

**CATÓLICA
LISBON**
BUSINESS & ECONOMICS

Strategic Problems in Non-Profit Organizations

The Re-food 4 Good Association Case Study

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Dissertation written under the supervision of
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Dissertation submitted in partial fulfillment of requirements for the degree of MSc in Business Administration, at Católica-Lisbon School of Business and Economics, January 2018.

Title: Strategic Problems in Non-Profit Organizations – *The Re-food 4 Good Association Case Study*

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Abstract

The purpose of this paper is to provide insights into the real challenges and opportunities that exist in day-to-day operations of a non-profit organization. Through in-depth analysis of one such organization, guidelines and best-practices can be established to help others attempting similar pursuits. The case studies the Re-food 4 Good Association and is a useful tool for instructors looking to debate reasons for the success of some projects over others, challenges faced by social projects in general and discuss successful growth strategies. The organization is facing problems related to its fast-paced growth and is challenged to find ways to deal with the implementation of its mission and vision, while maintaining its most relevant critical success factors the most relevant of which being the micro-local nature of the project. The main conclusion is that the best way to achieve long-term sustainability and scalability is to find a balance between the uniqueness of each Operation Center and control from the Central Services. Given the fact that volunteers are at the center of Re-food's success, it is explained how local issues and ways of operating on a daily basis should be left to each OC's responsibility, keeping its uniqueness. Core issues such as expansion, brand image, communication and initial financial needs should be the responsibility of the central structure. The Case Study is followed by a Literature Review of relevant topics and a Teaching Note intended to help instructors for in-class use of the Case.

Key Words: *Re-food; Social Entrepreneurship; Non-Profit Organization; Strategic Problems; Strategic Planning*

Resumo

O principal objectivo desta tese é expor os verdadeiros desafios e oportunidades das operações de uma organização sem fins lucrativos. Através de uma análise aprofundada de uma dessas organizações, podem ser identificadas directrizes e boas práticas potencialmente úteis a quem se aventure por atividades semelhantes. O Caso estuda a associação Re-food 4 Good e é uma ferramenta útil para professores que procurem debater as razões para o sucesso de alguns projetos em detrimento de outros, os desafios enfrentados por projectos de cariz social em geral e discutir estratégias de crescimento. A organização neste estudo enfrenta problemas relacionados com um crescimento acelerado. Assim, é desafiada a encontrar formas de lidar com a implementação da sua missão e visão, mantendo os seus factores críticos de sucesso, sendo o mais relevante, a natureza micro-local do projecto. A principal conclusão é que a melhor maneira de expandir sustentavelmente a longo prazo é encontrar um equilíbrio entre a identidade de cada Centro de Operações e o controlo dos Serviços Centrais. Estando os voluntários na base do sucesso da Re-food, é explicado como a responsabilidade de cada centro operacional deve estar limitada às suas actividades diárias necessárias, mantendo a sua singularidade. Questões como a expansão, imagem de marca, comunicação e necessidades financeiras iniciais devem ser inteira responsabilidade da estrutura central. O Caso de Estudo é seguido de uma Revisão de Literatura das questões mais relevantes e uma secção de notas para auxiliar o instrutor na utilização do Caso em aula.

Palavras-Chave: *Re-food; Empreendedorismo Social; Organização sem fins lucrativos; Problemas Estratégicos; Planeamento Estratégico*

Acknowledgements

First, I would like to thank Hunter Halder for sharing his experience and knowledge and for all his help throughout this project. I am also very thankful to all Re-food volunteers who took the time to fill in my survey.

I would also like to express my sincere gratitude to my supervisor Professor Nuno Magalhães Guedes for his availability in guiding my thesis, even through all difficult instances, and for the motivation, patience and insightful feedbacks.

A special thank you from the bottom of my heart to my parents for the unconditional love and support throughout my academic life. Thank you for teaching me about the importance of education and for helping me develop my moral compass, which I will keep forever. Thank you for first introducing me to Re-food, and for physically ensuring this document was printed and delivered on time.

Mariana, thank you for all long talks, for always making time to hear my thoughts, for always giving the best advice and for being honest with me no matter what. You will always be my role model and partner in all life's adventures.

I would also like to thank my whole family for how supported and warm they make me feel at all times. I dedicate this work to my 3 grandmothers: avó Carmo, avó Manor and Tété, who would surely have been very proud to witness the achievement of this milestone.

My thanks also go to Sahand, for always believing in me and giving me the strength I needed for the last stretch. Thank you for being an inspiration and a true example of hard work, dedication and perseverance. Thank you for the long hours of thesis-related discussions and for all patience and encouragement during my outbursts and most stressful times.

Last but not least, I would like to thank all my dearest friends for all the support and advice throughout this journey. Thank you for never stop believing I would eventually do it, specially MJ, Tiago and Mariana whose though love and motivational speeches I cannot thank enough.

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List of Acronyms

ASAE	Autoridade de Segurança Alimentar e Económica Authority for Food and Economic Safety
AQ	Assignment Question
BA	Banco Alimentar contra a Fome The Portuguese Food Bank
CSF	Critical Success Factors
DL	Decreto-Lei - Law decree
EAPN	European Network against Poverty
FAO	Food and Agriculture Organization of the United Nations
HR	Human Resources
IES	Instituto de Empreendedorismo Institute for Social Entrepreneurship
IPSS	Instituição Particular de Solidariedade Social Private Institution of Social Welfare
KPI	Key Performance Factor
LDO	Local Development Organization
OC	Operations' Center
ONGD	Organização não governamental para desenvolvimento Non-governmental Organizations of Cooperation for Development
RNPC	Registo Nacional de Pessoas Colectivas National Company Registrar

1. Introduction

The present thesis presents a case study about a Portuguese non-profit organization, the Re-food 4 Good Association, and focuses on a key moment in its growth. The case dates back to 2015, when the organization was struggling with problems connected to rapid unplanned expansion and lack of internal organization.

The case, intended to be used in a business class context, can provide basis for discussion on different topics, depending on the angles the instructor wants to cover. Its relevance for business students is based on two main topics: characteristics of non-profit organizations and broader strategic problem solving approaches.

The first topic is based on the relevance of non-profit organizations in today's world, their characteristics, how they find ways to differentiate themselves, their specific needs and how they relate to for-profit organizations, especially in financially dependent partnerships.

Another angle and the main conclusion the students are supposed to be led to, is that non-profit organizations do have problems in common with for-profit ones and the way to solve them is to follow the same logic and tools of strategic management. Students are invited to discuss about topics such as human resources motivations, impact on society, clearness of mission and vision statements, communication and financing strategies and their collective importance in achieving organizational goals.

2. Case Study

Re-food's success would become obvious to anyone who, even if unaware of the project, would step inside that meeting room of the Marriott Lisbon Hotel, the night of 7th May 2015. Before the so-called transversal meeting actually started, managers from the many different Re-food centers would greet each other and exchange comments on how well their operations were evolving, or what the main challenge they were currently facing was. Little by little the room was getting full and the managers started to sit in the round tables, facing one of the walls, where the Re-food logo was being projected. In front of it was Hunter Halder¹, the founder of the project, wearing his characteristic white hat and large smile, casually chatting with some of the volunteers. The noisy and energetic room became quieter when Hunter grabbed the microphone and asked in an obviously "Americanized" Portuguese: "Everyone who wants to stay here until midnight, please put your hands up! So, nobody wants to stay that long?! Well, maybe we should start our meeting, then!".

In fact, Hunter's joke did have its foundation of truth, since the main goal of this transversal meeting was to debate 4 very important directives, what could be very tricky due to the almost 50 attending managers. The existence of these documents had proven to be necessary to provide guidelines for all current and future Re-food centers' managers, given the project's exponential growth. Re-food went from 1 center in 2011 to 2 in 2012 and from 4 fully operating centers in 2013 to 8 in 2014. Currently the number of centers opened since the projects' foundation was 21 and the number of new openings planned for 2016 was already an astonishing 35. However, Re-food's growth was accompanied by many challenges, one of the most preeminent being the need for standardization of procedures among Re-food centers. According to Hunter, it was extremely important to involve all existent centers in the process of defining the rules that would allow every center to better serve Re-food's mission.

2.1. The Re-Food 4 Good Association

Re-food was an independent community movement, 100% voluntary and directed by citizens, integrated in an IPSS. Its main goal was to recover from restaurants and coffee shops food still in

¹ See Exhibit 1

edible conditions, which would otherwise become waste, in order to feed people in need. The Re-food project was completely centered on the community and operated through it with no salaries, a low cost structure and high productivity, without holding any assets or investments that did not serve its mission.²

2.1.1. Mission and Vision

Re-food's mission was to eliminate food waste and end hunger, involving all members of the community in its activities. Re-food offered a service against food waste to all entities in the areas where it was implemented, while contributing to diminish hunger in those regions. The impact of Re-food was recognized by international experts, like Chris King³, who said: "I have to say that in the 3 years that I've been documenting the issue of food waste, this has to be the most impressive and effective initiative I've come across. It's a real inspiration and I hope that the concept is replicated the world over!"

Re-food envisioned the creation of a new world, where:

- Everyone has the food they need;
- All food is harnessed;
- All citizens participate actively in the community resources' management;
- Everyone assumes their power, their right and their obligation of transforming the world into a better place.

Re-food was based on five main values, which guided the project's operations:⁴

2.1.2. Internal Organization and Governance

The Re-food 4 Good, as an IPSS, had an organized structure⁵ of which all Operations' Centers were part. As such, they had the same legal nature as the Association itself and must depend on it. Each OC operated on the basis that that each community had to be self-sustainable, serving Re-food's mission with resources providing from its micro-local area. The OC's leaders would sign

² The official definition of Re-food

³ Author of the blog foodiswasted.com

⁴ See Exhibit 2

⁵ See Exhibit 3

binding contracts, which had effective legal value during the duration of their terms. This way, each OC functioned autonomously but always in line with the Association itself.

Given the project's growth regional centers were created which, together with the IPSS' Management, were responsible for the OC's in that same region. Each regional center reported to the IPSS's Managing team and was comprised by volunteers, who had competences for controlling, managing and monitoring all aspects of the region.

There was also the need to create an Executive Committee, formed by the Management members and other volunteers with executive capacities, in order to better address the responsibilities within 6 departments: Beneficiaries, Volunteers, Community Support, Communication, Operations and Administrative/Financial. Given the amount of additional work created by the organization's exponential growth, the creation of a new central administrative office was also being discussed.

2.1.3. Finance

Each OC had the autonomy to manage its local resources and used the debit card of its own bank account, which was always opened by the central structure and controlled by the national financial director. There were, however, limits to the expenses an OC could decide on independently. Higher expenses had to be approved by the central Management. The contracts of lending the space where the OC operated and related expenses such as electricity, water and gas were signed by regional managers with the approval of the central Management and the support of the legal department. Re-food tried to develop the sense of self sustainability of each OC in a communal sense, which meant that all OC financial needs should be met by resources obtained from the community it was part of. From the early stages of development, OC's were encouraged to create strong networks of contacts with other organizations in that community that could potentially support them. However, in 2014⁶ most new OC's initial needs were being supported by resources from the central Re-food organization. When it comes to daily operations, Hunter

⁶ See Exhibit 4

considers them to be extremely cost efficient: “Our operational costs are about 300€ per month, sometimes even less, which results in an average cost per served meal of around 0,10€.”

2.1.4. From Idea to Association

Hunter Halder, an American from the state of Virginia who first came to Portugal as a tourist to visit the Fátima sanctuary, wasn't planning on staying long. However, falling in love with the tourist guide completely changed his life. Hunter got married, had kids, learnt how to speak Portuguese and ended up living in Portugal for what so far had been 25 years.

One day, after dinner at a restaurant, his daughter started wondering what would happen to the salad leftovers from the buffet. Hunter explained how it would probably get thrown away in the garbage, since the restaurant didn't really have another option. This conversation made him realize the gap between the food thrown away on a daily basis by the restaurants or coffee shops and people in need who often didn't have basic food access. The more he thought about it, the stronger he felt the urge to do something to change it, until one day the potential of the project became clear and Re-food became his vision.

