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***How is social impact consulting
able to have a double beneficial
effect in society?***

The Case Study of 180 Degrees Consulting

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ABSTRACT

How is social impact consulting able to have a double beneficial effect in society?

Nowadays, our society is living times of increasing social challenges. Therefore, social entrepreneurship, amongst others, plays a key role in addressing these challenges not only because it develops innovative and impactful solutions to these challenges but also because social entrepreneurs are value-driven, have strong connections with their communities and are willing to prioritize impact over profit and embrace innovation as a way to provide better and more effective services. Bearing this in mind, colleges and universities should empower young generations by raising a stronger awareness about the social sector and the social entrepreneurial field and by educating them in a more thoroughly and efficient way about these challenges.

Although social entrepreneurship has been rising in the last years, there are still many social enterprises and/or NGOs that have not yet reached their full potential due to limited resources and mainly cost-effective professional advisory services. In this context, this dissertation presents a specific organization, 180 Degrees Consulting, a student-based consultancy organization that aims to tackle these two different needs in a very innovative and impactful way: it connects the untapped capabilities of top university students with the unmet needs of socially conscious organizations through its branches spread in worldwide top business schools. Most importantly, this process is mutually beneficial because non-profits and/or social enterprises get custom solutions to problems they are facing and university students get a real hands-on experience that provides them work experience, professional training, real leadership development and a bigger understanding about the social sector.

Alexandre Henriques de Lancastr

SUMÁRIO

Como é que é a consultoria de impacto social pode ter um duplo benefício para a sociedade?

Atualmente, a nossa sociedade é confrontada com inúmeros desafios sociais. Assim, o empreendedorismo social, entre outros, detém um papel fundamental sobre esses desafios, não só porque se foca no desenvolvimento de soluções inovadoras e impactantes para esses desafios mas também porque os empreendedores sociais são motivados pelo valor social, têm fortes ligações com as suas comunidades, preferenciam o impacto social ao lucro e utilizam a inovação para prestar melhores e mais eficazes serviços.

Assim sendo, as universidades devem educar as gerações jovens sobre estes aspetos para que estas tenham um maior conhecimento sobre o sector social e sobre o campo de empreendedorismo social. Apesar de o empreendedorismo social ter vindo a crescer nos últimos anos, existem ainda muitas organizações sociais que ainda não conseguiram atingir o seu potencial máximo devido à falta de recursos mas principalmente serviços de aconselhamento profissional que sejam eficientes e acessíveis.

Neste contexto, esta dissertação apresenta uma organização, 180 Degrees Consulting, que funciona como uma consultora de estudantes que visa solucionar estas duas diferentes necessidades de uma maneira inovadora e impactante: conecta as capacidades inexploradas de estudantes de universidades de topo com as necessidades inexploradas de organizações sociais através das suas “*franchisees*” espalhadas por universidades no mundo inteiro. Este processo é mutuamente benéfico porque as organizações sociais recebem aconselhamento profissional para os seus problemas e os estudantes universitários têm acesso a uma experiência “*hands-on*” que lhes providencia experiência de trabalho, formação profissional, desenvolvimento de capacidades de liderança, e um maior entendimento sobre o sector social.

Alexandre Henriques de Lancaster

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Chapter 1: INTRODUCTION

This dissertation was developed within the scope of the Entrepreneurship and Development seminar. The main goal is to answer the research question “*How is social impact consulting able to have a double beneficial effect in society?*”. For the purpose of this dissertation, “*double beneficial effect*” takes into consideration the two different social impacts that 180 Degrees Consulting focus on – 1) improving the effectiveness of social enterprises and/or NGOs; and 2) developing student’s leadership skills. Additionally, it aims to enlighten and enhance the importance of social entrepreneurship education in the universities of current days. Readers will be clarified with regard to this topic by analyzing the specific case of 180 Degrees Consulting and by understanding how is this organization creating a real social impact, both to students and social enterprises or NGOs all over the world.

The Chapter 2, *Literature Review*, starts by describing the evolution and the objectives social entrepreneurship (SE) since its inception in 1980 (Dees J. G., 2007). Thereafter, and considering that nowadays there is a big need for successful social entrepreneurs who are able to solve the magnitude of social challenges our society is facing (Tracey & Phillips, 2007; Brock & Kim, 2011), it states the increased importance of this subject in the education of leading business schools in current days. It further links social entrepreneurship and social impact by explaining how can an organization that aims to create or enhance social impact is able to scale its operations, locally or globally. Then, in order to link this chapter with the case study about 180 Degrees Consulting, it concludes by explaining two different social impacts that 180 Degrees Consulting is aiming to boost – student’s leadership development and nonprofit’s effectiveness.

Chapter 3 is dedicated to the methodology that was used in order to outline the means and techniques that helped answering the research question and developing the case study.

Chapter 4 – the *Case Study* – is constituted with detailed information about 180 Degrees Consulting and its Lisbon branch. The information about the global organization was mainly collected through non-published internal reports that the CEO of the organization - Nathaniel Ware – provided. In addition, it was also possible to complete the case study through the access to the organization’s main website, news and also through a face-to-face interview to

two founders – Sarah Birdinger and Fabio Giacomo - of the 180 Degrees Consulting Lisbon branch.

The fifth chapter is dedicated to the *Teaching Notes* and it aims to provide some guidance to the professor for in-class discussion about four different *Teaching Questions*.

The last chapter presents the dissertation's main conclusions, its limitations and the recommendations for future possible research.

Chapter 2: LITERATURE REVIEW

2.1 Social Entrepreneurship

The concept of social entrepreneurship has been defined by numerous management scholars (Ortiz, Armengot, & Marques, 2015) since its emergence in 1980 (Dees J. G., 2007). It has become such a popular topic that it even performs a key role in the education of leading business schools, and it encompasses the discussions and meetings of numerous professional and academic individuals. Although it is controversial, the majority of commentators agree that in order to clarify and understand this matter, it is important to consider both the “social“ and the “entrepreneurship“ elements in the concept (Peredo & McLean, 2006) to deeply understand the balance between entrepreneurs who are driven solely on producing social benefits and entrepreneurs who consider social goals only need to be among the goals of the enterprise (see Annex 1). While some authors define SE as simply “the process of employing market-based methods to solve social problems“ (Grimes, McMullen, Vogus, & Miller, 2013), others present a more suitable and flexible explication of the concept: “Social entrepreneurship is exercised where some person or group: (1) aim(s) at creating social value, either exclusively or at least in some prominent way; (2) show(s) a capacity to recognize and take advantage of opportunities to create that value; (3) employ(s) innovation, ranging from outright invention to adapting someone else’s novelty, in creating and/or distributing social value; (4) is/are willing to accept an above-average degree of risk in creating and disseminating social value; and (5) is/are unusually resourceful in being relatively undaunted by scarce assets in pursuing their social venture“ (Peredo & McLean, 2006).

2.2 Social Entrepreneurship Education

Social entrepreneurship education has been progressing through an efflorescent process. It started merely with a couple of courses developed by faculty pioneers, then by SE's events led by universities, followed by the creation and improvement of thorough educational offers targeted to students mainly interested and focused on social entrepreneurship or to social entrepreneurs themselves (Brock & Kim, 2011; Pache & Chowdhury, 2012).

Nowadays, there is a big need for skilled, passionate and committed social entrepreneurs who are able to solve the magnitude and complexity of social challenges we face. Colleges and universities play a game changing role in educating the next generation of social entrepreneurs. In order to raise a stronger awareness of the social entrepreneurship field, important efforts have been put into practice to promote such educational approaches and to enhance the development of pedagogical tools (Brock & Kim, 2011; Tracey & Phillips, 2007), but there is still a clear need to have a better understanding of how students can be trained to perceive and dominate the complex plethora of key stakeholders that social entrepreneurs have to interact with (Pache & Chowdhury, 2012).

Even though social entrepreneurs engage in similar entrepreneurial activities as any entrepreneur, suggesting that social entrepreneurship education should be an extension block of entrepreneurship education (Tracey & Phillips, 2007), they do it in a very different context (Brock & Kim, 2011). Whereas traditional entrepreneurs are embedded inside the commercial sector and, thus, connect with individuals who share significantly similar views of the world, social entrepreneurs need to rely on a much more complicated network of stakeholders who have different institutional scopes. Not only social entrepreneurs need the support of the social sector to acquire beneficiaries and to achieve their mission but are also connected with the commercial sector, while trying to mobilize funds and practices from the business sector. Moreover, these socially concerned entrepreneurs also interact and cooperate with local public agencies and governments with the objective of negotiating and acquiring political or financial support (Pache & Chowdhury, 2012). Bearing this in mind, Pache & Chowdhury (2012) developed a model of social entrepreneurship education in which students are taught to interact and manage relationships across distinct institutional spheres. This model not only educates students "about" social entrepreneurship to allow them to have a greater understanding and expertise to successfully employ in SE's activities, but also enlightens students "for" social entrepreneurship, granting them the ability to bridge and connect three different institutional logics: the *social-welfare* logic, the *commercial* logic and the *public-*

sector logic (see Annex 2). Following this line of reasoning, it is utterly important that social entrepreneurship education should give students a thorough knowledge of these distinct logics, allow students to execute them and permit students to associate these logics when necessary to create innovative hybrid strategies. If scholars and professors in business schools are able to adopt this method – “about” and “for” social entrepreneurship – the potential for social entrepreneurship education becomes enormous. It can drastically and positively impact students’ lives and the lives of many others that will benefit from the social value added that arises from the creation of social ventures (Pache & Chowdhury, 2012).

2.3 Social Impact

Social impact is defined as “...the consequences to human populations of any public or private actions that alter the ways in which people live, work, play, relate to one another, organize to meet their needs and generally cope as members of society” (ICGP, 2003; Wang, Han, de Vries, & Zuo, 2016). It is important to mention that these impacts are contemplated at several scales, ranging from the micro-scales of individual to the macro-scales of community. The first one is used to quantify the social impact an individual has on his/her community when he/she embraces in any kind of projects that has direct and indirect effects for each individual within the community. The latter one not only centers in finding the macro-scale social changes that arises from an event but also assesses macro-scale social impacts (Wang, Han, de Vries, & Zuo, 2016).

2.3.1 Scaling Social Impact

While traditional entrepreneurs are centered on maximizing shareholder value, social entrepreneurs focus their attention and resources on maximizing their social impact (Bloom & Chatterji, 2009; André & Pache, 2014). In order to do so, social entrepreneurs can choose between various distinct strategies – diversification, scaling across, scaling deep and scaling up (André & Pache, 2014; Dees, Anderson, & Wei-skillern, 2004). Diversification is an approach that attempts to broaden the range of products and/or services offered by the social enterprise to satisfy different types of needs. Scaling across is a strategy that is centered on propagating and sharing the social innovation with other individuals to enhance the impact initiated by the social entrepreneur. Scaling deep focuses more on the quality rather than the quantity of the impact, by enhancing and boosting current processes with the objective of increasing the impact on beneficiaries (André & Pache, 2014). Scaling up is the process in which a social entrepreneur, who has already validated his/her plan of how to take care of a

social problem locally, establishes a way to spread his impact by granting access to their products and/or services to a wider spectrum of beneficiaries in geographical locations not yet served by the venture (André & Pache, 2014; Dees, Anderson, & Wei-skillern, 2004). The latter is recognized as the most widely used approach to maximize social impact (André & Pache, 2014).

In order to choose and find the most promising strategy to enhance and boost the social impact, a social entrepreneur should follow the Five R's (see Annex 3) for guidance: Readiness, Receptivity, Resources, Risks, and Returns (Dees, Anderson, & Wei-skillern, 2004).

2.3.2. The Five R's: Finding the most promising strategy

2.3.2.1. Readiness

The initial stage of choosing between scaling options starts and ends with considerations of readiness. First, a social entrepreneur should ask himself if the innovation is ready to spread. It is utterly important to understand if there is objective evidence of success that does not only rely on unique leadership or circumstances. Moreover, a social entrepreneur should also ask himself what core elements of the innovation are critical to achieve the planned impact. If the answer is unclear, the social innovation may only be ready for testing and refinement in a few selected locations before expanding. Otherwise, if there is confidence enough about the key drivers of the social innovation's success, the social entrepreneur can begin focusing on its receptivity (Dees, Anderson, & Wei-skillern, 2004).

2.3.2.2 Receptivity

After fitting the readiness level, a social entrepreneur should reflect about what strategy will best ensure that the social innovation will be both effective and accepted in new communities. If a social innovation is complex, it will hardly be accepted and implemented in different communities. If there are reasons to anticipate resistance, social entrepreneurs should favor strategies that have less central coordination and that embrace less specifically defined innovations. Although openness is a major concern, receptivity is also directly reflected with the demonstrated willingness from locals to invest time, money, and energy to achieve the desired impact. This willingness tends to be stronger when key players within the community recognize an unmet need and identify it as a priority. However, when the need is high but willingness is low, social entrepreneurs must find a way that does not require high levels of

local investment or an approach that boosts demand. Assessing the receptivity level is a relevant starting point to think about resources (Dees, Anderson, & Wei-skillern, 2004).

