



THE MIMO PROGRAM

„Successfully scaling the initiative“

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

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NOVA SCHOOL OF
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Abstract

Abstract

This project report analyzes the social initiative “MIMO” of Acembex Comércio e Serviços Lda and provides recommendations to sustain and grow the program in the future. Based on the findings of the internal and the external analysis, four solutions have been presented to Acembex. In collaboration with the company two of them have been chosen as most suitable and were further developed in-depth.

The individual part focuses on successfully scaling the program by growing the network of partners and by finding and assessing new beneficiary organizations using the respective tools developed.

KEYWORDS

SOCIAL IMPACT | IMPACT MEASUREMENT | SOCIAL SUSTAINABILITY | STRATEGIC MANAGEMENT | SCALABILITY
SUSTAINABLE DEVELOPMENT GOALS | PROJECT MANAGMENT | SOCIAL IMPACT MEASUREMENT | GOVERNANCE
BRAND COMMUNICATION | SUPPLY CHAIN COLLABORATION | LONGEVITY | CORPORATE SOCIAL RESPONSIBILTIV

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GROUP SLIDES

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- I Context
- II Internal Analysis
- III External Analysis
- IV Governance
- V Impact
- VI Longevity
- VII Scalability
- VIII Conclusions

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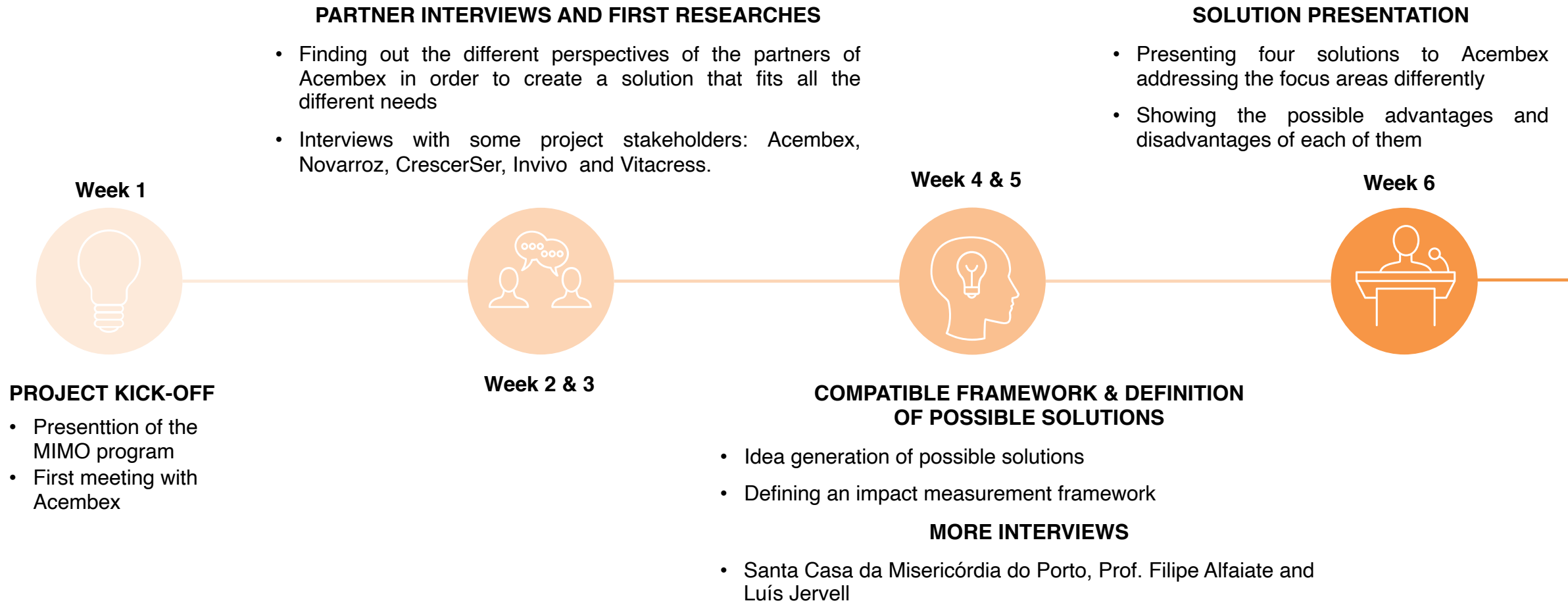
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The four-month project consisted of multiple steps and analysis with the aim of establishing the future of the MIMO program

I. Context | Project timeline



The four-month project consisted of multiple steps and analyses with the aim of establishing the future of the MIMO program

I. Context | Project timeline

FINALIZATION

- Interview with Prof. Daniela Afonso
- Visit of Casa do Vale and Acembex in Porto
- Finalization of the project

Week 7-11



SOLUTION DEVELOPMENT

- Working in the direction decided by Acembex after the presentation of possible solutions
- Finishing the interviews: Soja de Portugal, Porta Solidária do Porto
- Development of a hybrid impact measurement framework



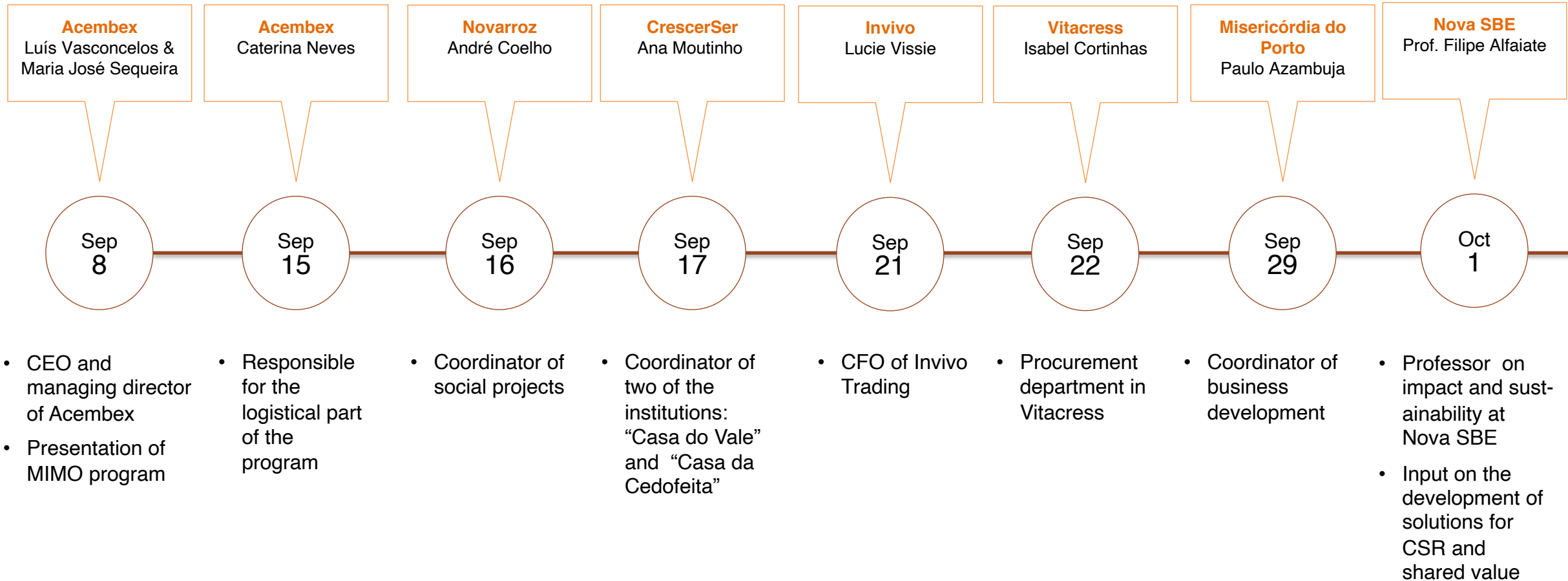
Week 12-15



Picture 1: Visiting Casa do Vale in Porto with Catarina, responsible for coordinating the deliveries of the MIMO program at Acembex

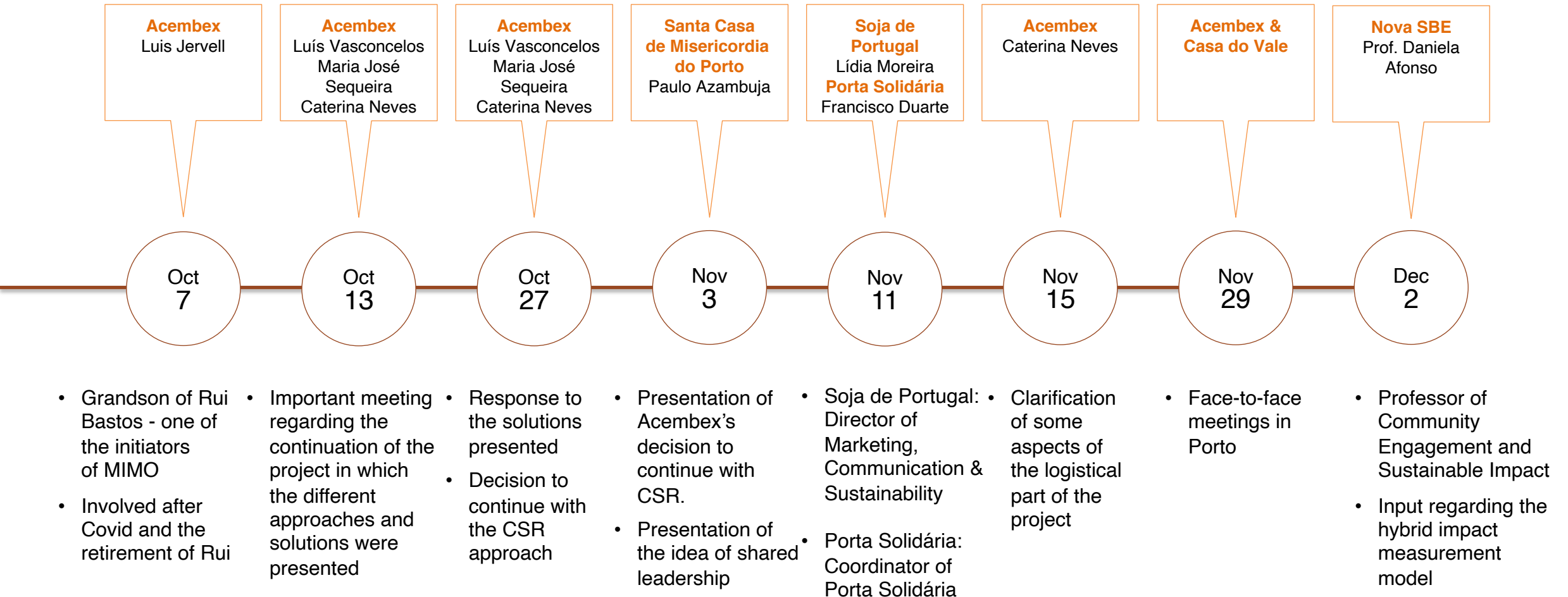
Numerous interviews were conducted to learn more about the MIMO project and collect different points of view on it

I. Context | Interviews timeline



In total 8 partners were interviewed, there were 7 meetings with Acembex and at least one meeting with each of the beneficiary organisations and insights from two experts

I. Context | Interviews timeline



Acembex Comércio e Serviços, Lda. – Portuguese trading company of raw materials for food and animals feed industry

I. Context | Company Overview

FOUNDATION¹

- Established in 1970 as a **joint venture** between Tate & Lyle International (UK) and RAR - Refinarias de Açúcar Reunidas, S.A.R.L.
- Acquired in the beginning of the 1980s by the Grupo RAR

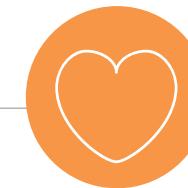


FINANCIALS & SIZE²

- Turnover of **€ 145,610,216** in 2020,
- RAR holds 100% of shares
- 15 employees

INDUSTRY³

- Largest Portuguese importer of **cereals and byproducts**
- Located in Porto



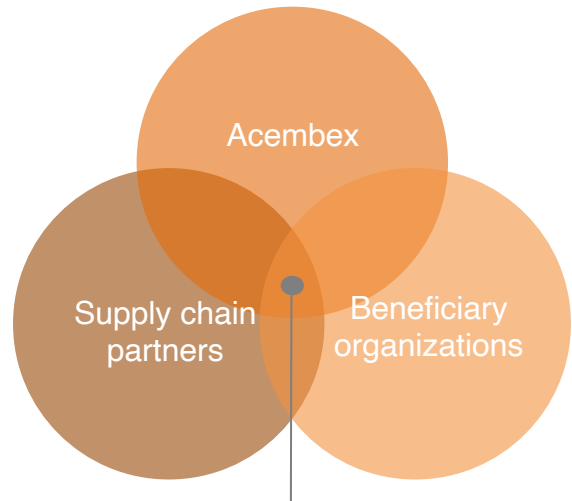
MISSION & VALUES¹

- Mission:** Sustained Value Creation
- Values:** Respect, Responsibility, Ambition, Service and Innovation

The MIMO program is a unique social initiative brought into life by Acembex together with its partner network

I. Context | MIMO Program

THE MIMO PROGRAM



- The MIMO program is a shared effort of Acembex and its supply chain partners to support people in need
- The geographic focus is on the local community in Porto, but the impact of the program spreads across the whole country
- Operating in the food industry, the program strives to tackle hunger and food shortages by delivering food to shelters

UNIQUENESS OF THE PROGRAM



No cash involved

- The program is solely based on benevolence, no monetary donations are involved

Supply chain collaboration

- Except for the final consumer, the program involves parties from all steps of Acembex's supply chain



Low level of public awareness

- Despite the high level of impact created, public awareness is low, as the company has not made efforts to promote the initiative

Over the years, the program has grown into a social initiative supplying six foster homes and a homeless shelter with food

I. Context | MIMO Program

PROGRAM BEGINNINGS

Turning corporate Christmas presents into a cash offering for Casa de Cedofeita

FIRST DELIVERIES

Because of the financial crisis, Acembex began offering grain to bakers to produce flour, who supplied the bread free of charge to two houses

PARTNER NETWORK GROWTH

Increased number of products and regularly supplied two houses

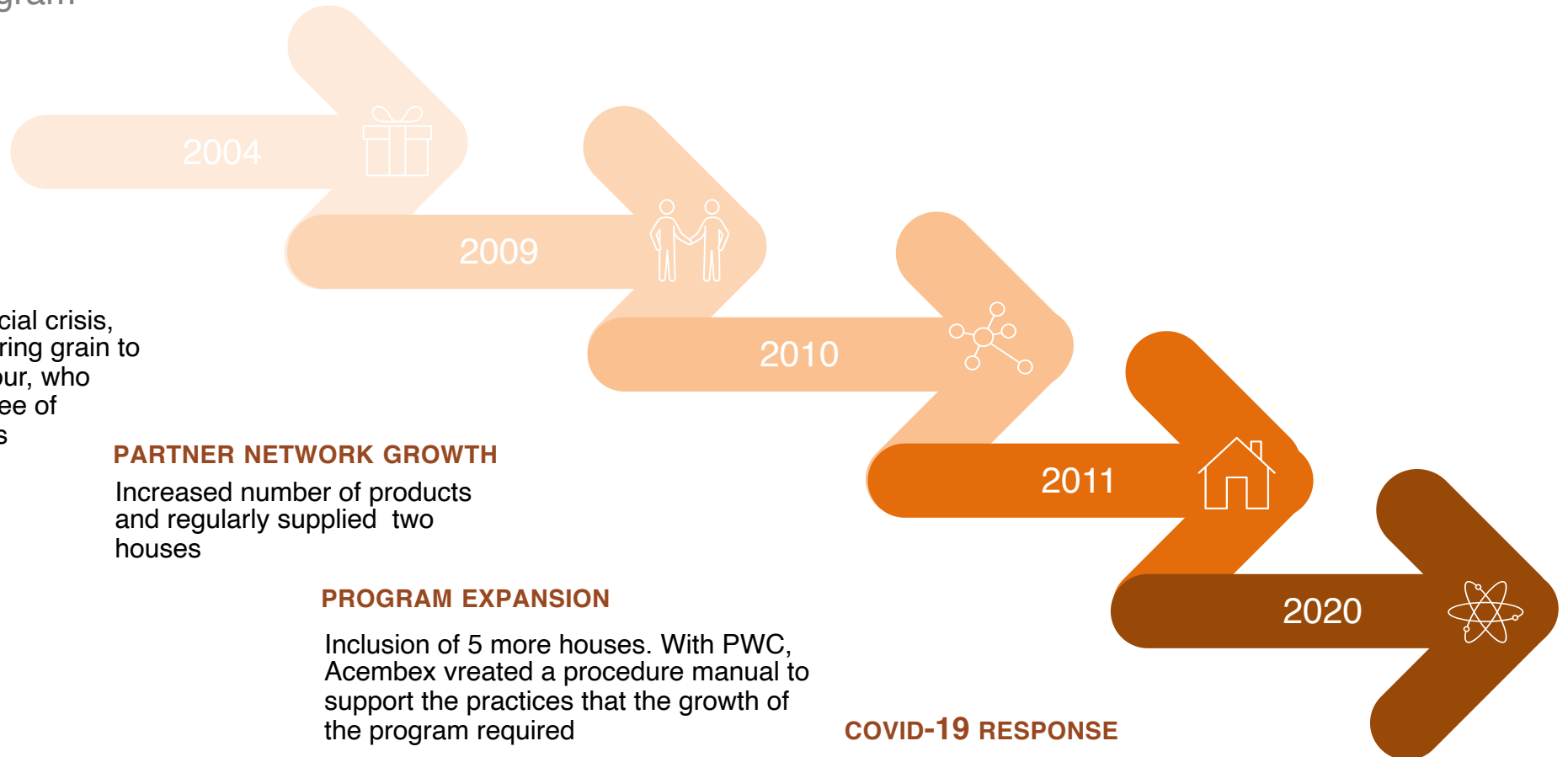
PROGRAM EXPANSION

Inclusion of 5 more houses. With PWC, Acembex created a procedure manual to support the practices that the growth of the program required

COVID-19 RESPONSE

Due to the Covid crisis, Acembex received an urgent call for help from Porta Solidária. Therefore, the MIMO program started to supply also this organization

“ **MIMO** – Portuguese word expressing affection, fondness or a kind gesture “



The MIMO partners in each step of the supply chain contributed to the program differently