Before starting Re-food, Hunter predicted his three main obstacles to be the government's attitude towards this project, the attitude of the food businesses' owners and the ASAE, known to be very strict when it came to hygiene and food safety. Turns out, Hunter wasn't the only one disturbed about this issue. During the time Re-food was still just an idea in a man's mind, António Pereira, another regular citizen with the same concerns, started a petition online which collected thousands of signatures against what at the time was believed to be a law standing in the way of food donations. As a response, in January 2011, ASAE stated publicly that there wasn't any regulation in place which prohibited food donations, as long as some basic hygiene norms were to be respected during the process. So when ASAE shredded the popular misconception around the matter, António Pereira started the organization *DariAcordar* and the movement *Zero Desperdício*⁷ and Hunter decided it was time for him to take action into his own hands.⁸

⁷ Portuguese for „No Waste”

⁸ See Exhibit 5

In 2011, Hunter started by asking for the leftovers, which were about to be thrown away, in the pastry shop *Sena*, in front of his own house in the *Nossa Senhora de Fatima* neighborhood, in Lisbon. He would take the food home and give it to homeless people whenever he had the chance. From this simple basic routine, Hunter understood the potential of the project and started thinking of ways to reach more people.

The next step was to get a space in the church nearby, where he could store donations. After approaching some establishments in the area, which agreed to take part in the project, Hunter modified his own bike to start collecting food more efficiently in an enlarged area of his residence.

It didn't take long until the project got popular in the neighborhood and more volunteers and restaurant owners also wanted to participate. In January 2013, a second Operation Center was inaugurated, this time in Telheiras, another Lisbon neighborhood.

With the increase in people interested to take part in the project also came the need for a legal framework and, eventually also a defined method for the process of opening new Operation Centers.

2.1.5. Setting Up a New Operation Center

The first step to the creation of a new Operation Center consisted usually in the initiative taken by someone who identified the need and opportunity for Re-food's activities in a new location. This person would contact central services about the willingness to actively participate in the project's expansion.

After promoting the implementation and recruiting volunteers in the new operational area - usually through well-advertised community meetings where the project was presented - there was typically an assessment of the companies, potential partners and information sources about those area's potential beneficiaries.

Looking for an adequate and available location to set-up the new Operation Center was frequently one of the main challenges in setting up Re-food in a new area. An appropriate location should gather all physical conditions to allow daily food storage, meals preparation and

beneficiaries' visits, while being economically easy to support. Usually, the effort in involving the community in the set-up process also included a public statement of what the needs of the Operational Center were.⁹ The early life of an OC was undoubtedly the stage that required the most financial investment, once most of the times the space for the new center would need some construction work, material and equipment.

2.1.6. Daily Operations

Re-food's daily operations – not every center works on weekends - included collecting the excess of food in restaurants and other establishments within approximately 2 km² around the operation center. Since different types of establishments closed at different times, there were also different pick-up routes distributed among teams of volunteers, who picked up food left overs either by car, bike or foot. The collected food was then taken to the center, labelled with the collection date and stored in fridges.

Collecting the food from partner establishments was a very important task; however there were other equally important daily ones. Some designated teams of volunteers were responsible for selecting the daily meal that was going to be delivered to each family. In order to do this, the team would choose from all the food that was available that day what to send to which family. These volunteers needed to have access to each of the families' information, such as its dimension and eventual special needs which had to be taken into consideration. For example, this team would be careful enough to choose the adequate food, given the information that there was a pregnant woman, a diabetic person or people with other conditions that would require special attention. In centers in a more advanced stage of development, this team would also take notes of what kind of meal was sent to each family each day, so that they would try to diversify the offer. When accepted as one of the Re-food center's beneficiaries, each family would receive a number. Associated to the number there were two Re-food bags with the exact same content: enough boxes to store that family's daily meals. Unless the family living conditions didn't allow it, families were responsible for emptying and washing their boxes before delivering them to the Re-food center, where they would daily switch the empty bag for a full one. Therefore, some

⁹ See Exhibit 6

volunteers were responsible for welcoming the family member who was picking up the food and delivering the bag they brought home the day before, receiving the beneficiaries' bag, checking if all food boxes were being delivered and were clean, and delivering a previously prepared bag full with the corresponding family's meal.

“7 people live in my house, my 3 underage kids, my parents, my husband and me. We started coming to Re-food because I lost my job and so did my husband shortly after. We felt the need to look for help. Knowing that there is food every day and every day my kids have something to eat... to me is such a huge relief. The food I take home is tasty and varied. It is always enough for dinner and for lunch too.”- *Rita*, Re-food beneficiary in Braga

2.1.7. Management Team

To coordinate volunteers, assigned managers were responsible for the activity of one day of the week. In fact, managers were responsible for daily operations, as well as for elaborating reports and presenting results to the community in a transparent manner - in public meetings¹⁰, for example.

Generally speaking, each Re-food center had a team of 12 managers, who were responsible for 6 different departments: Leadership, Community support, Volunteers' management, Beneficiaries' management, Operations and Food sources management.

2.1.8. Volunteers

In May 2015 there were around 2850 Re-food volunteers and each operation center needed around 150 volunteers in order to work normally. “The Re-food movement relies 100% in volunteer work. —explains Hunter, and proceeds “These volunteers are changing the world. (...) They are changing the world of the families which will receive the food. They are changing the world ecologically, because that food will not be thrown away. And they are changing their own world, because they are using their own time to help others and that has benefits for each one of them.”

¹⁰ Exhibit 7

2.1.8.1. Recruitment and Selection Process

Recruiting new volunteers in the area where they were needed could be achieved in many different ways. The most common was through public community meetings,¹¹ which had to be very well publicized, in order to create impact and reach as many people as possible. However, communicating the need for new volunteers in social media, especially Facebook pages of the Operation Centers, was also very popular.

The selection process was usually very simple. For most of the Operation Centers, it was simply based on a match between the volunteer's availability and the operational need. For some, in a more advanced state of development, this process included a specific training, in order to ensure that the volunteer was familiarized with the project and with what was expected of him/her before being fully integrated in a team.

2.1.8.2. Profile and Motivation

The majority of the Re-food volunteers were women and, although people from all age groups participate in the project, volunteers tended to be older than 40 years old.¹²

Despite the fact that Re-food advocated that it only took 2 weekly hours in order to become a volunteer (except managers, who were expected to dedicate 2 to 4 weekly hours to the project¹³), only 45% of the volunteers stated to dedicate up to 2 hours each week to Re-food. This fact might lead one to conclude that the volunteers were motivated enough in their work to stay at Re-food longer than it was expected from them. In fact, the big majority of the volunteers (78%) would be willing to dedicate more hours to Re-food, if they had more free time available.

When asked about their motivation to participate in the project, most volunteers identified the most important reasons to be both the project's mission and the feeling of usefulness and making a difference, which they got from their work at Re-food. Among the most popular reasons why

¹¹ In Portuguese, they are called "Reuniões de Sementeira", which means "seed" meetings

¹² See survey in Exhibit 8

¹³ Only 20% of the sample claimed to be involved in management activities

volunteers enjoyed working for Re-food, one could find the willingness to contribute actively to reduce food waste, being part of a project they identified themselves with and solidarity.¹⁴ Most volunteers stated that their work in Re-food was not their first experience as a volunteer, although only around 30% stated to simultaneously volunteer in another organization as well. Nonetheless, from those 30%, 76% believed their Re-food experience contributed to them doing more volunteer work.

2.1.9. Development and Expansion

As a project in expansion, Re-food considered itself as “an urgent answer in a dynamic environment”. Its evolution had been dependent on new volunteers being willing to start new Operation Centers, which was, as one can imagine, highly dependent on how popular the project was and on the way it created an impact in general. “Our goal is to develop this project as fast as possible and increase the number of centers in the city of Lisbon. Then we will be able to “fly higher”, develop in other Portuguese cities and even abroad. It’s an ambitious project, but I think it has what it takes to move forward and become a reality.”-Fernando Marta, Communication Department.

2.1.9.1. Raising Awareness

In 2015, 47% of volunteers had first heard about Re-food from friends or family and 23% from social media. There were a couple of possible reasons for Re-food’s popularity, which included the fact that the bags used during food collection tended to be identified with the Re-food symbol. Each restaurant or coffee place that collaborated with Re-food would be asked to stick a special sticker in their front doors, which identified them as Re-food partners.¹⁵ Each Re-food center would also receive a well identified bike¹⁶, which could be used for visiting the partners in their area of activity.

When it came to online presence, Re-food was still taking its first steps. Some information about the organization could be found in a blog although a more formal website was still being planned.

¹⁴ The mean rank for these three reasons was less than the 3rd place

¹⁵ See Exhibit 9

¹⁶ See Exhibit 10

“Have you ever heard about an organization winning that prize before even having a website?” – jokes Hunter Halder referring to the Marketeer Prize¹⁷ in the category of Social Responsibility, awarded to Re-food in May 2015 – “I’m almost certain it is an accomplishment no one else ever achieved before! We won this distinction without having a marketing strategy in place; we have never even given marketing too much thought yet”. On social media, Re-food was becoming quite popular: the main Facebook page had around 58 000 followers. Each operations center ran its own Facebook page independently.

Given the project’s uniqueness and growth, Re-food had been receiving some press coverage over the years, among which interviews with Hunter were the most common. The passionate but yet humble way Hunter talked about the project he started was always captivating and inspiring to those who listened. According to him, one of the most important elements for Re-food’s success was effective publicity of community meetings. What he wouldn’t say was what everyone else around him knew - the only challenge was getting people to come to meetings, because from the moment they would hear this confident American man speak to the audience, they would be hooked.

2.1.9.2. Project Expansion and Development

As one can read in a 2013 Re-food leaflet¹⁸, the goal was to make Lisbon the first city worldwide without food waste or urban hunger. The so-called “Lisbon 100%” was Re-food’s main goal to open enough operations centers in Lisbon to allow a full city coverage. Re-food’s vision was based on geographical expansion and the goal was that after operating in all neighborhoods of the capital, the project could reach the whole country. However, over the years, Re-food’s vision evolved and its focus changed from being local-oriented to willingness-oriented, what meant to reach everyone who was willing to participate in the project. This also meant reaching out to people who were willing to start operation centers abroad what, according to Hunter Halder, was proving to be a very hard challenge to face. “It is hard enough already for the national Re-food team to reach everyone in the country who approaches us, let alone people who live outside

¹⁷ The Marketeer Prizes are awarded by the Marketeer magazine; a Portuguese magazine specialized in Marketing, founded in 1996. The Marketeer prizes intend to award the best practices in the country in terms of Marketing, Advertising and Communication.

¹⁸ See Exhibit 11

boarders” Hunter explained “Nonetheless, there are people in cities such as Madrid, Barcelona, Amsterdam, Paris and London who have already contacted Re-food and are receiving instructions on what steps to take in order to start new Operation Centers.”

The focus and goals weren’t the only things changing as the project developed, since the sources of food and the services provided to beneficiaries suffered some transitions as well. Re-food went from collecting left-overs from partners such as restaurants, pastry shops and mini-markets, to also obtaining food from big supermarket chains or producers, such as farmers, directly. “There are also some plans in place in order to start receiving food from citizens in general, every time these feel that the food they have at home may go to waste if they don’t do something about it. “ As described by the founder, Re-food was trying every day to provide more people with the service of collecting food before it turned into waste and becoming an alternative to throwing food away which should be available to everyone looking for that service. And it was being developed in a way that would broaden and improve Re-food’s impact on society.

The first Re-food center had also been creating partnerships with other organizations, in order to deepen its impact on the lives of the beneficiaries they helped daily. These organizations would provide various other types of services to Re-food beneficiaries who needed them, which could range from pro-bono legal aid to volunteer baby-sitting services to families who couldn’t afford regular ones.

