies.	1	15%	Nothing formally specified.	These policies are not mandatory for all organisations but is considered good practice for an organisation to have them in place, to ensure the organisation is compliant with the relevant legislation and that it can demonstrate that these issues have been considered, in the event of an employment tribunal.
The organisation has clear communications, grievance and staff (including volunteer) complaints procedures in place and any staff issues are dealt with in accordance to the policies.	3	15%	The organisation recently established a procedure to handle staff complaints has it happened for the first time (earlier no policy or procedure existed).	
The organisation undertakes a regular review of its business plan to identify and fill any gaps in its resources, knowledge or skills which could prevent it from effectively delivering its service	4	10%	The number of employees is associated with requirements for co-financed projects. As the organisation undertakes new projects, it hires the appropriate number of human resources to be able to deliver them. However, generally, the organisation would improve by assessing the gap in resources to undertake its regular operations, especially as it restructures business units and shifts/broadens its focus (e.g. executive director currently manages 5 departments; excessive workload may harm performance on his traditional functions).	
<b>Avg. Weighted Score</b>	<b>3,2</b>	<b>100%</b>		

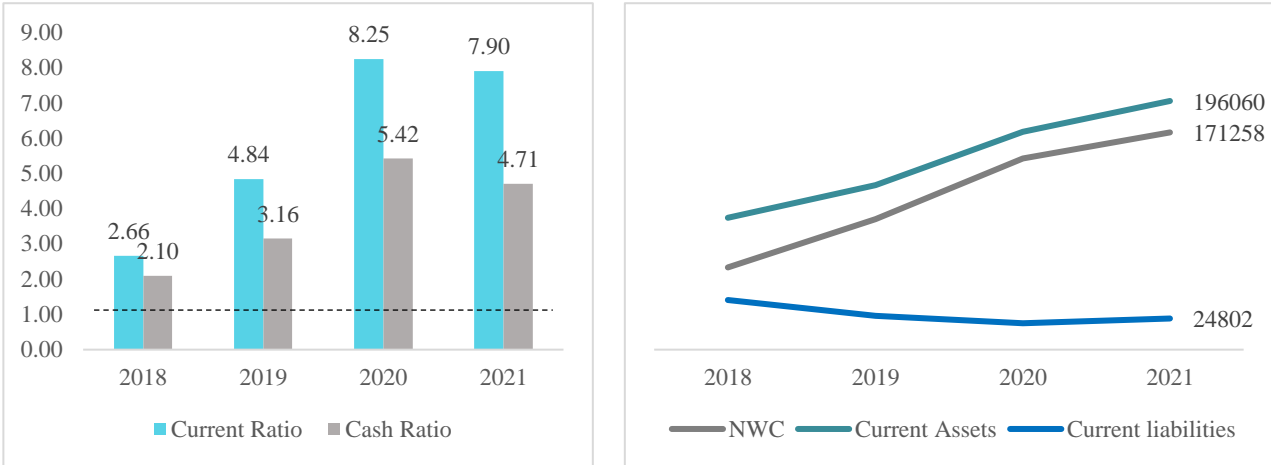
## Appendix 4 : U.Dream's Financial Statements – Balance Sheet

	2016	2017	2018	2019	2020	2021
<b>Assets</b>						
<i>Non-current Assets</i>						
Property, plant and equipment	2245,95	2245,95	2245,95	2856,84	1904,55	4515,41
Financial Assets (Investments)	-	-	318,89	1410,61	1912,84	2590,11
<b>Total</b>	<b>2245,95</b>	<b>2245,95</b>	<b>2564,84</b>	<b>4267,45</b>	<b>3817,39</b>	<b>7105,52</b>
<i>Current Assets</i>						
Inventory						
Accounts Receivable	3000	-	21740	44844,65	13361,1	8823,75
State and other public entities	1681,72	-	-	-	-	-
Deferrals	59,58	650,61	-	205,12	200,91	2743,17
Other current assets	4231,12	48230,84	-	68,02	45370,52	67615,46
Cash and cash equivalents	14148,02	27066,47	82210,74	84698,8	112718,7	116877,44
<b>Total</b>	<b>23120,44</b>	<b>75947,92</b>	<b>103950,74</b>	<b>129816,59</b>	<b>171651,23</b>	<b>196059,82</b>
<b>Total Assets</b>	<b>25366,39</b>	<b>78193,87</b>	<b>106515,58</b>	<b>134084,04</b>	<b>175468,62</b>	<b>203165,34</b>
<b>Equity</b>						
Retained earnings	16296,73	44387,76	67393,74	107275,54	154668,54	178363,18
<b>Total Equity</b>	<b>16296,73</b>	<b>44387,76</b>	<b>67393,74</b>	<b>107275,54</b>	<b>154668,54</b>	<b>178363,18</b>
<b>Liabilities</b>						
<i>Non current liabilities</i>						
Other accounts payable	1828,89	-	-	-	-	-
<b>Total</b>	<b>1828,89</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Current liabilities</i>						
Accounts payable	-	-	-	359,88	1044,88	5846,92
State and other public entities	169,53	2526,39	2323,47	451,09	6853,69	6654,12
Interest bearing loans and borrowings		895,18	33988,37	25602,32	1331,22	33,61
Other current liabilities	7071,24	30384,54	2810	395,21	11570,29	12267,51
<b>Total</b>	<b>7240,77</b>	<b>33806,11</b>	<b>39121,84</b>	<b>26808,5</b>	<b>20800,08</b>	<b>24802,16</b>
<b>Total Liabilities</b>	<b>9069,66</b>	<b>33806,11</b>	<b>39121,84</b>	<b>26808,5</b>	<b>20800,08</b>	<b>24802,16</b>
<b>Total Equity and Liabilities</b>	<b>25366,39</b>	<b>78193,87</b>	<b>106515,58</b>	<b>134084,04</b>	<b>175468,62</b>	<b>203165,34</b>