2.3.2.3 Resources

Before compromising with a specific strategy, social entrepreneurs should be aware that all of the scaling strategies require incremental resources and, thus, should have an obtainable resource plan in mind. Social entrepreneurs should also understand if the social innovation can be defined and escalated in a way that reduces costs while preserving effectiveness. . Once costs are mastered, it is time to study the potential opportunities to generate reliable revenue streams. Charging fees to local sites for membership, training, technical assistance, licensing programs and materials, and other support services are common approaches when taking into consideration revenue streams. This approach is only verifiable if local demand is high enough, if central institutions are able to convey sufficient value and if local sites successfully implement the social innovation and attract funds. Otherwise, if local demand is not high enough to cover all the costs of a specific strategy, social entrepreneurs should find an obtainable way to fill the gap, through foundation grants and an individual donor base (Dees, Anderson, & Wei-skillern, 2004).

2.3.2.4 Risks

Whenever social entrepreneurs consider scaling their social impact, they must consider the inherent risks to society and to their organization. There is always a slight chance that a social innovation will be implemented incorrectly or will fail to achieve its proposed impact and, thus, clients and communities might be negatively affected. Social entrepreneurs must be aware that central control will be crucial and that risks to the central organization will increase with these scaling approaches since they normally demand bigger investment of resources and more authority for local implementation. As soon as social entrepreneurs associate these risks, they must assess the potential returns (Dees, Anderson, & Wei-skillern, 2004).

2.3.2.5 Returns

The most distinguishable about scaling the social impact is not only serving more people and communities but also serving them in a better way than before. Therefore, it is thoroughly important to choose the strategy that will reach the most locations most effectively. While some approaches might reach a wider spectrum of locations more quickly at a lower cost, the returns are only beneficial if the social innovation is spread in a way that delivers higher-

quality services compared with the previous ones. Occasionally, slower expansion combined with greater coordination is more desirable when trying to grant high-quality impact (Dees, Anderson, & Wei-skillern, 2004).

2.3.2.6 Readiness revisited

Whenever all of these aspects are considered thoroughly, readiness should be assessed again but this time in a different way - organizational readiness. Scaling requires a major investment of time, energy, and resources. Consequently, before considering any specific strategy, social entrepreneurs should assess if their organization, including their board, is willing and able to develop the critical capabilities to perform and develop a strategy successfully (Dees, Anderson, & Wei-skillern, 2004).

2.4 Students Leadership Development

Even though leadership development is a broad term, it generally relates with behaviors in which individuals change their perceived identity as a leader. Hence, effective leadership development programs should stimulate the development of leadership identity among participants (Sorensen, McKim, & Velez, 2016; Sessa, Ploskonka, Alvarez, Dourdis, Dixon, & Bragger, 2016).

In 2005 and 2006, Susan Komives and her team developed a leadership identity model. It expanded the previous understanding about leadership development towards a specific process in which leaders develop. This model reflected the development of students at the postsecondary level because they have enough life experience to reflect on while still being actively committed in developing their own leadership identity. The proposed model outlined six different stages of identity development: awareness, exploration/engagement, leader identified, leadership differentiated, generativity, and integration/synthesis (Komives, Owen, Longerbeam, Mainella, & Osteen, *Developing a leadership identity: a grounded theory*, 2005).

The first stage, awareness, happens when students become aware that leadership exists in the world. Generally, in this stage, students view leaders as historic figures and feel completely reliant on the leadership of others. Most students only identify aspects of their own leadership identity when someone or something brings it to their attention. Thus, education programs

that consider aspects of leadership identity appear in the transition to the second stage. This transition towards the second stage begins when an individual start to realize their potential to be a leader in the future (Sorensen, McKim, & Velez, 2016).

In stage two, exploration and engagement, students start to create peer groups and to pursue opportunities to explore their interest. These opportunities seek to take on new responsibilities, including leadership. In this stage, students recognize leaders within their daily life – mainly teachers, ministers, and siblings. The transition towards the third stage is marked by the recognition of the student’s leadership potential by someone else (Sorensen, McKim, & Velez, 2016).

Stage three, leader-identified, is normally the stage in which the majority of students begin their college career and in which they start to recognize positional leadership. Students begin exploiting what it takes to be a positional leader trough moving in and out of leadership roles. Consequently, students start to reduce their involvement in groups, focusing on the ones that provide them a greater personal meaning. During this stage, leaders seek out more complex leadership roles and recognize that quality leadership demands all group members to participate in the process of leadership. It is utterly important that students reflect and learn throughout this stage because it will lead them to consciously practice new ways of being a leader (Sorensen, McKim, & Velez, 2016).

In stage four, leadership-identified, students start to prospect leadership as more than a title and to view themselves as community builders within their groups. Thus, it forces many students to look out for guidance from adults to process their leadership experiences with the objective of attaining a deeper understanding of leadership. Students also identify their peers as role models for effective leadership practices (Sorensen, McKim, & Velez, 2016).

As they transition into stage five, generativity, students begin to connect their leadership to a larger purpose. Their philosophies of leadership initiate to take shape, and a stronger commitment to their groups is born. Throughout this stage, students develop and focus on ideals and purposes that are bigger than their selves and start to concern about the welfare and the future of the same (Sorensen, McKim, & Velez, 2016).

As students transition towards the final stage of leadership identity development, integration/synthesis, they start to align their leadership skills to their future goals. In this stage, students realize they have the leadership skills to be effective in a variety of contexts, commit to life-long development and a confidence to attempt new leadership experiences and integrate leadership into their personal identity as a hallmark (Sorensen, McKim, & Velez, 2016).

Although this model serves as a theoretical framework, leadership identity development is rarely linear; in fact, it is normal that students continuously return to previous stages as they progress (Sorensen, McKim, & Velez, 2016) (see Annex 4 and 5).

2.5 Non-profit organizational effectiveness

Even though there are several definitions of effectiveness, it is hard to reach a consensus (Herman & Renz, 2008; Iwu, Kapondoro, Twum-Darko, & Tengeh, 2015; Lecy, Schmitz, & Swedlund, 2012). Therefore, for the purpose of this research, we will define effectiveness as a construct that is measured in terms of “doing the right things” in the resource market, the whole production process and the final product market (Lecy, Schmitz, & Swedlund, 2012; Iwu, Kapondoro, Twum-Darko, & Tengeh, 2015). Organizations are perceived as effective when they have a good fit with their external environment; when their internal subsystems are build for a high-performance workplace; when they bet in continuous learning; and when they satisfy the need of local stakeholders (Iwu, Kapondoro, Twum-Darko, & Tengeh, 2015).

Organizational effectiveness has originally emerged as a subfield of organizational sociology, industrial psychology, and other administrative sciences embedded in business schools. These business schools conducted different approaches to assess effectiveness: namely goal attainment, resource-control, and social constructivism/reputational perspectives. The goal attainment approach is rather etymological while the reputational approach is significantly popular with Forbes magazine’s most rated companies. While the first approach started being criticized, the last two started gaining popularity because of the non-ending debate among scholars about how difficult is to track organizational effectiveness and because organizations that compete for resources do not necessarily share the same goals (Herman & Renz, 2008).

Recent researches reiterated the dichotomy of views among scholars about this topic. While some posit that organizational effectiveness is determined in financial terms – fundraising

cost, working capital, liquidity, financial soundness... – others advocate for both financial and non-financial measures – customer satisfaction, employee motivation, quality, productivity and market share, among others (Iwu, Kapondoro, Twum-Darko, & Tengeh, 2015) (see Annex 6).

Following the line of reasoning of the last two paragraphs, non-profit organizational effectiveness has emerged as a subfield of organizational effectiveness and has also been a widely debated concept since its emergence. Over time, it has become fragmented and spread across different disciplines, including non-profit studies, international development and relations, management, and economics of organizations. Recent studies reveal three key trends about non-profit organizational effectiveness: (1) there is a broad consensus that one-dimensional measures of effectiveness are not useful; (2) scholarship on non-profit effectiveness is dictated by conceptual and theoretical works, whereas empirical studies remain limited; (3) a consensus on how to operationalize effectiveness remains ambiguous (Lecy, Schmitz, & Swedlund, 2012).

Hemand and Renz (2008) conducted a very exhaustive and specialized research within this field and they have advanced nine theses, or conclusions, about it: “NPO effectiveness is (1) always comparative, (2) multidimensional, (3) related to board effectiveness (but how is not clear), (4) related to the use of correct management practices but not in any simple best practices way, and (5) a social construction. Furthermore, (6) it is unlikely that there are any universally applicable best practices that can be prescribed for all NPO boards and management, (7) organizational responsiveness is a useful organizational-level effectiveness measure, (8) distinguishing among types of NPOs is important and useful, and (9) level of analysis makes a difference in researching and understanding effectiveness.”

Nowadays, the non-profit organizational sector faces considerable challenges and, thus, improving non-profit organizational performance and effectiveness is vital. It will require that issues of long-term sustainability, core functions, strategic planning, governance, funding, performance management, human resources and partnerships be accurately addressed. In total, NGOs posits a game changing role in society; thus, it is fundamental that measures are taken to improve their effectiveness (Amagoh, 2015).

Chapter 3: METHODOLOGY

In order to structure and elaborate the *Literature Review*, several articles and reports from worldwide recognized journals were thoroughly analyzed and filtered. As for the development and completion of the *Case Study* about 180 Degrees Consulting, a lot of qualitative and quantitative data were analysed and taken out from non-published internal reports that the CEO of the organization, Nathaniel Ware, provided. Additionally, the process of the Lisbon branch was followed during the execution of this dissertation through constant updates and feedback about the branch's projects and evolution. A face-to-face interview with two of the founders of the Lisbon branch – Sarah Birdinger and Fabio Giacomo – was also conducted with the objective of understanding the whole implementation process, the motivations behind it, the challenges the branch is facing, the feedback of its clients, and many other details (see Annex 7). Finally, the whole organization's website and news were also taking into consideration when developing and completing the case study.

Chapter 4: CASE STUDY

4.1 History and Concept

180 Degrees Consulting was founded in 2007 by Nathaniel Ware. When he was undertaking charitable work in Mozambique, Nat realized that the effectiveness of funds is much more important than the level of funds. Moreover, he realized that most non-profit organizations and social enterprises do not have access to affordable high quality consulting services¹. There are around 10 million non-profits around the world that each year work to improve outcomes in education, health and poverty alleviation sectors. Nevertheless, only less than 1% of the non-profit sector has access to high-quality affordable strategic and operational recommendations². This reality made him also aware that talented university students have much more to offer than what they are believed to. 180 Degrees Consulting was born connecting these two ideas: on the one hand there were non-profits looking for insightful advice, and on the other hand there were talented creative students who wanted to make a significant change in the world.

In order to understand the efficiency of this match between university students and non-profit organizations, a pilot project was undertaken, which was extremely successful to both the client and the volunteer consultants. Given this success, the first branch of 180 Degrees was born at Sidney University in Australia.

In the following year, the company was approached by groups of students in Sweden and Mexico who were truly interested in replicating the concept in their home countries. After debating the possibility, two new branches were established at Stockholm School of Economics (Sweden) and ITAM (Mexico)³.

Nowadays, 180 Degrees Consulting is the world's largest volunteer consultancy and the world's premier social impact consultancy with 81 branches⁴ spread across 33 countries (see Exhibit 1), and every year it helps hundreds of worthwhile organizations to significantly improve the work they do and to achieve their full potential. It is led by the international

¹ 180 Degrees website: <http://180dc.org/about/history/>

² 180 Degrees Non-Published Internal Report 2016

³ 180 Degrees website: <http://180dc.org/about/history/>

⁴ The number of branches has been growing on average more than 100% on a yearly basis since its inception in 2008

executive team, who is the main governing body and is responsible for overseeing and supporting the work of the individual branches.

This name – 180 Degrees Consulting (see Exhibit 2) – arises because “*we work to turn good organizations into great organizations, challenges into opportunities, ideas into reality. We are focused on positive transformation. Transforming organizations, and – in turn – transforming lives*⁵.”

4.2 Mission and Organizational Structure

180 Degrees Consulting’s mission is “*to ensure non-profits and social enterprises that are committed to education, health, poverty alleviation and environmental sustainability can reach their full potential by meeting their demand for very affordable, high-quality strategic and operational assistance, and in so doing developing the next generation of social impact leaders*⁶.”

It operates as a non-profit social franchise⁷, with 81 branches (franchisees). All scalable functions and processes (such as data analysis, impact measurement, and resource sharing) are done centrally in order to reduce duplication and costs, and to ensure quality control. On the other hand, non-scalable functions and processes are done in a decentralized way by the local 180 Degrees branches around the world.

Each local branch is composed by three different types of functions: the executive board, who lines up projects with clients, supervises and supports all consultants; the team consultant leaders, who are responsible for the overall direction and completion of a project; and, the consultants, who focus on developing strategic and operational advice under the direction of the team leaders (see Exhibit 3)⁸.

4.3 Revenue Model and Financial Sustainability

One of the best characteristics of this organization is that it operates on a very low budget. At the majority of its university branches, the local university provides its branch with in-kind

⁵ 180 Degrees website: <http://180dc.org/about/why-we-exist/>

⁶ 180 Degrees website: <http://180dc.org/about/why-we-exist/>

⁷ The organization is using the “Scaling Up” strategy (referred in sub-chapter 2.3.1) to scale its social impact

⁸ 180 Degrees Non-Published Internal Report 2016

support (such as free room-hire) and pecuniary support⁹. Moreover, the international organization is financially supported from a top-tier consulting company, which covers the costs of the international executive and enables the organization to secure start-up grants to new branches¹⁰.

Additionally, branches ask each of its clients to contribute a small amount for each project. This amount is determined based on each organization's capacity to donate, so that 180 Degrees can work with all non-profits regardless of their financial capabilities. Collecting contributions ensures that non-profits honestly value 180 Degrees' services, give consultants the time they need, and are not only interested in the services because they are free. The "revenue" from each consulting project is split 50:50 between the local branch that lead the specific consulting service and a common pool of funds for expenditure to benefit all branches (see Exhibit 3)¹¹.