“Ten years from now, I would like to see Re-food serving communities with the same model we have today. This is because our model is based on good-will. The food is donated because of good will, there’s no obligation. The volunteers also don’t have any obligations; they do what they do from good-will.”- said Hunter

Exhibits

Exhibit 1 - Hunter Halder



Source: http://www.cm-vnfamaliao.pt/_fundador_do_movimento_refood_elogia_nucleo_de_famaliao



Source: <http://visao.sapo.pt/iniciativas/visaosolidaria/2016-01-15-No-primeiro-jantar-solidario-da-Re-Food-nao-havera-desperdicio>

Hunter Halder inaugurating a new operations' center (on the top left) and preparing meals (on the top right). Below, Hunter Halder collecting food with his bike in the streets of Lisbon.



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Exhibit 2 – Re-Food Values and Principles

- Equality – Everyone has the right to be respected and fed.
- Respect – Re-food activities were based on positive human relationships, where everyone respects each other. Re-food should be a visible and constant force of benevolence in the community.
- Inclusion – Re-food believed that people and resources were essential and should contribute to a more solidary community.
- Sustainability – Re-food considered its project’s environmental impact, respected people and their availability and searched for a financial self-sustainability at local, regional and national levels.
- Optimism – Re-food believed that it is possible to end food waste and world hunger with goodwill and organized efforts.

These were reinforcements to Re-food’s principles of Access, Necessity and Volunteers.

Exhibit 3 – The Re-Food 4 Good Organizational Chart

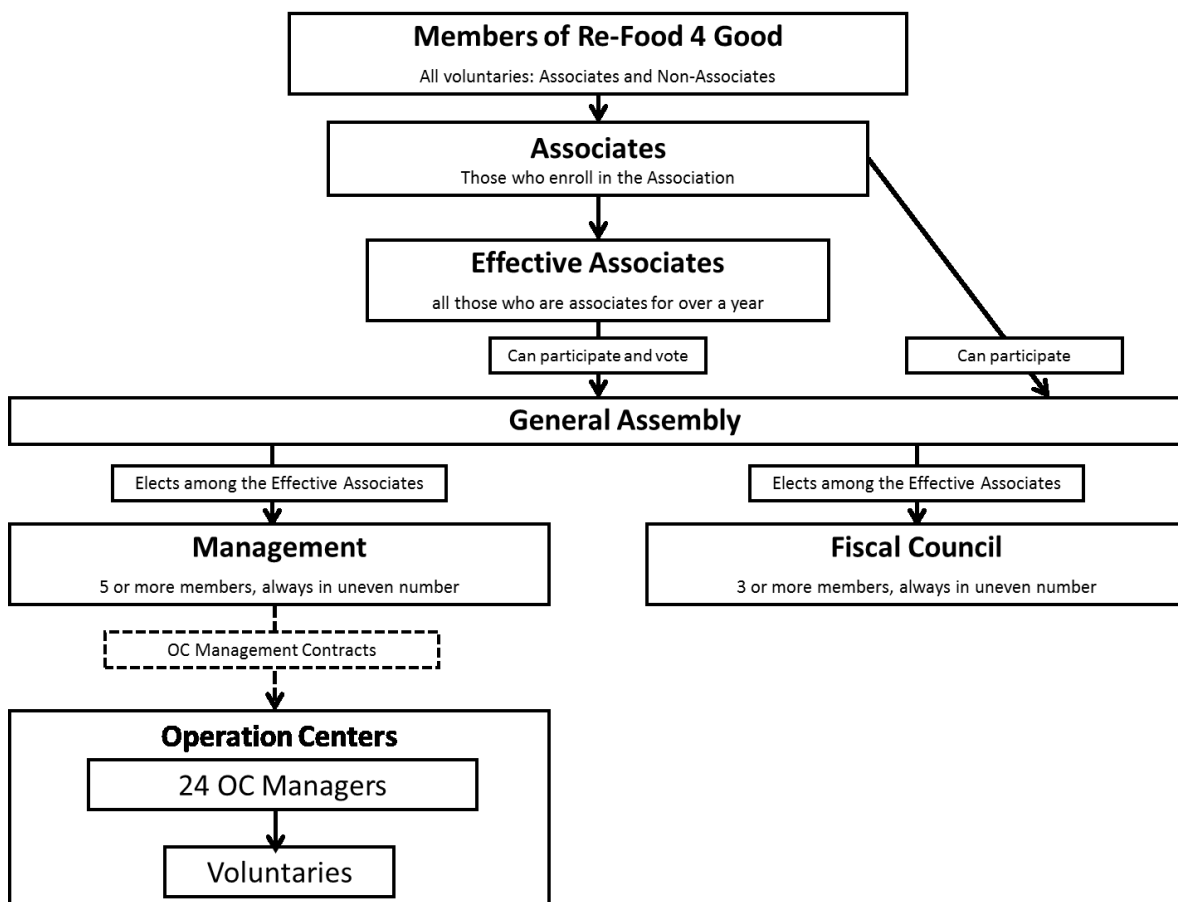


Exhibit 4 - Costs and Revenues 2013/2014

Description	2014	2013
Cost of goods sold and materials consumed	206.368,89€	57.662,15€
Food	200.330,00€	53.373,01€
Raw materials and consumables	6.038,89€	4.289,14€
Supplies and external services	99.038,95€	21.976,76€
Specialized work	35.050,41	2.812,88€
Publicity	1.546,87€	120,06€
Other Services	326,50€	14,83€
Maintenance and Repair - Facilities	33.798,25€	7.067,53€
Maintenance and Repair – Bikes	714,63€	242,40€
Maintenance and Repair – Cars	962,08€	209,10€
Maintenance and Repair – Equipment	146,14€	
Tools and utensils	10.554,41€	5.586,55€
Office Supplies	3.670,60€	2.119,18€
Offers		19,72€
Electricity	2.621,79€	1.301,96€
Water	1.156,74€	383,71€
Fuels	2.011,02€	0€
Traveling and transportation	859,15€	174,80€
Insurances	1.245,21€	0€
Rents	2.306,25€	116,49€
Phones and Mail	116,86€	120€
Cleaning, hygiene and comfort	1.952,04€	1.687,55€
Expenses / Reversals in depreciations	4.612,50€	0€

Description	2014	2013
Operating subsidies	311.383,39€	79.933,62€
In Food	209.269,06€	53.076,04€
Others (money and non-food)	102.114,33€	26.857,58€

Exhibit 5 – Relevant Existing Organizations

“Serve the City – Lisbon” Project

The economic crisis had profound social consequences, and there were many cases of severe economic deficiencies, which are often translated into insufficient nutrition. Having identified not only this social issue, as the lack of existent solutions to address it as well, the Department of Social Rights of the Lisbon’s City Council sponsors several related initiatives.¹⁹

One of the partnerships it developed was with the *Serve the City* Movement, by allowing community dinners – a charity project organized by volunteers – to take place in city canteens. *Serve the City* is an international Christian movement, existent in Portugal since 2007, which organizes volunteers to serve dinners in the European urban areas.²⁰

DariAcordar Association – The “Zero Waste” Movement

Another partnership example is provided by the *DariAcordar* Association. Among this Association’s initiatives, the highlight goes to its Zero Waste Movement (*Movimento Zero Desperdício*). This movement’s activities consists of gathering food which would end up in the garbage – meals that never left a restaurants’ kitchens, food products with a close expiration date or food that has never even been exposed to or in contact with the general public- and giving it to people in need.²¹

The Zero Waste Movement, existent since April 16th 2012, works in partnerships with commercial establishments (restaurants, supermarkets and hotels) and charity institutions, which provide meals to poor families. Despite only working as a bridge between the two types of partners, the movement is very much aware of the impact it is causing, and on the movement’s website, one can even keep track of how many meals have been served, thanks to the Zero Waste Movement activities. In this very comprehensive and attractive website, one can even search for partner establishments by their name, type of establishment, type of meals served, average prices and location. In the website, people in need can also look for partner associations (by a postal code search) where to go in order to have access to the meals provided.

Food Banks and the BA

¹⁹ <http://lisboasolidaria.cm-lisboa.pt/>

²⁰ <http://lisboasolidaria.cm-lisboa.pt/401500/1/000518,000141/index.htm>

²¹ <http://www.zerodesperdicio.pt/>

The first Food Bank was founded by John Van Hengel in 1967, in Phoenix, Arizona. The concept, now existent in all 6 continents, was brought to Europe in 1984, with the first countries being France and Belgium. José Vaz Pinto was the responsible for creating the first Food Bank in Portugal, the BA, in Lisbon, in April 1990.

In order to conserve the Food Banks' mission and values, coordinate and harmonize procedures and practices of all Portuguese Food Banks, a Portuguese Federation of Food Banks - member of the European Federation was created on 23rd February, 1999. This Federation has the ultimate goal of contributing for a structured network of fighting food waste and helping end hunger, through charitable institutions.²² According to the Federation, Food Banks are based on the principles of giving and sharing, on the free help to those in need and on fighting against food waste.

Even though European Food Banks distribute around 402 000 tons of food yearly and feed approximately 5,7 million people²³, Food Banks present themselves as a necessary, albeit temporary, solution to hunger and invoke the 25th article of the declaration of human rights²⁴ to defend its provisional nature. Food Banks are private charitable institutions, with the mission of *“fighting against food waste, by recovering food excess and taking it to those with food shortages, mobilizing individuals and companies that associate voluntarily to the cause.”*²⁵

In the missive that elaborates on the Food Banks' code of conduct, which all members agree to follow, the activity of this initiative is clarified.

Giving its food waste recovery nature, BAs don't supply all food product types. This may lead some to wonder why BA doesn't choose to buy the products they lack. However, BA answers this question by stating that the purchase of products, even if for a reduced price, would result in two main inconveniences. The first one would be the fact that if donors realized BA's willingness to pay, they would have the incentive to sell food instead of giving. The second one is that there's no added value in purchasing food and the search for income would prevail over the fight against food waste.

When it comes to financial sustainability, Food Banks are typically completely dependent on public and private donations. But this is a conscious choice, since BA's exist to aid the poor, who are financially dependent on others, BA management believes the only way to be coherent with its mission is to position themselves as humble as the people they ultimately help. Instead of

²² <http://www.bancoalimentar.pt/article/1>

²³ Numbers of 2013

²⁴ The 25th article declares that: “Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.”

²⁵ Translation of the Food Bank's Mission Statement found at <http://www.bancoalimentar.pt/article/3>

generating their own funds, BAs opt to create partnerships in order to guarantee as little costs as possible.

In some countries, beneficiary institutions pay for the goods they receive from the food banks, for a price that is proportional to their financial abilities. By doing so, Food Banks believe to be implanting a sense of responsibility in the receiving institutions and avoiding that they become dependent on systemic assistance. However, this is not the case for Portuguese Food Banks.

Exhibit 6 – Leaflet: Initial Needs



NÚCLEO DE CARNIDE

**PRECISAMOS DA SUA AJUDA
PARA EQUIPAR O CENTRO DE
OPERAÇÕES!**

RECIPIENTES DE COMIDA

Caixas de Plástico
Sacos de Plástico

200€

PRODUTOS DE LIMPEZA

Luvas e toucas
Toalhas
Detergentes

200€

MOBILIÁRIO

- Bancada de Trabalho
- Estantes

400€

EQUIPAMENTOS

- Máquina Lavar Louça Normal/Industrial
- Frigoríficos

2000€

Pode efectuar o seu donativo para o nosso
NIB: 0036 0121 9910 0057 6981 1

USBOA 100% www.facebook.com/refoodcarnide

Para apoiar com bens materiais contacte-nos
refoodcarnide@gmail.com

RE-FOOD 4 GOOD | www.refood.org | 913746170

Exhibit 7 – Community Meeting Announcement



**ESTAMOS A CRIAR UM MUNDO
MAIS SOLIDÁRIO, SEM FOME.
PARTICIPA, AJUDA!**

**Com 2 horas por semana podes fazer
a diferença na nossa comunidade.**

APARECE NA
QUINTA-FEIRA
7 DE MAIO - 18H30
FUNDAÇÃO
GULBENKIAN
AUDITÓRIO 2

- BALANÇO DE 4 ANOS DE ATIVIDADE
- PARCERIAS E IMPACTO SOCIAL
- O QUE PODES FAZER?