I. Context | MIMO Program

CONTRIBUTIONS TO MIMO IN EACH STEP OF ACEMBEX'S SUPPLY CHAIN

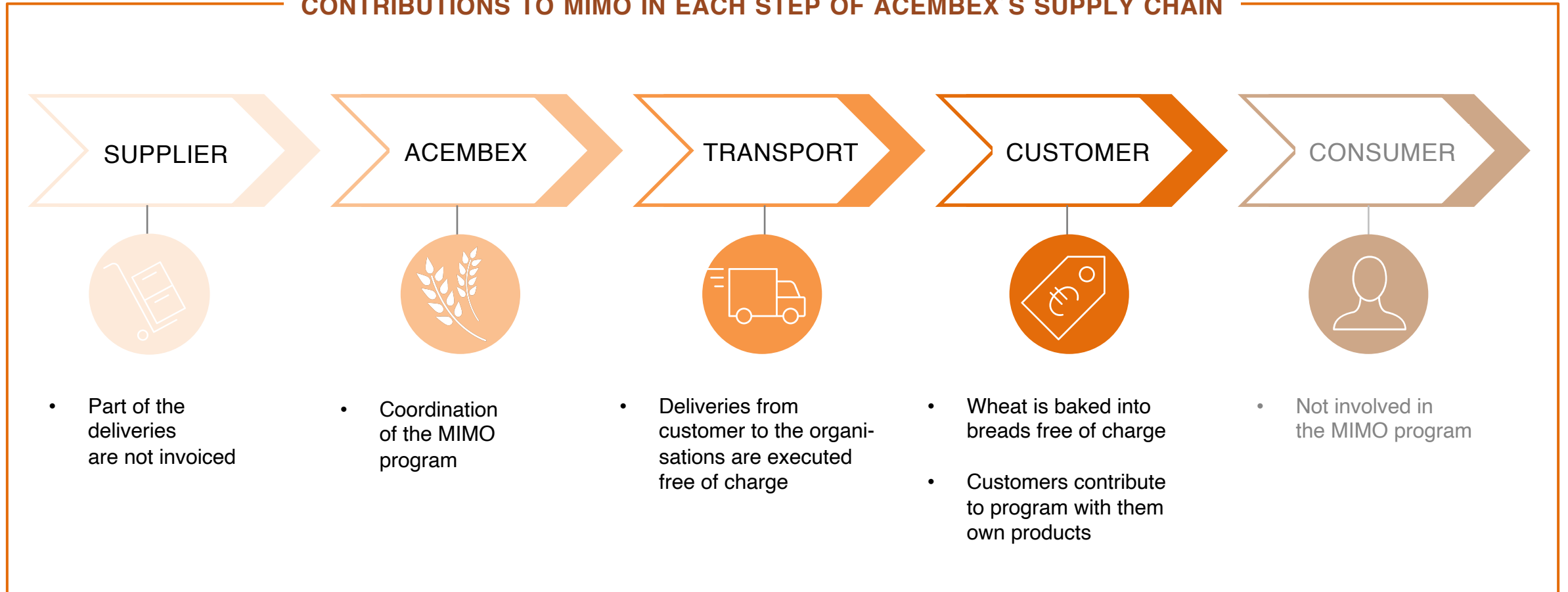


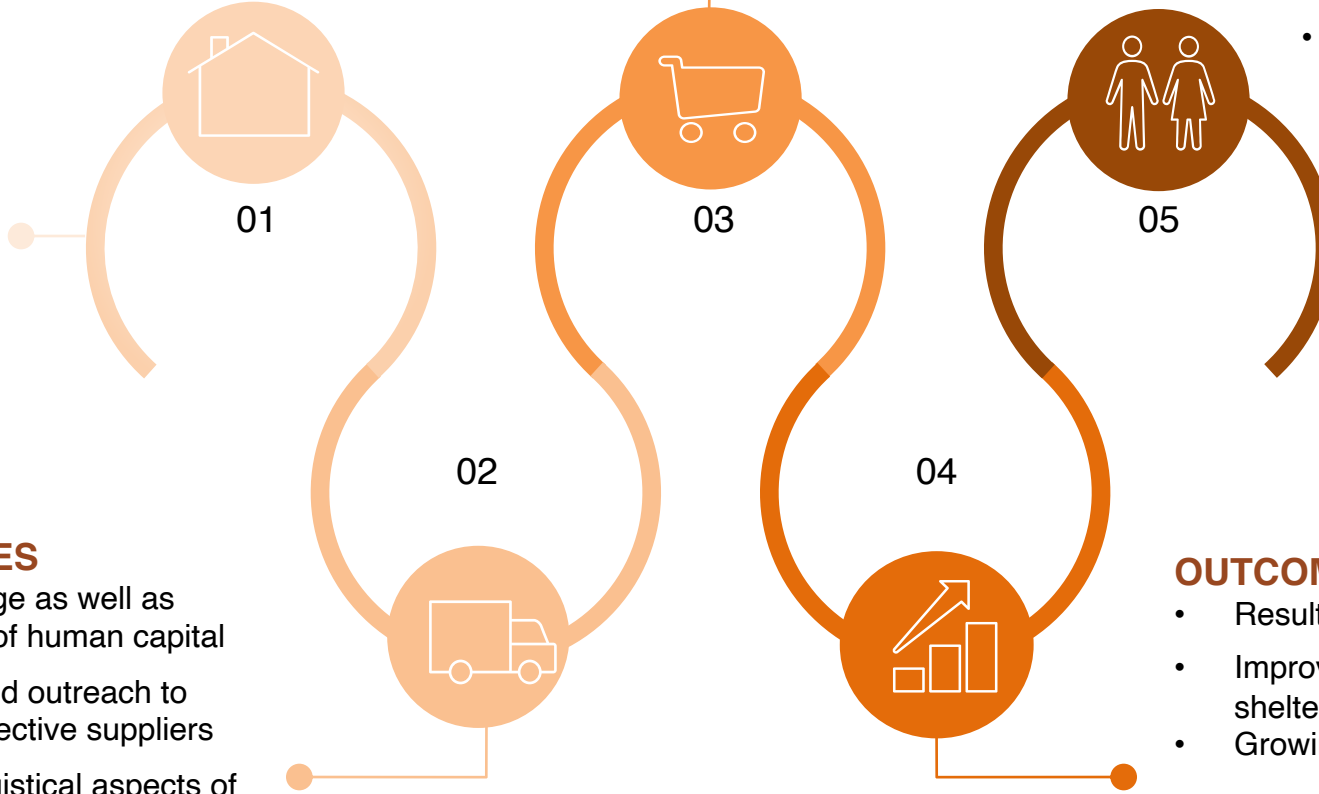
Figure 1: Acembex's Supply chain related to the MIMO program

Acembex creates social impact by leveraging its industry knowledge and its network of partners to deliver food to organisations in need of additional food supply

I. Context | MIMO Program

SOCIAL NEEDS

- Lack of food supply in foster homes and shelters
- Situation deteriorated due to pandemic



OUTPUTS

- Immediate results
- Monthly delivery of food to 6 foster homes and one homeless shelter
- Increased budget for organizations, due to fewer expenses on food

IMPACT

- Effects on root causes
- Improved quality of life for humans supported by partner organizations

INPUT & ACTIVITIES

- Business knowledge as well as resources in form of human capital
- Communication and outreach to existing and prospective suppliers
- Coordination of logistical aspects of the program

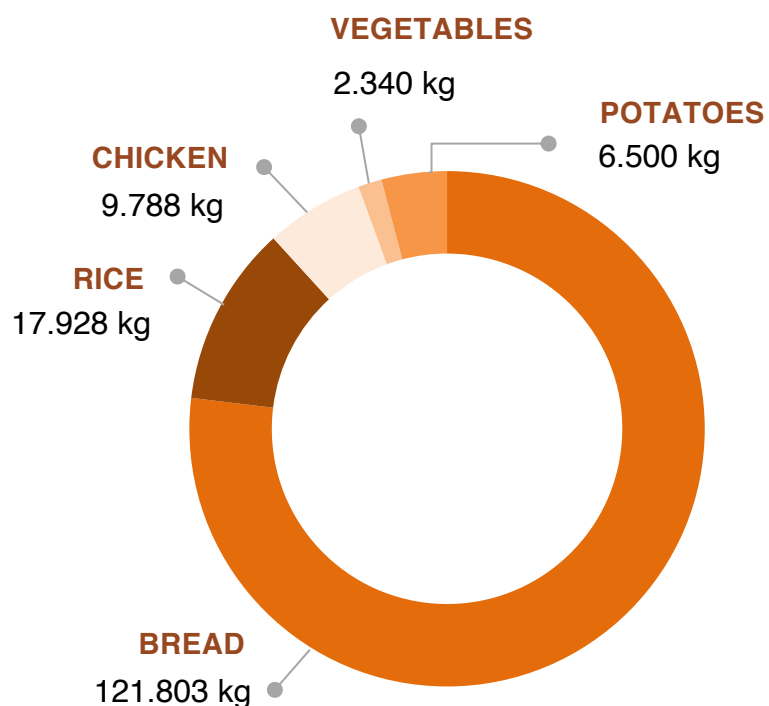
OUTCOMES

- Results medium or longterm
- Improved food supply for foster homes and shelters
- Growing network of partners of the program

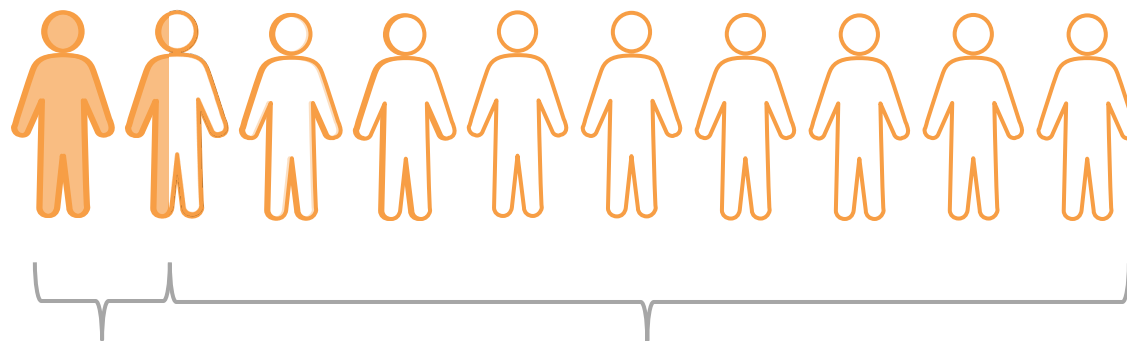
In 2021, 90.936 kilograms of food were delivered to the organizations due to the MIMO program and a total of 182.904 meals were distributed

I. Context | MIMO Program

MIMO PROGRAM DELIVERIES IN 2021¹



MIMO BENEFICIARIES IN 2021¹



CRESCERSER

- **84 people** benefited from the MIMO program daily
- A total number of **17.304 meals** were prepared in 2021

PORTA SOLIDÁRIA DO PORTO

- **460 people** benefited from the MIMO program daily
- A total number of **165.600 meals** were prepared in 2021

There are four focus areas of the report based on the tensions Acembex faces with regards to the MIMO Program

I. Context | Problem Statement

See Appendix B

UNDERLYING QUESTIONS

- How can the program be independent of Acembex?
- Who will take the leadership in the program?
- How will tasks be distributed in case of shared leadership?
- How can social impact be measured?
- What implication does the impact measurement have for management?
- How can the sustainability of the program be guaranteed even after the current top management retires?
- How can continuous commitment of the partners be achieved?
- How should the program be effectively communicated?
- How can the impact be even increased in the future?
- How can other corporations implement similar initiatives?

FOCUS AREAS OF THE PROGRAM

GOVERNANCE



IMPACT



LONGEVITY



SCALABILITY



Internal analysis has revealed two additional areas of interest that were not raised by Acembex

I. Context | Additional areas of interest

UNTOUCHED PROBLEM AREAS

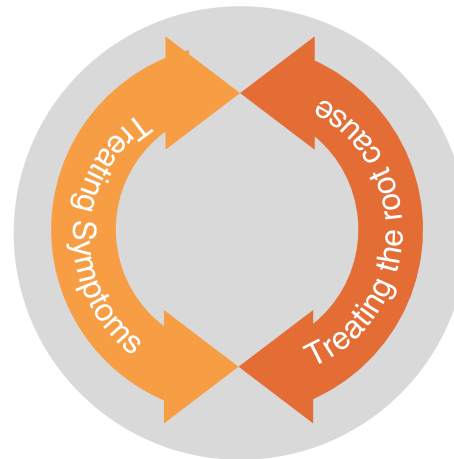


SOCIAL VS ENVIRONMENTAL PROGRESS

- The **focus** of the MIMO program is clearly on **social progress**
- However, there is a link between global warming and food shortages as well as rising levels of poverty¹.
- Therefore, **environmental aspects should not be neglected**

TREATING SYMPTOMS VS ROOT CAUSE

- Even though the MIMO program undoubtedly creates social impact, the **problems behind remain untreated**
- The food donations only provide a **short-term solution**



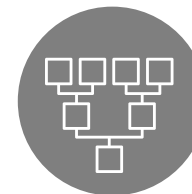
ADDITIONAL AREAS OF INTEREST

ENVIRONMENTAL PROGRESS



- How can the **environmental progress** be considered in the MIMO program **without decreasing the social impact** created?

TREATING THE ROOT CAUSE



- How can the MIMO program have a **lasting impact** on people's lives?
- How can this long-term effect be measured?

CrescerSer – Private Institution of Social Solidarity of national scope

I. Context | Beneficiary organization overview

See Appendix C

CRESCERSER

WHO	HOW	GOAL	MISSION	VISION	VALUES
<ul style="list-style-type: none"> Children and young people in danger deprived of their family environment who have been removed from their parents by court order 	<ul style="list-style-type: none"> Temporary shelters, divided between children from 0 to 12 years and boys and girls from 12 to 21 years 84 children 	<ul style="list-style-type: none"> Promoting, organizing and boosting community support services for children, young people and society Making specialised training more dynamic in protection, care and follow-up for technicians working with children and young people at risk 	<p>“We imagine a world where all children and young people have all their rights recognised and guaranteed.”</p>	<p>”To promote and disseminate the rights of children and young people. To welcome abused children and to envisage with them and their families, their plan in life and their autonomy.”</p>	<ul style="list-style-type: none"> Protection of lives Pursuit of the best interests of each beneficiary Promoting positive parenting Ensuring the quality of care Promoting innovative and creative solutions Promoting autonomy & community integration Promoting openness to the community & contributing to social development

Table 1: Overview of CrescerSer

Porta Solidária do Porto – Aims to help the most vulnerable population in Porto

I. Context | Beneficiary organization

See appendix C

PORTA SOLIDÁRIA DO PORTO

WHO¹

- Families with children of all ages
- Homeless people
- People whose income is not sufficient to meet their food, medicine and clothing needs, among other things
- People who are addicted to drugs or alcohol
- Elderly people without family or any other support

HOW²

- Provide daily food aid to people without their own means of subsistence
- Helping about 600 people per day

01



02



Overview of the MIMO program partners in 2021

I. Context | MIMO Program

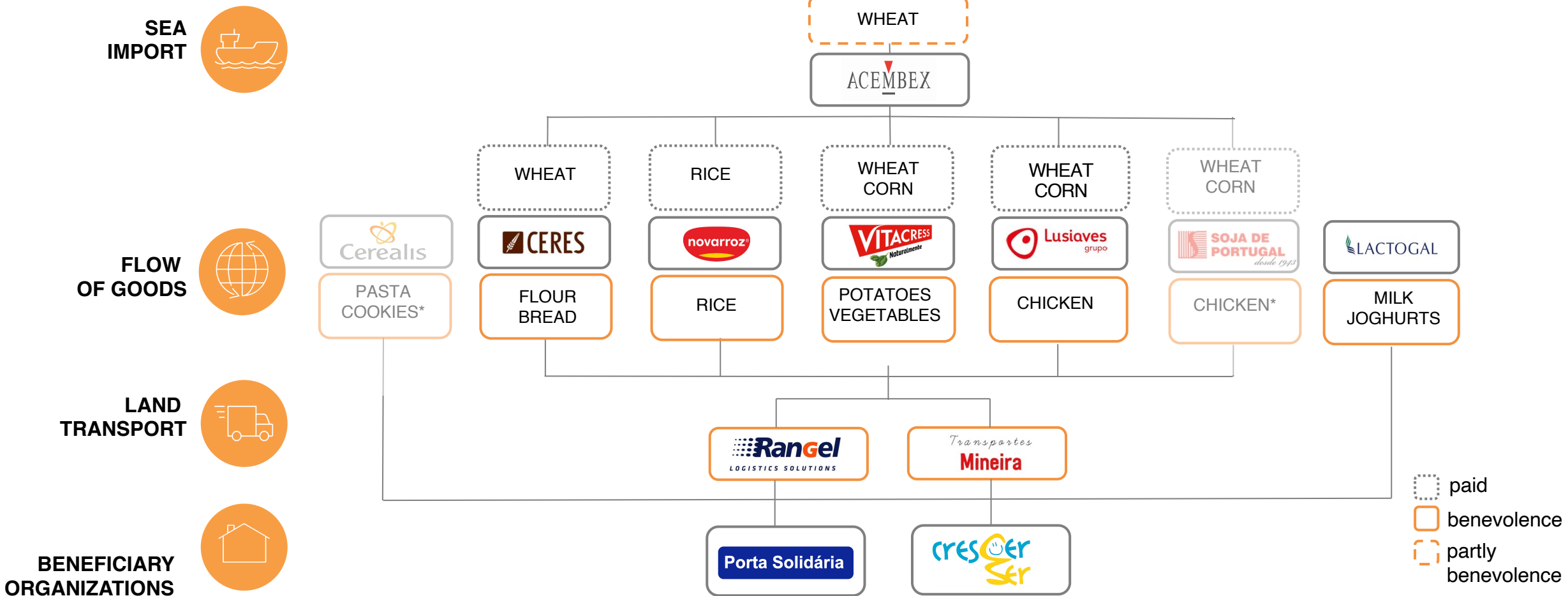


Figure 2: Overview of the MIMO partners

External and internal analyses were conducted in order to establish an informed process of idea generation, evaluation and development

I. Context | Project Methodology

1. INTERNAL ANALYSIS



1. Project partner interviews

- Reoccurring interviews with the management of Acembex to gain a better understanding of the needs as well as to discuss the progress of the program

2. MIMO partner interviews

- Interviews with four partners of the program to map their commitment and obtain a better picture of their involvement in the program

3. Beneficiary organisation interviews

- Interviews with the beneficiary organizations to understand their needs and resources available

2. EXTERNAL ANALYSIS



1. External market research

- Research on social value creation approaches

2. International best practice research

- Benchmark of social impact initiatives of international corporations and start-ups

3. Research on impact measurement

- Expert interview with Professor Filipe Alfaiate on shared value measurement
- Expert interview with Professor Daniela Afonso on working with the SDGs

3. IDEA GENERATION AND DEVELOPMENT



1. Idea generation

- Development of solutions to target the different focus areas

2. Idea evaluation & selection

- Selecting the best solutions in close collaboration with Acembex

3. Idea development

- Further developing the best solutions for Acembex to implement

Agenda

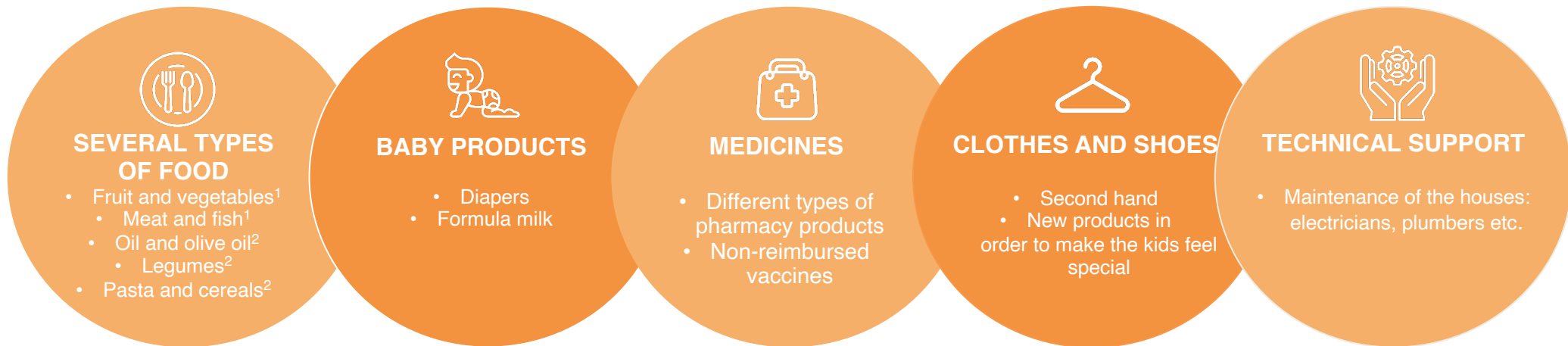
- I Context
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- VII Scalability
- VIII Conclusions

Next to food, CrescerSer also needs baby products, medicine supplies, clothes and shoes as well as technical support to maintain the houses

II. Internal Analysis | Needs analysis

CRESCERSER NEEDS

- Besides what the MIMO program is providing, CrescerSer has several other needs that go beyond food supply
- Everything essential in a regular house is also necessary to have in the different institutions



- During the year, the institutions receive products from Banco Alimentar monthly. However, the uncertainty of the amounts of food delivered causes planning difficulties for CrescerSer
- The institutions have already attempted to establish protocols with shops that sell fruits and vegetables, but with limited success

Porta Solidária Porto - Aims to help the most vulnerable population in Porto

II. Internal Analysis | Needs analysis

PORTA SOLIDÁRIA DO PORTO¹

- Their needs are focused on different types of food and on acquiring volunteers
- The organisation also seeks monetary donations



- The initiative has the support of the following local institutions: Colégio Nossa Senhora da Paz, Escola Superior de Educação Paula Frassinetti, Escola Superior de Saúde de Santa Maria, Externato N.^a Sr.^a do Perpétuo Socorro and Hospital de Santa Maria
- Despite Porta Solidária do Porto receiving help from these institutions, they have a frequent need from several types of food. MIMO Program present a significant role in this field

The interviews showed that personal interest and motivation in the MIMO program varies greatly for the different contributors