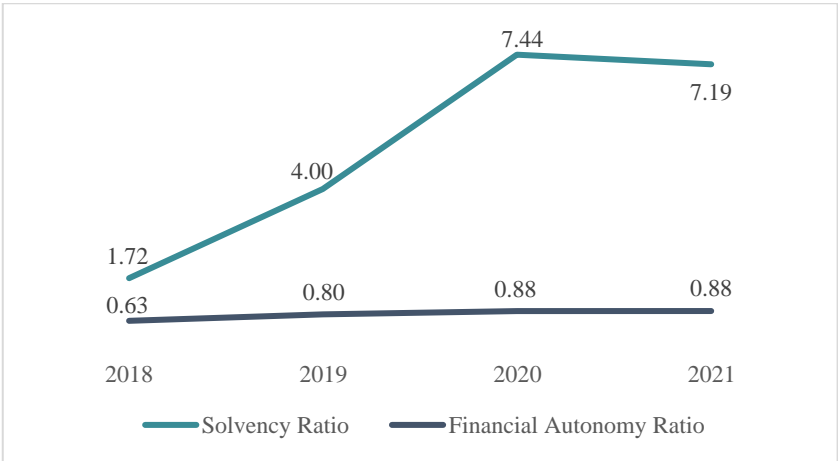
## Appendix 5: U.Dream's Financial Statements – Income Statement

	2016	2017	2018	2019	2020	2021
Revenues	51091,89	116464,54	182155,65	140275,73	98612,67	146539
Operating subsidies and donations	7086,59	80415,34	74788,86	171672,01	172152,38	233099
<b>Total Revenues/Subsidies and donations</b>	<b>58178,48</b>	<b>196879,88</b>	<b>256944,51</b>	<b>311947,74</b>	<b>270765,05</b>	<b>379638</b>
Change in inventories	-	-	-	-	-	-
COGS	-	-	-	-	-	-
Operating expenses	-35148,7	-64468,06	-103780,3	-113596,92	-57183,63	-125296
Personnel expenses	-5247,05	-103247,4	-127996,9	-149130,61	-160047,16	-215420
Other operating income	-	-	-	65,92	763,19	596
Other operating expenses	-1486	-287,01	-1641,19	-4476,18	-3884,12	-13856
EBITDA	74475,21	28877,41	23526,12	44809,95	50413,33	25662
Depreciation/Amortization				-3198,24	-952,29	-1325
EBIT	74475,21	28877,41	23526,12	41611,71	49461,04	24337
Finance income	-	-	-	-	0,15	2
Finance expense	-	-786,38	-520,14	-1729,91	-1650,48	-1
EBT	74475,21	28091,03	23005,98	39881,8	47810,71	24338
Income tax expense (not corporate tax; steams from non-tax exempt services hired)	-	-	-	-	-417,71	-643
<i>% tax</i>					0,9%	2,6%
<b>Net income</b>	<b>74475,21</b>	<b>28091,03</b>	<b>23005,98</b>	<b>39881,8</b>	<b>47393</b>	<b>23695</b>

**Appendix 6: Liquidity Analysis**



**Appendix 7: Capital Structure Analysis**



**Appendix 10: List of companies**

Company	Industry	Location	Contact
Continente	Retail	Senhora da Hora	José Fortunato <a href="https://www.linkedin.com/in/josefortunato/">https://www.linkedin.com/in/josefortunato/</a>
BP	Energy/Petroleum	Porto Salvo	Alexandra Moniz Ribeiro <a href="https://www.linkedin.com/in/alexandramoniz/">https://www.linkedin.com/in/alexandramoniz/</a>
Banco Commerical Portugues	Financial Services	Porto	Paulo Neves