Although the organization has been able to grow organically¹² so far, one of its future objectives to improve its financial sustainability is to develop and diversify its revenue model through different ways, such as starting consulting services for for-profit organizations in relation to their CSR department^{13 14}.

This operational model enables 180 Degrees to have rapid scaling, quality control, operational efficiency, and financial sustainability.

4.4 Value Proposition and Current Activities

180 Degrees is mainly focused in helping organizations that are concentrated on improving outcomes in four different areas: education health, poverty alleviation, and environmental sustainability. Focus on education because they believe that every child must have access to high-quality education independently of their origin or the wealth of their parents. Focus on health because living with good health is key to live with dignity and to be active citizens.

⁹ For example, Catolica Lisbon School of Business & Economics has a specific budget to support its student's clubs

¹⁰ 180 Degrees Published Report 2012 (Finals Submission)

¹¹ 180 Degrees Non-Published Report 2016

¹² Organic growth is the increase in a company's revenue and value due to internal operations.

¹³ 180 Degrees Non-Published Report 2016

¹⁴ Personal communication with the Lisbon's Branch Executive Board members

Focus on poverty alleviation because eliminating poverty and homelessness is a realistic goal that can be achieved with the right efficient approaches and smart solutions. Finally, focus on environmental sustainability because everyone has the duty to protect our natural environment for future generations¹⁵.

To do so, 180 Degrees offers very high-quality affordable consulting services mainly because its consultants are thoroughly selected top university students from the entire world that possess a combination of expertise, creativity, and problem-solving ability. Moreover, they are provided with professional training and personal mentoring so that they can develop as future leaders. These student consultants are significantly motivated to work as volunteers due to the fact that they share the same beliefs as the company: improving the effectiveness of organizations can generate a meaningful impact to the people those organizations serve.

Thousands of non-profits and social organizations apply for consulting services, in which they explain why they need help and what are the major challenges they are facing. These challenges can range from how to expand programs, to how to become financially sustainable, to how to measure social impact, to how to reduce inefficiencies...Then, 180 Degrees matches the top university talent students with non-profits based on their expertise, qualifications, interests, abilities, knowledge, and geographic location. Once the match is done, teams start analyzing the specific challenges the organizations are facing, and start developing thoroughly thought practical solutions to these challenges.

Essentially, 180 Degrees filled a gap in the market by connecting the capabilities of top university students with the unmet needs of social organizations. This process is mutually beneficial because on the one hand, socially conscious organizations have access to custom solutions to problems they are facing, and, on the other hand, university students get real leadership development, work experience, professional training, first-hand exposure to social organizations, and the opportunity to make a difference in people's lives. On top of that, 180 Degrees aims to constantly improve both its social impacts – student's leadership development and effectiveness of non-profits - , and, for that, they collect detailed feedback from every selected student and every client they work with (see Exhibit 4)¹⁶.

¹⁵ 180 Degrees Non-Published Internal Report 2016

¹⁶ 180 Degrees website: <http://180dc.org/about/why-we-exist/>

4.4.1 Student's Leadership Development

“I do not think there is a better value-for-time volunteering experience than being a 180 Degrees consultant. It hits multiple birds with one stone – work experience, making a difference, and professional training. Why do these things separately when you can do them simultaneously?”

(Nathaniel Ware, CEO of 180 Degrees Consulting)

Every student in a top business school has the opportunity to either apply to become a consultant at an established branch or to start a new branch. Both have a rigorous and selective recruitment process but, nevertheless, both posit an enormous opportunity to make a meaningful impact in the students' local communities, as well as in the global community¹⁷.

180 Degrees assure that its student consultants are highly motivated to invest their time and expertise in the company because of the company's investment in their leadership development. Being part of 180 Degrees brings several benefits to the table. Students are able to make a significant difference in people's lives because they are helping to improve the effectiveness of worthwhile organizations, and, thus, donations can go further and more people can be helped both now and in the future. Students profit from hands-on work experience because the company gives them the opportunity to work directly with amazing non-profits and social enterprises on real projects while being able to exercise real leadership. Since the very beginning, 180 Degrees has worked with world leading consulting firms to develop its own tailored consulting methodology and training program. Thus, not only students will receive professional training from partnerships between 180 Degrees and some of these leading consulting firms, such as Mckinsey, BCG, Bain and many others, but also will develop numerous life skills, such as teamwork, problem solving, oral and written communication, creative thinking, client management, and cross-cultural communication. Moreover, students will experience in first-hand what it takes to be a real consultant while solving meaningful challenging problems surrounded by like-minded people¹⁸.

The organization is constantly focusing on improving its people engagement through constant feedback from its students. Close to 20 % of these students have reported that they have

¹⁷ 180 Degrees Published Report 2012

¹⁸ 180 Degrees website: <http://180dc.org/students/>

changed their entire career trajectory to be more impact focused after consulting for 180 Degrees¹⁹.

4.4.2 Improving Effectiveness of Non-Profits

Nowadays, many social organizations and non-profits desire to improve the state of the world through enhancing education, health, economic and environmental outcomes. Nevertheless, most of them have not yet reached their full potential²⁰. Bearing this in mind, 180 Degrees developed high-quality and affordable consulting services to improve the effectiveness of these organizations. Each organization faces unique and specific obstacles, and that is why 180 Degree focuses on tailoring its solutions to the individual needs of its clients. 180 Degree's solutions include organizational planning and development; market review and analysis; and, project review and realization.

Organizational planning and development embraces all of the direct consulting services and involves the development of the organization's existing operations and the expansion of fledging social initiatives. The services provided include business planning, in which the objective is to aid the transformation process of new ideas, from mere visions to solid business strategies with sustainable operations; and, business operations development, which focuses on evaluating an organization's current services and products as well as corporate services (finance, accounting, CSR) to enhance their efficiency and effectiveness.

It is utterly necessary that organizations have precise and explicit market knowledge to allow them to make the right decisions on market viability and on determining the gaps within the market. To do so, 180 degrees' solutions involve strategic industry analysis, in which it provides in-depth understanding of an industry's current players, market failures and potential areas of viability; international market research, to examine overseas markets and to provide value judgments on the ease of expanding organizational models into foreign markets; and, branding, which offer tailored solutions for development and management of corporate and product brands.

¹⁹ 180 Degrees Non-Published Report 2016

²⁰ 180 Degrees website: <http://180dc.org/about/why-we-exist/>

In order to assure that the innovations generated by 180 Degrees last in the long-term, they aim to provide an ongoing facility to control organizational processes and track the implementation and success of its recommendations. This area includes two different services: current process review and strategy review and execution. The first aims to provide a facility in which organizations are able to examine how effectively their processes and business plan achieve their goals at a certain point in time. The latter facilitates the understanding of the effectiveness of the implementation of 180 Degrees' recommendations by setting key performance indicator benchmarks and timelines²¹.

As 180 Degrees believe in continuous learning and engagement, once the consulting services are provided, the company requests constructive feedback from the organizations with which they operate, in order to constantly improve the quality of its consulting services. 96.8 % of the organization's past clients would recommend them to similar organizations²².

4.5 Consulting Methodology

180 Degrees Consulting offers high-quality affordable consulting services mainly due to the innovative model they use. The organization ensures high quality through many different ways.

Firstly, students must undergo through a very selective recruitment process. In order to be selected as a 180 Degrees consultant, applicants need to have demonstrated a strong academic record; to submit an application specifying their proof of relevant experience and abilities; and go through a series of interviews with local and international 180 Degrees consultants to ensure that their motivation and values are aligned with those of the organization. This rigorous process enables the organization to ensure high-quality from its consultants that can be compared to the quality of students recruited by top for-profit consultancies. Typically, only 15 % of all applicants are selected as 180 Degrees consultants²³.

Secondly, 180 Degrees consultants receive both general and project-specific training and mentoring from world leading top-tier consulting firms. Moreover, in some cases, university

²¹ 180 Degrees Non-Published Report 2016

²² 180 Degrees website: <http://180dc.org/about/social-impact/>

²³ 180 Degrees Non-Published Report 2016

professors are also invited to engage with the organization by mentoring some student consultant teams.

In addition to the recruitment process and the constant training and mentoring, 180 Degrees has a clear structure regarding its business problem solving process (see Exhibit 5); ensures that the expertise of its consultants is correctly matched with the needs of organizations; enables students to use the 180 Degrees online platform to access an international pool of knowledge and expertise; and make frequent and rigorous checks on consulting quality. Each consulting project is led by a team leader, who responses directly to a Branch Consulting Director, who is then in turn managed by an International Consulting Director. This three-tier quality control process ensures the continuous improvement and establishment of the high-quality of the provided consulting services.

In the end, the consulting services are provided to the clients through a systematic four-phase process (see Exhibit 6). The majority of the consulting engagements last one semester, in order to ensure continuity of the team from the inception to the implementation of the project²⁴.

4.6 Social Impact

4.6.1 Social Impact Measurement

At 180 Degrees, they rigorously measure everything that they do with the objective of maximizing their long-term social impact. This impact creates systematic social improvements and, conceptually, social returns are the benefits that accrue to other stakeholders²⁵. The organization measures and tracks its two main social impacts – leadership development and improving the effectiveness of non-profits - on its custom-made online management platform called Compass²⁶.

In order to assess leadership development, every social impact leader in the program is asked to provide comprehensive feedback. This feedback is used to measure many things such as whether students have changed their perspective about social organizations; whether they

²⁴ 180 Degrees Non-Published Internal Report 2016

²⁵ 180 Degrees Journal 2015: <http://180dc.org/wp-content/uploads/2015/08/180Review.pdf>

²⁶ Platform in which students can manage their consulting projects, download tools and resources, and upload deliverables.

changed their career plans to be more socially focused; whether the charitable contributions or donations from them have changed; whether they enhanced their knowledge about the problems that non-profits face nowadays; whether they are more confident about their leadership ability and better prepared to take on leadership functions; and, whether they would recommend 180 Degrees to other people²⁷. So far, 180 Degrees have already trained around 12,000 consultants. The vast majority of them go on to become social entrepreneurs or leaders firmly committed to social impact while 20% report that they have changed completely their entire career trajectory to be more impact focused²⁸. Taking into consideration that they are all students in their 20's, this is an impact that is going to be felt over more than 50 years, on average.

To evaluate the improvement of non-profits' effectiveness, the organization uses an approach that they call "social impact triangulation". This involves weighting the results of three different measurement approaches, resulting into a lower-bound, upper-bound, and a best-estimate impact. These three approaches are:

- Outcome valuation – 180 Degrees quantifies the improvements in the social outcomes of its clients at six and eighteen months through monitoring changes in KPIs²⁹.
- Input Valuation – the organization calculates the labor hours of consulting services provided, and allocate a monetary value based on equivalent work at other consulting firms³⁰.
- Client Valuation – after every project, 180 Degrees ask its clients if given what they now know, what would be the maximum amount they would hypothetically be willing to forgo in donations to receive such service^{31 32}.

4.6.2 Social Impact in the World

180 Degrees has started its activities with its first branch in Australia in 2008 and after eight full years of internationalization, it is spread across 33 different countries with 81 branches (see Exhibit 7). There are, on average, 5000 active consultants at any time and, up to date, the organization has already trained almost 12,000 different future leaders. These have been

²⁷ 180 Degrees website: <http://180dc.org/about/social-impact/>

²⁸ 180 Degrees Non-Published Internal Report 2016

²⁹ This gives \$118.6 Million in value provided to date

³⁰ This gives \$78 Million in value provided to date by multiplying the number of volunteer hours (2.6 Million) by an estimate of the value of labor time (\$30)

³¹ This gives \$109.4 Million in value provided to date

³² 180 Degrees website: <http://180dc.org/about/social-impact/>

responsible for providing 2.6 million hours of consulting valued at \$100 million, bearing in mind similar consulting hourly rates. All of these hours of consulting services have been used to help almost 2000 different charities, from small clients to some of the world's most recognizable organizations, such as Red Cross, Amnesty International, and, National Breast Cancer Foundation³³. Through its consulting services, 180 Degrees is making significant improvements in people's lives – they have improved the cancer treatment experience for 2000 children by boosting the support provided by the Children's Cancer Foundation; they have enabled an extra 70,000 underprivileged students to have access to free tutoring by helping Mattecetrum organization to expand to new areas; they have provided support and employment to 350 girls previously subjected to sex slavery; they have enabled thousands of homeless people to get a hand up by improving “The Big Issue” organization's business model; they have empowered 15,000 underprivileged girls through coding training by helping “App Camps” expand their services; and many other successful improvement examples³⁴.

4.7 Social Impact Consulting Industry Analysis

Non-profits and social enterprises are striving to mobilize and network internationally, while maintain their local identity and community engagement. At the same time, governments across the globe are letting non-profits and social enterprises to take over social services previously delivered by governments. One of the pioneers of this trend was the Swedish Government, which in 2008 granted a law with this objective. Social entrepreneurship has been rising and is witnessing a whole new movement of people and ideas. Nevertheless, there are non-profits and social enterprises which are constrained by a lack of cost-effective professional services and are unable to afford for-profit consulting companies. Moreover, the pro bono work undertaken by for-profit consultancies is limited because it is mostly done for established entities with public influence³⁵.