II. Internal Analysis | Commitment map of contributor

See Appendix C

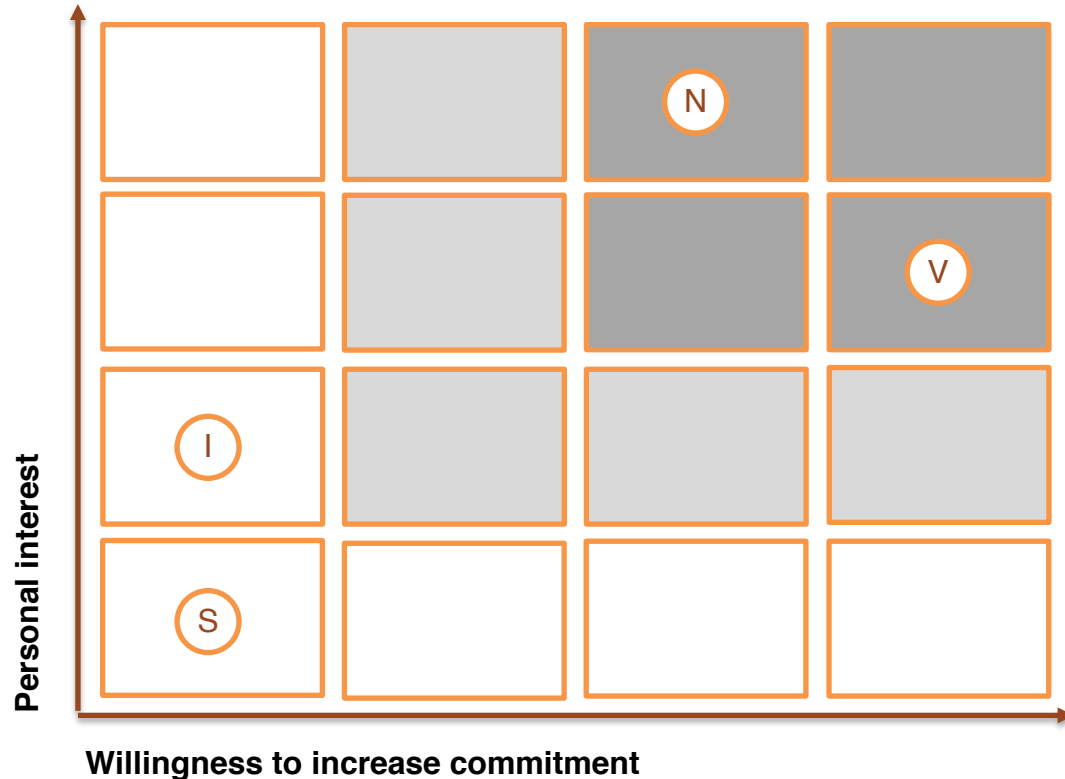


Figure 3: Commitment map of contributors

➤ There is need for a more structured reporting about the program for some contributors

PERSONAL INTEREST

“It would be nice if there was a report to be shared at the end of the year with some figures of how much we helped” – Novarroz (N)



“For us the relationship with Acembex is very important because it is a big buyer of French wheat. That is why we decided to join th MIMO program“- Invivo (I)



“Any feedback is good. Something that would show that this has a positive impact on people’s lives.“ - Vitacress (V)



*We are mainly helping this program because Acembex is one of our partners – Soja de Portugal (S)

*translated interview and not recorded



None of the interviewed suppliers is willing to take on more responsibility in the program

II. Internal Analysis | Commitment map of suppliers

See Appendix C

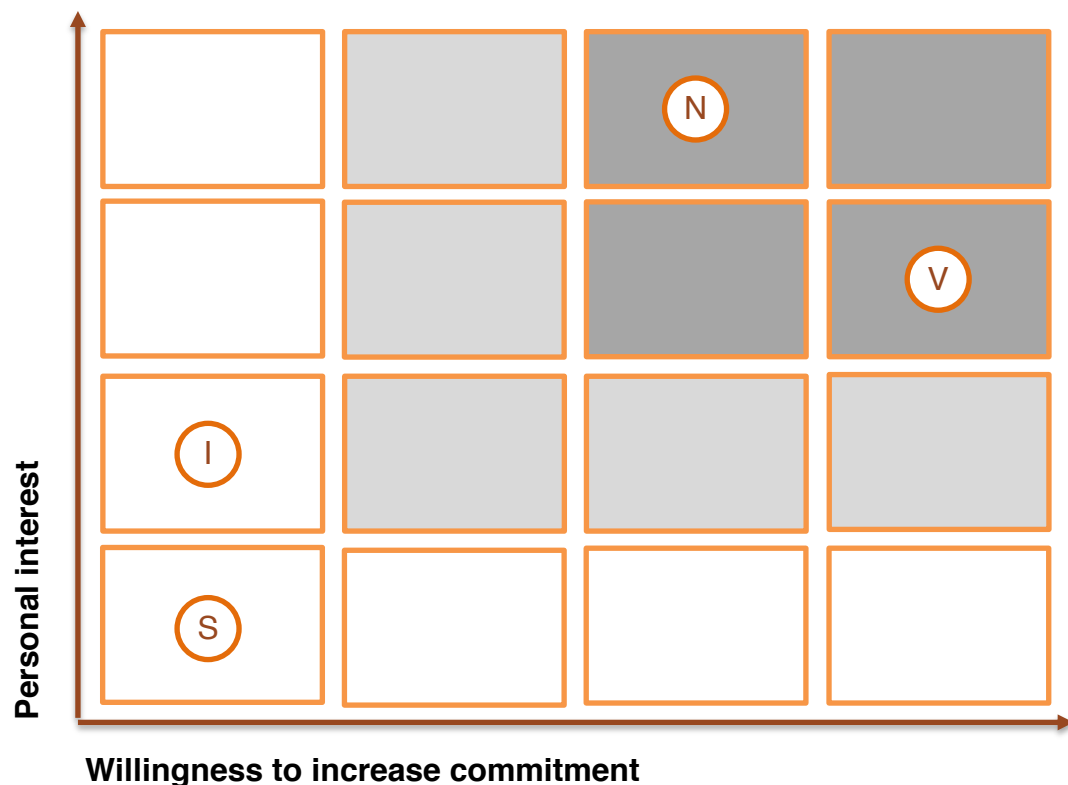


Figure 3: Commitment map of suppliers

➤ Acembex is at the heart of the MIMO program. It is unlikely that without the company the same level of impact could be created

WILLINGNESS TO INCREASE RESPONSIBILITY

“We don’t have the resources to evaluate the project, or to follow up the project.”
– Novarroz (N)

●○○○

“We are a follower in this project and Acembex has the lead and when they need us we are there, but we don’t want to take on more responsibility in this project.”- Invivo (I)

●○○○

“The idea is to have one single address where we deliver, and from that site someone organizes the rest. But it does not mean that we can only help one, we can help others.”- Vitacress (V)

●○○○

*The company stopped helping in 2020 and did not present provisions to start helping again. – Soja de Portugal (S)

*translated interview and not recorded

●○○○

Some contributors are willing to increase the quantity or frequency of the deliveries

II. Internal Analysis | Commitment map of contributors

See Appendix C

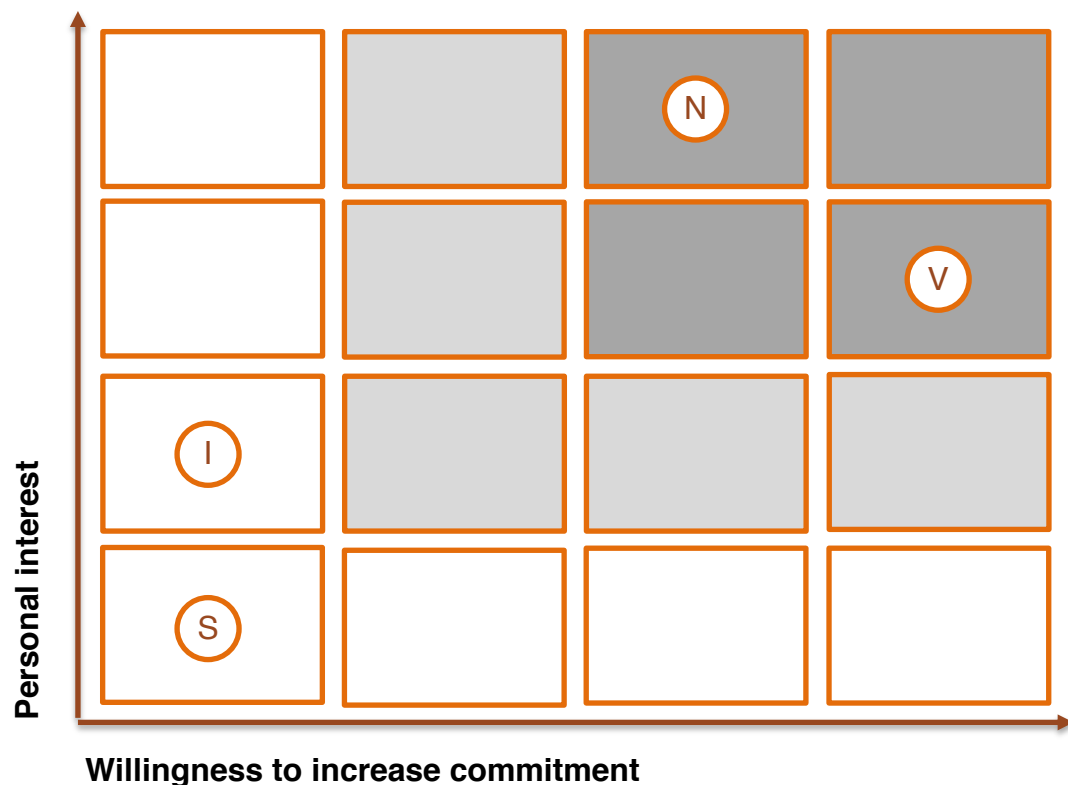


Figure 3: Commitment map of contributors

- There is some untapped potential to increase the quantities delivered. Acembex needs to take the role of facilitator to persuade partners to increase their commitment.

WILLINGNESS TO INCREASE COMMITMENT

“It’s always nice to get an emotional connection with the people who are supporting the project. This way they will be more open even in increasing their support”- Novarroz (N)

●●●○

“For us the relationship with Acembex is very important because it is a big buyer of French wheat. That is why we decided to join th MIMO project“- Invivo (I)

●○○○

“If there are other teams, or other groups doing any proposals that make sense to us and that we can do, we could work with them - Vitacress (V)

●●●●

The company stopped helping in 2020 and did not present previsions to start helping again. - Sogral (S)

*translated interview and not recorded

●○○○

Santa Casa da Misericórdia do Porto – Institution of charity and welfare

II. Internal Analysis | Potential future partner

See Appendix C

MISERICÓRDIA DO PORTO

WHO	HOW	GOAL/MISSION	VISION	VALUES
<p>All kinds of people that have social needs which require any help in social intervention, health, special education, education, culture, justice, environment or special projects.</p>	<p>Some examples:</p> <p>Social intervention: Develops activities to support and care for the elderly, for people in a situation of social lack of protection and/or homelessness;</p> <p>Health: It provides the Portal da Saúde that brings together all the services offered. It has several hospitals and services at its disposal.</p>	<p>“Offer its customers, beneficiaries and brothers, integrated and innovative solutions in the provision of humanized services, guided by excellence and high levels of quality and professional ethics, ensuring the improvement of conditions and quality of life for the community in general, and in particular of the most disadvantaged.”</p>	<p>“To be the Portuguese institution of reference in offering integrated answers and solutions in the area of social solidarity.”</p>	<p>Values integrated in areas such:</p> <ul style="list-style-type: none"> • Team spirit and cooperation • Honesty and integrity • Sustainability • Responsibility and professionalism • Respect for the other and tolerance • Social responsibility • Environment • Talent and innovation

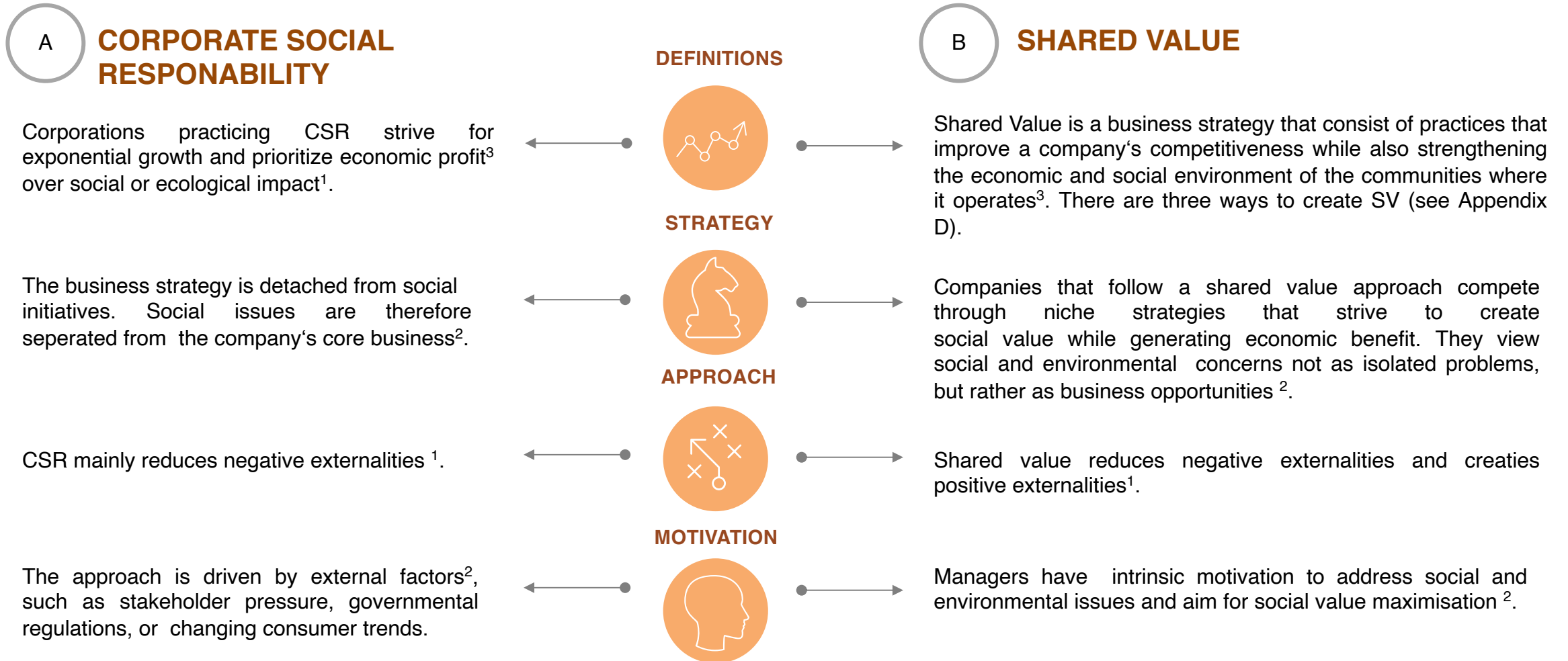
Table 2: Overview of Misericórdia do Porto

Agenda

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Corporate Social Responsibility and Shared Value differ in four key dimensions

III. External Analysis | Idea presentation



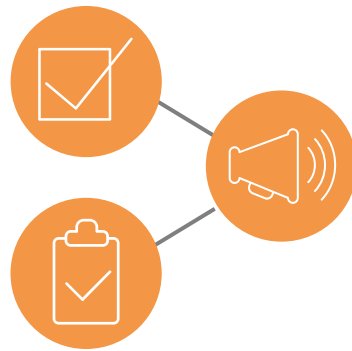
The MIMO program can be converted into a CSR initiative to leverage associated business benefits

III. External Analysis | CSR as a Business Strategy

A1 CSR AS A BUSINESS STRATEGY

Enables leveraging the business benefits associated with a social initiative like MIMO.

By 2022 reporting on social efforts will become mandatory.



A CSR initiative implementation plan as well as a communication strategy tailored to different stakeholders are required.

BENEFITS

- CSR increases employee satisfaction, teamwork performance, loyalty and commitment towards company¹
- Enhanced image and reputation. Creates a competitive advantage by building brand equity²
- Improved relationships with suppliers by long-term dedication, respect, and loyalty of its stakeholders³

FOCUS AREA ADDRESSED:

Impact

Integrating CSR into Acembex's corporate strategy enables tracking the impact created and acting accordingly to the results.

Longevity

CSR ensures continued commitment of external and internal stakeholders by highlighting the impact created through joint efforts.

Scalability

Defining clear processes and responsibilities increases overall efficiency and facilitates partner acquisition in the future.

RISKS

- **Reputation damage:** CSR might be perceived as greenwashing if not communicated in an authentic way⁴
- Effectiveness of CSR with regards to business benefits is hard to measure

Shared leadership of the projects allows both Acembex and Santa Casa da Misericórdia do Porto to benefit from the strenghts and skills of the other partner

III. External Analysis | Collaboration with Misericórdia do Porto

A2 COLLABORATION WITH MISERICORDIA DO PORTO

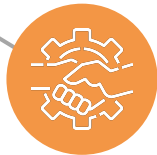
Misericórdia do Porto is a well-structured organization that is familiar with the social environment



Misericórdia do Porto could take over the **operational part of the project**



Common objective - to **improve the quality** of both services



Acembex would remain responsible for **communication between the partners** as well as for partner acquisition

FOCUS AREA ADDRESSED:

Governance

Governance would be shared by the two partners, so Acembex would have less workload.

Longevity

The program's continuation is guaranteed because the movement is not solely relying on Acembex's management.

Scalability

Finding new beneficiaries for the program. Using the good reputation of Misericórdia do Porto for acquiring new partners.

BENEFITS

- **Reduced human resources** to orchestrate the MIMO program required
- **Increased credibility** of Acembex's social efforts, due to collaboration with a well-known NGO
- Improved **process efficiency** and **communication** allowing the project to grow faster and impact to be increased
- Addresses the **governance** concern while increasing **longevity** of the program due to collaboration with external party

RISKS

- Shared leadership implies **less decision-making power** for Acembex and potential for conflicts
- Coordination with Casa da Misericórdia do Porto **requires time and resources**, particularly during the transition phase
- Due to the location of Misericórdia do Porto in the north, there is no solution for the houses in the south in place yet

The MIMO Social Café addresses the same issues as the MIMO Program, while being financially independent from the benevolence of Acembex' partners

III. External Analysis | MIMO social Café

See Appendix D

B1 IMPACT SOURCES OF THE MIMO SOCIAL CAFÉ:

1. Buy a meal, give a meal



For every meal sold in the MIMO Social Café, a meal is donated to one of the beneficiary organizations.

2. An entry gate to the labor market



The laborforce in the café consists preferably of former residents of the foster home or the shelter for the homeless.

FOCUS AREA ADDRESSED:

Governance

- MIMO Café as a subsidiary of Acembex
- MIMO Café as an independent entity with Acembex as a key partner

Longevity

It is possible to create a sustainable business model by establishing this profitable business.

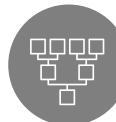
ADDITIONAL AREAS OF INTEREST:

Environmental progress



By offering regional and sustainably farmed products, the CO₂ footprint can be reduced.

Long-term impact



Poverty can be addressed in a deeper way that improves lives lastingly.

BENEFITS

- **Profitable** initiative
- **Decreased dependance** on benevolence of partners
- Creation of a **new source of revenue**
- Entry into a new **B2C market**

RISKS

- **High costs associated** with the creation of the extra business
- **Completely different area** of the business creation
- **Increased amount of work**
- Requires a previous **deep benchmark analysis**

To scale up the MIMO program, Acembex could transform it into an industry-wide Initiative in the future to reach companies outside of its network

III. External Analysis | MIMO as an industry-wide Initiative

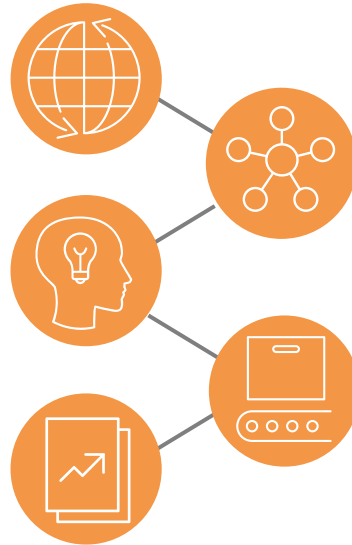
See Appendix D

B2 MIMO AS AN INDUSTRY-WIDE INITIATIVE

Turn MIMO into an industry-wide Initiative to maximize the impact

Create an open platform to exchange ideas and further improve the project

Share blueprint of the program so that other companies can replicate it



Extend the reach of the MIMO program beyond Acembex' network of partners

Potentially add new industries over time, such as manufacturing

FOCUS AREA ADDRESSED:

Scalability

MIMO's impact increases as a result of an increasing network of contributors.

Longevity

The continuance of the program is ensured, as the movement is not depending on Acembex's leadership alone.

BENEFITS

- Increased impact through **growing network** of contributors to MIMO
- Source of **social innovation** in the food sector, due to knowledge sharing among the partners
- **Potentially acquire new business relationships** through collaboration on the same social initiative

RISKS

- **Increased resources required** : Unequal distribution of responsibilities in the initiative which leaves Acembex as the leader rather than a contributor.
- **Low adaption** of other industry players. Waste of resources.

To solve MIMO issues two approaches, CSR Initiative and Shared Value, with specific **SWEG**ions have been presented for Acembex to decide on the future of the program

III. External Analysis | Idea Presentation | Summary

Approaches	CSR		Shared Value	
Solutions	General Corporate Strategies	Collaboration with Misericórdia do Porto	MIMO social Café	MIMO as an industry-wide Initiative
Governance		×	×	
Impact	×			
Longevity	×	×	×	×
Scalability	×	×		×
Commitment	●○○	●●○	●●●	●●●
Investment required	●○○	●○○	●●●	●○○

Commitment
Refers to the effort Acembex has to put into implementing the solution.