			<a href="https://www.linkedin.com/in/paulo-neves-306a6aa9/">https://www.linkedin.com/in/paulo-neves-306a6aa9/</a>
Worten	Retail	Senhora da Hora	Alexandre Viana - <a href="https://www.linkedin.com/in/alexandre-viana-7a20052">linkedin.com/in/alexandre-viana-7a20052</a>
Banco BPI	Financial Services	Porto	Manuel Loupas - <a href="https://www.linkedin.com/in/manuel-loupas-3262421b8">linkedin.com/in/manuel-loupas-3262421b8</a>
Alliance Healthcare	Insurance	Porto	Sofia Loureiro - <a href="mailto:sofia.loureiro@alliance-healthcare.pt">sofia.loureiro@alliance-healthcare.pt</a>
OCP - Portugal - Produtos Farmacêuticos, S.A.	Pharmaceuticals	Maia	Raquel Ferreira Pinto <a href="https://www.linkedin.com/in/raquel-ferreira-pinto/">https://www.linkedin.com/in/raquel-ferreira-pinto/</a>
TD Tech Data Portugal, LDA	Technology	Porto	Elsa Lopes <a href="https://www.linkedin.com/in/elsa-lobes-9b831b1a/">https://www.linkedin.com/in/elsa-lobes-9b831b1a/</a>
UNICER - Distribuição de Bebidas, S.A.	Beverage	Leça do Balio	Francisco Alves <a href="https://www.linkedin.com/in/francisco-alves-64483219b/">https://www.linkedin.com/in/francisco-alves-64483219b/</a>
BMW Portugal	Automotive Industry	Porto Salvo	Cristiana Rocha – <a href="mailto:cristiana.rocha@bmwgroup.com">cristiana.rocha@bmwgroup.com</a>
Sonae	Retail, financial services, shopping centres management, software and information systems, media and telecommunications	Senhora da Hora	Nádia Reis – <a href="mailto:nadia.reis@sonaemc.com">nadia.reis@sonaemc.com</a>
LeasePlan Portugal	Automotive trade & lease	Porto Salvo	Filipa Moreno <a href="https://www.linkedin.com/in/filipa-moreno/">https://www.linkedin.com/in/filipa-moreno/</a>

Samsung	Technology	Porto Salvo	Catarina Vargas <a href="https://www.linkedin.com/in/catarinavargas/">https://www.linkedin.com/in/catarinavargas/</a>
Ocidental	Insurance	Porto Salvo	Flávia Nobre <a href="https://www.linkedin.com/in/flavia-nobre/">https://www.linkedin.com/in/flavia-nobre/</a>
Grundig Logística Portugal	Logistics	Braga	<a href="mailto:csr.pac@mail.telepac.pt">csr.pac@mail.telepac.pt</a>
Associação - Assistentes Técnicos Da Saúde Do Centro Hospitalar Do Porto	Healthcare	Porto	<a href="mailto:assessor.imprensa@chporto.min-saude.pt">assessor.imprensa@chporto.min-saude.pt</a>
Cooprofar - Cooperativa Dos Proprietários De Farmácia	Pharmaceuticals	Gondomar	<a href="mailto:cooprofar@cooprofar.pt">cooprofar@cooprofar.pt</a>
Toyota	Automotive Industry	Vila Nova de Gaia	Fernando Marques <a href="https://www.linkedin.com/in/fernando-marques-56a07546/">https://www.linkedin.com/in/fernando-marques-56a07546/</a>
NOS Technology	Telecommunications	Senhora da Hora	Valter Sousa <a href="https://www.linkedin.com/in/sousavalter/">https://www.linkedin.com/in/sousavalter/</a>
Sierra Investments	Financial Services	Maia	Daniel Alexandre dos Santos <a href="https://www.linkedin.com/in/danielsts/">https://www.linkedin.com/in/danielsts/</a>
Caetano - Baviera	Automotive	Vila Nova de Gaia	Íris Ferreira <a href="https://www.linkedin.com/in/%C3%ADris-ferreira-ferreira/">https://www.linkedin.com/in/%C3%ADris-ferreira-ferreira/</a>
Rádio Popular	Radio	Maia	Ana Carolina Rodrigues <a href="https://www.linkedin.com/in/ana-carolina-rodrigues0507/">https://www.linkedin.com/in/ana-carolina-rodrigues0507/</a>
Novartis Farma	Pharmaceuticals	Porto Salvo	Rita Vaz Jesus <a href="https://www.linkedin.com/in/ritavazjesus/">https://www.linkedin.com/in/ritavazjesus/</a>
Futebol Clube Do Porto	Sports	Porto	Filipa Bertão <a href="https://www.linkedin.com/in/filipa-">https://www.linkedin.com/in/filipa-</a>