A decade or two ago, the consulting field for nonprofit organizations was dominated by large firms and most consultants were focused on basic fundraising. Nowadays, the work scope is broader, more specialized, and more strategic. Moreover, it offers greater flexibility and

³³ 180 Degrees Non-Published Internal Report 2016

³⁴ 180 Degrees website: <http://180dc.org/>

³⁵ 180 Degrees Non-Published Internal Report 2016

broader appeal than ever before^{36 37}. However, there are many existing services that are either too expensive, lack quality and/or cannot operate at scale.

Top-tier firms, like McKinsey, BCG or Bain, have extremely high-quality services and operate at a very large scale but they lack affordability. These companies maximize their efforts by working with social sector clients across topics such as development, health, education, employment, and the environment. They collaborate with leading local, regional, and international organizations to increase their efficiency and effectiveness at a usual top-tier consulting firm tag price^{38 39 40}. On the other hand, there are several top-tier pro bono that have high-quality services and are significantly affordable but they are not able to scale, mainly because some lack structure and others lack available resources. There are also purely virtual consulting platforms (such as Taproot⁴¹ and Catch-a-Fire) that even though they operate at scale and are affordable, they lack quality and have significant problems. First, they have an individualized not team based, more volunteer labor than consulting, virtual contact rather than in-person, and have less buy-in from clients as no contributions are made. Moreover, these organizations are not very selective, have neither mentoring nor training, lack social enjoyment to attract talent and do not focus on the added social impact of changing career trajectories.

180 Degrees Consulting believes that they are the only consulting entity that has managed to achieve high-quality, extreme affordability, and scalability. Furthermore, no other student-based consultancy in the world involves such a regular collaboration between students from many corners of the world, which in turn, leads to a greater variety of perspectives on problems (see Exhibit 8)⁴².

4.8 180 Degrees in Portugal

Portugal is also facing many social challenges: whether it is the 17.4% of young people who dropping out of school, the 34,5% of youth who are unemployed or the 46,9% of Portuguese

³⁶ NonprofitPRO website: <http://www.nonprofitpro.com/article/80-nonprofit-trends-for-2016/all/>

³⁷ Chronicle of Philanthropy: <https://www.philanthropy.com/article/Whats-New-in-Nonprofit/190661>

³⁸ Bain website: <http://bain.com/industry-expertise/social-and-public-sector/index.aspx/>

³⁹ McKinsey website: <http://www.mckinsey.com/industries/social-sector/how-we-help-clients>

⁴⁰ BCG website: <https://www.bcg.com/expertise/industries/social-impact/default.aspx>

⁴¹ Taproot's Report about Pro Bono Consulting:

https://my.taprootfoundation.org/docs/SM_WhitePaper_Oct2008.pdf

⁴² 180 Degrees Non-Published Internal Report 2016

citizens who are at risk of poverty before social transfers. There are over 55,000 social organizations operating throughout the country and they are the “*backbone of social service provision and new entities that are forming every day to tackle the issues the country faces*”⁴³.

The first Portuguese branch was created in the beginning of 2016 at Católica Lisbon School of Business & Economics, in Lisbon. This branch was founded by Católica’s students with the objective of increasing and boosting the efficiency of the Portuguese social enterprises and NGOs while being able to have a hands-on experience in the consulting industry. The branch started its first term with 7 consultants and ended up this operational year – 2016 – with 22 consultants (see Annex 7)⁴⁴. After the first season, the Lisbon branch was rewarded with one of the *Best New Branch Award*⁴⁵ for Europe/Middle-East/Africa in 2016, recognizing the effort the executive team and the consultants have put in the first round of projects being successfully completed.

The motivations behind founding this organization in Lisbon were not only personal and professional but also because the founders started noticing that the Portuguese social sector is evolving with many new initiatives that focus on having a greater social impact in the society and with several investments to create a more dynamic and attracting sector. Moreover, Católica Lisbon School seemed to be the right choice because it is “*one the best business schools of Portugal and it even has a master’s major in Strategy & Consulting, which means that there is already a pool of interested people who want to pursue a career in consulting and also, nowadays, in general, students are more aware of the social sector and are more willing to engage in volunteer work*”⁴⁶ (see Annex 7).

After the whole implementation process at Católica, the founders decided to create a strategic partnership with Deloitte. This choice was made mainly because one of the founders had already been in contact with the CSR Leader, Afonso Arnaldo, and also because they felt that Deloitte⁴⁷ is the one among the top-tier consulting firms that is mostly related and focused on

⁴³ Portuguese Social Investment Report:

<http://www.socialimpactinvestment.org/reports/Portuguese%20Taskforce%20-%20report.pdf>

⁴⁴ Personal Interview with two founders of Católica’s Lisbon Branch

⁴⁵ Award that is given to the best branch that was born in a specific year according to its KPIs

⁴⁶ Personal Interview with two founders of Católica’s Lisbon Branch

⁴⁷ It also represents a big opportunity for Deloitte to get in touch with possible future employees.

the social sector (see Annex 7)^{48 49}. This strategic alliance brings an incredible value to the organization, as it attracts possible applicants and increases the organization's credibility to potential clients. Moreover, Deloitte is not only providing 180 Degree's consultants with a lot of different tools but is also supporting and mentoring each individual project team.

Since its inception, the Lisbon branch has already had eight different projects with eight different social enterprises, including Make-a-wish, WACT, sapana.org, re-coopera and others. When the Lisbon branch was opened, there was not much awareness about 180 Degrees within the Portuguese social sector. Therefore, in order to acquire their first clients, the Lisbon team had to contact them directly and explain what was 180 Degrees doing and what could be the possible benefits for these clients by working alongside this organization. Moreover, as an initial strategy to raise awareness, the team decided to contact directly bigger players within the social impact industry.

Even though they have been receiving very positive feedback regarding its consulting services, the Lisbon team is struggling with client engagement. This happens because although clients always show a high level of interest in working with them at the beginning of the process, sooner or later clients start lacking commitment – whether by making it difficult to arrange meetings or by not providing the necessary documents to work with.

In this last term, the executive team bet on an aggressive growth strategy in order to create as much awareness as possible. However, the team noticed that this term the branch could only grow to a certain extent in order to remain sustainable. Regarding the Lisbon branch future, the executive team believes that it is important to keep investing in its main stakeholders - the consultants and the clients – in order to preserve the branch's sustainability. On the one hand, they believe they have to be more selective when hiring new consultants, taking into consideration the ones that are truly motivated and committed to have a real social impact. On the other hand, the team also believes that they also have to be more selective regarding its clients. It is important to understand and to prioritize the clients that have a real urge for help and that are really committed with the consultant's work, instead of focusing on big players that will survive one way or another without the help of 180 Degrees. Moreover, another

⁴⁸ Personal Interview with two founders of Catolica's Lisbon Branch

⁴⁹ Deloitte's website: <https://www2.deloitte.com/us/en/pages/operations/solutions/about-social-impact-consulting-services.html>

important issue that has to be tackled is the rotation of the organization's consultants and the executive team. One of the priorities is to implement a structure of leadership succession that allows the Lisbon branch to live on after the founders have left the university. In reaching this goal it is of paramount importance to monitor the evolution, dedication and leadership skills of current consultants and team leaders (see Annex 7)⁵⁰.

4.9 Future Plan

Since its foundation, 180 Degrees has developed a strategic plan consisting of four different stages: Pilot, Stage 1, Stage 2 and Stage 3. The organization proudly affirms that they have successfully completed the pilot and Stage 1, and have just started Stage 2.

The Pilot consisted of thoroughly testing the demand, defining its social impact and business model. The Stage 1 consisted of building the custom management platform (called Compass), growing over 75 branches and over 750 consulting projects per year (taking into consideration that, on average, the number of yearly projects per branch is 12), developing suitable tools, resources and services to assist worldwide branches and consultants, and beginning to collect contributions from every consulting project in a way that aligns social and financial returns. The objectives for Stage 2 are to scale even further to dominate the university market, to improve financial sustainability and to improve the management platform (Functionality and UX). Further down the road, in stage 3, the organization aims to expand into new talent pools, such as retirees, young professionals, and veterans⁵¹.

The projected high growth of the organization is achievable because the organization's operations are significantly scalable, its growth has been purely organic (no expenditure on marketing so far), there is a substantial demand for these types of consulting services, and there are untapped talent pools of possible consultants. On the demand side, 180 Degrees is currently receiving three times more applications from non-profits than the ones they can currently respond. Moreover, the target potentials are immense because there are more than 10 million non-profits worldwide. On the supply side, the organization receives eight times more applications to start new branches than the ones they are currently accepting. On top of that, there are around 16,000 universities that could provide for potential new branches and

⁵⁰ Personal Interview with two founders of Catolica's Lisbon Branch

⁵¹ 180 Degrees Non-Published Internal Report 2016

there are also other big potential pools to search into, including retirees, young professionals and veterans⁵².

Even though all of these aspects represent big opportunities to achieve the organization's expected growth, 180 Degrees Consulting will be constantly challenged to align its growth with its financial sustainability, while being able to deeply commit to ensure a double benefit – improving social enterprises' and NGO's effectiveness and developing student's leadership skills - for the global and local communities. Moreover, taking into consideration that it intends to start consulting services for for-profit organizations to increase its revenue, it is utterly relevant that the organization is able to keep a good balance between activities that generate revenue for the firm and activities solely focused on maximizing social impacts.

⁵² 180 Degrees Non-Published Internal Report 2016

4.10 Exhibits

Exhibit 1: Branches spread across the World



Source: Non-published Internal Report (180 Degrees Consulting, October 2016)

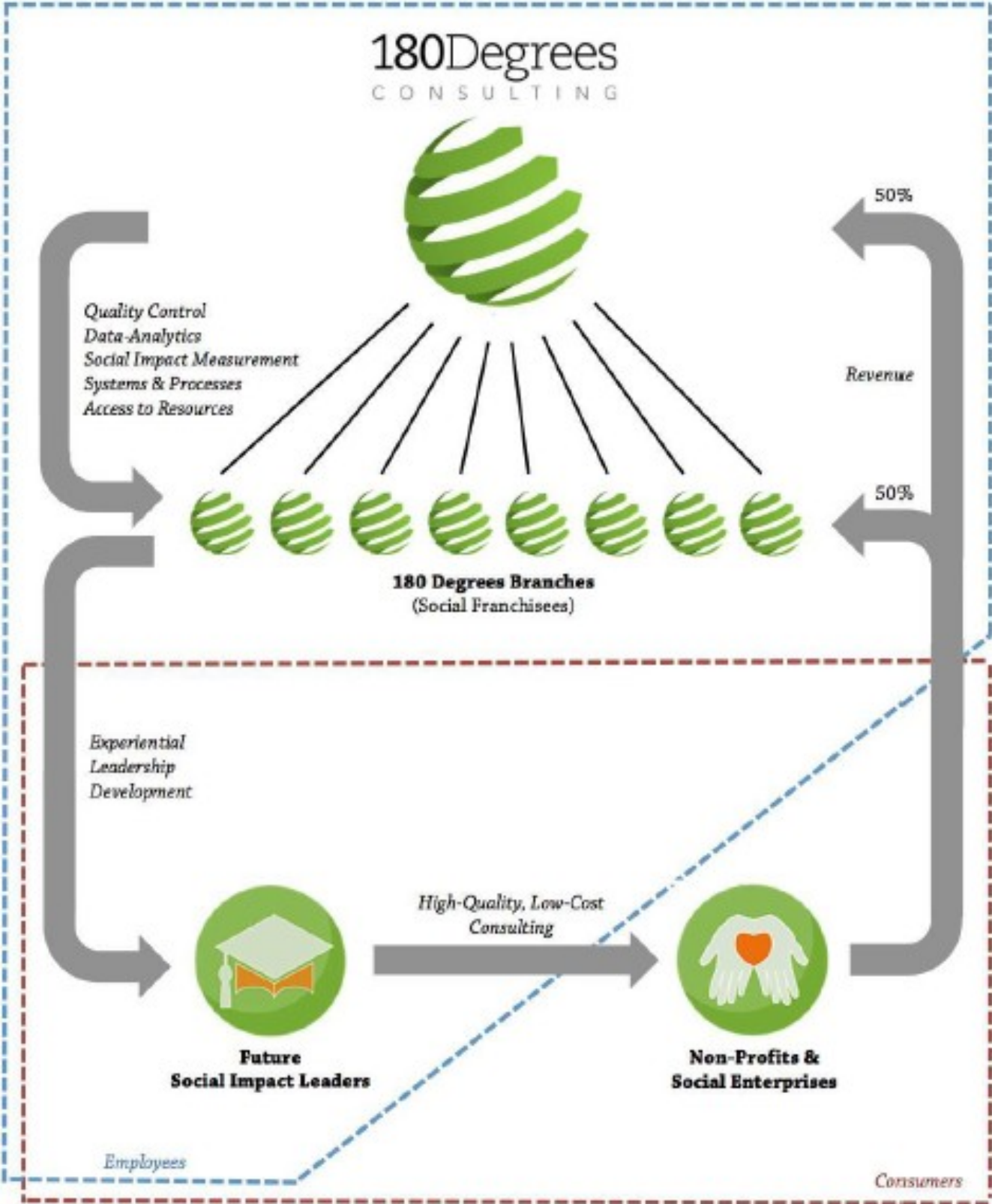
Exhibit 2: 180 Degrees Consulting Name and Logo