Points meanings:
1 – Low effort
2 – Medium effort
3 – High effort

Investment required
Refers to the possible investment Acembex has to make to implement solution

Points meanings:
1 – Low investment
2 – Medium investment
3 – High investment

Table 3: Summary of the approaches with the respective solutions

Agenda

- I Context
- II Internal Analysis
- III External Analysis
- IV Governance**
- V Impact
- VI Longevity
- VII Scalability
- VIII Conclusions

Agenda

- I Context
- II Internal Analysis
- III External Analysis
- IV Governance
- V Impact**
- VI Longevity
- VII Scalability
- VIII Conclusions

Impact Management and Impact Measurement are two ways to to make the impact created explicit

V. Impact

UNDERLYING QUESTIONS

- How can social impact be measured ?
- What implication does the impact measurement have for management?

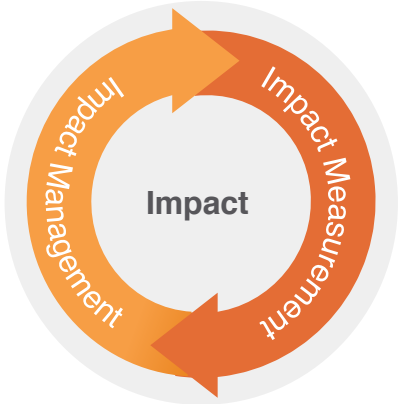
FOCUS AREA

Impact



ANSWERS

- The **Impact ar** focus area can be addressed by implementing a hybrid impact management strategy to better understand the impact of the MIMO program and its performance.
- In addition, an impact measurement tool has been developed to highlight the social value creation of the program that will later translate in the annual program report.

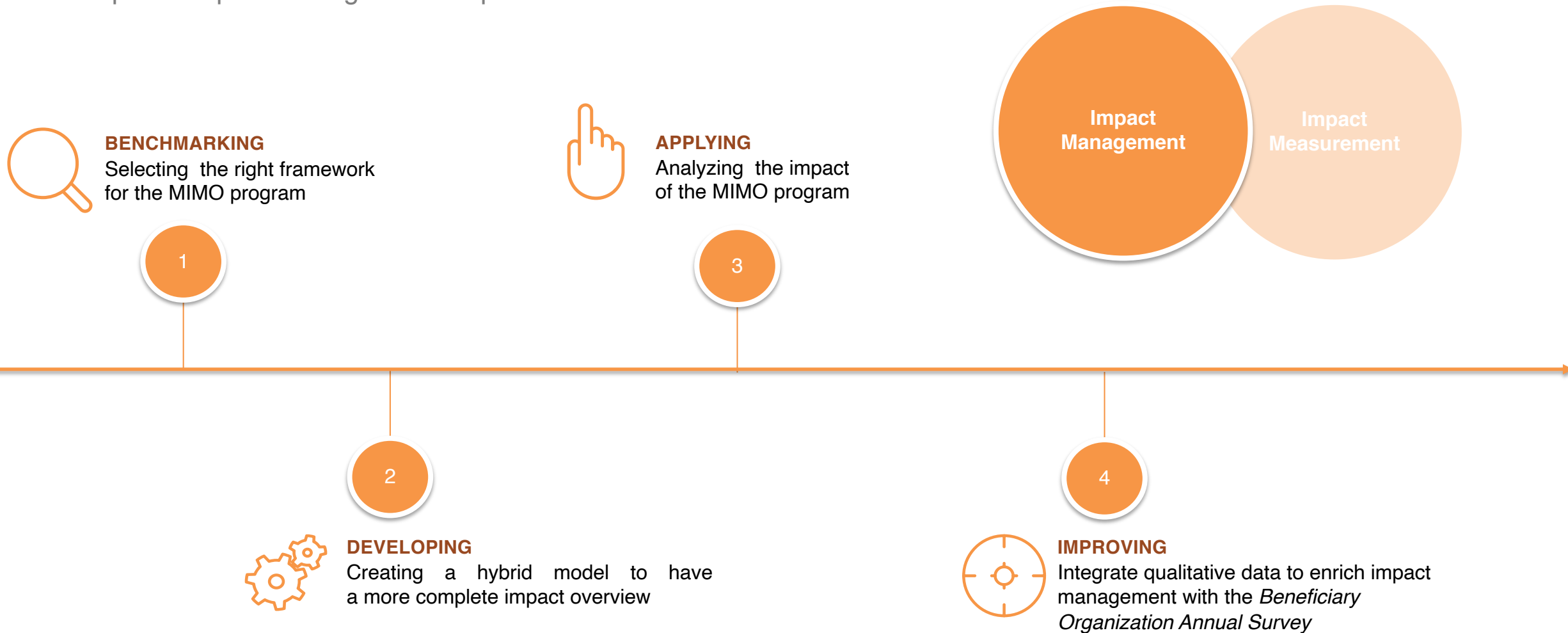


Impact Management
The creation of a hybrid model helps to highlight the impact created. The hybrid model is designed to be adaptable to the future needs of the program.

Impact Measurement
The impact is measured with a automatized Excel tool and communicated through an annual report.

Developing a hybrid model to highlight and tracking the impact that will serve impact measurement

V. Impact | Impact management map



To analyse the impact of the MIMO program, different frameworks were studied in **WEG**er to identify the most suitable ones

V. Impact | Impact management | Benchmarking

See Appendix E

	FRAMEWORK	MOTIVATION	INDEX
A ¹	B Impact Assessment	It is based on a comparison with peers, being suitable for measuring social impact in a holistic way. For the MIMO program it is not applicable as there is no good comparison.	●○○
B ²	Sustainable Development Goals	Suitable for the reporting because it gives guidelines for measuring progress, allowing it to be adapted to the needs and objectives of the program.	●●●
C ³	Social Progress Initiatives	The purpose of this initiative is to measure the country's basic social landscape at a sub national level. Not applicable in this case since because MIMO is not government related.	●○○
D ⁴	UN IFAD Sustainable Livelihoods	Designed to help companies assess where they are related to necessary levels of environmental and social performance based on 23 goals. However, there are no goals that match with MIMO program.	●○○
E ⁵	Future Fit Business	It is not suitable for the reporting because it assigns an economic value to inputs and outcomes to calculate the impact created.	●○○

Table 4: Framework benchmark analysis for Impact

To analyse the impact of the MIMO program, different models were accessed for choosing which would be more suitable according to the existing needs




	MODEL	MOTIVATION	INDEX
A ¹	Theory of Change	It is not fully applicable as it is based on setting long-term goals and then mapping backwards to identify the necessary preconditions. For the MIMO program, the objectives are medium- and short-term.	
B ²	Logic Model	Suitable because it identifies the inputs, activities and outputs that will lead to the desired results at the final impact. Simple to implement.	
C ³	Five Dimension of Impact	It identifies five impact dimensions through which impact can be assessed and measured in a simple and straightforward way.	

Table 5: Model benchmark analysis for Impact

The creation of an impact management map and appropriate impact measurement will enable the MIMO Program to generate more value in the future and increase its efficiency

MIMO HYBRID MODEL

The hybrid model consists of :

- The **Logic Model** – step 2 to 6
- The **5 Dimensions of Impact** – step 7
- The **Sustainable Development Goals Framework** – step 4 and 5

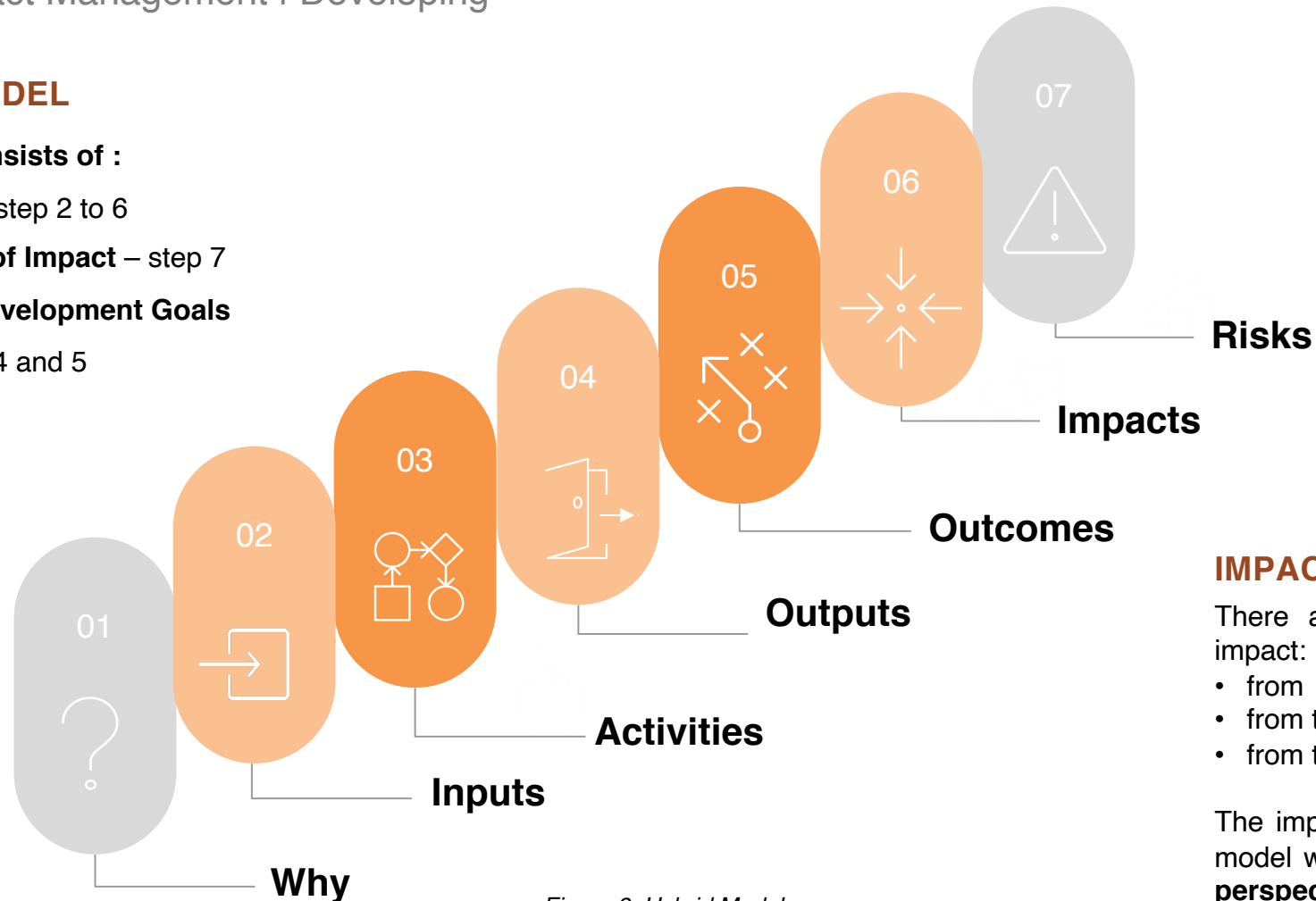


Figure 9: Hybrid Model

IMPACT LENSES

There are three ways of analyzing the impact:

- from Acembex’s perspective,
- from the partners’ view and
- from the beneficiaries’s point of view

The impact management using the hybrid model will be **analyzed according to the perspective of the beneficiaries**

The recommendations with regards to the impact also affect governance, scalability and longevity of the program

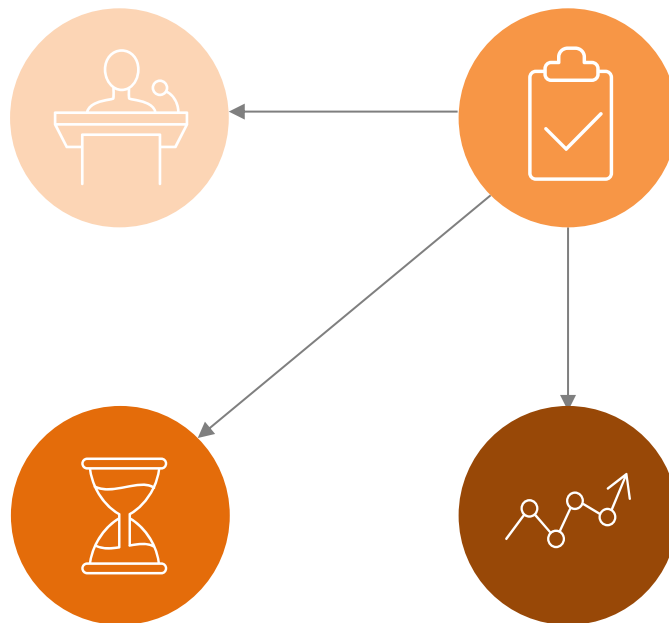
V. Impact Management | Influence on other areas

GOVERNANCE

- Acembex and Misericórdia do Porto should base their decision-making process on the quantities needed and possible savings
- The feedback collected from the beneficiaries should be used to improve the processes

LONGEVITY

- The longevity of the program is enhanced through proper communication of the impact



IMPACT

- The hybrid model provides a simplified and appropriate method to measure the impact of MIMO with the aim of self-assessment and improvement
- A report should be created annually to communicate the impact

SCALABILITY

- Analyzing the impact created will allow a greater possibility of integrating more partners and beneficiaries
- At the same time, it will improve the relationship with current ones

Agenda

- I Context
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- VI Longevity**
- VII Scalability
- VIII Conclusions

Agenda

- I Context
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- VII Scalability
- VIII Conclusions

By the end of the project, it was possible to take major conclusions and some limitations regarding Governance

VIII. Conclusion | Focus Areas | Governance

CONCLUSION



Shared Leadership with Misericórdia do Porto

Acembex and Misericórdia do Porto will take the lead of MIMO Program. This will allow a division of tasks and consequently reduced the work of Acembex. Acembex will still be responsible for new partners acquisition, for ensuring the continuous commitment of partners and of the deliveries, while Misericórdia do Porto will coordinate the operations tasks and will be providing a central storage facility.

Storage facilities by Misericórdia do Porto

Misericórdia do Porto has storage facilities in the Porto region that can be used for the MIMO Program. This will enable the program to grow without space constraints.

Communication tool by Misericórdia do Porto

The integration of Misericórdia do Porto in the program will improve the internal communication and the delivery process with the implementation of AidHound. It is a managing tool that will improve the efficiency of the process.

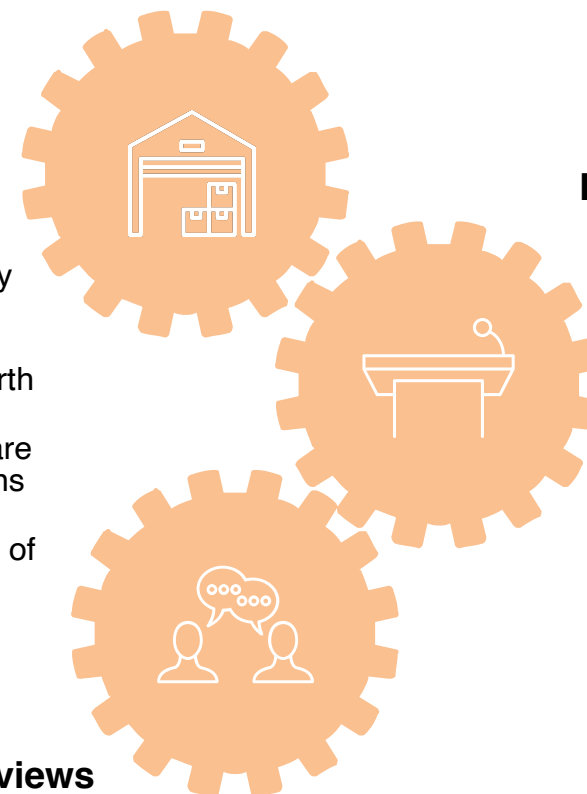
LIMITATIONS

Number of warehouses

Currently the only warehouses available are located in the north of Portugal. However, there are several institutions located on the south and center of the country.

Missed interviews

Not all partners were available for an interview, which created some uncertainty regarding specific aspects. The delayed deliveries were an issue that could not be fixed.



Leading issues

Acembex wanted to disconnect from the program. That problem was not fixed, since MIMO cannot create the same level of impact without Acembex's involvement.

By the end of the project it was possible to take major conclusions and some limitations about the Impact

VIII. Conclusion | Focus Areas | Impact

CONCLUSION

Managing Impact

The creation of a hybrid model provides a simplified and appropriate method for analyzing the impact of MIMO.

The purpose of the model is to support self-assessment leading to the creation of more effective processes by sustaining conclusions on three different approaches namely the logic model, the 5 dimensions of impact and the SDG's.

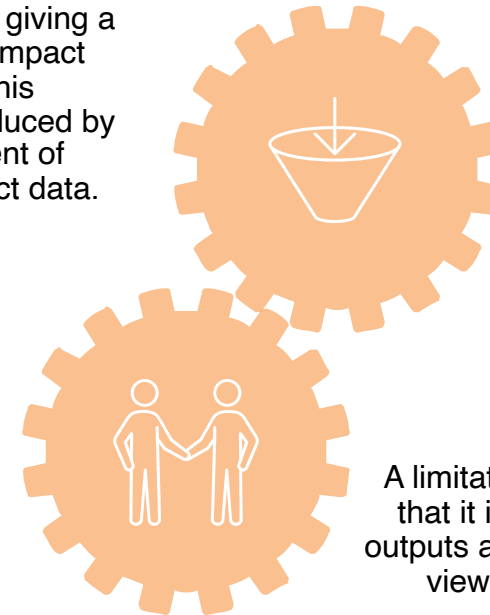
Impact Communication

Communicating through a report, the impact created encourages more stable relationships with existing project stakeholders, also encourages the acquisition of new possible stakeholders.

LIMITATIONS

Data collection

Not having access to all the necessary data. Some data has been estimated giving a general idea of the impact created. However, this limitation can be reduced by a greater commitment of governance to collect data.



Focus on outputs

A limitation of the impact area is that it is focusing mostly on the outputs and does not give a clear view on the long-term impact

By the end of the project, it was possible to take major conclusions and some limitations about Longevity

VIII. Conclusion | Focus Areas | Longevity

CONCLUSION



Credible communication

Highlighting the CSR fit as well as credibility are, among other factors important to establish authenticity and avoiding to be accused of greenwashing.



Choice of communication tools

The most suitable tools to promote the MIMO Program are:

- integrating it on the website
- a newsletter for the group
- a newsletter for the program partners
- a program report
- a sustainability report on group level



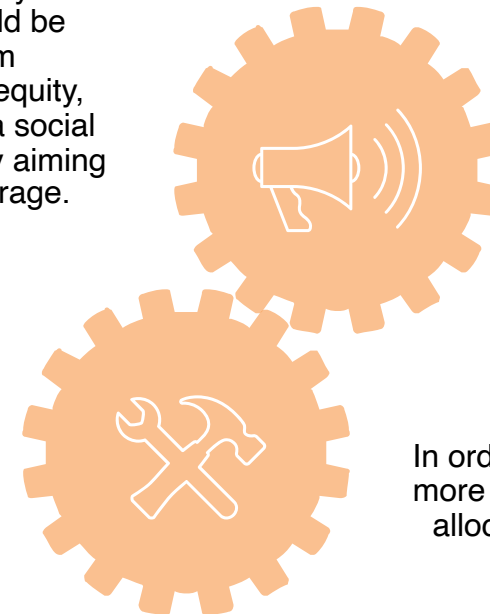
Employee Engagement

Creating a culture of social responsibility, communication on the MIMO program as well as initiatives to actively involve employees in the program are the three pillars of employee engagement.

LIMITATIONS

Communication plan does not increase public awareness

The impact created by the MIMO program would be higher, if the program increased its brand equity, e.g by establishing a social media strategy or by aiming for local media coverage.



Limited resources

In order to make the program more known, more resources allocated to promoting it are required. Further, the company's hesitance to promote its social activities needs to be overcome.

By the end of the project, it was possible to take major conclusions and some limitations about Scalability

VIII. Conclusion | Focus Areas | Scalability

CONCLUSION



Partner acquisition

Based on the durability of the goods, the location and the size of the company, the usefulness of the goods as well as the sustainable practices of the companies, four potential partners for the MIMO Program were identified:



Beneficiary organization assessment

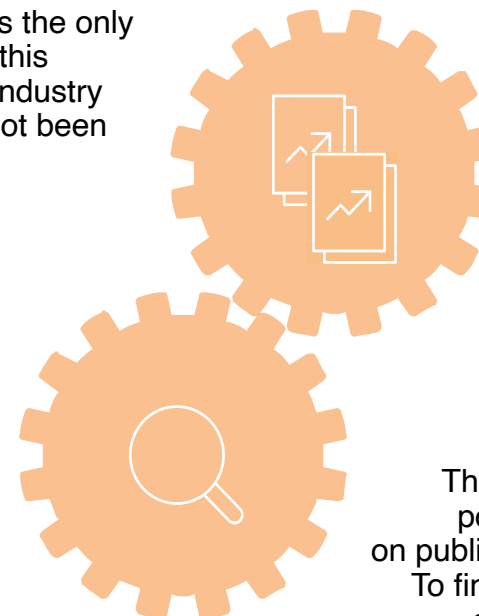
- Applying a four-layered filter, prospective beneficiary organizations can be analyzed with regards to social need, social fit, ease of integrations and their legitimacy.
- For this, an easy-to-use model has been developed. A tutorial that explains the functionalities of the tool is provided too.
- The tool facilitates and accelerates the selection process.