			<a href="#">bert%C3%A3o-06b9b71b0</a>
Cofanor	Pharmaceuticals	Porto	Odete Fernandes <a href="https://www.linkedin.com/in/odete-fernandes-759748a3/">https://www.linkedin.com/in/odete-fernandes-759748a3/</a>
Soquifa	Pharmaceuticals	Braga	António Monteiro <a href="https://www.linkedin.com/in/ant%C3%B3nio-monteiro-67848422b/">https://www.linkedin.com/in/ant%C3%B3nio-monteiro-67848422b/</a>
Irmãdona Supermercados	Supermarkets	Vila Nova de Gaia	Inês M. Santos <a href="https://www.linkedin.com/in/inesmasantos/">https://www.linkedin.com/in/inesmasantos/</a>
Modalfa	Retail	Maia	Clara Louro <a href="https://www.linkedin.com/in/clara-louro-7575597/">https://www.linkedin.com/in/clara-louro-7575597/</a>
Sanofi	Pharmaceuticals	Porto Salvo	Analia Laurella <a href="https://www.linkedin.com/in/analia-laurella-a912ba23/">https://www.linkedin.com/in/analia-laurella-a912ba23/</a>
Porto Editora	Publishing	Porto	Catarina Real Tomé <a href="https://www.linkedin.com/in/catarinarealto me/">https://www.linkedin.com/in/catarinarealto me/</a>
Janssen	Pharmaceuticals	Porto Salvo	Ana Torres Pereira <a href="https://www.linkedin.com/in/anatorrespereira/?locale=es_ES">https://www.linkedin.com/in/anatorrespereira/?locale=es_ES</a>
Nissan Ibéria	Automotive Industry	Porto Salvo	António Pereira Joaquim <a href="mailto:antonio.pereirajoaqui m@nissan.pt">antonio.pereirajoaqui m@nissan.pt</a>
LG Electronics	Technology	Porto Salvo	Hugo Jorge <a href="https://www.linkedin.com/in/hugojorge/">https://www.linkedin.com/in/hugojorge/</a>
Volvo	Automotive Industry	Porto Salvo	Aira de Mello <a href="https://www.linkedin.com/in/aira-de-mello-aa8277b/?originalSubdomain=pt">https://www.linkedin.com/in/aira-de-mello-aa8277b/?originalSubdomain=pt</a>

Gás Natural Comercializadora	Energy	Porto	<a href="mailto:soperacoes@gasnatural.com">soperacoes@gasnatural.com</a>
SAP Portugal	Software	Porto Salvo	Cristina Antelo Albertos <a href="https://www.linkedin.com/in/cristinaantelosustainability/">https://www.linkedin.com/in/cristinaantelosustainability/</a>
EDP Renováveis Portugal	Energy	Porto	Nuno Antunes <a href="https://www.linkedin.com/in/antunesnuno/">https://www.linkedin.com/in/antunesnuno/</a>
Banco Credibom	Financial Services	Porto Salvo	Isabel Matos Monteiro <a href="https://www.linkedin.com/in/isabelmatosmonteiro/">https://www.linkedin.com/in/isabelmatosmonteiro/</a>
Cofemel	Retail	Vila Nova de Gaia	Sandra Santos <a href="https://www.linkedin.com/in/sandra-santos-792201149/">https://www.linkedin.com/in/sandra-santos-792201149/</a>
Pfizer Biofarmacêutica	Pharmaceuticals	Porto Salvo	Victor Dieguez <a href="https://www.linkedin.com/in/victor-dieguez-aa5703a3/">https://www.linkedin.com/in/victor-dieguez-aa5703a3/</a>
Altri	Pulp & paper	Porto	Claudia Brites <a href="https://www.linkedin.com/in/claudia-brites-53b03625/?locale=en_US">https://www.linkedin.com/in/claudia-brites-53b03625/?locale=en_US</a>
Modis	Transport & logistics	Maia	José Fernando Côrte-Real <a href="https://www.linkedin.com/in/josefernandocortereal/?locale=en_US">https://www.linkedin.com/in/josefernandocortereal/?locale=en_US</a>
Viagens Abreu	Travel agency	Porto	Susana Fernandes <a href="https://www.linkedin.com/in/susana-fernandes-9a88861b3/?originalSubdomain=pt">https://www.linkedin.com/in/susana-fernandes-9a88861b3/?originalSubdomain=pt</a>

T.P. - Sociedade Térmica Portuguesa	Renewable Energy	Porto	Cláudio Santos <a href="https://www.linkedin.com/in/cl%C3%A1udio-santos-8b8b9097/">https://www.linkedin.com/in/cl%C3%A1udio-santos-8b8b9097/</a>
Nokia	Telecommunications	Porto Salvo	Artur Nunes <a href="https://www.linkedin.com/in/arturnunes/?locale=pt_BR">https://www.linkedin.com/in/arturnunes/?locale=pt_BR</a>
Dell Portugal	Technology	Porto Salvo	Pedro Goncalves <a href="https://www.linkedin.com/in/pedro-goncalves-50500a1/?originalSubdomain=pt">https://www.linkedin.com/in/pedro-goncalves-50500a1/?originalSubdomain=pt</a>
Teak Capital	Financial Services	Porto	+351 22 245 0710

### Appendix 11: Survey on CSR directed at corporates

<p><b>Social Impact Services for Corporate Social Responsibility</b></p> <p>The purpose of this survey is to understand how Social Impact Services (ex: team building, community work, volunteering...) can help companies enhance their Corporate Social Responsibility (CSR) practices. Corporate Social Responsibility (or CSR) is defined by the European Commission as: "the responsibility of enterprises for their impact on society" (EC, 2022).</p> <p>This research project is being conducted by Sanad Abourgegha and Chloe Tavener of Nova SBE, Lisbon, as part of a team of 5 students working on their master's thesis, held within the Social Leapfrog Program. You are invited to participate in this research project because you represent a company that could be interested in this type of service.</p> <p>Your participation in this research study is voluntary. You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time. If you decide</p>
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not to participate in this study or if you withdraw from participating at any time, you will not be penalized.