180Degrees
CONSULTING

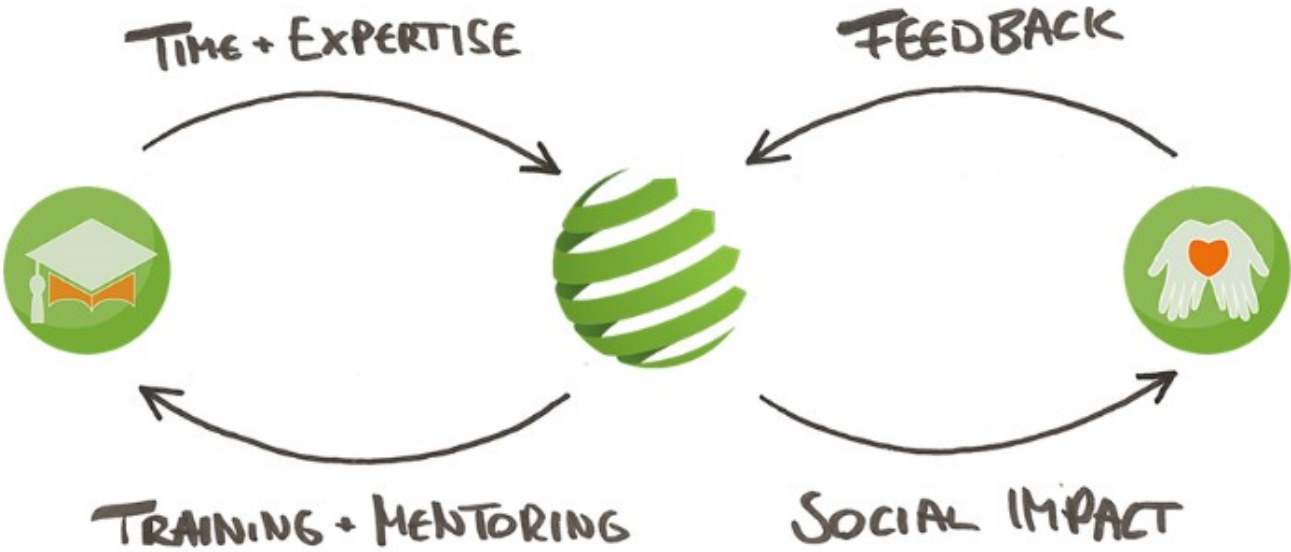
Source: 180 Degrees Consulting website (<http://180dc.org>)

Exhibit 3: Organizational Structure & Revenue Model



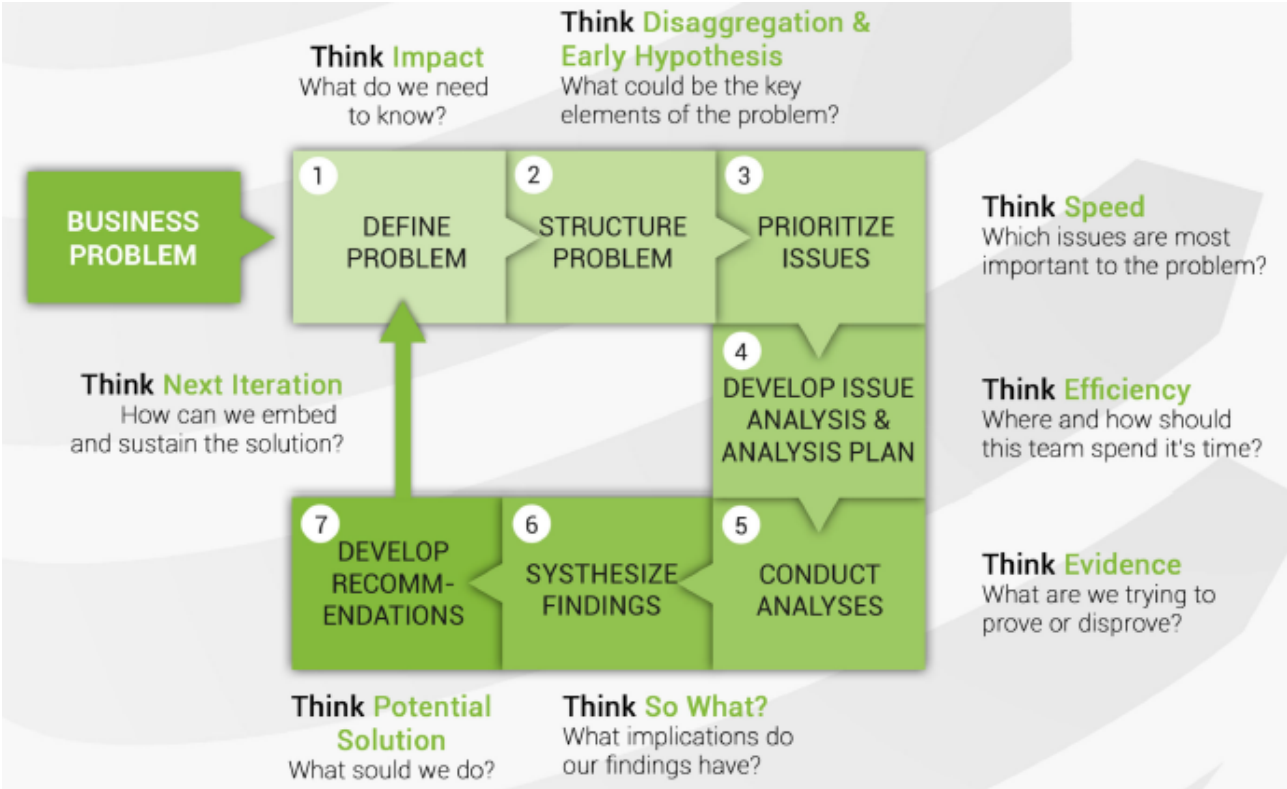
Source: Non-published Internal Report (180 Degrees Consulting, October 2016)

Exhibit 4: Business Model



Source: 180 Degrees Consulting website (<http://180dc.org>)

Exhibit 5: Business Problem Solving Process



Source: Non-published Internal Report (180 Degrees Consulting, October 2016)

Exhibit 6: Client Timeline



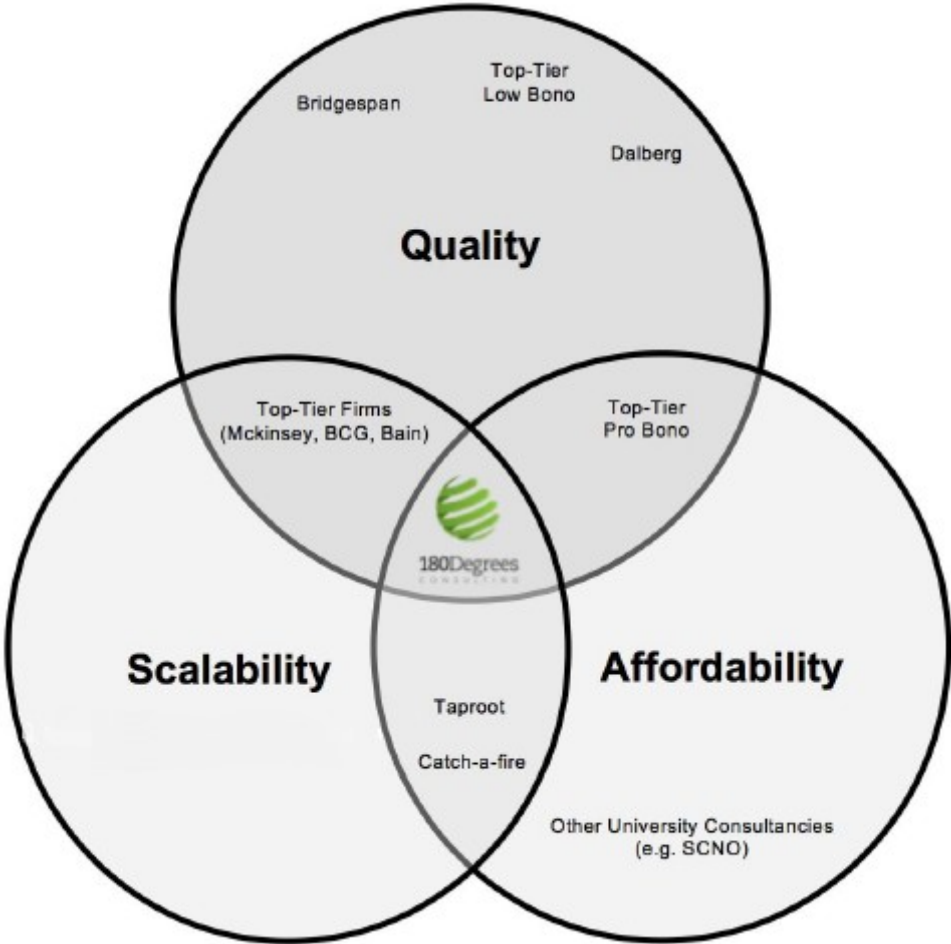
Source: Non-published Internal Report (180 Degrees Consulting, October 2016)

Exhibit 7: Number of Branches

	2008	2009	2010	2011	2012	2013	2014	2015
Branches	1	3	9	16	23	36	62	81

Source: Non-published Internal Report (180 Degrees Consulting, October 2016)

Exhibit 8: Competitors



Source: Non-published Internal Report (180 Degrees Consulting, October 2016)

Chapter 5: TEACHING NOTES

5.1 Learning Objectives

The case study was developed for students interested in the fields of strategy, leadership development, social entrepreneurship, social innovation and development, or students attending strategic courses related to entrepreneurship and development, which incorporate social entrepreneurship, social innovation and leadership development as teaching topics. The case gives the opportunity to learn important strategy lessons not only in general, but also within the social entrepreneurship field. The present case aims to cover the following learning objectives:

- Students will become aware that due to the world's social issues we face nowadays, social entrepreneurship performs a key role in the education in leading business schools;
- To have a better understanding of how students can be trained to dominate the complex plethora of key stakeholders that social entrepreneurs have to interact with;
- To demonstrate how can social organizations scale their social impacts through different strategies and what are the criteria to choose the most suitable one;
- To define and structure the leadership development process and its stages at a student's postsecondary level in order to realize how students develop their own leadership identity;
- To understand what are the key elements that affect non-profit organizations' effectiveness;
- The specific case of 180 Degrees Consulting will provide a clear illustration of how can student driven consulting organizations have a double beneficial effect in society, not only through the advice they give to social enterprises to improve the latter's effectiveness, but also through the leadership skills they provide to their student consultants;
- To highlight how 180 Degrees Consulting differentiate themselves from its competitors through its unique business model that combines high-quality, extreme affordability, and scalability;
- To have a clear vision of how 180 Degrees Consulting is striving to improve education, reduce homelessness, and alleviate poverty by helping non-profits all over the world, including Portugal;

- To perceive what are the strategic objectives of the organization in the short and long term in the world and in Portugal;

5.2 Teaching Questions, Analysis and Discussion

TQ1: *To what extent is 180 Degrees Consulting being socially entrepreneurial?*

Peredo and McLean (2006) stated that social entrepreneurship is exercised when an individual or group: “ (1) aim(s) at creating social value, either exclusively or at least in some prominent way; (2) show(s) a capacity to recognize and take advantage of opportunities to create that value; (3) employ(s) innovation, ranging from outright invention to adapting someone else’s novelty, in creating and/or distributing social value; (4) is/are willing to accept an above-average degree of risk in creating and disseminating social value; and (5) is/are unusually resourceful in being relatively undaunted by scarce assets in pursuing their social venture.”

180 Degrees Consulting is improving education, reducing homelessness, and alleviating poverty by helping nonprofits boosting their effectiveness through support and expert consulting advice (in sub-chapter 4.1 and 4.6.2). Furthermore, it is educating and developing the next generation of future leaders committed to making a difference. As so, it aims at creating social value.

On one hand, there are nonprofits and social enterprises that are constrained by a lack of cost-effective professional services and that have not yet reached their full potential. On the other hand, there are creative top university students who have boldness and an eagerness to engage in socially beneficial activities, and are keen to apply their skills in a tangible and professional manner. These two untapped needs or market failures were recognized by 180 Degrees Consulting as opportunities to take advantage to create social value.

180 Degrees connects these two untapped needs or market failures by engineering a long-term, sustainable connection between non-profits who seek assistance and students who are willing and able to provide it, creating a mutually beneficial process. Moreover, while many other initiatives start up a new charitable organization, this organization focus entirely on

trying to improve the effectiveness of existing charities. As so, it employs innovation in creating and distributing social value.

The organization's operational strategy has a big number of objectives, such as expanding internationally through universities, and operating under a decentralized organizational model in order to achieve scale. Even though these elements represent immense advantages for the organization, it also posits its risks, and, as so, the organization is willing to accept a level of risk in creating and disseminating its social value.

This organization is unusually resourceful in pursuing their social venture not only because its growth has been purely organic but also because the entire organization is made and depend almost entirely upon its people and their willingness to increase the social impact across all the corners of the globe. Its human capital is the main asset of the organization and, so far, it has been able to grow over 75 branches and over 750 consulting projects per year. Furthermore, the organization was able to connect two untapped needs that have an enormous growth potential to tackle not only individually but also jointly.

Summarizing, according to Peredo's and McLean's (2006) definition, 180 Degrees Consulting compels with all the requisites and definitions of what does it take to be socially entrepreneurial. Nevertheless, 180 Degrees should keep searching for new sponsorships and partnerships that enable the organization to continuously disseminate and scale its social impact in a sustainable and constant way, while being innovative and aware of its challenges and risks.