Re-food é um serviço comunitário independente, 100% voluntário, conduzido por cidadãos e integrado numa IPSS, cuja missão consiste na recuperação de comida condenada ao lixo, mas em boas condições, para alimentar pessoas necessitadas, aqui nesta comunidade.



REFOOD
N.SENHORA DE FÁTIMA
Aproveitar para Alimentar

PARCEIROS NO IMPACTO SOCIAL



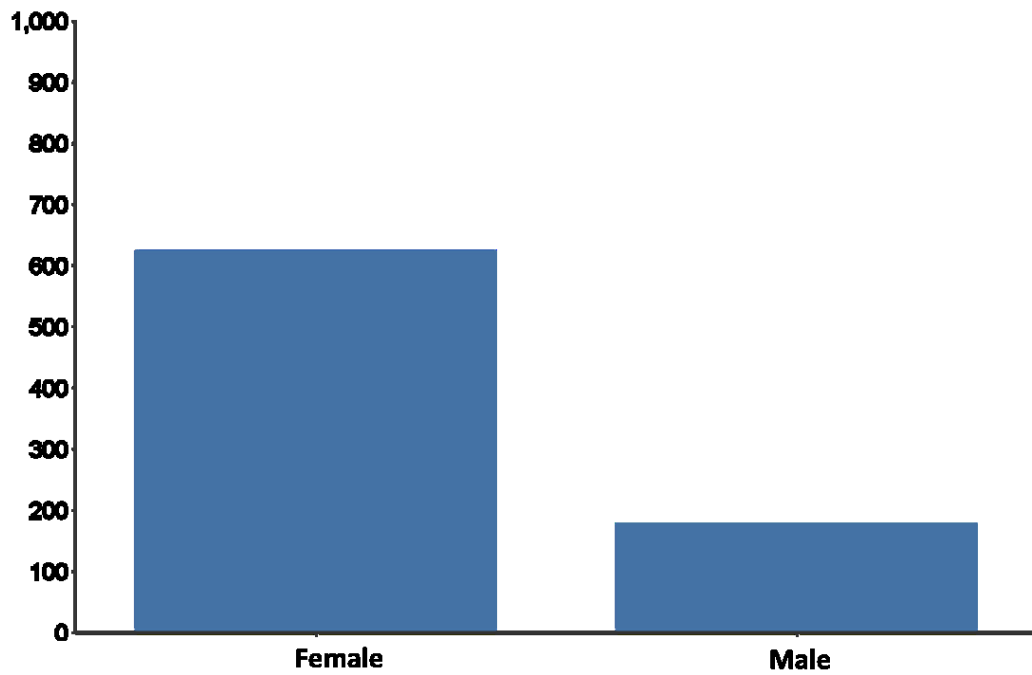




volrefood.nsf@gmail.com www.facebook.com/refoodnsradefatima

Exhibit 8 – Volunteers’ Profile – Survey Results

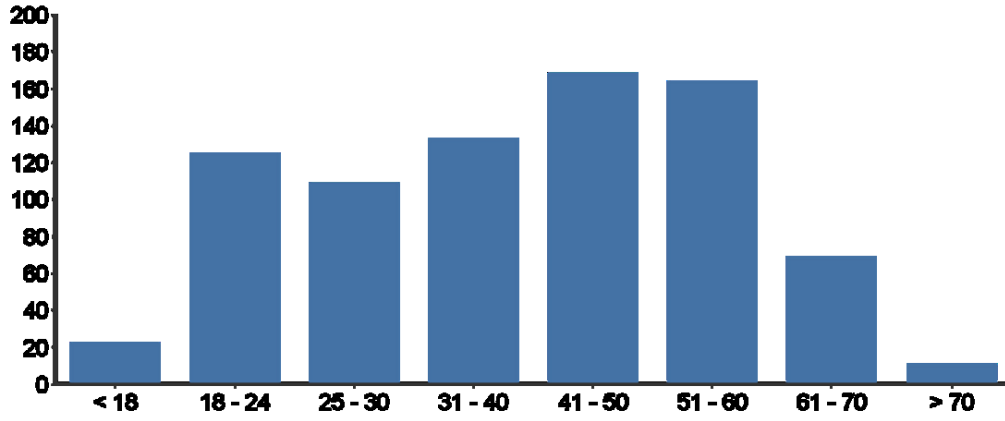
Gender:



	Answer	Bar	Response	%
	Feminino		623	77.78%
	Masculino		178	22.22%
	Total		801	100.00%

					Total Responses	Total Respondents
					801	801

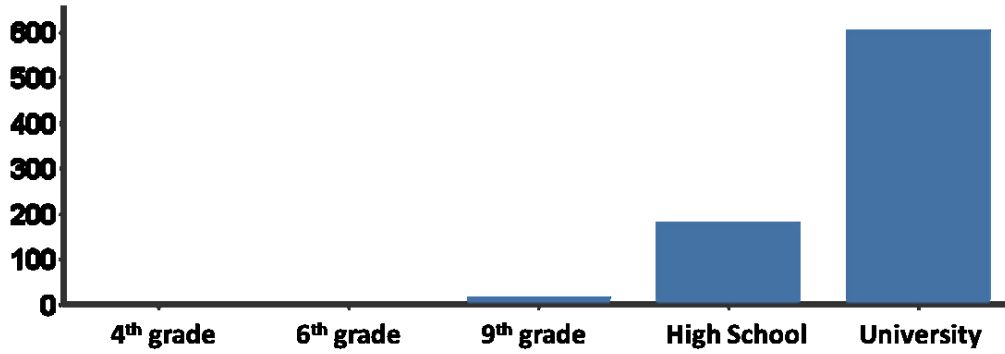
Age group:



Answer	Bar	Response	%
< 18		22	2.75%
18 - 24		125	15.61%
25 - 30		109	13.61%
31 - 40		133	16.60%
41 - 50		168	20.97%
51 - 60		164	20.47%
61 - 70		69	8.61%
> 70		11	1.37%
Total		801	100.00%

Total Responses	Total Respondents
801	801

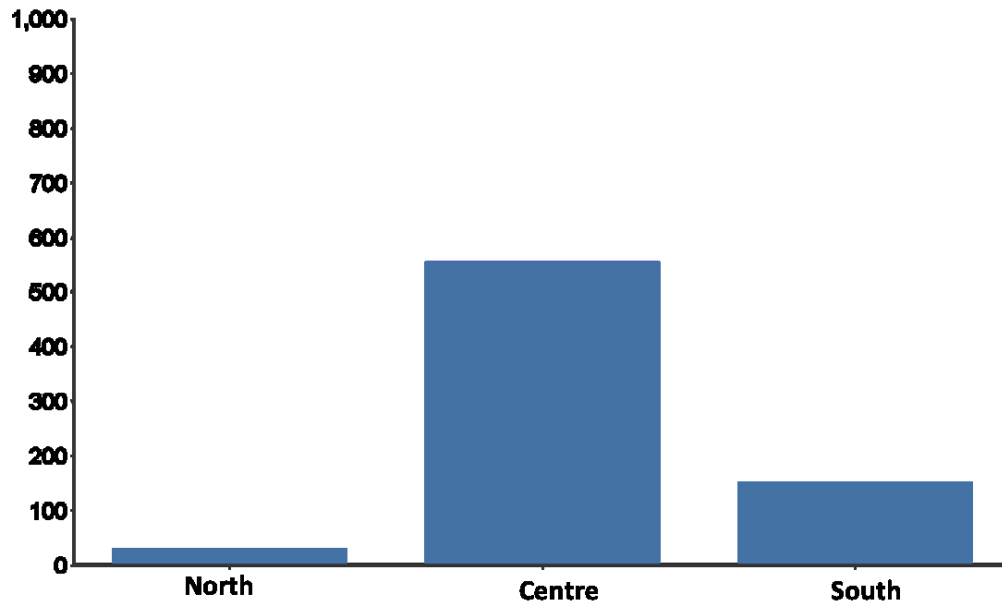
What is the highest degree or level of school you have completed?



Answer	Bar	Response	%
4 th grade		2	0.25%
6 th grade		1	0.12%
9 th grade		15	1.87%
High School		180	22.47%
University or equivalent		603	75.28%
Total		801	100.00%

					Total Responses	Total Respondents
					801	801

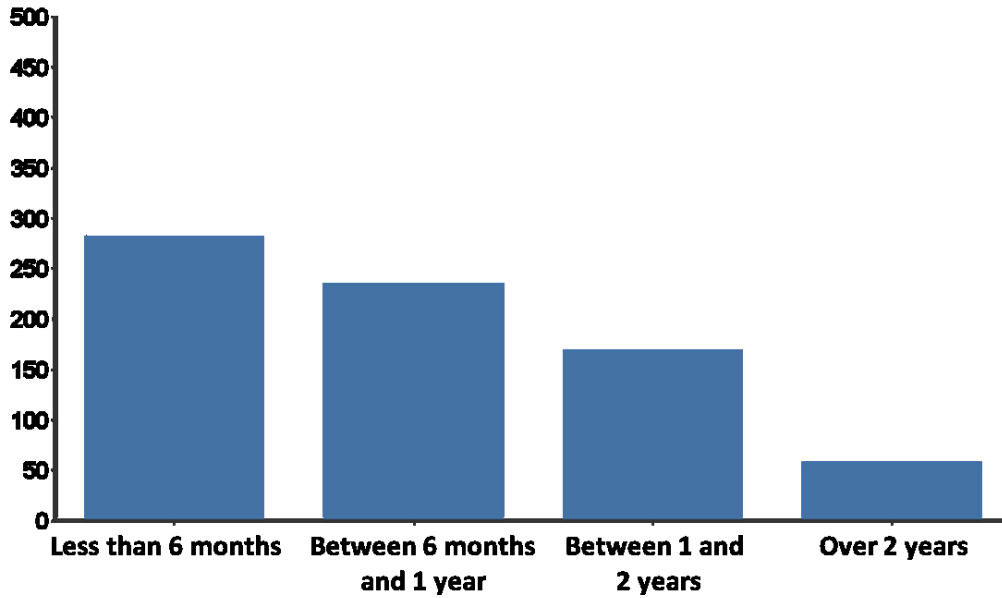
In which part of the country are you a Re-Food volunteer?







	Answer	Bar	Response	%
	North		30	4.08%
	Centre		554	75.27%
	South		152	20.65%
	Total		736	100.00%

					Total Responses	Total Respondents
					736	736

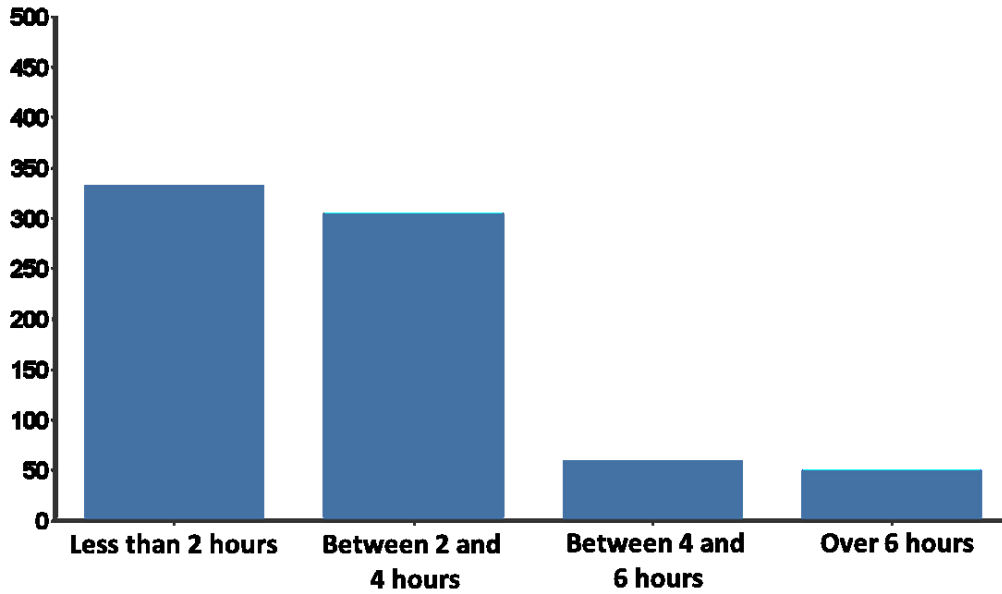
For how long have you been a Re-Food volunteer?