LIMITATIONS

Replicability

The replicability of the MIMO program has not been analyzed in detail, as the only solution addressing this issue, MIMO as an industry wide initiative, has not been further developed.

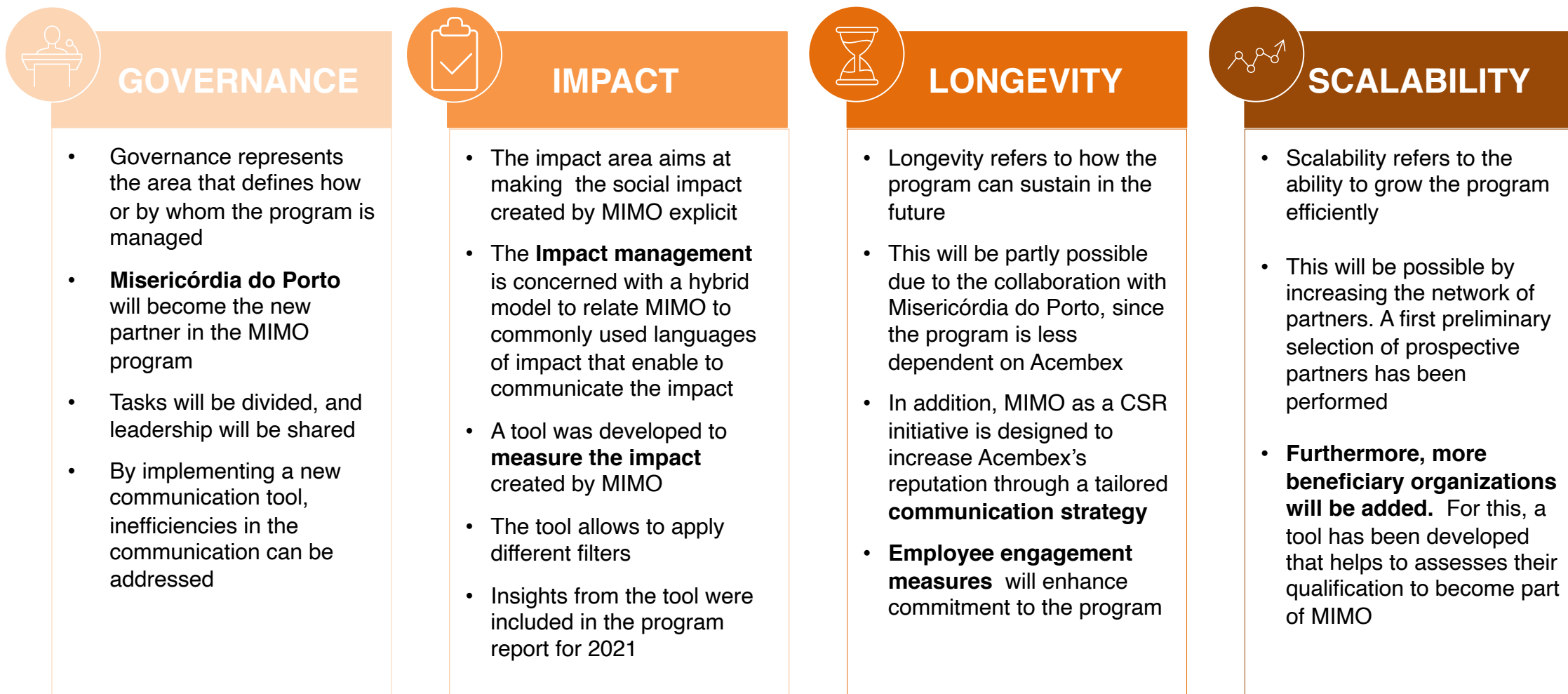


No in depth partner analysis

The preliminary selection of potential partners is based on publicly available information. To finalize the selection, more data would be necessary.

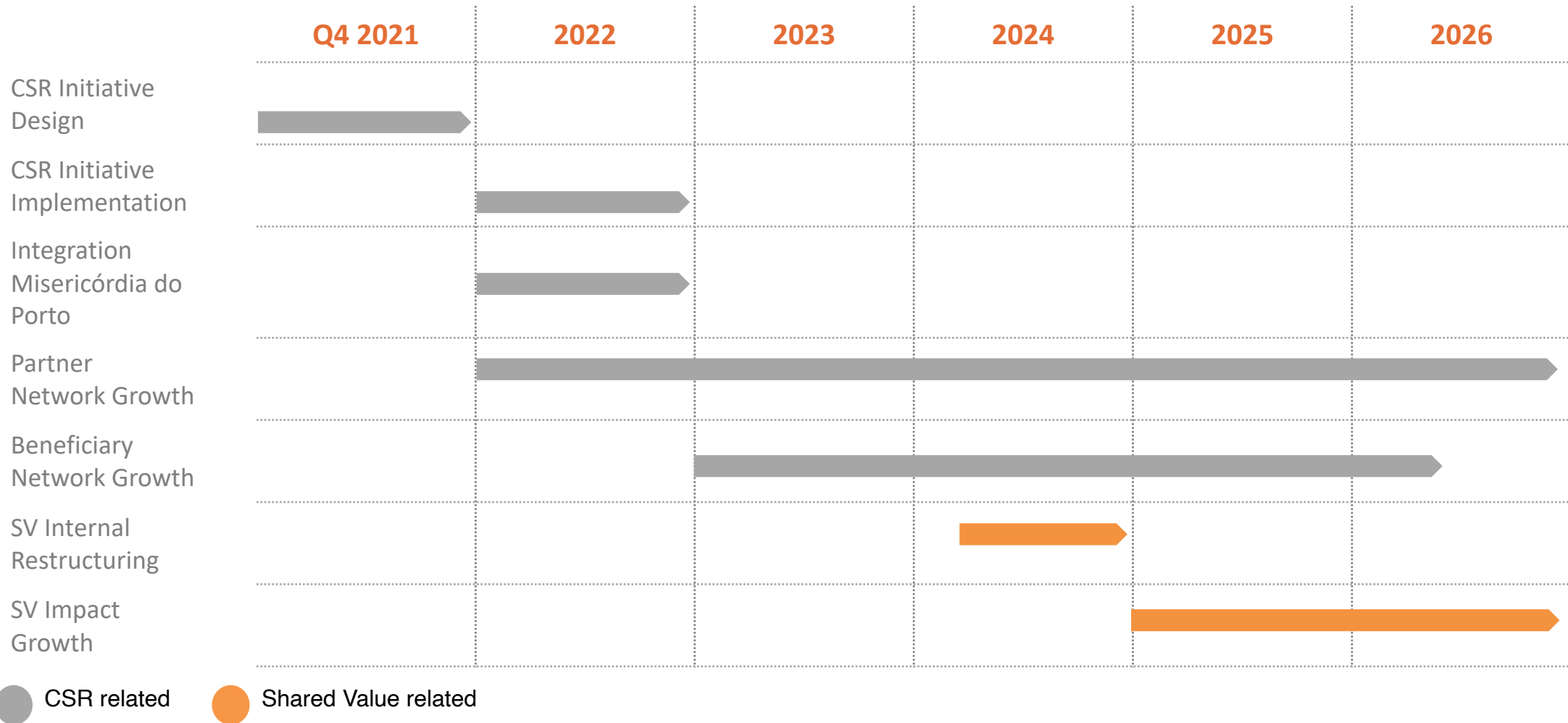
Main conclusion from all four focus areas

VIII. Conclusion | Conclusions from the 4 focus areas



Within the next five years, Acembex can shift its social impact efforts from a CSR approach towards Shared Value

VIII. Future perspective | Five year outlook



For shared value to become a core part of Acembex's strategy, purpose and division of tasks and responsibilities require adaptation and need to be formalized

VIII. Conclusion | Towards shared value | Governance

SHARED VALUE AND GOVERNANCE

PURPOSE DEFINITION¹

- Determine a **shared value purpose** that is in line with the values of the MIMO program
- Consider integrating the purpose in the **company's governance statutes**



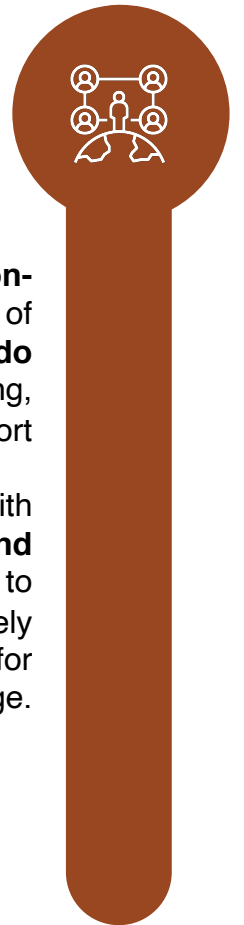
CORPORATE GOVERNANCE¹

- Determine who will be **in charge of shared value** creation at Acembex
- This may be a company unit, a newly appointed executive, or the business leader



ECOSYSTEM COLLABORATION²

- Establish a **committee consisting** of representatives of **Acembex and Misericórdia do Porto** for strategy monitoring, execution, and support
- **Collaborate closely** with members of the **community and governmental agencies** to establish and work collectively towards a shared vision for change.



Linking financial and social indicators, the right scope as well as setting and measuring objectives are important factors of shared value measurement

VIII. Conclusion | Towards Shared Value | Impact

SHARED VALUE AND IMPACT

LINKING FINANCIAL AND SOCIAL INDICATORS¹

- In the model presented, impact is measured on beneficiary organization's level.
- For shared value, **social impact measures are linked to revenue or cost improvements** of Acembex



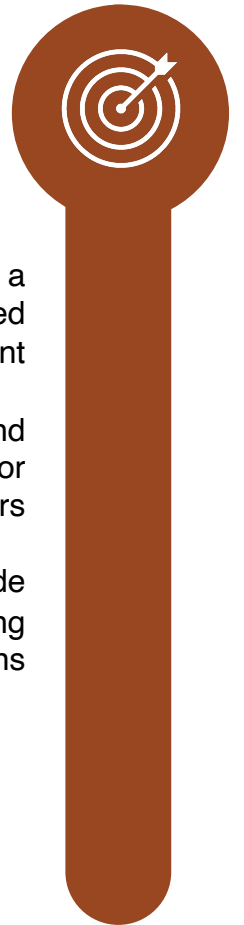
SCOPE¹

- As MIMO is Acembex' only initiative at this point, **measurement on the project level** is most suitable
- If in the future other initiatives are added, impact **assessment on company level** might be more suitable in order to establish an aggregated perspective



SETTING & MEASURING OBJECTIVES¹

- Involve stakeholders and create a common understanding of shared value measurement
- Identify major corporate and societal goals and milestones for three to five years
- Analyze results to help guide plans and operations, including scaling decisions



An integrated report should form an important part of the shared value communication plan while establishing a culture of shared value is crucial to keep all stakeholders involved

VIII. Conclusion | Towards Shared Value | Longevity

SHARED VALUE AND LONGEVITY

INTEGRATED REPORTING¹

- Progress on sustainability is outlined alongside and ideally related to the financial performance in the same report¹
- Integrated reporting emphasizes the equal importance of financial and social progress



COMMUNICATION²

- Integrate shared value into existing communication tools and storytelling
 - Present developments, successes, and insights on a regular basis
- Continue to segment audiences and alter the narrative to provide context for the issues that are most important to the specific group



CREATE A CULTURE OF SHARED VALUE²

- Foster a culture of shared value that prioritizes creativity, co-creation, learning from failures, and questioning the status quo
- Continue to collect feedback from various stakeholders and to evolve a dialogue with them to ensure that shared value practices are aligned
- Implement regular trainings to raise shared value awareness, knowledge, and related skills



The previously suggested solutions as well as newly discovered ones can be the source of innovation to scale the program from a shared value perspective

VIII. Conclusion | Towards Shared Value | Scalability

SHARED VALUE AND SCALABILITY

A MINDSET FOR INNOVATION & GROWTH¹

- Build an expansion strategy for shared value innovations to be developed, tested, enhanced, and replicated
- Continuously assess the impact created to ensure the reproduction of outcomes, not of activities



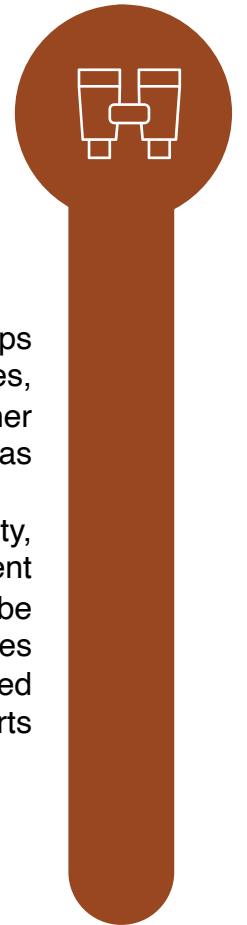
REASSESS SHARED VALUE SOLUTIONS

- Check if the MIMO social café or MIMO as an industry-wide Initiative are in line with the developed shared value strategy (see slide 37 & 38)
- Feed the solutions into the innovation pipeline if applicable



DISCOVER NEW IMPACT AREAS¹

- As Acembex develops its shared value competencies, it can extend its impact into other areas
- Tools such as materiality, enterprise risk management or ESG assessments may be applied to detect opportunities and risks for Acembex's shared value efforts



INDIVIDUAL SLIDES

Agenda

- I Context
- II Internal Analysis
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- V Impact
- VI Longevity
- VII Scalability**
- VIII Conclusions

Acquiring new partners and beneficiaries are two ways to help the growth of the MIMO program

VII. Scalability

UNDERLYING QUESTIONS

- How can the impact be even increased in the future?
- How can other corporations implement similar initiatives?

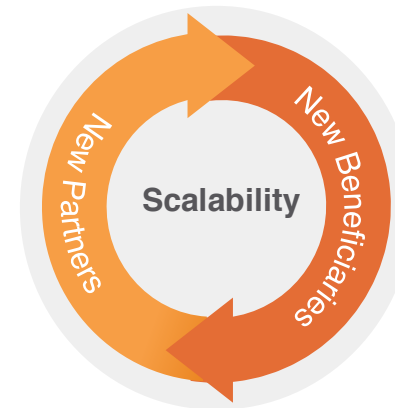
FOCUS AREAS

Scalability



ANSWERS

- The **Scalability** will be achieved by acquiring more partners and more beneficiaries. Acembex will contact the partners and handle the negotiations, while the beneficiaries can be obtained through **Misericórdia do Porto**.



New Partners

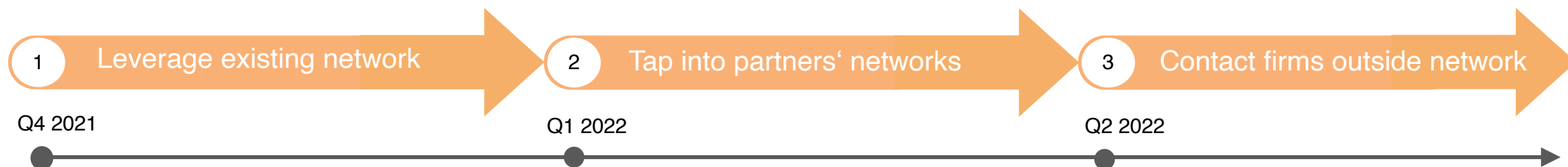
Acquiring more business partners to grow the partner network and thereby the impact created.

New Beneficiaries

Acquiring new beneficiaries using the know-how of Misericórdia do Porto and the assessment tool to evaluate their fit with MIMO.

A three step plan has been developed to increase the impact of the MIMO program in the future

VII. Scalability | Partnership network growth



1. Phase

As a first step, **untapped potential** to increase the impact created among the existing network of partners should be leveraged.

In the interviews, particularly **Vitacress** and **Novarroz** have demonstrated willingness to increase their deliveries or respectively the frequencies.

“If there are other teams, or other groups doing any proposals that make sense to us and that we can do, we could work with them“

Vitacress

2. Phase

In the next phase, the partners should be convinced to reach out to their network of business partners.

The internal analysis has shown, that **trust** and **maintaining good business relationships** play an integrate part in the decision to support social projects.

Therefore, we believe the same effect may be achieved when partners reach out to their connections and trigger off a **snow-ball effect**.

3. Phase

In the period starting Q2 2022, companies that are neither in Acembex's network nor the network of other partners of the MIMO project shall be contacted.

By then, existing **inefficiencies** in the program will be **eliminated**, enabling a much **faster acquisition process**.

Further, the program will have an **increased reputation** and **strengthened credibility** due to the collaboration with Misericórdia do Porto. This will **facilitate the search** for prospective partners.

In order to facilitate the network growth a preliminary selection of prospective partners has been performed

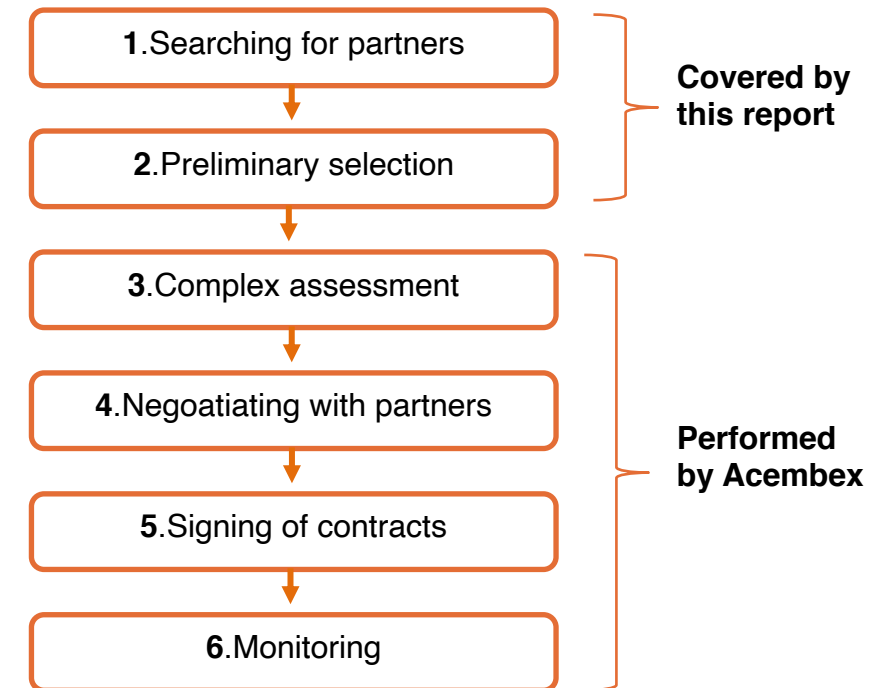
VII. Scalability | Partnership network growth

SEARCHING FOR PARTNERS¹

- Partnership objects: feature that the company is looking for (service or good).
- Their features: each business has a wide variety of features (legal form, type of activities, product differentiation, geographical location, scale of activities, etc.).
- Information sources: can be captured using different approaches such as report documentation or websites.