TQ2: *How is 180 Degrees Consulting using its social innovation to have a double beneficial effect in society?*

Recalling the chapter "*Social Impact*" of the Literature Review, social impact happens when there are positive or negative "*consequences to human populations of any public or private actions that alter the ways in which people live, work, play, relate to one another, organize to meet their needs and generally cope as members of society.*" 180 Degrees consulting has been responsible for two different social impacts since 2008: improving the effectiveness of non-profits and social enterprises all over the world, and developing student's leadership skills all over top universities across the whole globe (in sub-chapter 4.4). This is visible not only in its

business model, illustrated in Exhibit 4, but also in its mission statement that clearly describes *“to ensure non-profits and social enterprises that are committed to education, health, poverty alleviation and environmental sustainability can reach their full potential by meeting their demand for very affordable, high-quality strategic and operational assistance, and in so doing developing the next generation of social impact leaders.”* Since its inception, this organization has already helped 1829 charities, trained around 12,000 future leaders and provided 2.6 million hours of consulting services worth \$100 M (put footnote).

Bearing in mind that nowadays the non-profit organizational sector faces several challenges and that many non-profits and social enterprises don't have access to cost-effective professional solutions, 180 Degrees is tackling an untapped need by improving these organization's performance and effectiveness through high-quality assistance and support. This poses a real challenge for the organization because each non-profit or social enterprise faces unique challenges and need assistance in a specific context, and that is why 180 Degrees have tailored solutions to the individual needs of its clients. It is utterly important to understand that the effectiveness of an organization should not be determined and assessed by the percentage of donations that go to administration costs, but by the quality of its program and the social impact that this organization create. As so, 180 Degrees tries to address the underlying causes of problems, rather than simply seeing money as the unique solution to every problem. Furthermore, enhancing and boosting the effectiveness and performance of these organizations will help increasing the social impact that these organizations stand for in their communities.

At the same time, there is a big community of young students, who may have limited money or professional experience, but who do have the ability to think creatively, laterally and with an enormous problem-solving ability. Moreover, they are looking forward to apply their skills in a tangible and professional manner. As so, 180 Degrees gives them the opportunity to either start a branch at their own university or join a branch that already exists (in sub-chapter 4.4.1). By joining this organization, these students are being trained and tailored to be the next generation of social impact leaders. Students have the opportunity to make a significant difference in people's lives, to benefit from hands-on experience by working directly with non-profits and social enterprises, to exercise real leadership, to receive professional training by top-tier consulting firms, to develop numerous soft skills, and to experience in first-hand what it takes to be a real consultant while solving real challenges. Therefore, they have the

opportunity to combine simultaneously work experience while making a difference in their communities.

This organization is using its social innovation alongside its innovative business model to have a double beneficial effect in society through a “win-win” situation. Social enterprises are assisted in the development of innovative, sustainable practical solutions to boost its effectiveness, and, thus increase the social impact all over the world. At the same time, students are able to contribute to their communities, apply their university studies in a practical environment, and develop valuable life skills, including leadership development and identity.

TQ3: *What are the biggest challenges that the Lisbon branch is facing?*

As it is only operating since the beginning of 2016, it is quite normal that the Lisbon branch has several areas for improvement, even though they are doing an incredible and impactful work. One of the main challenges this branch is currently facing is its awareness in the Portuguese social sector, which leads them to have to acquire its clients by their own means. This represents the Lisbon branch’s main challenge because in order to scale, they need to penetrate more efficiently in the Portuguese social industry. Additionally, client engagement is also affecting the efficiency of the Lisbon branch. It happens mainly because even though clients always state they are very interested in working with them when contacted by the Lisbon branch, they lack commitment during the project, by making it difficult to arrange meetings or not providing the necessary documents. Moreover, as it works as a student driven organization, they have to constantly think and rethink about the succession of the branch’s consultants and most importantly, its executive team.

TQ4: *Taking into consideration 180 Degrees’ objectives for the future, do you believe they are feasible? If yes, why? What are your recommendations to successfully reach these objectives?*

Regarding its future, 180 Degrees Consulting aims to dominate the university market and to become one of the most recognizable student organizations at top universities. Moreover, this organization intends to improve its financial sustainability and to expand into new talent pools, such as retirees, young professionals, and veterans.

These objectives are quite obtainable not only because of the organization's scalability opportunity, as proved with its exponential growth since its inception (in sub-chapter 4.6.2), but also because there is a big growth potential for the two stakeholders – student consultants and social enterprises or NGOs – with whom the organization works. On the one hand, students are becoming more and more aware about the challenges that the social sector is facing and also more willing to engage in volunteer work, especially if it is related with their studies. This is proved by the fact that 180 Degrees is receiving eight times more applications to start new branches than the ones they are currently accepting. Moreover, there are around 16,000 universities that could be potential targets to start a new branch. On the other hand, social entrepreneurship has been rising and is witnessing a whole new movement of people and ideas. Nevertheless, many of them are not able to have access to professional services due to lack of monetary resources. As so, these social enterprises or NGOs are looking for organizations that are able to give them a cost-effective professional service that combines high-quality, affordability and scalability. This is proved by the fact that 180 Degrees is receiving three times more applications from non-profits and social enterprises than the ones they can currently respond.

The last part of this teaching question – “*What are your recommendations to successfully reach these objectives?*” – is more subjective. Hence, there are many possible solutions in order to answer it. The students should brainstorm and come up with creative ideas in order to:

- Enable the organization to find strategies to dominate the university market and to become one of the most recognizable student organizations at top universities;
- Improve the organization's financial sustainability;
- Enable the organization to expand into new talent pools;

For example, in order to enable the organization to dominate the university market, they should focus on increasing and boosting awareness locally and globally through international students, international conferences (see Annex 9), and developing media kits for all branches to increase 180 Degrees Consulting brand name and to help them penetrate more efficiently into their markets. Moreover in order to improve the organization's financial sustainability, one can suggest several alternatives: enhance the efficiency of the organization's budget plan, negotiate strategic sponsorships, start approaching commercial companies, further develop the

relationship with universities, arrange sponsorships for the organization's events, commence consulting services for for-profits in relation to their CSR, and many others. As for expanding into new talent pools, such as retirees, young professionals, and veterans, the organization should start understanding what is the fit between these pools and the organization, define how to strategically approach them and how to lead them to join the organization.

Chapter 6: CONCLUSIONS, LIMITATIONS AND FUTURE RESEARCH

6.1 Conclusions

Our society is living times of increasing social challenges; there is no doubt about that. Whether it is about turning promises on climate change into action, rebuilding trust of the financial system, connecting the world to the internet, improving worldwide education, reducing the unemployment rates or by simply alleviating worldwide poverty. As so, social entrepreneurship, amongst others, plays a key role in addressing these challenges not only because it develops innovative and impactful solutions to these challenges but also because social entrepreneurs are value-driven and have strong connections with their communities. They are willing to prioritize impact over profit and embrace innovation as a way to provide better and more effective services.

Taking into consideration that nowadays, there is a big need for skilled, passionate and committed social entrepreneurs that are bold enough to tackle the magnitude and complexity of these challenges, colleges and universities play a game changing role in educating the next generation of social entrepreneurs. These institutions must empower this young generation by not only raising a stronger awareness about the social sector and the social entrepreneurial fields but also by educating them in a more thoroughly and efficient way about the social challenges our society is facing. As Pache & Chowdhury (2012) suggest, it is utterly important that on top of educating students “about” social entrepreneurship to grant them a better understanding and expertise to successfully engage and employ in SE’s activities, universities and colleges should also enlighten them “for” social entrepreneurship, enabling them the ability of interacting and managing relationships across distinct institutional spheres. More specifically, this should happen because social entrepreneurs need to interact and cooperate with the social sector to acquire beneficiaries, the commercial sector to mobilize funds and practices from the business sector, local public agencies and governments to negotiate and acquire political and financial support. All in all, social entrepreneurs need to manage three different institutional logics - the *social-welfare* logic; the *commercial* logic; and, the *public-sector* logic – in order to create innovative hybrid strategies. As so, social entrepreneurship education has an enormous potential to positively impact student’s lives and the lives of many others that will benefit from the social value added that arises from the creation of social enterprises.

Even though social entrepreneurship has been positively developing towards a new movement of people and ideas, there are still many non-profits and social enterprises that are not reaching their full potential because they are constrained about resources, time, staff, and money, amongst others. Furthermore, social enterprises are also limited by a lack of cost-effective professional advisory services and are unable to afford for-profit consulting companies. Nowadays, the work scope of the consulting field for nonprofit organizations is broader, more specialized, and more strategic. Nevertheless, there are many existing services that are either too expensive, lack quality and/or cannot operate at scale.

180 Degrees Consulting took advantage of this gap in the market, and according to the company members, it is the only consulting entity that has managed to create a unique business model that centers in high-quality, extreme affordability, and scalability. Moreover, this student-based consultancy organization involves the highest level of collaboration between students from many corners of the world, which translates into a greater variety of perspectives on tackling problems.

As explained in TQ1 and TQ2, this socially entrepreneurial organization is using its social innovation to have a double beneficial effect in society: improving the effectiveness of worldwide non-profits and social enterprises, and developing student's leadership skills all over top universities across the globe. On the one hand, social enterprises and nonprofits benefit from high-quality and affordable consulting services that focus on developing innovative and sustainable practical solutions to the challenges they face, which leads them to increase their social impact on a local and global level. On the other hand, university business students are able to contribute towards the development of their communities while applying their university studies in a practical environment and developing life skills, including leadership development and leadership identity.

This organization is expanding its operations all over the world through top university schools and their objective is to dominate the university market and to become one of the most recognizable student organizations at top universities. Therefore, 180 Degrees Consulting is also having a very significant and objective impact in the education of the next generation of social entrepreneurs. It is providing worldwide top universities with an organization that enables students to have a hands-on experience both linked with consulting and social

entrepreneurship. As part of a 180 Degrees branch, students start being educated “about” and “for” social entrepreneurship, by being directly in touch with real life experiences in which they have to deal with a plethora of institutional individuals.

Taking into account the challenges that the Portuguese social sector is facing, it is of extreme importance and relevance that this organization keeps thriving to improve its performance and to raise its awareness through Catolica’s Lisbon branch. This poses a real opportunity to connect Portuguese university students with the Portuguese social sector, to enlighten them about the importance of social entrepreneurship and to further develop their leadership development and identity skills.

Bearing in mind the RQ of this dissertation – *“How is social impact consulting able to have a double beneficial effect in society?”* – it was of great importance to first understand the current theory behind social entrepreneurship and its education, to characterize and detail what is the importance of improving the effectiveness of social enterprises and/or NGOs and of developing student’s leadership skills; to then link it with a real specific case of a social impact consulting organization – 180 Degrees Consulting – that has been significantly successful at having a double beneficial effect for the society.

6.2 Limitations and Future Research

Along this dissertation there were some limitations that prevented it to carry out a deeper analysis. The first limitation was the lack of publicly available data concerning the list of all nonprofits or social enterprises that have received consulting services from 180 Degrees Consulting that would have allowed to make a more detailed and accurate quantitative measurement of the social impact this organization is undertaking. Additionally, and even though that the majority of the presented data along this dissertation was taken from non published internal reports given by the CEO, Nathaniel Ware, a relevant part of the remaining data was collected through the standard means: 180 Degrees Consulting website, 180 Degrees Consulting blog, public reports and news. Moreover, the Catolica’s Lisbon branch initiated its operations in the beginning of 2016, which means that it is still too early to deeply understand the social impact it is responsible for.

In the future, it could be utterly interesting and impactful to further understand the evolution of the organization's social impact since its inception. It should be collected data from all the student consultants that have worked for any 180 Degrees Consulting's branch to understand how efficiently the organization is in terms of educating students "about" and "for" social entrepreneurship and in terms of developing the student's leadership skills. Also, it should be collected data from all the nonprofits and social enterprises that have received consulting services from this organization, in order to assess the social impact that 180 Degrees is being able to enhance, not only globally but also in each country it operates. Additionally, it could be very valuable to keep track of the evolution of the organization's revenue model, not only to understand its financial sustainability in the short and long term, but also to understand how the organization positions itself in comparison to its competitors.

APPENDIX

Annex 1: Range of Social Entrepreneurship (relative prominence of social goals and commercial exchange)

<i>Place of Social Goals</i>	<i>Role of Commercial Exchange</i>	<i>Example</i>
Enterprise goals are exclusively social	No commercial exchange	NGOs
Enterprise goals are exclusively social	Some commercial exchange, any profits directly to social benefit ('integrated') or in support of enterprise ('complementary')	<i>Grameen Bank ('integrated');</i> <i>Bangladesh Rural Advancement Committee printing press, cold storage, garment factory ('complementary'), Newman's Own</i>
Enterprise goals are chiefly social, but not exclusively	Commercial exchange; profits in part to benefit entrepreneur and/or supporters	<i>Missouri Home Care, Ciudad Salud</i>
Social goals are prominent among other goals of the enterprise	Commercial exchange; profit-making to entrepreneur & others is strong objective	<i>Ben & Jerry's</i>
Social goals are among the goals of the enterprise, but subordinate to others	Commercial exchange; profit-making to entrepreneur & others is prominent or prime objective	<i>'Cause-branding'; social-objectivities undertaken by corporations such as banks</i>

Source: Peredo and McLean (2006)

Annex 2: Social Entrepreneurs and Social-Welfare, Commercial, and Public-Sector Logics

	Social-Welfare Logic	Commercial Logic	Public-Sector Logic
Goals	Improve social conditions and relieve suffering of beneficiaries	Maximize surplus revenue from organizational activities	Ensure fairness and transparency across different levels of society
Institutional stakeholders	Nonprofit social partners, charitable and philanthropic funders, beneficiaries	Clients, business partners, investors, shareholders	National and local government entities, multilateral funding agencies, regulators, elected officials
Social entrepreneurs' interactions with stakeholders	Collaboration on specific projects, knowledge transfer from organizational peers, service delivery to beneficiaries	Delivering goods and services to clients, developing relationships with suppliers, managing investor and shareholder expectations	Managing relationships with elected officials, regulators, and funding agency officials
Social entrepreneurs' dependencies on stakeholders	Funding from charitable and philanthropic organizations, legitimacy and material resources from social organizations	Revenues from sales to clients, reliable service from suppliers and other business partners, investment from shareholders and investors	Certification from regulators, funding from government agencies and multilaterals, political backing from elected officials

Source: Pache and Chowdhury (2012)

Annex 3: The Five R's

THE FIVE R'S

How can social entrepreneurs find a scaling path that is best for them? They should look at:

READINESS Is the innovation ready to be spread?