	Answer	Bar	Response	%
	Less than 6 months		282	37.90%
	Between 6 months and 1 year		235	31.59%
	Between 1 and 2 years		169	22.72%
	Over 2 years		58	7.80%
	Total		744	100.00%

					Total Responses	Total Respondents
					744	744

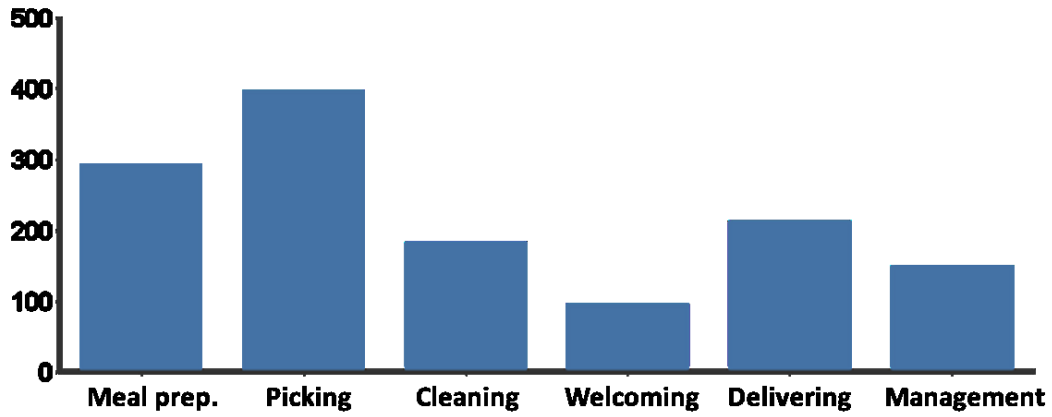
How many weekly hours do you spend at Re-Food?



	Answer	Bar	Response	%
	Less than 2 hours		332	44.62%
	Between 2 and 4 hours		304	40.86%
	Between 4 and 6 hours		59	7.93%
	Over 6 hours		49	6.59%
	Total		744	100.00%

					Total Responses	Total Respondents
					744	744

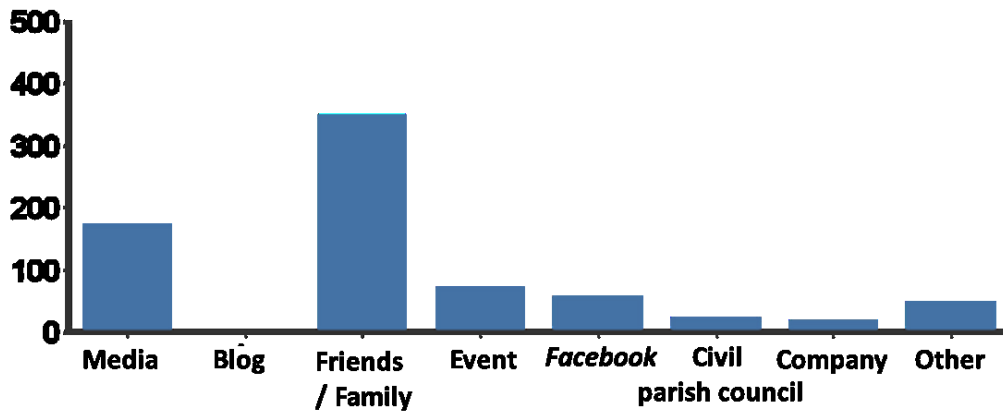
In which activities are you usually involved?



Answer	Bar	Response	%
Meal preparation		293	39.38%
Picking		397	53.36%
Cleaning		182	24.46%
Welcoming		95	12.77%
Delivering		212	28.49%
Management		149	20.03%
Total		1328	100.00%

					Total Responses	Total Respondents
					1328	744

How did you first learn about Re-Food?



Answer	Bar	Response	%
Through media / press (newspaper article, interviews, new on TV)		173	23.41%
Through the Re-Food Blog		3	0.41%
Through friends or family		349	47.23%
Through a public Re-Food event or its advertisements		71	9.61%
Through the Re-Food Facebook page		56	7.58%
Through the civil parish council		21	2.84%
Through the company you work in		18	2.44%
Other		48	6.50%
Total		739	100.00%

					Total Responses	Total Respondents
					739	739

If chosen "Other", please specify:

Most common answers:

Through Church.

Through University / School.

I was actively looking for volunteering opportunities.

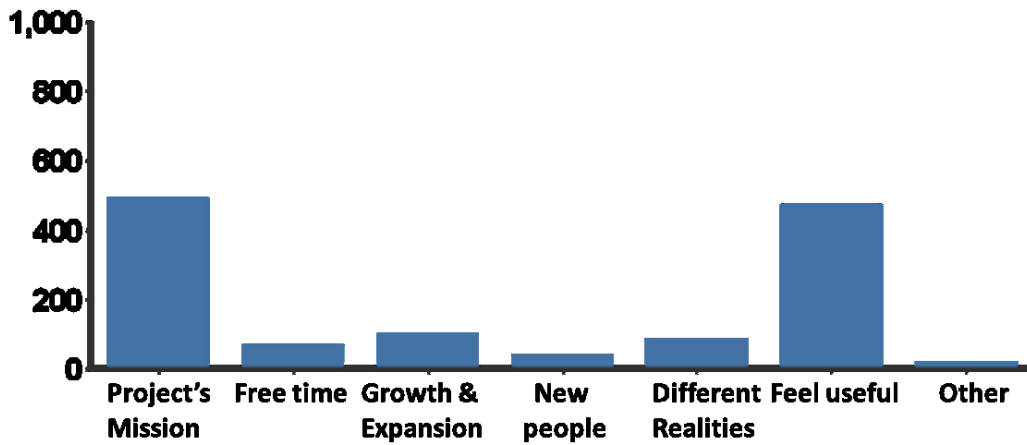
In a conference.

Flyers / Outdoors / Posters

Through Hunter Halder himself.

Statistic	Value
Respondents	48

What first motivated you to become a Re-Food volunteer?



Answer	Bar	Response	%
Related to the project's mission		493	66.71%
To do something in your free time		68	9.20%
To be part of the growth and expansion of the project		100	13.53%
To meet new people		40	5.41%
Have contact with difficult realities of different people		85	11.50%
To feel useful and make a difference		472	63.87%
Other		17	2.30%
Total		1275	100.00%

					Total Responses	Total Respondents
					1275	739

If chosen “Other”, please specify:

Most common answers:

Was motivated by the project’s connection with bikes / Sustainability.

Wanted to do some volunteer work close to home.

Sense of community, justice and social responsibility in my neighborhood.

Set an example for my children.

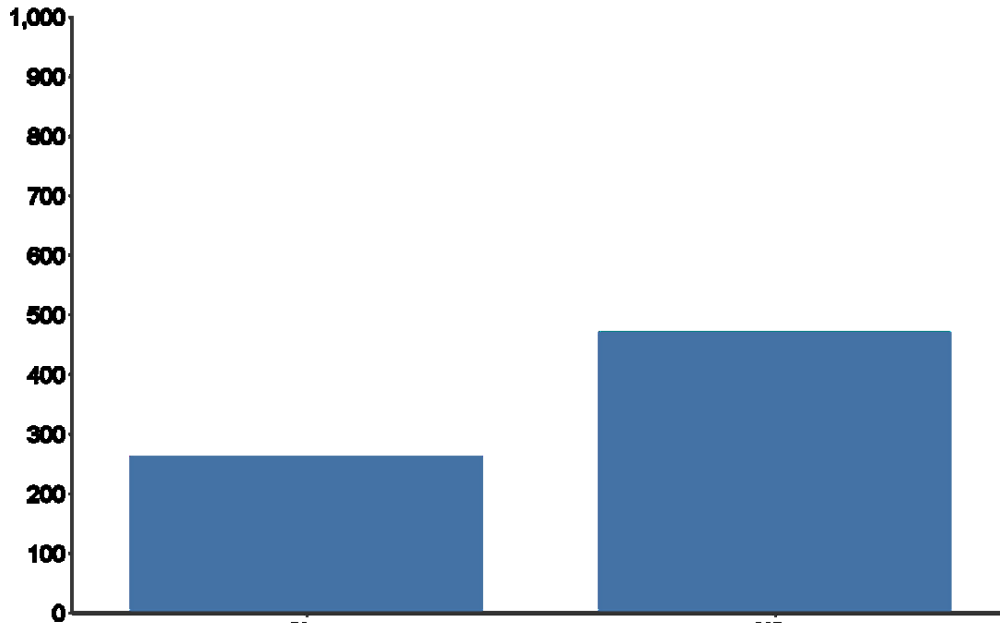
It can be done with the family.

Statistic	Value
Respondents	17

What do you like the most about being a Re-Food volunteer? Please rank the options:

Answer	Mean Rank
Feeling I’m fighting food waste	1.99
Being part of a project I believe in	2.36
Helping others	2.37
Feeling useful and occupied	3.38
Meeting people in need	4.16
Meeting other volunteers	4.39

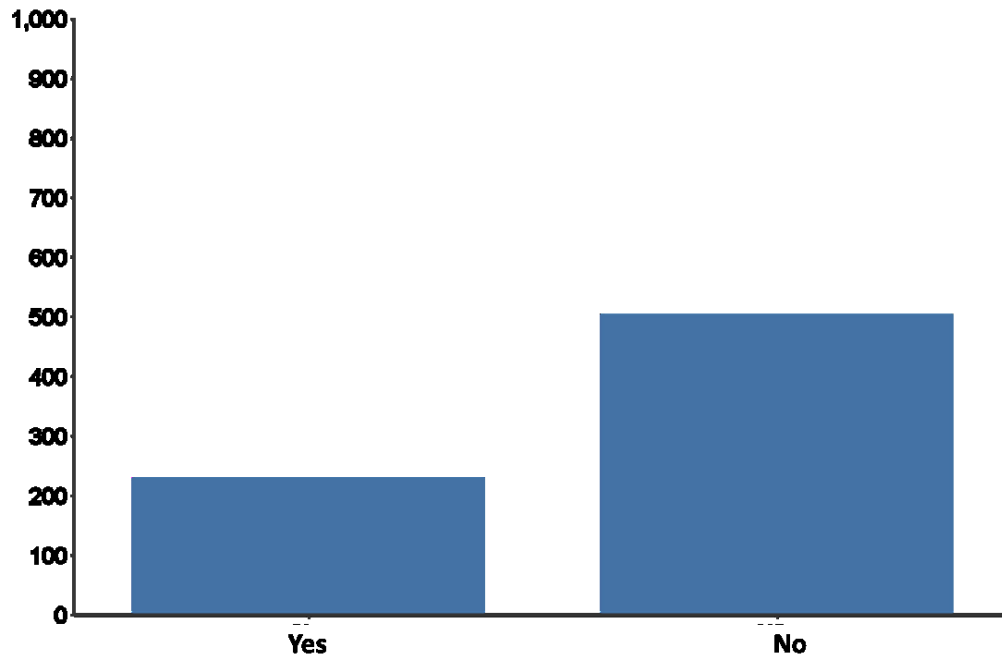
Was Re-Food your first volunteer experience?