The procedure involves filling an online survey that will take approximately 10 minutes. Your responses will be confidential, and we do not collect identifying information such as your name, email address or IP address. All data is stored in a password protected electronic format.

The survey questions will be about your company's position regarding CSR policies and Social Impact Services. The results of this study will be used for scholarly purposes only.

If you have any questions about the research study, please contact Chloe Tavener at [tavener.c.s@gmail.com](mailto:tavener.c.s@gmail.com).

We thank you for your time and hospitality.

Best regards,

Sanad and Chloe.

**In what category would your company fit?**

- Large global corporation (Employees > 1000; Revenues > \$1billion)
- Small to Medium Enterprise (Employees: 101 to 500; Revenues up to to \$1 billion)
- Small to Medium Business (Employees < 100; Revenues up to \$10million)

**In which department do you work?**

- CSR
- HR

<input type="radio"/> Marketing <input type="radio"/> Other: _____
<b>Have you used social consulting companies to help your CSR Initiatives in the past?</b> <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Other: _____
<b>Which CSR providers do you work with?</b> <input type="radio"/> (Your answer) _____
<b>Have you used any team building services in the past?</b> <input type="radio"/> Yes <input type="radio"/> No

	1	2	3	4
<b>Do you think that your company's CSR practices are impactful?</b> <i>(1 – Not at all; 4 – Very much so)</i>				
<b>What factors would your company consider when outsourcing CSR?</b> <input type="radio"/> Sustainability <input type="radio"/> Social Impact <input type="radio"/> Volunteer work <input type="radio"/> Team building exercises <input type="radio"/> Donations <input type="radio"/> Other: _____				
<b>When searching for this type of service what pain points do you encounter? Please name the first thing that comes to mind</b> (Your answer) _____				
<b>Approximately how much does your company allocate for CSR initiatives?</b> (Your answer) _____				
<b>Does your company currently work with NGO's?</b> <input type="radio"/> Yes <input type="radio"/> No				

Other: \_\_\_\_\_

**If yes, which NGO's does it work with?**

(Your answer) \_\_\_\_\_

**Are employee well-being benefits a critical selection factor when selecting team building activities for your company?**

- Not at all
- I do not think so
- Sometimes
- I think so
- Always
- Other: \_\_\_\_\_

**How much would your company be willing to spend on operational consultancy for social responsibility?**

- Between 10,000 to 20,000
- From 20,000 to 30,000
- From 30,000 to 40,000
- 50,000 and above
- Other: \_\_\_\_\_

**When considering a company to help with CSR practices, for how long would you want to hire their services?**

- 0 to 1 year
- 1 to 2 years
- 3 years and above

**Which payment plan would you prefer? Or suggest others (\*possible when the organisation is an NGO)**

- Yearly rate
- Donation payment for fiscal benefits\*
- Per event payment
- Other: \_\_\_\_\_

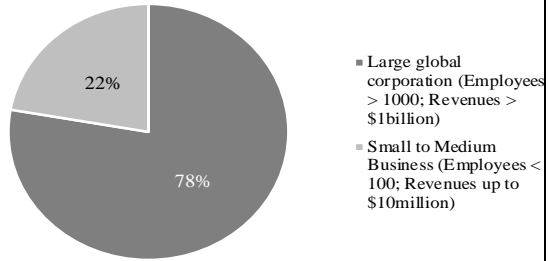
**Would it be beneficial for your company to hire an operational consultancy for social responsibility for your CSR?**

- Yes
- No
- Other: \_\_\_\_\_

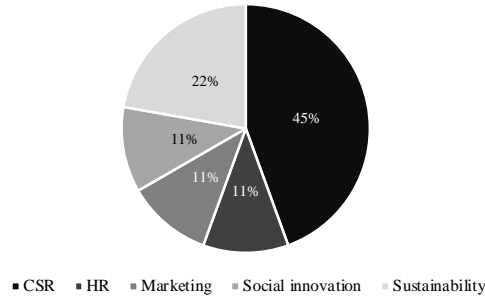
**Would you consider hiring an organisation of the above mentioned type?**

- Yes
- No

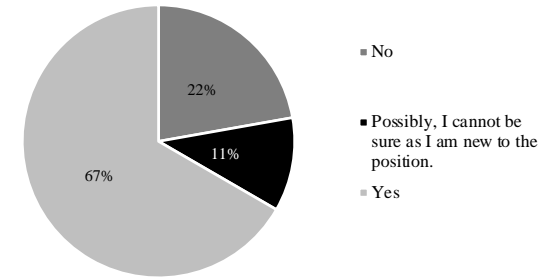
In what category would your company fit?