PRELIMINARY SELECTION¹

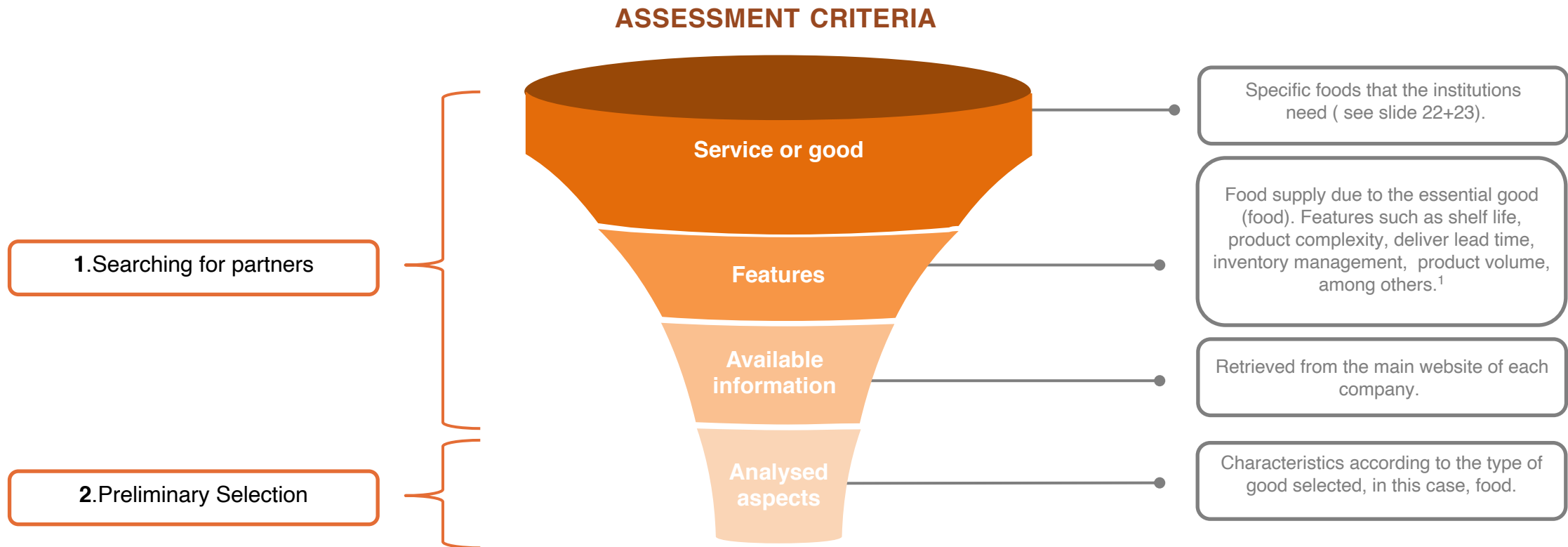
- Select potential partners from all the entities that have already information collected.
- Determined by the vast variety of goods and services.
- The products can be analysed with one single characteristics/aspects or several ones, according to the consumer requirements.



Structure of partner selecting process¹

According to the structure of partner selection process is possible to create a funnel that will filter the metrics for the analysis of the characteristics

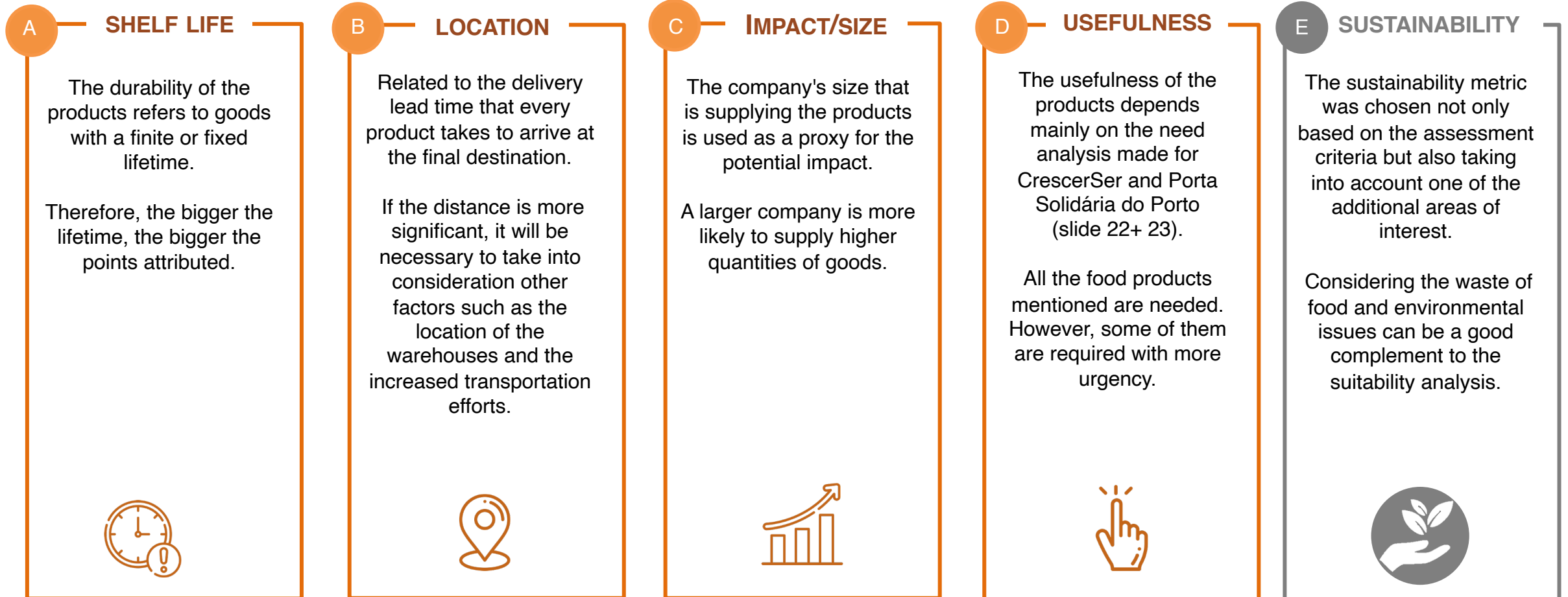
VII. Scalability | Partner acquisition



➤ The final chosen aspects were achieved by analyzing all the possible features according to the chosen goods (partnership object), that were studied based on the information available (website from different companies) and finally chosen regarding the aspects that each type of food has.

Final characteristics/aspects were selected according to the type of good and are used as metrics for the analysis

VII. Scalability | Partner acquisition | Metrics



Four companies have been chosen as potential partners according to the final scores

VII. Scalability | Possible partners acquisition | Scores

See Appendix G

	A. Shelf Life	B. Distance	C. Impact	D. Usefulness	E. Sustainability	Total
Fruta Feia	●○○	●●●	●●○	●●●	●●●	12
Salutem	●●●	●○○	●●○	●●○	●●○	10
IBEROPASTA	●●●	●○○	●●●	●●○	●●○	11
Litofish	●○○	●●○	●●○	●●○	●●○	9
Oliveira da Serra	●●●	●○○	●●●	●●○	●●●	12
Bio Cheers	●○○	●●●	●●○	●●●	●●●	12
Lactimaf	●●○	●●○	●●●	●○○	●●●	11
Jip Ferreiras	●○○	●○○	●●○	●●●	●●○	9
Delta	●●●	●●●	●●●	●○○	●●●	13

RECOMMENDED COMPANIES TO COLLABORATE WITH



Fruta Feia



Bio Cheers



Oliveira da Serra

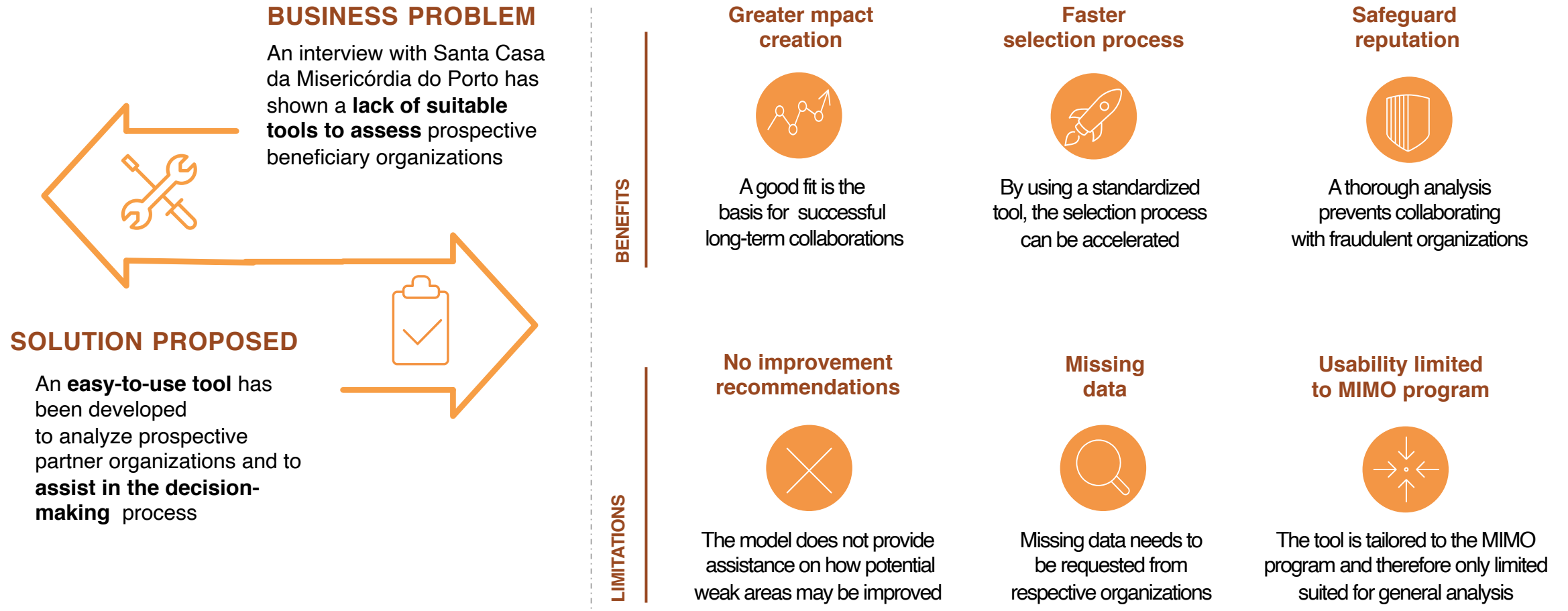


Delta Cafés

Table 7: Results from partners framework acquisition

In order to ensure the fit of new organizations benefitting of MIMO, an assessment tool has been developed

VII. Scalability | Beneficiary organization network growth



In order to ensure the fit of new organizations becoming part of the MIMO four assessment filters should be applied

VII. Scalability | Beneficiary organization network growth

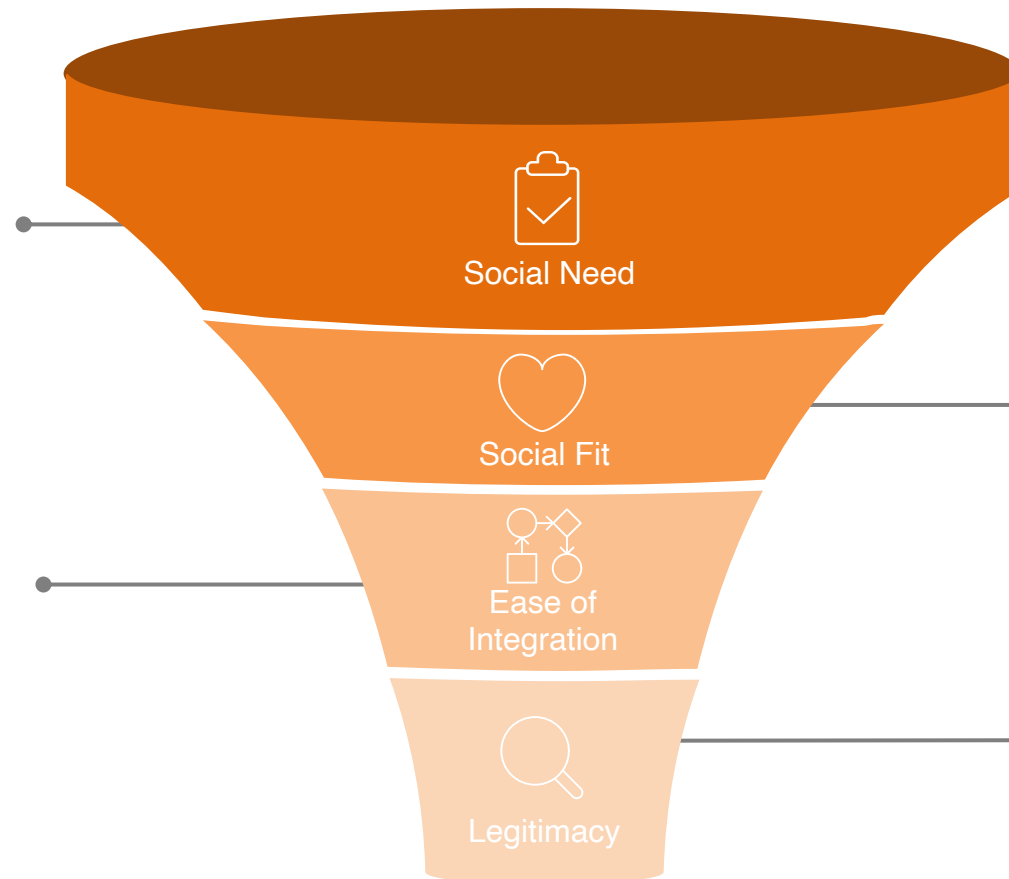
ASSESSMENT CRITERIA

Social Need

- Analysis of evidence-based data on the organization's significance, as well as its immediate and long-term impact¹
- Demand estimations
- Urgency of help

Ease of Integration

- Location of organization
- Integration in existing logistics system
- Availability of transport facilities
- Availability of storing facilities



Social Fit

- Alignment of organization's mission and values with the MIMO program
- Potential contribution towards MIMO impact objectives²⁺³

Legitimacy Analysis⁴⁺⁵

- Governance structure
- Ethic rules & code of conduct
- Transparency standards
- Human resource policies
- Financial management standards

Prospective beneficiary organizations are allocated into different categories based on their scores

VII. Scalability | Beneficiary organization network growth

SUITABILITY CATEGORIZATION

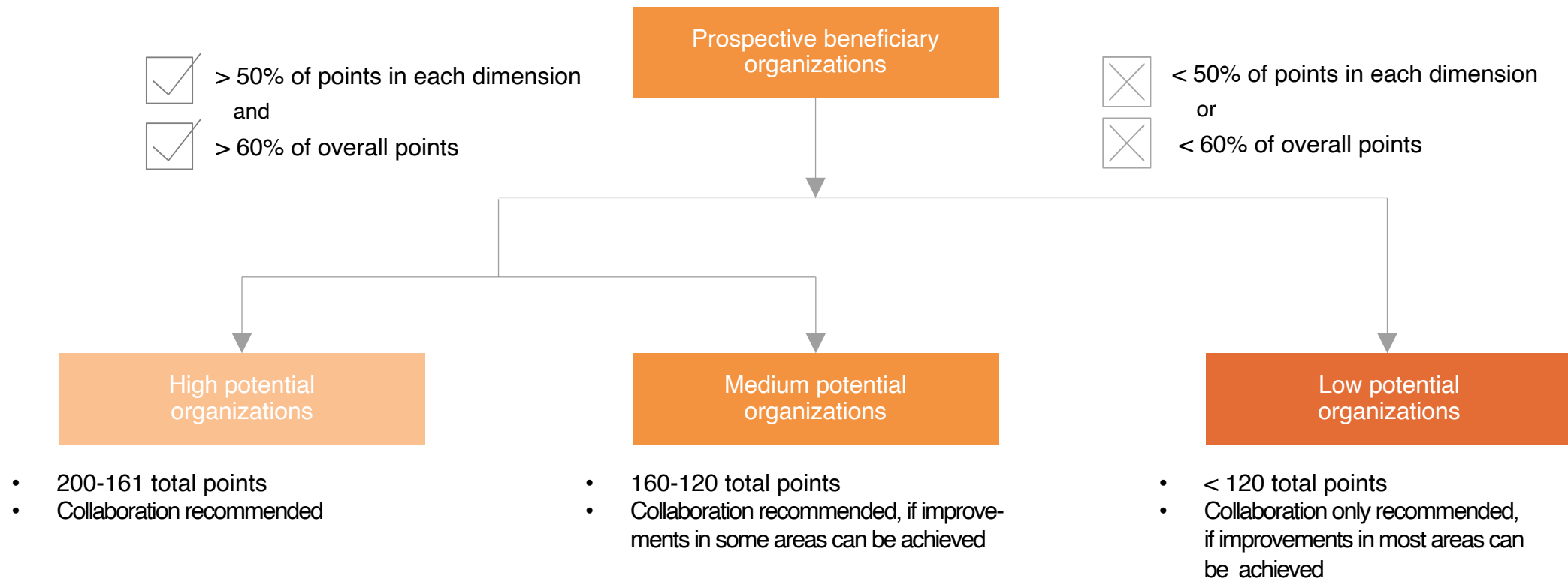
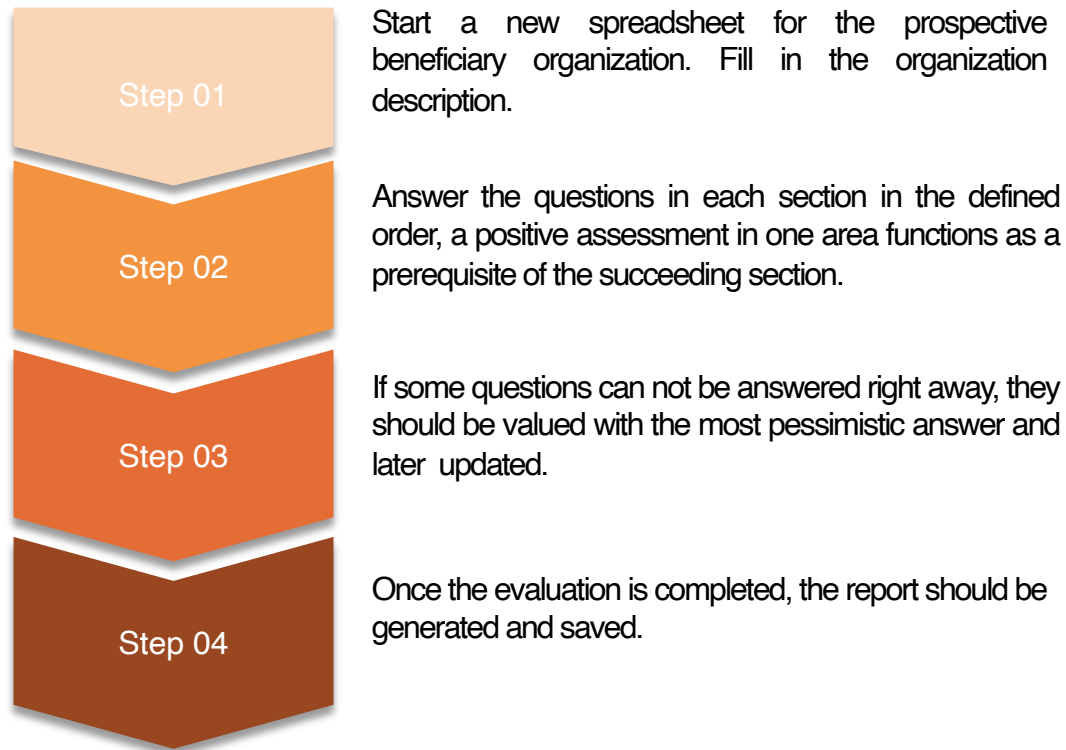


Figure 15: Suitability categorization for the beneficiary network growth

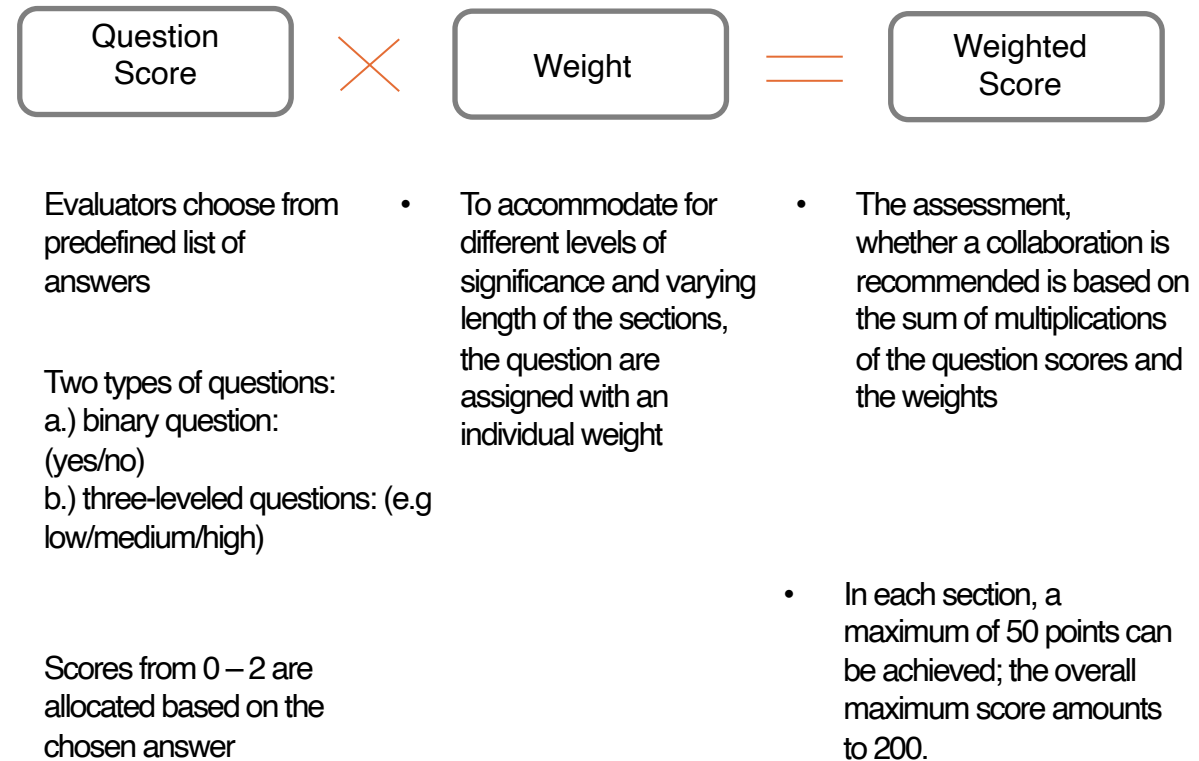
The tool is designed to follow four steps to assess the qualification of a prospective beneficiary organization for MIMO

VII. Scalability | Beneficiary organization network growth

WORKING WITH THE TOOL



METHODOLOGY



A video tutorial has been created to explain how to work with the assessment tool

VII. Scalability | Beneficiary organization network growth | Tool

The screenshot displays the Scalability tool interface, which is divided into two main sections: 'Organisation Description' and 'Evaluation of Social Need'.