RECEPTIVITY Will the innovation be well-received in target communities?

RESOURCES What resources, financial or otherwise, are required to get the job done right?

RISK What's the chance the innovation will be implemented incorrectly, or will fail to have impact?

RETURNS What is the bottom line? Impact should not just be about serving more people – it should be about serving them well.

Source: Dees et al (2004)

Annex 4: Leadership Identity Development Model (Stage 1, 2 and 3)

Stages →	1 Awareness		2 Exploration/Engagement		3 Leader Identified	
Key categories		Transition		Transition	Emerging	Immersion
Stage Descriptions	•Recognizing that leadership is happening around you •Getting exposure to involvements		•Intentional involvements [sports, religious institutions, service, scouts, dance, SGA] •Experiencing groups for first time •Taking on responsibilities		•Trying on new roles •Identifying skills needed. •Taking on individual responsibility •Individual accomplishments important	•Getting things done •Managing others •Practicing different approaches/styles <i>Leadership seen largely as positional roles held by self or others; Leaders do leadership.</i>
Broadening View of Leadership	"Other people are leaders; leaders are out there somewhere"	"I am not a leader"	"I want to be involved"	"I want to do more"	"A leader gets things done"	"I am the leader and others follow me" or "I am a follower looking to the leader for direction"
Developing Self	•Becomes aware of national leaders and authority figures (e.g. the principal)	•Want to make friends	•Develop personal skills •Identify personal strengths/weaknesses •Prepare for leadership •Build self-confidence	•Recognize personal leadership potential •Motivation to change something	•Positional leadership roles or group member roles •Narrow down to meaningful experiences (e.g. sports, clubs, yearbook, scouts, class projects)	•Models others •Leader struggles with delegation •Moves in and out of leadership roles and member roles but still believes the leader is in charge •Appreciates individual recognition
Group Influences	•Uninvolved or "inactive" follower	•Want to get involved	•"Active" follower or member •Engage in diverse contexts (e.g., sports, clubs, class projects)	Narrow interests	• Leader has to get things done •Group has a job to do; organize to get tasks done	•Involve members to get the job done •Stick with a primary group as an identity base; explore other groups
Developmental Influences	Affirmation by adults (parents, teachers, coaches, scout leaders, religious elders)	•Observation/ watching •Recognition •Adult sponsors	•Affirmation of adults •Attributions (others see me as a leader)	•Role models •Older peers as sponsors •Adult sponsors •Assume positional roles •Reflection/retreat	Take on responsibilities	•Model older peers and adults •Observe older peers •Adults as mentors, guides, coaches
Changing View of Self With Others	Dependent				Independent	
					Dependent	

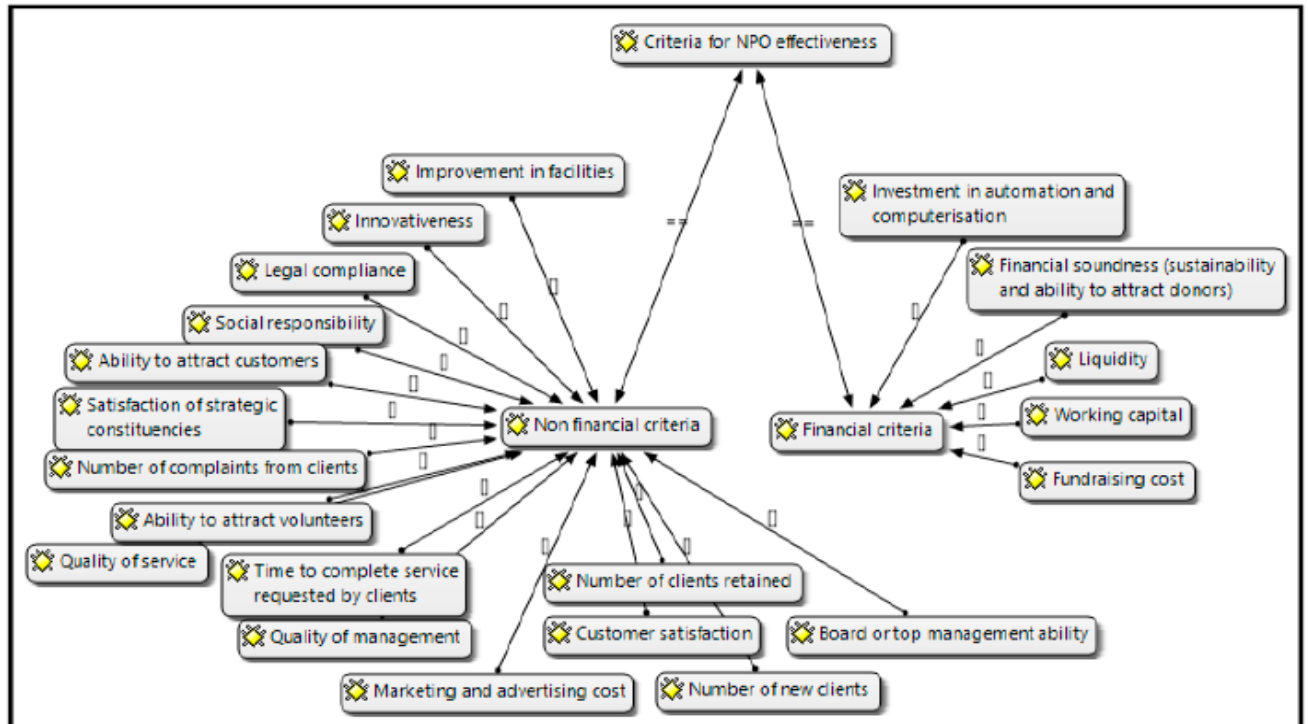
Source: Komives et al (2006)

Annex 5: Leadership Identity Development Model (Stage 4, 5 and 6)

The KEY <i>Transition</i>	4 Leadership Differentiated			5 Generativity		6 Integration/Synthesis
	<i>Emerging</i>	<i>Immersion</i>	<i>Transition</i>		<i>Transition</i>	
<ul style="list-style-type: none"> Shifting order of consciousness Take on more complex leadership challenges 	<ul style="list-style-type: none"> Joining with others in shared tasks/goals from positional or non-positional group roles Need to learn group skills New belief that leadership can come from anywhere in the group (non positional) 	<ul style="list-style-type: none"> Seeks to facilitate a good group process whether in positional or non positional leader role Commitment to community of the group Awareness that leadership is a group process 		<ul style="list-style-type: none"> Active commitment to a personal passion Accepting responsibility for the development of others Promotes team learning Responsible for sustaining organizations 		<ul style="list-style-type: none"> Continued self-development and life-long learning Striving for congruence and internal confidence
"Holding a position does not mean I am a leader"	"I need to lead in a participatory way and I can contribute to leadership from anywhere in the organization"; "I can be a leader without a title"; "I am a leader even if I am not the leader"	"Leadership is happening everywhere; leadership is a process; we are doing leadership together; we are all responsible"	"Who's coming after me?"	"I am responsible as a member of my communities to facilitate the development of others as leaders and enrich the life of our groups"	"I need to be true to myself in all situations and open to grow"	"I know I am able to work effectively with others to accomplish change from any place in the organization"; "I am a leader"
<ul style="list-style-type: none"> Recognition that I cannot do it all myself Learn to value the importance/talent of others 	<ul style="list-style-type: none"> Learn to trust and value others & their involvement Openness other perspectives Develop comfort leading as an active member Let go control 	<ul style="list-style-type: none"> Learns about personal influence Effective in both positional and non-positional roles Practices being engaged member Values servant leadership 	<ul style="list-style-type: none"> Focus on passion, vision, & commitments Want to serve society 	<ul style="list-style-type: none"> Sponsor and develop others Transforming leadership Concern for leadership pipeline Concerned with sustainability of ideas 	<ul style="list-style-type: none"> Openness to ideas Learning from others 	<ul style="list-style-type: none"> Sees leadership as a life long developmental process Want to leave things better Am trustworthy and value that I have credibility Recognition of role modeling to others
<ul style="list-style-type: none"> Meaningfully Engage With Others Look to group resources 	<ul style="list-style-type: none"> Seeing the collective whole; the big picture Learn group and team skills 	<ul style="list-style-type: none"> Value teams Value connectedness to others Learns how system works 	<ul style="list-style-type: none"> Value process Seek fit with org. vision 	<ul style="list-style-type: none"> Sustaining the organization Ensuring continuity in areas of passion/ focus 	<ul style="list-style-type: none"> Anticipating transition to new roles 	<ul style="list-style-type: none"> Sees organizational complexity across contexts Can imagine how to engage with different organizations
<ul style="list-style-type: none"> Older peers as sponsors & mentors Adults as mentors & meaning makers Learning about leadership 	<ul style="list-style-type: none"> Practicing leadership in ongoing peer relationships 	<ul style="list-style-type: none"> Responds to meaning makers (student affairs staff, key faculty, same-age peer mentors) 	<ul style="list-style-type: none"> Begins coaching others 	<ul style="list-style-type: none"> Responds to meaning makers (student affairs staff, same-age peer mentors) 	<ul style="list-style-type: none"> Shared learning Reflection/retreat 	<ul style="list-style-type: none"> Re-cycle when context changes or is uncertain (contextual uncertainty) Enables continual recycling through leadership stages
Interdependent						

Source: Komives et al (2006)

Annex 6: NPO Effectiveness Criteria



Source: Iwu et al (2015)

Annex 7: Face to Face Interview with two founders of the 180 Degrees Catolica's Lisbon Branch

MARKET RESEARCH

- Greetings
- Ask to record the session
- Ask permission to use citations on the case study (to be validated prior to case delivery)

PARTICIPANTS:

Fabio Giacomo, 26

Sarah, 25

1. What kind of organizations were you looking for, when you thought about starting one in Lisbon? How did you find about 180 Degrees?

Sarah:“For me, personally, I was not looking for any organization but we just heard about the branch in Munich and wanted to introduce this one in Lisbon. So we were not actually searching for to do something but we heard about 180 in Munich and wanted to do the same in Lisbon. One of our founders is very good friend with the founder of the Munich branch, so he was always very amazed but what they were doing.”

Fabio:“Basically, for me was a little bit different. I was looking for a student organization here at the university but there was nothing comparable to what 180 does.”

2. What were your motivations to choose this organization?

Sarah:“First of all, I am very interested in the consulting industry and also want to pursue a career in this industry. Moreover, I also like to do volunteer work in general and to have some kind of social impact and I felt that the concept of 180 is really the only organization in which you can combine consulting services and having a social impact. In particular, it was really good for us to find something for ourselves and to found it, instead of just joining an existing club in which you have to adapt to what everybody is doing. Deciding your unique strategy, which clients you want to use and basically, you can learn how to set up a real organization.”

Fabio:“Same for me as for consulting services. It is really important to have reputation, like you want to offer a service and if you do not have reputation, it is very hard to find clients, and this worldwide organization gives you already a reputation even though you still did do

any work in this branch. Moreover, the social impact, to be able to do it in order to pursue a better career later is combining two things at the same time.“

3. Which factors/potentials did you see in Lisbon and Católica University to start a branch?

Sarah:“First of all, I just noticed that the social sector is also starting to evolve here in Lisbon and there are many new initiatives to increase social impact and to invest in the sector to create a real environment for this sector. Also, a lot related to startups. Católica is one of the best business schools here in Portugal and it even has a track to do Strategy and Consulting as a major, so, we already have a pool of interested people who want to pursue a career in consulting and also in general, nowadays, students are more engaged into volunteer work than ever before and this is even more growing. It is a perfect opportunity to match this need here at Católica.“

Fabio:“Not only because Lisbon as a city but also because Católica is a university with students that want to have an impact and it is a business school in which consulting is going hand-in-hand, so this was pretty much the best choice to have a business school with good students. The city, Lisbon, is aware of the social sector and it is rising right now in Lisbon.“

4. Which kind of processes did you have to go through in order to start a branch in Lisbon?

Sarah:“First of all, we started with a general motivation letter, in which we had to hand in the CV of the main founders in that point in time and also answer several qualitative questions (ex: what leadership means to us, what we think about social impact, how we could achieve social impact) that were focused on the founding team. Then, we had a skype call with an individual from the global leadership team and then the whole process evolved with new tasks in every skype meeting. The first thing was, for example, to build the general strategy of the branch, implying the recruitment of the whole executive team. Then, show the potential clients we could attract and also show if we already have some connections to them and how easy would it be for us to reach them. Also, to show how we could obtain our partnerships with consulting firms and to prove how would they be interested in working with us. Once we fulfilled all the requirements, we send one final document with the whole branch strategy to the whole board of the global team and they assessed if it was feasible.”