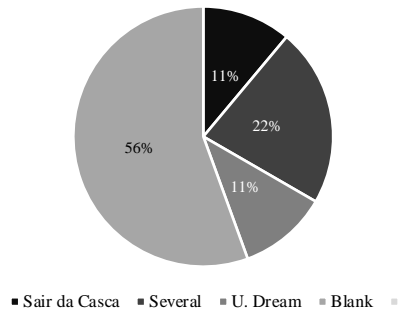
In which department do you work?



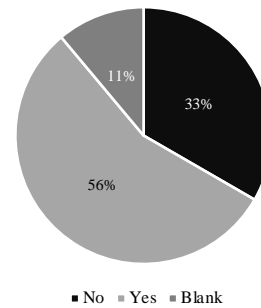
In what category would your company fit?



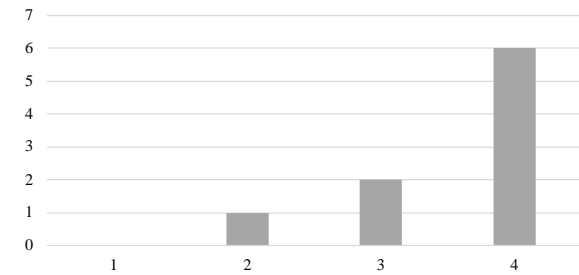
Which CSR providers do you work with?

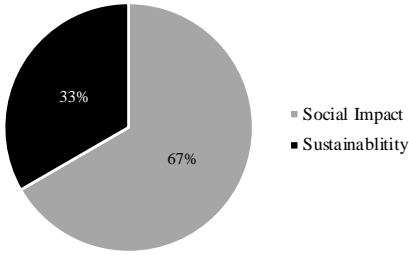
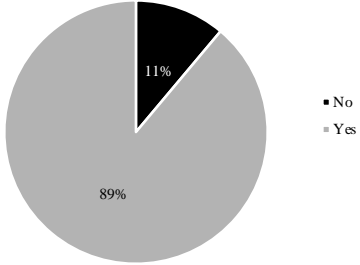
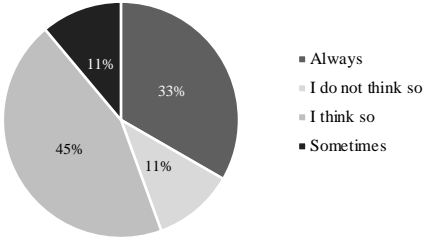


Which CSR providers do you work with?

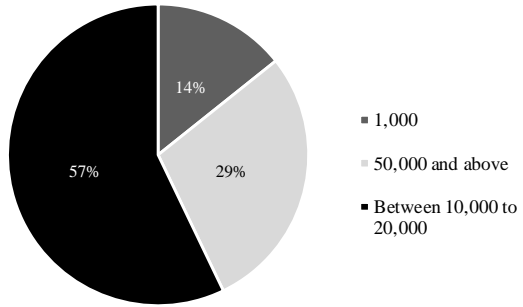


Do you think that your company's CSR practices are impactful?

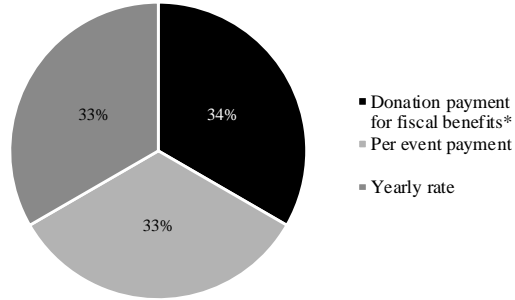


<p>In what category would your company fit?</p>  <p> <input type="checkbox"/> Social Impact  <input type="checkbox"/> Sustainability </p>	<p>When searching for this type of service what pain points do you encounter? Please name the first thing that comes to mind.</p> <p>Credibility</p> <p>Finding meaningful activities.</p> <p>Partnerships with local institutions</p> <p>Price</p> <p>Services that have actual impact and not just team building</p>	<p>Approximately how much does your company allocate for CSR initiatives?</p> <p>0</p> <p>500</p> <p>10k</p> <p>I dont know.</p> <p>If by CSR you mean volunteering initiatives and team buildings it depends. We have a corporate Foundation that organises these type of activities for us so even when it's a corporate activity we count on our Foundation as a partner</p>
<p>Does your company currently work with NGO's?</p>  <p> <input type="checkbox"/> No  <input type="checkbox"/> Yes </p>	<p>If yes, which NGO's do they work with?</p> <p>Cruz Vermelha, Semear, Aldeias SOS Criança</p> <p>Not allowed to disclose</p> <p>Red cross, junior achievement</p> <p>Several social and environmental organisations</p> <p>Several</p>	<p>Are employee well-being benefits a critical selection factor when selecting team building activities for your company?</p>  <p> <input type="checkbox"/> Always  <input type="checkbox"/> I do not think so  <input type="checkbox"/> I think so  <input type="checkbox"/> Sometimes </p>