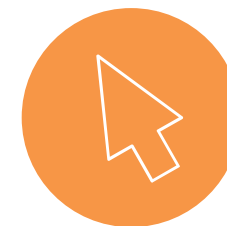
Organisation Description

Number	Question	Answer	Notes
1	Name organistaion	Organisation A	
2	Contact Person at organisation	Example Person A	
3	Date	14.12.21	
4	Name evaluator	Example Evaluator A	

Evaluation of Social Need

Number	Question	Answer	Notes
1	Try to assess the urgency of help	- Please choose option -	
2	Can the organisation provide evidence-based data on its significance, as well as its immediate and long-term impact?	very urgent	
3	Please estimate how many people can be supported daily by integrating the organization into the MIMO program ?	- Please choose option -	

ACCESS THE TOOL



ACCESS THE TUTORIAL



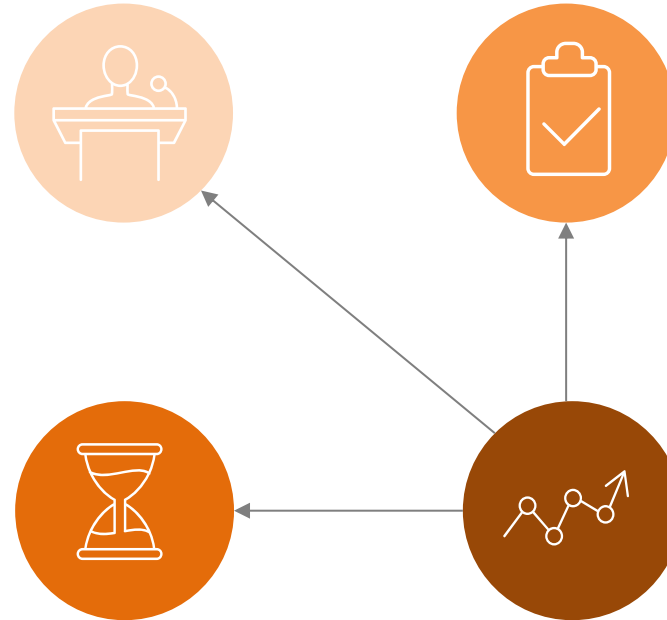
Picture 6: Scalability tool

The recommendations with regards to scalability also affect governance, impact and longevity of the program

VII. Scalability | Influence on other areas

GOVERNANCE

- Acembex is responsible for contacting new partners and negotiating the terms of the collaboration
- Further, the company is in charge of collecting periodic feedback, and maintaining commitment of existing contributors to the program



LONGEVITY

- Longevity of the program is strengthened as a result of its growth
- Additional communication channels, such as social media might become more attractive in the future

IMPACT

- The amount of quality of data improves, as the network of MIMO partners and beneficiary organizations grows
- The impact measurement model can be adapted based on new insight derived from the data

SCALABILITY

- Sustainable growth of the MIMO program can be achieved through addition partners and new beneficiary organizations
- A tool has been developed to better assess the suitability of perspective new partners
- A list of potential has been provided



Appendices

GROUP APPENDIX SLIDES

Agenda

- A Bibliography
- B Context
- C Internal Analysis
- D External Analysis
- E Impact
- F Longevity
- G Scalability

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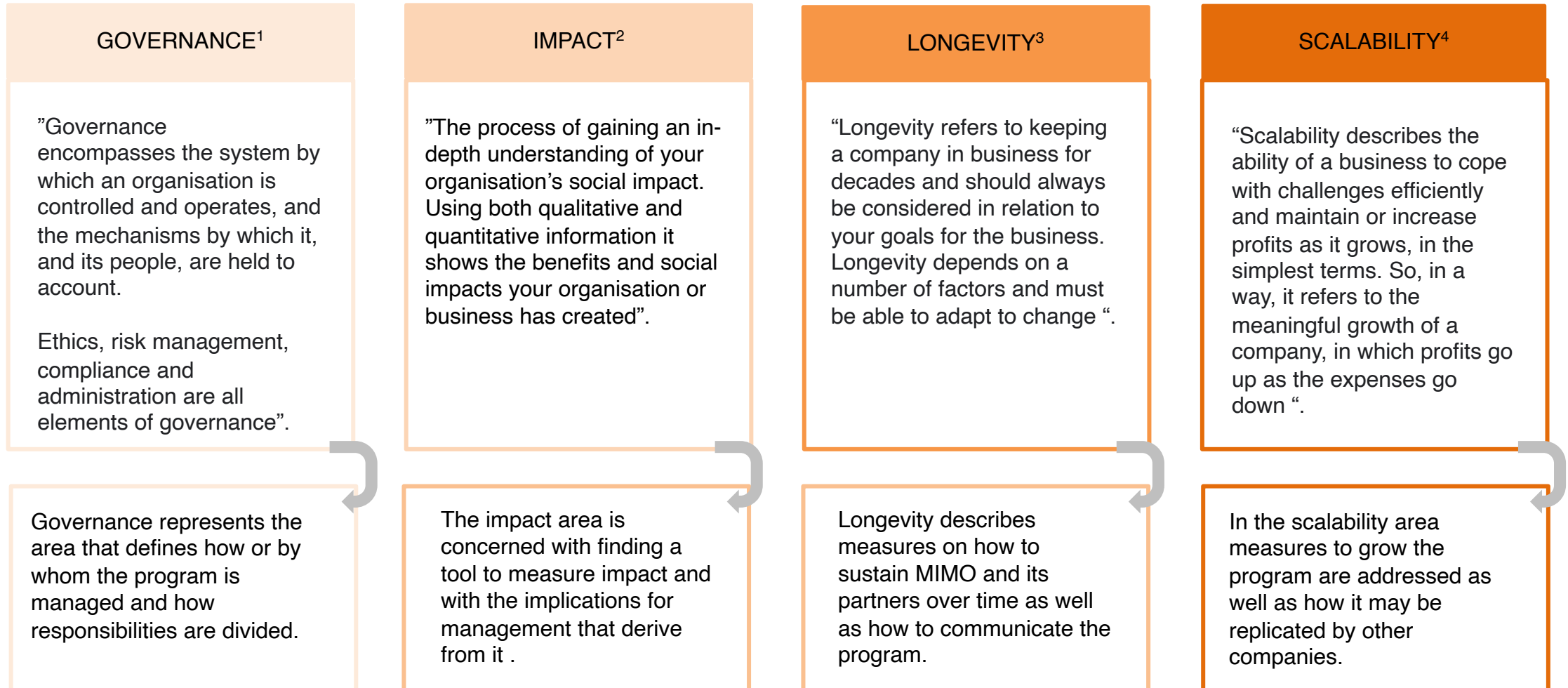
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Appendix B

B. Definitions problem statement



Appendix C

C. Partner interview questions

- 1.) Please introduce yourself briefly. Where do you work and what is your role within the organization?
- 2.) How long have you been working on the MIMO project ? When did you first have contact with Acembex?
- 3.) How is your organization exactly involved? Can you try to describe the delivery process?
- 4.) Do you get a lot of requests for social projects? How do you decide which ones to support? What is your motivation to participate in the MIMO project?
- 5.) Can you try to quantify the time and resources that you spend organizing resources that go into the MIMO project (e.g. working hours / goods)?
- 6.) How do you forecast the quantities that you deliver?
- 7.) How is your relationship with Acembex? Do you feel it is affected by the MIMO project?
- 8.) What are your future expectations for the project? Could you imagine to take on more responsibility?
- 9.) Where do you see areas of improvement for the MIMO project ? Do feel that there are problems related to the delivery or the organization of the project?

Appendix C

C. Contributors interviews | Acembex

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Catarina Neves Acembex	<ul style="list-style-type: none"> Logistic part of the project Working at Acembex for 2 years 3 times per month ½ day at the beginning/end of the year 	<p>Relation with MIMO</p> <ul style="list-style-type: none"> Start to better understand Acembex (client/supplier/intervention) Motivated for Social aspect <p>Relation with partners</p> <ul style="list-style-type: none"> In charge of the relation between the association and the suppliers, delivery and quantity (mainly chicken and rice), including insertion of possible new suppliers Rice supplier more dependent than Chicken supplier 500kg / 2 months Rice quantity 25 to 30 / month Chicken quantity Chicken supplier has intermediaries for the distribution in North, Center and South Portugal All partners are involved for the social aspect of the project <p>Futures improvement</p> <ul style="list-style-type: none"> Reduce the dependencies of Acembex Getting efficiency for chicken supplier, many times associations do not receive them Association management – make sure they know what they need Use the full potential of MIMO by using more product and reach more institutions <p>Younger Manager involvement</p> <ul style="list-style-type: none"> 3 people in the new generation, all aware of the project value She has the lead on the project, but they all know it and willing to give some help if needed She believes that the young generation understands the value behind the project
André Coelho Novarroz	<ul style="list-style-type: none"> Coordinator of the social projects Working on MIMO project since 2010 Contribution mainly related with cost reduction of rice – symbolic price 	
Lucie Vissie Invivo trading	<ul style="list-style-type: none"> CFO of Invivo Trading Working in Acembex for 30 years Working on the MIMO program for 6 years 	
Isabel Cortinhas Vitacress	<ul style="list-style-type: none"> Procurement department in Vitacress Take care of the raw materials, exports and packaging 	
Lídia Moreira Soja de Portugal	<ul style="list-style-type: none"> Director of Marketing, Communication and Sustainability Department 	

Appendix C

C. Contributors interviews | Novarroz

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Catarina Neves Acembex	<ul style="list-style-type: none"> Logistic part of the project Working at Acembex for 2 years 3 times per month ½ day at the beginning/end of the year 	<p>Overview of the company</p> <ul style="list-style-type: none"> Portuguese family business of rice that started in 1949 Exports and imports rice to cover the demand Brand leader during the first 30 years Completely change of business in the last 10 years Novarroz is currently using a strategy of growth (last year had a revenue of 54 million and has in total 150 employees) <p>Relation with MIMO</p> <ul style="list-style-type: none"> Past connection with Acembex – working together for several years Started to be part of the project based on a trust level – knowing the people from the company and how they work, was a key decision maker to be part of this initiative Are part of MIMO since the beginning (2010) <p>Relation with partners</p> <ul style="list-style-type: none"> In charge of the production of 1770kg of rice on yearly basis to the institutions with a symbolic cost for Acembex. The price did not change since the beginning of the project Outsource delivery to the institutions is made by Acembex 70 cents per kg is the average in the market and is sealed at around 40 cents per kg <p>Futures improvement</p> <ul style="list-style-type: none"> If MIMO could share more information about the kids' history, maybe it would be easier to create an emotional bond which could provide more help from the supporters/partners
André Coelho Novarroz	<ul style="list-style-type: none"> Coordinator of the social projects Working on MIMO project since 2010 Contribution mainly related with cost reduction of rice – symbolic price 	
Lucie Vissie Invivo trading	<ul style="list-style-type: none"> CFO of Invivo Trading Working with Acembex for 30 years Working on the MIMO program for 6 years 	
Isabel Cortinhas Vitacress	<ul style="list-style-type: none"> Procurement department in Vitacress Take care of the raw materials, exports and packaging 	
Lídia Moreira Soja de Portugal	<ul style="list-style-type: none"> Director of Marketing, Communication and Sustainability Department 	

Appendix C

C. Contributors interviews | Invivo Trading

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Catarina Neves Acembex	<ul style="list-style-type: none"> Logistic part of the project Working at Acembex for 2 years 3times per month ½ day at the beginning/end of the year 	<p>Overview of the company</p> <ul style="list-style-type: none"> Invivo Trading is a digital platform dedicated to the export of wheat of French origin, they are the bridges between cooperatives and importers. At group level, they have the Invivo Foundation which develop modern agricultural project. <p>Relation with MIMO</p> <ul style="list-style-type: none"> Very important partnership with Acembex, started MIMO Program 6 years ago. Partnership based on a non account on one part of their vessel. Quantity based on the defined budget, previously done in the beginning of the year (around 20-25k allocated), emailed directly to Luis. Discussion about availability, quality and price. <p>Relation with partners</p> <ul style="list-style-type: none"> She clearly states that Acembex is the protagonist whereas Invivo Trading is a follower in the project. They decided to join the program for insider values (cooperatives), they think that it makes sense, and it has a positive impact . <p>Futures improvement</p> <ul style="list-style-type: none"> They did not share possible improvement with us, as for them the partnership is ideal and easy, and they do not want to have responsibility in the program
André Coelho Novarroz	<ul style="list-style-type: none"> Coordinator of the social projects Working on MIMO project since 2010 Contribution mainly related with cost reduction of rice – symbolic price 	
Lucie Vissie Invivo trading	<ul style="list-style-type: none"> CFO of Invivo Trading Working with Acembex for 30 years Working on the MIMO program for 6 years 	
Isabel Cortinhas Vitacress	<ul style="list-style-type: none"> Procurement department in Vitacress Take care of the raw materials, exports and packaging 	
Lídia Moreira Soja de Portugal	<ul style="list-style-type: none"> Director of Marketing, Communication and Sustainability Department 	

Appendix C

C. Contributors interviews | Vitacress

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Catarina Neves Acembex	<ul style="list-style-type: none"> Logistic part of the project Working at Acembex for 2 years 3 times per month ½ day at the beginning/end of the year 	<p>Overview of the company</p> <ul style="list-style-type: none"> Vitacress Salads Ltd. is an agriculture company with farms in Portugal, Spain and UK. It is a fully owned subsidiary of Portugal-based company Grupo RAR Europe's largest provider of watercress, rocket, spinach and other baby salad greens Beyond salad, the company also produces and distributes potatoes It is a supplies retailers and foodservice operators in several markets <p>Relation with MIMO</p> <ul style="list-style-type: none"> Involved in MIMO Program since April 2020, providing products only for Porta Solidária do Porto Regularly deliver potatoes and baby leaf products (spinach and watercress) for make soups In case of overproduction have also sent other types of vegetables such as carrots, broccoli and tomatoes In the summer of 2021, they had to stop delivering products to the MIMO Program due to internal issues that slowed down the production <p>Relation with partners</p> <ul style="list-style-type: none"> They personally take care of product delivery Recently they have increased the possible days of delivery becoming more flexible according to the needs and freshness of the products. They send a maximum of 300kg of potatoes and 70kg of vegetables per week <p>Futures improvement</p> <ul style="list-style-type: none"> Have feedback about the impact that the company creates. Have more information about the use of mandated products and what could be done to expand the list of products sent in case of excess They are open to send their products also to other places (e.g. CrescerSer homes in Porto) as long as delivery is not complicated.
André Coelho Novarroz	<ul style="list-style-type: none"> Coordinator of the social projects Working at MIMO project since 2010 Contribution mainly related with cost reduction of rice – symbolic price 	
Lucie Vissie Invivo trading	<ul style="list-style-type: none"> CFO of Invivo Trading Working with Acembex for 30 years Working in the MIMO program for 6 years 	
Isabel Cortinhas Vitacress	<ul style="list-style-type: none"> Procurement department in Vitacress Take care of the raw materials, exports and packaging 	
Lídia Moreira Soja de Portugal	<ul style="list-style-type: none"> Director of Marketing, Communication and Sustainability Department 	

Appendix C

C. Contributors interviews | Soja de Portugal

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Catarina Neves Acembex	<ul style="list-style-type: none"> Logistic part of the project Working at Acembex for 2 years 3times per month ½ day at the beginning/end of the year 	<p>Overview of the company Soja de Portugal is a group that operate in the agro-food industry and it is present in the areas of animal nutrition, poultry meat, collection, treatment and recovery of by-products of animal origin.</p> <p>Relation with MIMO The company has a partnership with Acembex, which made them aware of the MIMO program and consequently start helping them. They offered chickens for the institutions of CrescerSer. However, since the final part of 2020 the company stopped proving the food.</p> <p>Relation with partners There was no information collected about this area.</p> <p>Futures improvement The company did not provide any information about this topic. They stopped delivering food for the program and they did not know if they would return to be part of MIMO.</p>
André Coelho Novarroz	<ul style="list-style-type: none"> Coordinator of the social projects Working on MIMO project since 2010 Contribution mainly related with cost reduction of rice – symbolic price 	
Lucie Vissie Invivo trading	<ul style="list-style-type: none"> CFO of Invivo Trading Working with Acembex for 30 years Working on the MIMO program for 6 years 	
Isabel Cortinhas Vitacress	<ul style="list-style-type: none"> Procurement department in Vitacress Take care of the raw materials, exports and packaging 	
Lídia Moreira Soja de Portugal	<ul style="list-style-type: none"> Director of Marketing, Communication and Sustainability Department 	

Appendix C

C. Beneficiary interviews

- 1.) Please introduce yourself briefly. Where do you work and what is your role within the organization?
- 2.) How long have you been working on the MIMO project. When did you first had contact with Acembex?
- 3.) How is your organization exactly involved? Can you try to describe the process?
- 4.) Can you try to quantify the time that you spend organizing resources that go into the MIMO project ?
- 5.) How is your relationship with Acembex?
- 6.) What are your future expectations for the project? Could you imagine to take on more responsibility? Where do you see yourself in the project?
- 7.) Where do you see areas of improvement for the MIMO project ? Do feel that there are problems related to the delivery or the organization of the project?
- 8.) How do you forecast the quantities that you need?
- 9.) How do you think that the MIMO project impacts the people in the houses?