Fabio:”The global leadership team’s strategy to open a branch is based in milestones and they see at each step if you fulfilled it according the motivations. They see the work all the way and the process and in the end you present it to the team and there is a mentor that guided us all the way.”

5. Did you have any kind of support from 180 Degrees to start a branch in Lisbon? If yes, which kind? Did you find it enough?

Sarah:”Yes. Basically, they always told us what we would have to achieve in order to be worthy to be given to the global leadership team. That is also why we have all of those steps because the people that interviewed us would never forward the application if it was not already perfect in their eyes.”

6. What were the processes that you have to go through with Catolica to open a branch? Did you feel they eased the process?

Fabio:”We had several meeting with the coordinator, Kyril, and he is over viewing all Catolica clubs, so we had to present him. Actually, we sent him the same application as we did to 180. Then, we discussed what would be the benefits for Catolica. (ex: accepting students only from Catolica, consulting experience, hands-on approach). We discussed how do we differentiate from other clubs. As we had already everything settled for the 180’s application, it was easier to go through Catolica’s process.”

7. Taking into consideration that you partnered with Deloitte, what were the reasons behind this choice?

Sarah:”I believe the main reason is that I already had contacts with persons at Deloitte. I participated in the consulting course at Catolica and we had a challenge at Deloitte, in which we had to create a consulting proposal and the winning teams were allowed to present their proposals to a few board members of Deloitte. And then we were very much involved with the CSR leader of Deloitte and we felt that this was the best contact person we had at that point in time. Also, our consulting teacher helped us a lot to establish the contact. Moreover, we have the impression that Deloitte is among those who do most for the social sector, so they have many partnerships with other student clubs (ex: Nova Social Consulting).”

8. Which kind of tools did Deloitte give you?

Sarah: "First of all, they always give a general workshop about the social sector in Portugal and how it is evolving and also what Deloitte is doing in it. Then, we had another general workshop about consulting tools (ex: how to come to the root causes of a problem, how to formulate hypothesis, how to come up with recommendations...). The best thing that Deloitte is doing for us is that they provide us mentors that are supporting each individual project team. It is really a hands-on approach, so they always target to the specific project and the specific needs each individual team is facing. All consultants of 180 have different capabilities and knowledge, so they really target their support on their needs."

9. Once established, how did you start getting in touch with the social organizations? You knocked on their doors or it was the other way around?

Sarah: "The problem we are facing at the moment is that we are too unknown to be contacted by non-profits. The first ones we worked with were attained by contacts we had from the consulting director of our branch (she knew some CEO's of non-profits). In the second term, in which we had more projects, we reached out to some clients we know are very big to also get a better awareness within the market. We just basically approached them with our general presentation and we had meetings with them to introduce our organization, to explain them what could be their benefits. We are getting a lot of support, so far."

Fabio: "That is really the thing: we were not contacted by any NGO's yet but the perception and reaction with the ones we have been working is always super positive. They are very keen to work with us and the first moment, they are very pleased we have contacted them. Lisbon has a great environment for this."

10. How many projects did you already have since the beginning?

Sarah: "8 projects."

11. What are your feedback regarding the projects? What were the positive and negative aspects, in your perspective?

Sarah: "One of the main mistakes we did this term was that we did not have a clear strategy regarding which NGO's to choose. Basically, we just looked for some names and some NGO's that sounded interesting and once we had the meeting and they confirmed we did have something interesting for them, we just accepted right away. This next term, we really want to make this more strategic and also develop some guidelines on how to choose the best projects and the clients. For example, one of the biggest problems is client engagement, even though the clients always say at the beginning they are very interested in working with us, we often have the issue that they do not show enough commitment during the project period. It is hard to arrange meetings with them and to get documents, so that is one of the main things we want to focus on the next term. Also, regarding to the social impact they are creating: understand if we feel we could really make a difference to a particular NGO or if they can overcome the issue they are facing without us. Some NGO's are that big that they will still survive and still have an amazing performance without us. And then there are some very small ones, which may cease their operations if we do not support them. This is one thing that we really have to work on more strategically and select the projects based on pretty fine criteria."

Fabio: "This is basically one of the main areas for improvement. We have to be more selective and do not take any client just because the client is interested, but more about selecting the ones in which we can have the best and the greatest social impact."

12. I have read that you received an "award"...Can you tell me what was it and what did it take to receive it?

Sarah: "It was the best new branch of the year. Every year, the global leadership team assesses which is the one that is performing better. We were compared to all the other ones that started in the same year as we did, and we had clear KPI's in terms of client feedback and customer feedback, and it was very transparent that we had scored the highest ones."

Fabio: "We just performed great. The clients do not only report their feedback to us but also to the global leadership team. It is a measure to understand how well the branches are performing."

13. Do you feel your career plans changed to be more socially focused?

Sarah: "They did not really change. I always had the idea that at one point I wanted to found a small startup in the social impact sector. I still want to do this but I could imagine myself, once I start a job in a consulting firm, to maybe "force" this kind of work at the for-profit consulting as well. I feel that what a consulting firm does is actually trying to solve some problems and the best consultants are always the ones who can find ways to solve problems even if they are not from this particular industry. These skills are also very helpful to solve problems in the social sector. I do not plan to change my particular career but I would try to foster this work in the social impact sector at the for-profit consulting company that I would later on join. The consulting firm I want to work for now is doing a lot of social activities always related with using consulting skills to solve some kind of social problem. This was definitely a factor that boosted my willingness to work for this company."

Fabio: "I have to agree with Sarah. It did not change completely but I am definitely more focused and emphasizing on the fact that the company I work for later has this part in mind: considering not only the environment but also the social environment. It did not change because it was already there and it was one the main reasons why I joined/founded 180. It will be in my mind when I choose my future employer."

14. Do you feel you have a greater understanding of the challenges that non-profits and social enterprises are facing?

Sarah: "In general, I noticed that, is very often the case that people that create these kind of non-profits do this only out of their social purpose. They often had studies related to that but often lack management skills. The opposite also exists: there are the ones that studies business related subjects and mostly end up in the for-profit sector. This lack of management knowledge is really hard to be sustainable in the long term. Moreover, the other issue is that we always see this from the strategic executive perspective and I guess that the consultants that really work with the client's side or are most involved with the clients can experience this even more. Another thing is the lack of resources. It is a big problem that we often come up with great solutions for the client's problems but we notice that there are not funds available to pursue these solutions. And also that the employees also do not have the time to implement what we suggest. What makes it even more challenging is that we have to come up with ideas that really suit the organization."

Fabio:”For me, it basically changed in this point in which now I can really see some real problems. Before, most of the times, we were aware that NGO’s were lead by great minds who have a very good heart and a passion to achieve and enhance social impact. Once again, sometimes they lack business skills because they are not from this sector, and running an organization is like running a small company and their lack of business knowledge is sometimes the main problem. Now, it was actually to see that sometimes it is obvious for us but it is not for them. Laying out the business knowledge we have to specific problems is a great advantage for this situation. I believe I have more experience now. I knew that there were several problems in this sector but now I know more specifically what is happening.”

15. Do you feel more confident in your leadership ability and better prepared to take on leadership roles focused on achieving social outcomes?

Sarah:”I would also rather put it in general. For example, as a president, I noticed that often you have to make some tough choices and you can never please everyone, which was something that was hard for me at the beginning to kind of align some of the different views. If you want to achieve a specific outcome you just have to follow what you basically feel it is right and have to accept that not everybody will agree. You should always follow the direction you believe in.”

Fabio:”I think that we definitely feel more confident due to the experience. We are more confident in leading because of what we did. It has been a great experience and we had to run this organization, starting with 6 consultants to achieve 22 consultants in one year. It grew a lot and we increased and boosted our experience. Not particularly with the social impact but in general.”

16. What are your strategic objectives regarding Catolica’s branch future? In terms of sustainability, more exactly. What are your objectives for the next 5 years?

Sarah:”First of all, in this term (second semester of running the branch) we had an aggressive growth strategy. We wanted to grow as much as possible, in order to create as much awareness as possible, but we noticed that we can only grow it to a certain extent to keep it sustainable. So, basically, we noticed that we cannot grow at all costs. We still have to deal with what we have available and the most important stakeholders are the consultants and the projects themselves. We noticed that in order to be sustainable in the future, we have to be

very selective with consultants and only select those that are truly motivated to do this job and to have a real social impact. The same, as I said already, about the clients. We have to be more selective to regard to that. This is one the biggest changes we want to make to be really sustainable in the long term. One of our biggest challenges is that we have this constant rotation and transition, so now, after one operational year, the whole executive team will leave. So basically, the founders will be gone and also the ones who really made this branch grow in the second term. The biggest challenge for now, to be sustainable at Catolica, is to transfer our best practices to the new executive team and make them comfortable with all the job we have done so far. Teach them who are the main contacts, ensure they will be able to go forward with the organization, educate them about all of our documentation in order to keep it transparent to everyone who wants to join us. For example, regarding the recruitment of the new executive team, we decided to only recruit people that are already working within 180. 3 of them have been consultants in the first semester and 3 of them have been consultants in the current semester, which makes it easier, because they are already aware of the general ideas, which makes the transition process smoother. Also, increase the awareness within the sector, in order to make clients reach out to us themselves. This will also solves the client engagement problem, because if a NGO itself contacts us, it means they will probably be much more committed to the project than the ones we approach directly.”

Fabio:”I just have to add that for the future, even if in 5 years time, there is only one project running, it is still a success. It keeps growing in a sustainable way, but even if it stays on the same level as now, great. We are all very happy, even if just keeps on going as it is, as long as it will exist some social impact consulting happening within 180 Lisbon branch.”

Source: Author’s work (2016)

Annex 8: Possible Interview for the CEO, Nathaniel Ware

MARKET RESEARCH

Interview guidelines - 180 Degrees Consulting

- Greetings
- Ask to record the session
- Ask permission to use citations on the case study (to be validated prior to case delivery)

A – Industry

1. How would you characterize the consulting industry nowadays (globally)? And the social impact consulting?

2. Do you consider that the social impact consulting sector is the one that verifies the highest growth among the consulting industry?
3. And what about the Portuguese market? Do you have any idea about it?
4. Which companies do you consider your major competitors? In what way do they compete with 180 Degrees Consulting? Points of Parity and differentiation.
5. What are 180 Degrees' advantage points in relation to the competition? And weaker points?

B - Introduction & Positioning

6. Can you please tell a little bit about 180 Degrees' brand history? How was it created (capital, shareholders...)? What was the motivation behind the creation of 180 Degrees?
7. What is the identity and positioning of the brand? How do you want the public to see the brand?
8. How does 180 Degrees position itself in the market regarding to students and social organizations? Does it differ depending the market in which it operates?
9. Which key success factors does 180 Degrees consider important when the market evaluates 180 Degrees?
10. What is the company's and the brand's mission?

C – Targeting

11. Taking into consideration that 180 Degrees' clients are social organizations that have not reached their full potential, how does 180 Degrees reaches them? Or do these social organizations ask for 180 Degrees' help directly?
12. What criteria does 180 Degrees' look for when choosing a company to do consulting services?

D – Consulting Services

13. How does the consulting process works?
14. Which kind of consulting services do you provide? Are they pre-established or you adapt to any kind of project?
15. How do you ensure the quality of your consulting services taking into consideration the rotation and the different cultures within each branch?
16. Does every project has a partnership's/sponsorship's representative that work alongside with each team?

E – Financial Sustainability & Pricing

17. Is financial sustainability a challenge?
18. How 180 Degrees does finances its projects?
19. What are the revenue streams of your organization?
20. Are you considering to expand into new revenue streams? If yes, which?

G – Social Impact

21. How do you measure the social impact of 180 Degrees' consulting projects?
22. How do you measure the social impact in terms of students' leadership development?

23. How do you measure the social impact in terms of improving the effectiveness of social organizations?
24. How do you measure the satisfaction of the social organizations?
25. How do you measure the value (in €) of your consulting projects?

H – Human Resources (Students)

1. How is the company organized in terms of people or departments?
2. How is a branch making process characterized?
3. How do you keep your employees (students) motivated?
4. How do you allocate students to the projects? Is in terms of personal motivation or professional skills?
5. How do you create the executive board of each branch?
6. Does rotation of students impact the effectiveness of the projects?
7. Which kind of training do students have access to?

I – Conclusion

33. In your opinion, what is the biggest challenge that 180 Degrees faces nowadays?
34. Does 180 Degrees feel any specific difficulty in terms of growth?
35. What are the next steps? And when?
36. What are the main drivers of the observed growth felt in the last years?
37. Where and how do you see 180 Degrees in five years? And how do you plan to achieve it?

Source: Author's work (2016)

Annex 9: Raising 180 Degrees' Awareness

Exchange International Students

There is a big opportunity for international students who have worked with 180 Degrees Consulting in their exchange semesters/years and who return to their home university and possibly establish a branch there. 180 Degrees can run workshops for these students who are interested in establishing a branch at their home university. This method should focus on individuals who already understand how 180 Degrees operates and therefore are keener to successfully establish new branches.

International Conferences

Whenever 180 executive members attend international conferences, they should spread the message to increase the organization's awareness. Many students often go to leadership conferences, business plan competitions, debating workshops and others. This plethora of conferences attracts young ambitious and curious people where the 180 Degrees' story can gain significant visibility. The international executive team should develop training workshops for all 180 Degree members to help them identify and take advantage of these opportunities.

Source: Author's work and personal communication with Catolica's Lisbon Branch executive members (2016)

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