	Answer	Bar	Response	%
	Yes		262	35.79%
	No		470	64.21%
	Total		732	100.00%

					Total Responses	Total Respondents
					732	732

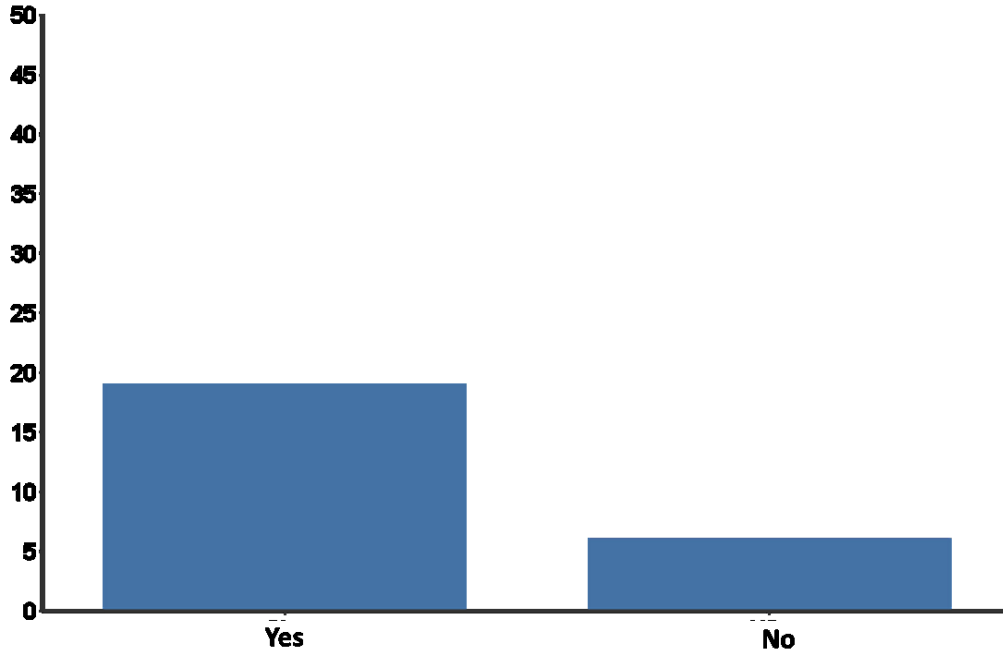
Are you also a volunteer in another association or project?



	Answer	Bar	Response	%
	Yes		229	31.28%
	No		503	68.72%
	Total		732	100.00%

					Total Responses	Total Respondents
					732	732

If answered “yes” to the two previous questions: Do you consider your Re-Food experience contributed to the fact that you’re doing more volunteer work?



	Answer	Bar	Response	%
	Yes	<div style="width: 76%; background-color: #4F81BD;"></div>	19	76.00%
	No	<div style="width: 24%; background-color: #4F81BD;"></div>	6	24.00%
	Total		25	100.00%

					Total Responses	Total Respondents
					25	25

Why?

Most common answers:

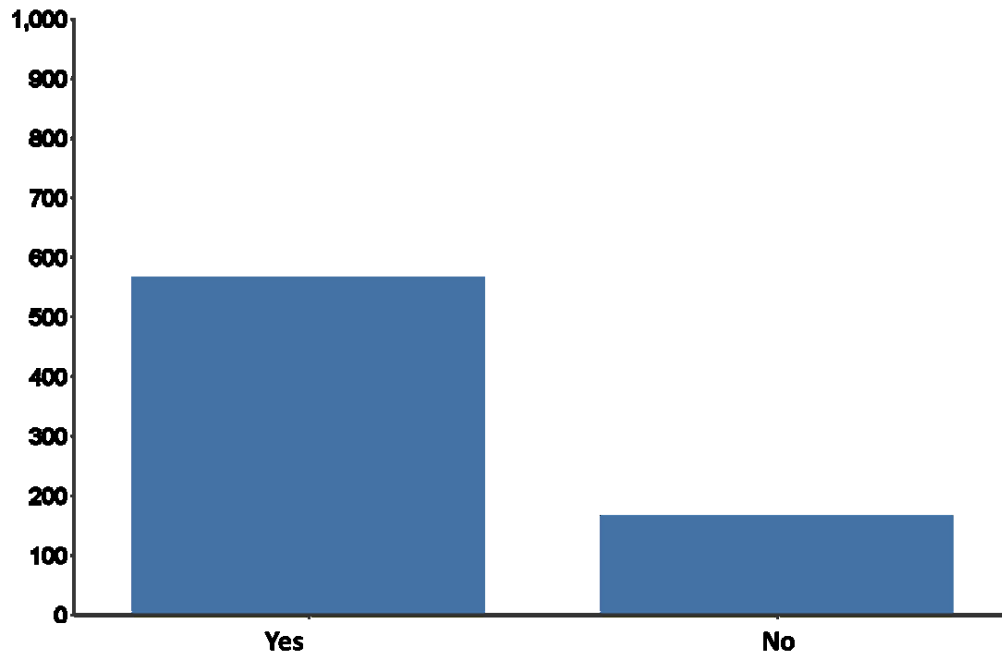
I found out that I feel happy and useful when I volunteer.



It showed me other people's needs and the urgency to take action.

It motivated me to do more for my community.

Statistic	Value
Respondents	14

If you had more free time, would you be willing to work longer hours in Re-Food?



	Answer	Bar	Response	%
	Yes		566	77.43%
	No		165	22.57%
	Total		731	100.00%

					Total Responses	Total Respondents
					731	731

Exhibit 9 - Door Sticker for Establishments and Partners

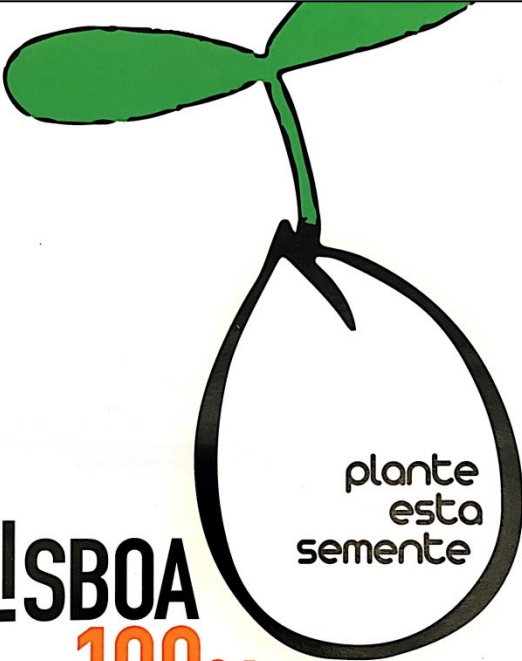


Exhibit 10 – Re-Food’s Bicycle



Source: <http://www.fatimamissionaria.pt/artigo.php?cod=29040&sec=7>

Exhibit 11 – Leaflet: Lisbon 100%



LISBOA 100%

plante esta semente

IMAGINE UMA CIDADE SEM DESPERDÍCIO ALIMENTAR E SEM FOME

Tornar uma cidade sem desperdício alimentar e sem fome.

A missão e objetivo da Lisboa 100% – a segunda fase do projeto Re-food – é realizar esse ideal.

Re-food é um esforço eco-humanitário - 100% voluntário, efetuado por cidadãos e para cidadãos, ao nível micro-local – que pretende acabar com o desperdício de alimentos preparados e a insuficiência alimentar, aumentando a solidariedade comunitária em todos os bairros urbanos.

Nos primeiros 2 anos, desde o seu primeiro resgate de comida, uma refeição transformou-se em 100.000 e um voluntário multiplicou-se por centenas.

Atualmente, numa área de 2 km², 400 voluntários resgatam 500 refeições por dia de 111 parceiros de restauração - dando as mesmas a quem precisa.

LISBOA 100%

Lisboa 100% é o plano (já em curso) de estender os benefícios do projeto Re-food por toda a cidade.

O Projeto Piloto, em Nossa Senhora da Fátima, em conjunto com o segundo núcleo, em Telheiras, Lumiar, cobre só uma 1/40 parte da cidade. Lisboa, com uma extensão de 84,8 km², tem a capacidade de produzir entre 15 e 20.000 refeições por dia.

No verão de 2013, com 3 núcleos em plena funcionamento e 22 equipas a trabalhar para abrir novos núcleos, as metas da Lisboa 100% esta a ser atingidas. 7 novos núcleos irão abrir no final de 2013 ou no início de 2014 – e todos os outros antes do fim do 2014.

**Quem se quer juntar ?
Estão todos convidados ...**

FAÇA A DIFERENÇA: aqui e agora!



**Trabalharia 2 horas para alimentar 10 pessoas?
Quer mudar o mundo no seu próprio bairro?**

Se sim, contacte a equipa de trabalho na sua zona:

OCIDENTAL (Belém, Ajuda, Alcântara)	ocidental.lisboa.refood@gmail.com
CENTRO (Avenidas Novas, Campolide, Avelade, Areiro, Arroios, Penha da França, Santo António)	centro.lisboa.refood@gmail.com
CENTRO HISTÓRICO (Estrela, Santa Maria Maior, Campo de Ourique, Misericórdia, São Vicente)	c.historico.lisboa.refood@gmail.com
NORTE (Lumiar, Benfica, São Domingos de Benfica, Carnide, Santa Clara)	norte.lisboa.refood@gmail.com
ORIENTAL (Olivais, Parque das Nações, Marvila, Beato)	oriental.lisboa.refood@gmail.com

OPORTUNIDADES DE PARTICIPAÇÃO

Cidadãos
Cada micro serviço (de apenas 2 horas por semana) produz sempre, e logo, dez refeições – e simultaneamente alimenta os nossos almas.

Empresas e Instituições
Pequenos investimentos em novos núcleos Re-food produzem um SROI imbatível – porque cada núcleo produz centenas, milhares e, com tempo, milhões de refeições (quase a custo zero) sem nunca esgotar as fontes dos alimentos.

Amigos do Projeto
Re-food produz os seus frutos na comunidade, sem custos elevados de tempo ou dinheiro. Basta para isso, como numa boa sopa de pedra – um pequeno contributo ... de toda a aldeia.

Re-food 4 Good (conta Lisboa 100%) NIB 0036.0000.99105896237.44

A SEMENTE ESTÁ NA TUA MÃO

o sol já brilha, a chuva vai caindo e a terra está lavrada
AGORA ASSUME O PODER E A RESPONSABILIDADE DE A PLANTAR



MÃOS À OBRA!

ESPALHA A PALAVRA
Todos nós temos o poder para passar esta mensagem!

ENCONTRA PESSOAS APAIXONADAS
Quem é que tu conheces com tempo e vontade para mudar o mundo?

CONVIDA EMPRESAS VISIONÁRIAS
Quem é que quer investir em responsabilidade social com retorno perpétuo?

ABORDA INSTITUIÇÕES FACILITADORAS
Quais as instituições que atuam localmente mas pensam globalmente?

Re-food 4 Good – Associação (IPSS)
Av. João Crisóstomo 71, 1 Esq. Lisboa
T: 916531627
NIF: 510 230 881

www.refood.org
info@refood.org
facebook.com/refoodportugal

Appendix 1 – International article

Sunday, December 8, 2013

Re-food Works to Feed Portugal

By: **Danny Medlock**

Produced & Edited by: Sandhya Kambhampati

It was not some sort of religious awakening that kept Hunter Halder in Portugal after he made a one-week pilgrimage to the Basilica at Fatima, Portugal. “I fell for the tour guide and she made the mistake of falling for me, and we had a baby,” Halder said.

The marriage did not last, but Portugal became his children’s home and the Richmond, Virginia native stayed. After two decades of working odd jobs, his children inspired his new job as a food recycler.

Re-food

Each day, Halder puts on his trademark Fedora and blazer, hops on his modified bicycle and rides around Portugal’s capital city, picking up food that Lisbon area restaurants, hotels, grocery stores and museums are planning on throwing away.

The idea was born out of Halder’s own desire to give back, and his daughter’s complaining. After a stint working with Phillip Marsh, the cigarette titan, Halder realized he wanted to do something positive with his life. He designed five humanitarian projects but did not have the means to launch them. He scrapped the projects entirely one night at dinner.

“I was at a restaurant with my daughters and one of them said ‘what happens to the salad bar at the end of the night?’ I said it was going to the trash- she didn’t like that,” Halder said. “I tried to comfort her and say they don’t have an alternative, and at that word, the light bulb moment happened.”

He designed the project within 24 hours and showed his son, Christopher, who agreed to co-found and gave it its name, Re-food. Within four months, Halder made his first collection.