Appendix C

C. Contributors interviews | CrescerSer

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Ana Moutinho CrescerSer	<ul style="list-style-type: none">• Social worker that coordinates two of the institutions: “Casa do Vale” and “Casa da Cedofeita”• Working with Acembex for 22 years	<p>Overview of the company</p> <ul style="list-style-type: none">• CrescerSer is a non-profit organization – headquarters are in Lisbon• It has 6 foster homes – 4 of them destined to take care of very young children (from 0 – 12 years) and 2 of them from older kids or young adults (from 12 to 22 years)• The houses have more adults comparing to the kids that live there• They also help the families of the kids that try to be involved and the community in the surroundings <p>Relation with MIMO</p> <ul style="list-style-type: none">• Everything started 22 years – started with a simple question of asking if it was something necessary for the institutions. It grew from that, and with the creation of the MIMO project, it went even bigger• The relationship with Acembex is really good. They do not have a personal relationship with anyone – only in professional terms – but it is a very informal despite that• The products deliveries are organized by Acembex. They ask the institutions what they need and the necessary quantity• Acembex is a key – they do not work with the profit environment - they could not follow this type of project without Acembex or with other type of enterprises <p>Relation with partners</p> <ul style="list-style-type: none">• They do not communicate with the partners <p>Futures improvement</p> <ul style="list-style-type: none">• Some issues in the deliveries, mainly provided by the rice and chicken company
Paulo Azambuja Misericórdia do Porto	<ul style="list-style-type: none">• Coordinator of the business development• Still in the process of starting to work with Acembex	
Francisco Duarte Porta Solidária do Porto	<ul style="list-style-type: none">• Coordinator of Porta Solidária• Organizes a big part of the process	

Appendix C

C. Contributors interviews | Casa da Misericórdia

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Ana Moutinho CrescerSer	<ul style="list-style-type: none">• Social worker that coordinates two of the institutions: “Casa do Vale” and “Casa da Cedofeita”• Working with Acembex for 22 years	<p>Overview of the company</p> <ul style="list-style-type: none">• Santa Casa da Misericórdia of Porto is a private social solidarity institution.• It works with several causes and helps different groups of people. <p>Relation with MIMO</p> <ul style="list-style-type: none">• The first contact happened around June or July from 2021 – it is still considered a future project.• Acembex was looking for a partner that knew well the social environment, that would access the needs of the organizations, and that could help them with the deliveries.• They found that Casa da Misericórdia do Porto offers a well-structured organization that the majority of the nonprofit organizations don't have – they already have a logistic system.• They are exploring the option of providing facilities to the warehouses.• Relationship with Acembex came with a common interest – improving the quality of both services. <p>Relation with partners</p> <ul style="list-style-type: none">• Acembex will be the one responsible for the communication between the suppliers. The kind of leverage that Acembex provides represents a massive help for companies like Misericórdia do Porto since they don't have capabilities to create a projects like MIMO.• This type of institution is focused on how to help the end-users and not on how do deal with the suppliers. <p>Futures improvement</p> <ul style="list-style-type: none">• Including another type of service to increase and create a more significant project – they have a bigger spectrum.
Paulo Azambuja Misericórdia do Porto	<ul style="list-style-type: none">• Coordinator of the business development• Still in the process of starting to work with Acembex	
Francisco Duarte Porta Solidária	<ul style="list-style-type: none">• Coordinator of Porta Solidária do Porto• Organizes a big part of the process	

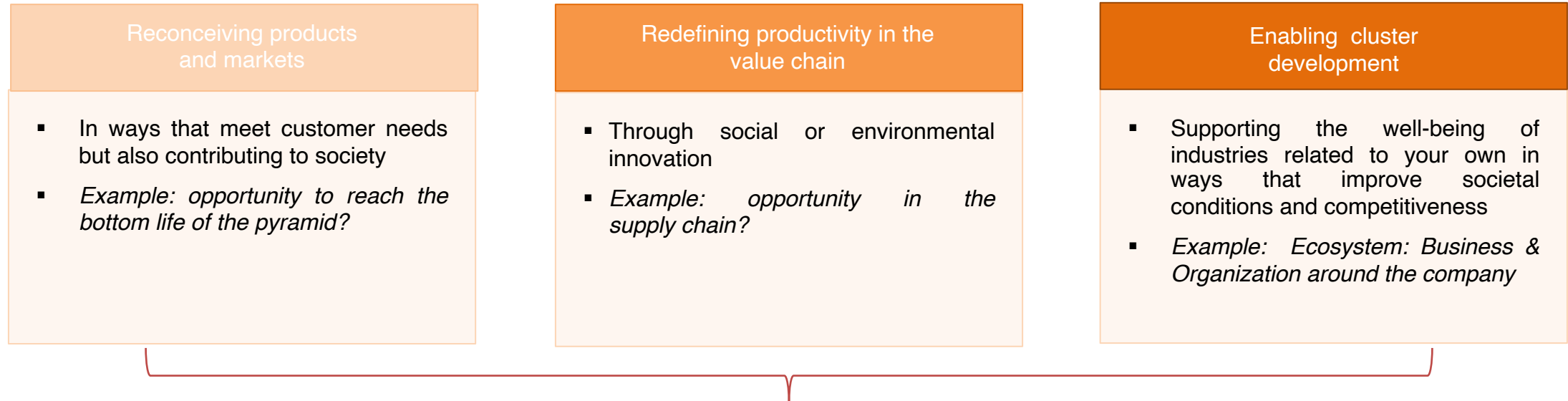
Appendix C

C. Contributors interviewsl Porta Solidária

CONTRIBUTOR	ROLE & TIME ALLOCATED	KEY POINTS
Ana Moutinho Crescerser	<ul style="list-style-type: none">• Social worker that coordinates two of the institutions: “Casa do Vale” and “Casa da Cedofeita”• Working with Acembex for 22 years	<p>Overview of the company</p> <ul style="list-style-type: none">• Since 2009, the Parish and Social Center of Senhora da Conceição offer light meals to the homeless in Porto and to all those who need and ask for help.• With the pandemic, several people lost their incomes, and the number of people requesting for food increased a lot, which created a problem. <p>Relation with MIMO</p> <ul style="list-style-type: none">• The MIMO Program save the project of Porta Solidária, by providing them more food, because without them they would not have enough during COVID critical times.• The MIMO Program has the theoretical contacts that provide food with more validity. <p>Relation with partners</p> <ul style="list-style-type: none">• Same feedback that Misericórdia do Porto provided. Acembex represents a massive help for institutions like this. Focused on how to help the end-users and not on how do deal with the suppliers. <p>Futures improvement</p> <ul style="list-style-type: none">• According to the short/medium term perspectives – possibility of helping more institutions.• According to long term perspectives – replicating to other companies and consequently cities in the country
Paulo Azambuja Casa da Misericórdia	<ul style="list-style-type: none">• Coordinator of the business development• Still in the process of starting to work with Acembex	
Francisco Duarte Porta Solidária	<ul style="list-style-type: none">• Coordinator of Porta Solidária• Organizes a big part of the process	

Appendix D

D. Shared value creation



What problems can be solved?

Sustainable business model: Acembex can solve societal problems in profitable ways. Creating shared value will increase commitment and value all stakeholders and MIMO Program can be tangible and sustainable

Appendix D

D. Benchmark MIMO as an industry-wide initiative

Benchmarking

Tony's Open Chain

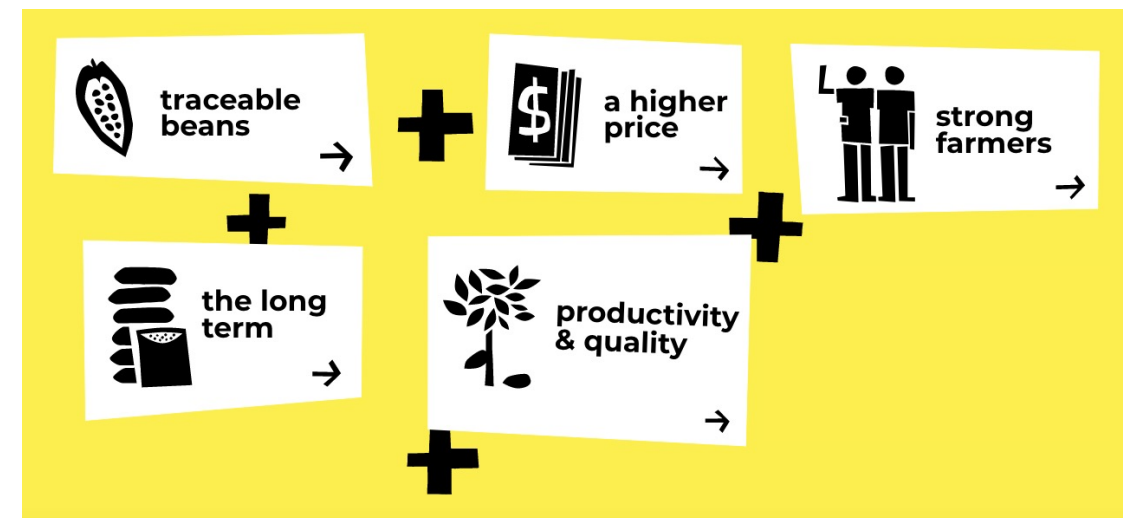
An **industry-led initiative** created by Dutch chocolate manufacture Tony's Chocolonely that helps chocolate brands transform their cocoa supply chains and become sustainability frontrunners¹.

Mission

End modern slavery and illegal child labour in cocoa by setting a new industry standard based on 5 Sourcing Principles¹.

How it works

So called „**Mission Allies**“ join Tony's Open Chain, and **work together**, as well as source according to the 5 Sourcing Principles¹.



Tony's Open Chain¹

Everything we build in Tony's Open Chain focuses on making it scalable and replicable, while keeping the model credible. Only together we will make chocolate 100% slave free²

-Paul Schoenmakers, Head of Impact

Appendix D

D. Benchmark MIMO social Café

Benchmarking

About Vollpension

Intergenerational café and **social enterprise** in Vienna functioning as public living room for elderly people, providing them with a purpose and an income in their retirement.

Vision

Fighting old-age **poverty** (particularly among women) and **loneliness**, as well as **isolation** at an old age by generating employment opportunities for seniors and creating places where old and young can be together, off- and online.

Impact

Vollpension supports the SDGs No Poverty, and Gender-Equality.



The additional income increases the monthly disposable income of the employed seniors by an average of **40%**.

Funding Streams

- Revenue from operating the café
- Funding from sponsoring partners
- In-kind donations and pro-bono services

Governance

Legal entity:

Responsible for achieving economic objectives and implementing social hiring practices.



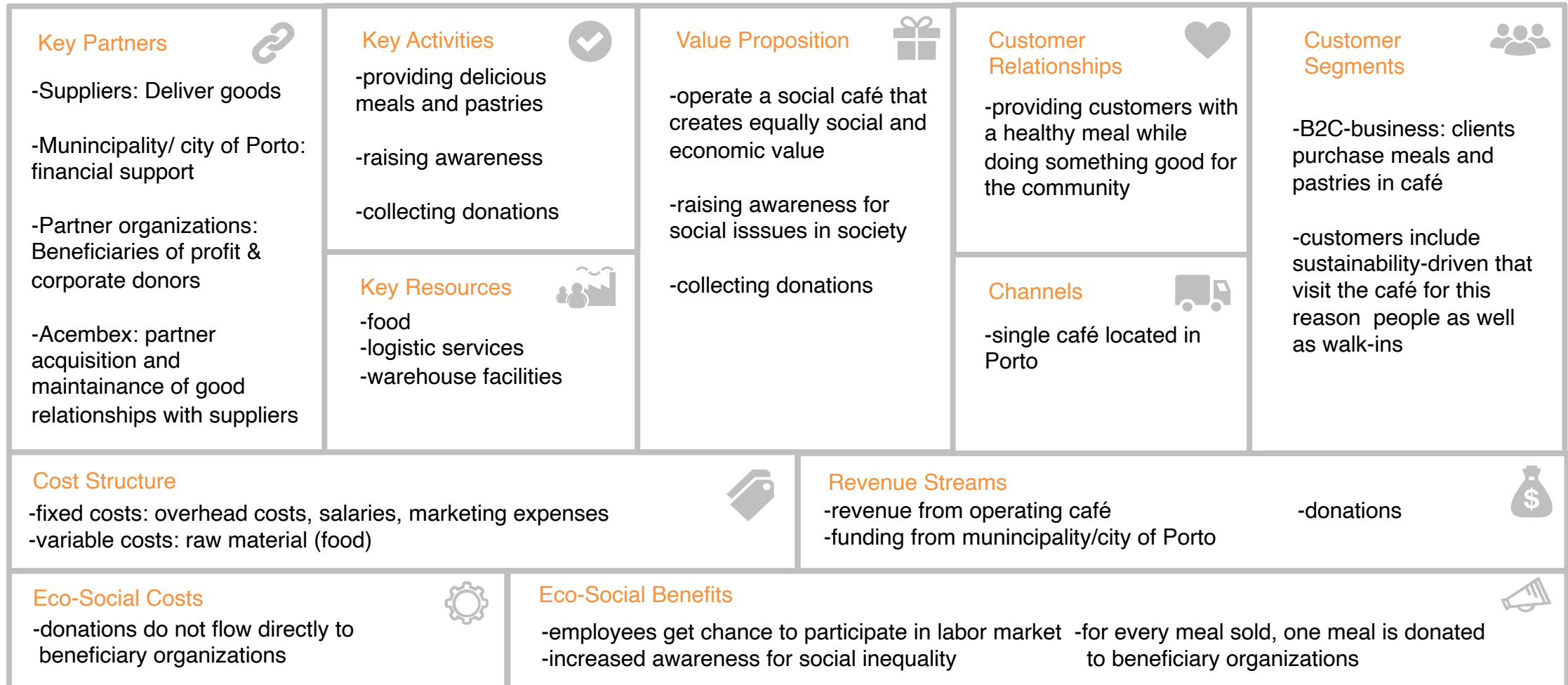
Vollpension Wien³

Independent non-profit association:

Responsible for fostering creative dialogue between generations and for raising awareness.

Appendix D

D. Sustainable business model canvas for the MIMO social Café



Appendix E

E. Impact | Framework and model benchmarks

B Impact Assessment ¹	Sustainable Development Goals ²	Social Progress Initiatives ³	UN IFAD Sustainable Livelihoods ⁴	Future Fit Business ⁵
<ul style="list-style-type: none"> • Measure a company's ability not only to generate profits, but also to create value for its customers, employees, community and environment • Assess performance, benchmark against peers and identify areas for improvement • Measure the social impact of the organization in a holistic way. 	<ul style="list-style-type: none"> • Set of 17 interconnected global goals designed to be a blueprint for achieving a better, more sustainable future for all • The 17 SDGs range from ending poverty to achieving gender equality to responsible production and consumption and provide a direction for many organizations to judge progress towards the goals 	<ul style="list-style-type: none"> • Measures how well a society provides its people with the things they really care about such as health, safety, clean water etc. • SPI offers a practical way for policymakers to track and report on progress towards the SDGs in a consistent manner 	<ul style="list-style-type: none"> • Sets out how to work over the coming decade in order to play a crucial role in the inclusive and sustainable transformation of rural areas • The Framework sets three strategic objectives: increasing the productive capacity of poor rural people, increasing their benefits from market participation and strengthening the environmental sustainability and climate resilience of their economic activities 	<ul style="list-style-type: none"> • Collocate and curate the most credible and robust third-party resources into one unified self-assessment tool – the Future-Fit Business Benchmark – that any business can use to guide, measure and report on real progress • The Future-Fit Business Benchmark is a self-assessment approach which equips companies to manage and improve their social and environmental performance
Theory of change⁶	It identifies long-term goals around social progress and works backwards to identify the necessary preconditions that will lead to the desired change.			
Logic Model⁷	It identifies the inputs, activities and outputs that will lead to the desired short- and long-term results and final impact.			
Five Dimensions of Impact⁸	This model identifies five dimensions of impact—what, who, how much, contribution, and risk—across which impacts can be benchmarked and measured.			

Sources: 1 - (Avaliação de Impacto B 2021) 2 - (United Nations 2021), 3 – (Social Progressive Imperative 2021), 4 - (IFAD 2021), 5 - (Future Fit Business 2021) 6 – (Center for Theory of Change 2021), 7 –(Ebrahim & Kasturi 2014), 8 – (Impact Management Norms 2021)

INDIVIDUAL APPENDIX SLIDES



Appendix G

G. Scalability | Network growth evaluation | Fruta Feia

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Mainly fruits and vegetables, which implies having short life time for being fresh.	●○○
B	Location (Distance between the production and final user)	The project is spread all over Portugal, with several production and deliver points.	●●●
C	Impact/Size (Size of the company)	It is not considered a company but a project. The project is reaching a maturity point around the country.	●●○
D	Usefulness (How important are the products)	Very useful. Considered has nutritious and essential food for a balanced life. Important for both institutions.	●●●
E	Sustainability (Production methods and places)	Fight the market inefficiency by creating an alternative market to the “ugly” fruits and vegetables (diminishing waste). All products locally produced.	●●●

TOTAL: 12

Appendix G

G. Scalability | Partner network growth evaluation | Salutem

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Several types of products. Bigger focus on different types of cereals which have a big shelf life.	●●●
B	Location (Distance between the production and final user)	It is produced close to Lisbon. Would be necessary transportation since most of the institutions are currently in the north part of Portugal.	●○○
C	Impact/Size (Size of the company)	It can be considered a big company. It tries to make a difference by investing in beneficial foods for health and well-being.	●●○
D	Usefulness (How important are the products)	Some products more essential than others. However this brand has a huge focus on health issues.	●●○
E	Sustainability (Production methods and places)	Social and environmental concerns are part of Salutem's guidelines and the principles of solidarity and citizenship are well present in its business strategy.	●●○

TOTAL: 10

Appendix G

G. Scalability | Partner network growth evaluation | Iberopasta

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Different types of pasta. Products with long shelf life.	●●●
B	Location (Distance between the production and final user)	Production center is close to Lisbon. Transportation would be an important factor to consider.	●○○
C	Impact/Size (Size of the company)	It is considered a big company that has an industrial unit measuring about 6000 m2, with several technologically advanced production lines. Currently only works in Portugal.	●●●
D	Usefulness (How important are the products)	A useful product by being a good substitute of the rice already provided. Level 2 of CrescerSer needs. Not mentioned in Porta Solidária needs.	●●○
E	Sustainability (Production methods and places)	It has a plan that follows the environment protection principles through prevention of pollution and efficient use of resources.	●●○

TOTAL: 11

Appendix G

G. Scalability | Partner network growth evaluation | Litofish

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Frozen food market. Biggest focus on the fish products. Shelf life depends if the institutions have the right conservation tools.	●○○
B	Location (Distance between the production and final user)	Located in the north of Portugal. Most of the current helped institutions are around this area. However, it is still necessary to figure it out a way to the transport the products to the rest of the country. Special trucks. .	●●○
C	Impact/Size (Size of the company)	Medium to large size company that already occupies a solid place in the market.	●●○
D	Usefulness (How important are the products)	Useful and quite important. It is a products that is still not supplied. Level of CrescerSer. Not mentioned in Porta Solidária needs.	●●○
E	Sustainability (Production methods and places)	Social and environmental awareness: respect for the environment and continuous improvement to prevent environmental sustainability and species.	●●○

TOTAL: 9



Appendix G

G. Scalability | Partner network growth evaluation | Oliveira da Serra

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Olive oil and vinegar brand. Products with long shelf life.	●●●
B	Location (Distance between the production and final user)	Production center located in Alentejo, south of Portugal. Necessary to consider the transportation distance.	●○○
C	Impact/Size (Size of the company)	It is a portuguese company with a significant impact on the Portuguese market. The company present the biggest olive grove of the country.	●●●
D	Usefulness (How important are the products)	It can be a good complement for different types of cooking and it is an essential fat. Mentioned as an important product for CrescerSer.	●●○
E	Sustainability (Production methods and places)	The company implemented a drip irrigation system that allows to supply only the water necessary for good development without wasting. It has a positive environmental impact, sequestering more carbon than it produces.	●●●

TOTAL: 12

Appendix G

G. Scalability | Partner network growth evaluation | Bio Cheers

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Several types of vegetables , fruits and nuts. Short shelf life.	●○○
B	Location (Distance between the production and final user)	Two bases, one in the Porto and the other one is Spain. The base in Porto has a good localization when considering most of the current helped institutions.	●●●
C	Impact/Size (Size of the company)	Biocheers produces and distributes to the largest supermarket chains in Portugal. It also provides products through Europe, North America, Canada and South Asia.	●●○
D	Usefulness (How important are the products)	Very useful. Considered has nutritious and essential food for a balanced life. Product requested for both institutions.	●●●
E	Sustainability (Production methods and places)	It is a company that combines the most traditional techniques of organic farming and the most advanced and sustainable technologies.	●●●

TOTAL: 12

Appendix G

G. Scalability | Partner Network Growth evaluation | Lactimaf

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Several types of cheese. Depends on the type, but they have a specific conservation method and consequently shelf life.	●●○
B	Location (Distance between the production and final user)	The production center is in Santa Maria da Feira, a city in the north of Portugal. The distribution would more more accessible to the institutions around this area.	●●○
C	Impact/Size (Size of the company)	Founded in 1934, Lactimaf is one of the oldest and most recognized dairy companies in the country.	●●●
D	Usefulness (How important are the products)	Not the most important product but a really good complement. However MIMO project already provided this product, so cannot be consider as an essential need.	●○○
E	Sustainability (Production methods and places)	It is a company that combines the most traditional techniques of organic farming and the most advanced and sustainable technologies.	●●●

TOTAL: 11

Appendix G

G. Scalability | Partner network growth evaluation | JIP Ferreiras

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Several types of vegetables, fruits, herbs and potatoes. Short shelf life.	●○○
B	Location (Distance between the production and final user)	The company present a warehouse close to Lisbon and distributes in two markets, one in Lisbon and one in Coimbra (considered center of Portugal but more close to the north).	●○○
C	Impact/Size (Size of the company)	A company with more than 30 years. Most of its products are used in the national market and are sold in the Mercado Abastecedor de Coimbra (MAC).	●●○
D	Usefulness (How important are the products)	Very useful. Considered has nutritious and essential food for a balanced life. Product requested for both institutions.	●●●
E	Sustainability (Production methods and places)	The production is done responsibly and sustainably. Most of the products are produced by regional producers and are carefully selected to have the best quality and freshness possible.	●●○

TOTAL: 9

Appendix G

G. Scalability | Partner network growth evaluation | Delta cafés

	NAME	DESCRIPTION	SCORE
A	Shelf life (Length of time that a product can be stored)	Producer and distributor of coffee. Big shelf life.	●●●
B	Location (Distance between the production and final user)	The base of the company is in the interior of Portugal, more precisely in Alentejo. However, Delta is also present in Lisbon and in Porto.	●●●
C	Impact/Size (Size of the company)	It is a big company, with a huge impact on the Portuguese and international market . It has distributors in all continents.	●●●
D	Usefulness (How important are the products)	Not necessary. Would be simple an extra product to improve the quality of the meals. Not requested for any institution.	●○○
E	Sustainability (Production methods and places)	Aims to promote the empowerment of local workers, encourage environmentally responsible practices, and the use of renewable energies, so as not to affect the future generations .	●●●

TOTAL: 13