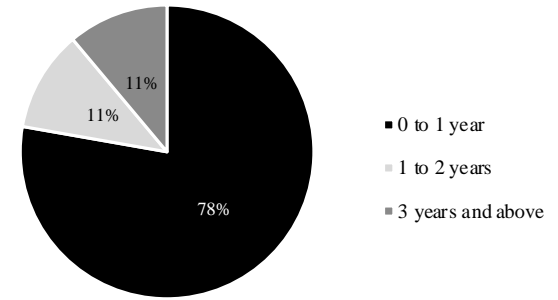
How much (€) would your company be willing to spend on operational consultancy for social responsibility?



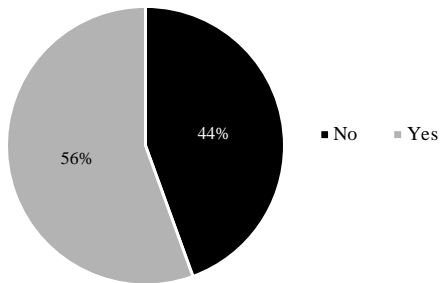
Which payment plan would you prefer? Or suggest others (\*possible when the organisation is an NGO)



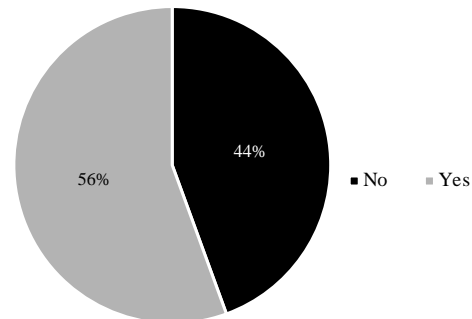
When considering a company to help with CSR practices, for how long would you want to hire their services?



Would it be beneficial for your company to hire an operational consultancy for social responsibility for your CSR?



Would you consider hiring the above mentioned organisation?



**Disclaimer:** Nine anonymous companies responded to this survey. Their responses can be found below.

In what category would your company fit?	In which department do you work?	Have you used social consulting companies to help your CSR Initiatives in the past?	Which CSR providers do you work with?	Have you used any team building services in the past?	Do you think that your company's CSR practices are impactful?	What factors would your company consider when outsourcing CSR?	When searching for this type of service what pain points do you encounter? Please name the first thing that comes to mind.	Approximately how much does your company allocate for CSR initiatives?	Does your company currently work with NGO's?	If yes, which NGO's do they work with?	Are employee well-being benefits a critical selection factor when selecting team building activities for your company?	How much would your company be willing to spend on operational consultancy for social responsibility?	When considering a company to help with CSR practices, for how long would you want to hire their services?	Which payment plan would you prefer? Or suggest others (*possible when the organisation is an NGO)	Would it be beneficial for your company to hire an operational consultancy for social responsibility for your CSR?	Would you consider hiring the above mentioned organisation?
Large global corporation (Employees > 1000; Revenues > \$1billion)	CSR	Possibly, I cannot be sure as I am new to the position.		Yes	3	Sustainability	Finding meaningful activities.	I dont know.	No		I think so	Between 10,000 to 20,000	0 to 1 year	Donation payment for fiscal benefits*	Yes	Yes
Large global corporation (Employees > 1000; Revenues > \$1billion)	Social innovation	Yes		No	4	Social Impact			Yes		I think so		1 to 2 years	Yearly rate	No	No
Small to Medium Business (Employees < 100; Revenues up to \$10million)	sustainability	Yes	several	No	4	Social Impact	price		Yes	several	I do not think so	1	0 to 1 year	Donation payment for fiscal benefits*	No	No
Large global corporation (Employees > 1000; Revenues > \$1billion)	CSR	Yes	Several	Yes	4	Social Impact	Credibility	500	Yes	Several	Sometimes	50,000 and above	0 to 1 year	Per event payment	Yes	Yes
Small to Medium Business (Employees < 100; Revenues up to \$10million)	CSR	No		Yes	4	Sustainability			Yes	Cruz Vermelha, Semear, Aldeias SOS Criança	Always	50,000 and above	0 to 1 year	Yearly rate	Yes	Yes
Large global corporation (Employees > 1000; Revenues > \$1billion)	CSR	Yes			3	Sustainability			Yes		I think so		0 to 1 year	Yearly rate	No	No
Large global corporation (Employees > 1000; Revenues > \$1billion)	Sustainability	Yes	Sair da Casca	No	4	Social Impact		If by CSR you mean volunteering initiatives and team buildings it depends. We have a corporate Foundation that organises these type of activities for us so even when it's a corporate activity we count on our Foundation as a partner	Yes	Several social and environmental organisations	I think so	Between 10,000 to 20,000	0 to 1 year	Donation payment for fiscal benefits*	No	No
Large global corporation (Employees > 1000; Revenues > \$1billion)	Marketing	Yes	U dream	Yes	4	Social Impact	Partnerships with local institutions	10k	Yes	Red cross, junior achievement	Always	Between 10,000 to 20,000	3 years and above	Per event payment	Yes	Yes
Large global corporation (Employees > 1000; Revenues > \$1billion)	HR	No		Yes	2	Social Impact	Services that have actual impact and not just team building	0	Yes	Not allowed to disclose	Always	Between 10,000 to 20,000	0 to 1 year	Per event payment	Yes	Yes