Re-food’s mission

On the micro level, Re-food aims to make Lisbon the first city in the world to end unnecessary food waste. Once accomplished, Re-food intends to end urban hunger globally.

Each program within Re-food is a neighborhood-based project. No “cell” is more than 1 sq. mile in area. Halder plans to feed all of Portugal through replication.

“This year we will experience 300% growth (growing) from my route to 4 cells and from rescuing 1,000 meals a month to rescuing more than 12,000 meals a month,” Halder said.

In 2014, Re-food will then replicate 24 times in Lisbon, feeding the entire city, accomplishing their first strategic mission.

Replication Around Lisbon

Filipa da Cunha operates Re-food’s newest cell in Lisbon’s “Estrela” sector. Like Hunter, she saw the hunger problem and aimed to solve it. “I was daily stricken, by people revolving the garbage containers outside the supermarket. I decided to speak to the supermarket manager and

he explained (to) me that I needed to find an institution in order to receive the food surpluses and distribute them,” Cunha said.

She met up with Hunter and they established the first task – determining a place to manage their operation. They settled on the Institution of the Immaculate, a building managed by nuns. Cunha and her friends then began to spread their message to the community, including local restaurants. She found the community receptive of their idea. “Most of the restaurant owners welcome our project and some of them even bother to make extra food for us in days when there are no surpluses left,” she said.

Re-food Estrela is different from Re-food in Nossa Senhora de Fátima. While Halder rides a bike around town, Cunha is one of 21 managers and they use the cars of their approximate 280 volunteers to make their pick-ups.

(...)

Making a difference

With 18 percent of Portugal living below the poverty line and that number increasing as a result of the nation’s economic crisis, the need for these programs have never been greater.

“The economic situation is bad. Not having money to pay the electricity, water, medicine and food is a terrible situation for any family to confront. Our work takes a little of the pressure off of some families,” Halder said.

The work is certainly gratifying for Halder and those who volunteer. “Perhaps the thing that moves me most is the hundreds of good people who give their most valuable asset, their time, to change the world a little in their own neighborhood. Every two hour micro-shift feeds 10 people and every volunteer is a hero,” Halder said.

Halder recognizes feeding the entire world is a large project, but by distributing the project by individual neighborhoods, he believes the goal is attainable.

“How close are we? We began with one step and we are on the move, and are gathering momentum,” he said. “How close we are depends on you. Do you want to bring Re-food to your town?”

Posted on: <http://scrippsij.blogspot.pt/2013/12/feeding-portugal.html>

Appendix 2 – Interview With Hunter Halder²⁶

What is the general picture of Re-food nowadays?

Nowadays, we have 21 operation centers (excluding those in an opening phase) and around 2850 volunteers (plus pro- bono services and others). Re-food serves around 35000 complete meals per month to its 1814 “complete meal” beneficiaries. Monthly there are also served approximately 46000 incomplete meals (more simple meals or sometimes just bread or pastries served in disposable boxes) to around 700 beneficiaries.

Which were the main challenges that you had to face in the beginning of this project?

In the beginning, the biggest challenge was to decide to start and actually start working on was, until then, just an idea. From the moment I decided to make it happen, all I had to do was work for it, just was easy. Being a “volunteer” is only half of the expression, we have to add “work” to it to achieve “volunteer work”.

As I started the project, I believed I would sooner or later have to face 3 main “big monsters”. I thought my obstacles would be the government’s attitude, the attitude of the restauration business professionals and the ASAE.

However, back then a petition was made public, written by António Costa Pereira, which intended to facilitate food donations and that made things easier. In January 2011, ASAE publicly admitted that no regulation was in place, which prevented food donations from being legal, as long as some hygiene rules were to be respected.

I started by visiting this pastry shop in front of my house, “Sena”, and asked them to give me the food left-overs by the end of the day and the owner agreed. I would take them home and distribute them to homeless people in the area whenever I had the opportunity. After realizing that the project had potential, I spoke to the priest, who allowed me to use a room in the church’s building to keep the donations. I built some baskets for my bicycle myself with some net I had at home. After that, I listed the restaurants and pastry shops in the neighborhood, but they were so many that I had to restring the area to a couple of blocks. Two thirds of the establishments accepted right away. Although they had different time schedules, it was possible for me to group them into two routes, based on their closing hours.

Which challenges do you identify nowadays?

There was never a detailed study to plan our expansion. It started to be very easy to find new volunteers, especially planning special meetings, so-called “reuniões de sementeira”, which means seed meetings. We invite the whole community for these meetings and anyone can attend, they just have to show up. They usually have big visibility and we are able to engage many new volunteers through them. Each Re-food center needs around 200 people, and they haven’t been hard to find.

In the beginning, I even talked to some event organizers, such as the “Rock in Rio” and the “Optimus Alive” festivals, in order to form some partnerships. I had some crazy proposals to increase my project’s visibility. I started by approaching some planning coordinators, but only

²⁶ Interview originally held in Portuguese, later translated by the author

then I realized the right people to talk to were the ones in communication teams. After all, I don't think I had to. We did make some partnerships, however the notability of Re-food increased on its own and in a natural manner.

As we speak, there are 21 working Operation Centers. Therefore, I believe our biggest challenge to be organizing some central services. It isn't very hard to manage a few centers, as we only needed an accountant to verify finances and not a lot more. With our rapid growth, we started to feel the need for administrative, financial and some other services, which have to be more structured than what we have had so far.

I often give interviews and usually all reporters ask the same questions. However, once there was a journalist who asked me something different and wanted to know about my personal main characteristics, which allowed me to start this project. My answer was my incompetence, because I had no previous knowledge in this area, my unconsciousness, because I had no idea of how complex it would be to make this project evolve, and faith, since I'm an optimistic person, I had always believed the project would work.

When I first started, I didn't draw an organizational model having in mind what the "competition" does. I didn't study already existing models; neither did I check which ones work the best. However, I know some of them. For example, the "City Harvest" in New York, is a completely different project. That project consists in collecting big amounts of food from supermarkets to redistribute among those in need. The big difference is that the project doesn't work locally. The way I see it, when their big trucks go from one supermarket to another, they pass through thousands of restaurants and coffee shops without stopping, and they aren't providing those establishments the service of giving them an alternative to throwing food away. **To us, it is important to provide that service. Supermarkets are important, but every little shop makes the difference too. It is important to involve everyone and the whole community in this project.**

That is the reason why we act in a micro local way. It is important to be close and a part of the community. That is why each center is autonomous. However, we are developing some directives, in order to keep the values identical. We are trying to uniform without making the centers lose their own authenticity.

The most complicated part is to manage people, however the Re-food "political" structure is planned to autocorrect itself. In Re-food, the hierarchy is completely horizontal. However there are 24 managers in each center, who have the responsibilities and duties of elaborating reports every 3 months and being transparent. There should be organized community meetings to present results regularly. However, it is similar to trying to "hurdle cats". For example, there are directives on how the centers should prepare newsletters to be distributed among the communities they are inserted in, with relevant news and some results. However, not even one center follows the model. Not even one! They are all different. It made me realize there has to be space for local creativity, but we should also watch out because sometimes some centers may go too far. For example, until someone told me a lettuce is a local symbol of "Caldas da Rainha", it made no sense to me why they had a lettuce in the Re-food logo, instead of the regular one. Therefore, we delegate regional power, in order to keep each Operation Center's creativity and autonomy. I

believe that the necessary structure is already implemented, but it is hard! The only thing we all have in common is that we mean well. But we deal with people and, therefore, we need to know how to manage them. For example, once there was a volunteer who tried to take over Re-food. I thought it was very funny! She is very competent, knows a lot about this area and has a lot of experience, thought she would do a better job than me managing Re-food and imposed herself. I respect her a lot because of her competence; however our team had to convince her to start her own organization, which would work under her own ideas.

During the first year, the need to create central services as the project grew, became more clear. However, we have found it to be a greater obstacle to find volunteers that are willing to work in the office, when compared to dealing with food or beneficiaries. That is a more immediate work, in which the volunteers feel the impact of their actions easily. Working in the office isn't quite the same, however it is extremely important to find people for these positions. Despite not being as attractive, they are equally essential to the functioning of the centers. To me, the answer for this problem will be a "seed-meeting". We had one this month with this purpose that didn't go so well. The key to these meeting's success is a good event promotion, which I believe wasn't sufficient with this last one. Therefore, we are already preparing the next one, in September. We need to create posters and prepare invitations, all of that is important to achieve a good result. Some people say that the last meeting wasn't very successful due to people's unwillingness to be that kind of volunteer. They also say it will be impossible to keep the project completely dependent on volunteer work, but that is how I want to keep it. In an attempt of increasing the attractiveness of working in these services, I now call them "Central Services", as I believe it to be a more "sexy" denomination.

Since the beginning, which changes were there to the project's definition, mission and vision?

Our strategic vision in the beginning was very geographic. First the goal was to be present in the local community, then it was the whole neighborhood, then it was Lisbon and eventually our vision was to be present in the whole country. After that, our notion of vision suffered a major change, since having a vision based on geography wasn't realistic. Now we know that having a demographic vision is much more important. This is true because there are people who simply aren't interested in the project, even if they live around a center. Therefore, our vision now is based on reaching out to everyone who has 2 essential characteristics: good-will and engagement. And our goal is to reach out to these people and make the project get to them, no matter where they are... even if internationally.

Our mission changed as well. In the beginning, the goal was to fight waste and eliminate hunger. Nowadays, we pick up food from big supermarket chains and smaller establishments, but also directly from farmers. We are planning on participating in an agricultural fair in Santarém, and this is a channel in which we are trying to intensify our activities. In the future, we will also like to collect food from individuals as well, the regular citizen. For example, if someone has a full fridge before going on vacations, we would like to invite those people to donate that food to Re-food. In conclusion, eliminate waste implies working with everyone. And that was what we added to our mission: add up all community efforts at a micro local level. This model works for

every sector, since there may be different companies and establishments in a community, and all of them can take part in the project and take an important role. This is what differentiates us from other organizations, such as the “City Harvest”, which I mentioned before.

How do you see the project’s sustainability?

Each Operational Center must be self-sustainable and we try to make them like that since the beginning. The results tend to be not as good when we financially support a center in the beginning. It is necessary to create an emotional investment of everyone who is involved. The centers are becoming more self-sustainable and, besides what most people think, we usually do not turn on companies to raise funds. What we do is to introduce ourselves to the companies present in our communities and invite them to be involved. And there are many different ways in which this can be achieved, such as a physical location for the center itself, daily needed material, fridges or even their employees’ working time. But yes, of course there are also some entities that choose to pay for all the operational costs or donate money to the centers. But that is only because we are a good investment! We are financially very efficient! Our operational costs are about 300€ per month, sometimes even less, which results in an average cost per served meal of around 0,10€.

What are your expansion plans?

The expansion is made by volunteers who are willing to start a new center and take that initiative. As we speak, there are people gathering teams, who want to launch the project in Madrid, Barcelona, Amsterdam, Paris and London. I appreciate how popular the project has become, but it is obviously a challenge to be able to be there for these people. I believe that we have to reach out to people who are interested in starting a new Re-food, however it is already difficult to find people to help new centers being created in Lisbon.

3. Literature Review

3.1. Nonprofit Organizations

The nonprofit sector, i.e. the “Third Sector”, (Osborne, 2008) is a “collection of entities that are organizations; private as opposed to governmental; non-profit distributing; self-governing; voluntary; and of public benefit”. (Salamon and Anheier, 1992) Therefore, this sector is of public utility and pursues the increase of collective welfare. (Rasimelli, 2011)

Notwithstanding the fact that the sector relies primarily on philanthropy, voluntarism and government subsidies, nonprofit organizations tend to follow a resilient and counter-cyclical profile during periods of global financial crisis. (Didier et al., 2012) In fact, according to empirical evidence, the Third Sector held out against the global economic decline that began in 2007-2008 (Socaciu et al., 2014)

Among the factors that potentially explain this phenomenon are the nature of the non-profit subjects themselves and the related characteristics and the fact that non-profit organizations add an “innate managerial flexibility of human resources, characterized by the significant presence of the volunteer”. (Socaciu et al., 2014) Non-profit employees are more sensitive to intangible remunerations (Edvinsson and Camp, 2005), which include incentives such as autonomy, flexibility and quality of the workplace. (Socaciu et al., 2014)

3.2. Social Entrepreneurship

3.2.1. Definition

Social Entrepreneurship has become an increasingly important international cultural phenomenon over the last decades.(Dey, 2006) However, a large debate has ensued in literature over this concept, specifically on how best to define it.