## Appendix 12: U.Purpose Implementation Roadmap

Prioritization	Strategic objective	Dimension	Problem	Recommendation	Actions for the implementation of the recommendation	Key Performance Indicator	Start date planned	End date planned
2	HR	Human Resources	Lack of UP personnel/team	Hire an account/project manager and two junior consultants	U.Academy gives UP access to a pool of talent (university students) that can be used to address the staff issue, competitive incentives can be used to attract the best talent	Number of projects completed	nov/22	fev/23
2				Hire an account/project manager	Hire an account manager to initiate engagements, communicate with current and potential clients, and maintain an overview of the client's portfolio	Number of projects completed	nov/22	fev/23
2				Hire two junior consultants	Hire a junior consultant through the U.Academy programme, using the best talent available through a similar competition for masters level students	Number of projects completed	nov/22	fev/23
2	Finance	Finance	Operational costs	Hourly rates	By having a standardized labour cost throughout the U.Purpose packages, keeping the hourly rates homogenous will increase cost efficiency	Cost efficiency	out/22	dez/22
2				Price to value	Through comparison of competitors, customer perception and the current price point UP can maximise its value to the market	Profit margin fluctuations	out/22	dez/22
3	Marketing	Marketing	Lack of brand awareness	Communications strategy	Implementing online advertising (google, LinkedIn) and two-way advertising (emails, phone calls, direct contact) with the help of U.Dream's head of marketing	Conversion rates, number of customers reached, number of clients signed	jan/23	jun/23
3				Online	Establishing social media marketing (LinkedIn), search engine optimization (SEO)	Conversion rates, number of customers reached, number of clients signed	jan/23	jun/23
3				Fairs	Physical presence at summits, seminars, trade shows, conferences and corporate fairs by having a UP stand and promoting the brand	Number of clients reached	jan/23	dez/23
3				Product launch	Have an exclusive UP launch with previous clients and potential clients (from list) in an informal setting (breakfast or lunch) held by U.Purpose	Number of clients signed	jan/23	fev/22
4	Strategy	Strategy	Location	Widen the scope to all of Portugal	Have an expansion strategy in multiple steps. Step 1: Lisbon, in a digital manner at first, Step 2: enough capital is raised to open a second office in Lisbon, Step 3: Offer UP out of the two commercial hubs of Portugal: Lisbon and Porto	Number of clients signed	jan/27	dez/27

2	Strategy	Language	Have the capacity to take on English speaking clients	Have the option of providing services to English clients on their communication platforms by translating website, social platforms and other communications. Furthermore, offer the UP service in English to expand customer reach.	Number of international clients reached and/or signed	out/22	jan/23
1	Strategy	Website	Alter website so that it not only is a point of contact but also a platform for client interaction	Provide more information on U.Purpose, points of contact (not just lets get in touch), previous testimonies and success factors such as capital raised for social good by companies, companies that UP has worked with and impact measurements such as number of hours of employee engagement in social causes. Furthermore, provide the breakdown of costs and processes of each "package".	Number of clients reached/signed	set/22	out/22
3	Strategy	Lack of collaborators	U.Purpose does not have any partnerships to encourage and promote sales elsewhere	Expand the network to become part of GRACE and BCSD to strengthen links within the industry and benefit from strategic allies	Brand perception, reputation, number of clients signed	jan/23	dez/23
3			Join GRACE	Apply for an annual membership fee of €500	Brand perception, reputation, number of clients signed	jan/23	dez/23
3			Join BCSD	Membership fee €2000	Brand perception, reputation, number of clients signed	jan/23	dez/23
3	Strategy	Lack of professional accreditations	Build U.Purpose's credibility by integrating the United Nations Sustainable Development Goals into U.Dreams value proposition	Communicate on the implementation of the UN's SDG's through communication platforms (social media, emails, promotional outreach). Align the mission, vision and values with the SDG's and use the logo, symbols and colour schemes throughout U.Dream communications (on emails, posters, media, on social media posts) to demonstrate its role within the organisation	Brand perception, credibility	jan/23	fev/23
2	Impact	Lack of impact measurement	UP doesn't have an efficient impact measurement system	Through the KPI's in this implentation roadmap, UP will have the ability to measure the effectiveness of each reccomendation, sugesstion and process	This roadmap	out/22	out/23
2	Sales	UP only represents 2% of revenues	Ramp up sales	Through hiring a UP team, implementing a marketing strategy and having strategic collaborators	Percentage of U.Dream's revenues	out/22	out/23