The diverse definitions tend to focus on four key elements (Dacin et al., 2011): the processes and resources used by Social Entrepreneurs, their sphere of operation, the characteristics of individual social entrepreneurs (Light, 2009), and the Social Entrepreneur’s mission. Aware of this

extensive debate, the definition of Social Entrepreneurship adopted in this paper, which establishes a meaningful way of understanding the concept both theoretically and empirically, (Dacin et al., 2011) is the one focusing on the Social Entrepreneur's mission and, therefore, one focused on both outcomes and context.

Moreover, trying to define Social Entrepreneurship by processes or by the individual characteristics of the Social Entrepreneur, will only lead to an inevitable discussion around which characteristics these should be. This debate would never be resolved, since the existence of a definitive set of characteristics, which would provide the perfect stereotype and could be applied to all different types of Social Entrepreneurial activity across all contexts, is highly unlikely. (Dacin et al., 2010)

As for domiciled tendencies, despite it being a common assumption within the Social Entrepreneurship field, there are relevant examples of social innovations that spread worldwide, take Microfinance as an example, and Social Entrepreneurial organizations that are global from their beginning. (Dacin et al., 2011) Therefore, we also don't believe it is a factor that should be included in the definition of the concept.

The most quoted definition of Social Entrepreneurship, formulated by Gregory Dees, was created in 1998 and is a great starting point to understanding the concept. Dees outlines 5 essential factors that should define Social Entrepreneurship: the adoption of a mission to create and sustain social value; the recognition and pursuit of new opportunities to serve that same mission; the engagement in continuous innovation, adaptation and learning processes; the exhibition of a sense of accountability to the constituencies served and for the outcomes created, and the undertaking of bold actions that are not limited by the currently available resources. (Dees, 1998) However, this definition lacks to mention financial self-sufficiency, a very important factor for today's understanding of Social Entrepreneurship.

3.2.2. Sustainability and Self-Sufficiency

Among the authors who defend a definition focused on the mission of Social Entrepreneurship, there are also some divergences: while some ignore the economic outcomes generated, others suggest that these are part of the Social Entrepreneurship's mission, although they don't represent its primary purpose. (Mair and Marti, 2006, Zahra et al., 2009) However, one can say that it is up to the Social Entrepreneur to choose whichever models, governance and revenue streams that best serve the purpose of achieving their vision. (Wilson, 2008)

In fact, Social Entrepreneurs have to balance social and economic competences simultaneously in their activities, drawing from both for-profit and non-profit logics. (Dacin et al., 2011) Although each different Social Entrepreneurial venture can have its one hierarchical ordering of both value creations (Dacin et al., 2010), profitability is always crucial for the projects' financial sustainability, which obviously has an impact on how successfully social change is achieved.

In brief, what distinguishes a Social Entrepreneurial organization from a nonprofit one is its financial sustainability and self-sufficiency. (Boschee and McClurg, 2003) While the former type of organization generates earned revenue from its activities, the latter is dependent on charitable contributions and public sector subsidies.

As mentioned before, nonprofit organizations tend to follow a countercyclical growth. However, the financial situation of social projects that are completely dependent on state aid, charity or social corporate responsibility may be vulnerable to economic volatility. We can conclude that organizations in this situation may find it harder to set-up a long-term strategy.

3.2.3. The Social Entrepreneur

The denomination of "Social Entrepreneur" is used to mention someone who applies their entrepreneurial characteristics, traits and abilities for social benefit, by identifying and implementing solutions to social problems. (Wilson, 2008)

Individual Social Entrepreneurs tend to be characterized as heroes in the Social Entrepreneurship literature, especially in the US model of Social Entrepreneurship. (Wilson, 2008) This model

focuses on the exceptional individuals, who seek large-scale top-down impact. In general, there's a tendency to assume that heroic Social Entrepreneurs are fundamentally altruistic in their activities (Roberts and Woods, 2005, Tan et al., 2005) and will somehow change the world. And when the issue is "changing the world" some authors go even further and assume everyone is endowed with the ability to do it (Bornstein, 2004). However, this idealistic assumption might be misleading once it "confounds issues of ability with issues of motivation and interest".(Dacin et al., 2011)

The European model of Social Entrepreneurship differs from the previously mentioned US one, in three ways. (Wilson, 2008) Firstly, there's no emphasis on the need for scale; secondly, it supports both bottom-up and top-down change; and finally, it places more emphasis on the Social Entrepreneurs' ability to mobilize and engage communities to achieve the previously planned social change.

3.2.4. Trends

Social Entrepreneurship's appeal appeared to be growing in the last decades, especially among socially aware people who have been increasingly more skeptical about governments' ability to address urgent social problems such as poverty and social exclusion. (Harding, 2007, Wilson, 2008)

However, there are other reasons for Social Entrepreneurships' increasing relevance in the last decades. Factors such as an increase in the number of people who seek a missing meaning lacking in their work lives; the approximation of nonprofit and for-profit organizational goals through the growth of social corporate responsibility in business and increasing profitability concerns of charity organizations (Wilson, 2008) may also contribute to explaining this growth.

It is believed that Social Entrepreneurship can indeed be decisive in creating sustainable social change. Additionally, organizational and sector boundaries may also keep becoming less relevant and evident, while new business models and social partnerships continue developing. (Wilson, 2008)

3.2.5. Main Challenges

Liability of newness is one of the most prominent challenges Social Entrepreneurs often face, given the not widely known social innovations they use to achieve social change. Accordingly, the success of social ventures often depends on how legitimacy is attained. (Dart, 2004)

However, nonprofit organizations face other challenges, namely ones linked to the project's sustainability, nonprofit management and achieving excellence in critical success factors.

Among the factors crucial to differentiate nonprofit initiatives, that have a relevant impact on the organizations' long-term strategy and success, the Association of Charitable Foundations (Wilson, 2008) highlights the following:

- The quality of the service or product developed – evaluated through reputation or objective measurements;
- The quality of the communication – evaluated through brand recognition or community and stakeholder engagement; and
- The organization's operational transparency – evaluated through the clearness of its mission, finances, governance or reporting.

3.3. Food Waste and Food Loss

The concepts of food loss and waste are used to describe the edible substances produced or harvested for consumption but that do not reach their ultimate purpose. Food loss and waste are phenomena that impact negatively the economy and the environment. Their impact on the economy is explained by the wasted investment it represents, which can, for example, reduce farmers' income or even ultimately increase consumers' expenses. Environmentally, both food loss and waste impacts translate into inefficiencies, such as unnecessary creation of greenhouse gas emissions and usage of water and land. (Lipinski et al., 2013) The main distinction between food loss and food waste is that while the former is due mainly to logistical and infrastructural limitations, the latter relates to behavioral factors. (Gustavsson et al., 2011)

Food loss is the unintended result of an agricultural process or the effect of infrastructure, packaging or marketing technical insufficiencies or failures, being related to systems that require investment in infrastructure. (Parfitt et al., 2010) This concept refers to all food that incurs in an abnormal reduction of quality, that spills, spoils or is somehow lost before it reaches the intended consumer, making it unfit for human consumption. (Grolleaud, 2002)

Food waste differs from food loss in the way that the first concept refers to good quality food, i.e. fit for human consumption, which is somehow discarded and is therefore never consumed. Food waste can result both from negligence and conscious decisions to throw food away. (Lipinski et al., 2013) It is also considered as food waste, food excess that despite its edible condition may not be commercialized due to various potential factors. These products are largely destroyed, incurring in several costs, associated to product market withdrawal and destruction.

According to the FAO²⁷, around one third of the food produced annually worldwide for human consumption, roughly 1.3 billion tons, gets lost or wasted. Food losses and waste in industrialized countries represent approximately US\$ 680 billion and the per capita waste by consumers in Europe and North America is between 95-115 kg per year. In developed countries, more than 40% of total losses occur at retail and consumer levels. At the retail level, quality standards that over emphasize appearance of goods are among the primary reasons for food waste. The amount of food that is currently wasted in Europe, when redirected, would be enough to feed 200 million people and a fourth of the amount of food that is currently wasted or lost worldwide would be enough to feed 870 million people.

3.4. The Portuguese situation

When evaluating the Portuguese social problems, such as poverty and hunger, one has to keep in mind, not only the world, but specially the European context with economic and financial levels of great uncertainty, due to the 2008 financial crisis.

²⁷ <http://www.fao.org/save-food/resources/keyfindings/en/>

Portugal, like other south European countries, faced historically high unemployment rates²⁸ and an alarming level of country debt. However, the implementation of financial packages of Community funds in the country created high expectations when it came to the capacity of attraction of resources, in order to address poverty and social exclusion issues.²⁹ Its financial situation made it difficult for Portugal to prioritize investments in the social protection system and the increase in social vulnerability of Portuguese families was known to be one of its direct consequences.

According to the European Anti-Poverty Network, in 2012 27.4% of the Portuguese population was considered to be at poverty or/and social exclusion risk³⁰, a percentage slightly higher than the European average of 24.5%. This number grew to 27.4% in 2013 and was estimated that around 360000 people in Portugal were hungry on a regular basis.

However, when comparing these data points to the ones of food loss and waste, a huge discrepancy was to be found. Estimates were that 50000 meals are thrown away daily in Portuguese restaurants only and food accounted for around 20% of the country's total garbage in 2014.

3.4.1. The Portuguese Third Sector

The Portuguese Republic's Constitution refers to the co-existence of three economic sectors. The first two sectors being the public and the private one, the third is referred to as the "cooperative and social sector".

The third sector in Portugal has "deep historical roots", which undoubtedly contributed to its strength and current value and recognition by Portuguese society. (Franco and Salamon, 2005) The Portuguese nonprofit sector was shaped over the years by the monarchy, the Catholic Church, several political and economic revolutions, immigration patterns and integration into the

²⁸ 14% in July 2014, according to Eurostat

²⁹ Data provided by the EAPN, indicators on poverty accessed at http://www.eapn.pt/documentos_visualizar.php?ID=430 , on the 21/04/2015

³⁰ According to the definition provided by "Strategy 2020", the "People at-risk-of-poverty or exclusion rate" is defined by the percentage of population in, at least, one of the following 3 conditions: living at poverty risk (below poverty line); living in a situation of severe material privation; living in a household with very low work intensity

European Union, all of which had a relevant influence in the sector's current role, size and structure.

A particularly important event was the revolution of 1974 and succeeding democratization. The subsequent increase in civic and political participation had a major contribution in boosting the Portuguese nonprofit sector. Since then, the sector has developed and new forms of social participation have emerged, not only with the goal of influencing public policy, but also with the ones of defending new social groups and ensuring new forms of solidarity. (Franco and Salamon, 2005) New initiatives with innovative approaches that seek to alleviate issues such as poverty and social exclusion are becoming increasingly popular.

The IES is an obvious consequence of this phenomenon. This nonprofit Association was founded with the goal of working with other organizations or individuals to help these develop projects that provide solutions to actual social problems. According to this Association, Social Entrepreneurship should be stimulated, in order to promote social development and help create a better world.³¹

3.4.2. Nonprofit Organizations

The Portuguese civil law system doesn't include a unified legal regime for nonprofit organizations. Instead, different legal frameworks regulate different types of organizations. However, all nonprofits need to be registered in the RNPC and can only perform nonrelated activities, such as business activities, if these are considered necessary or convenient for the purpose of accomplishing the organizations' mission. Accordingly, all profits generated by nonrelated activities must be used in the nonprofit organizations' main operations.

The Portuguese state relies largely on IPSS's, when it comes to the social provision of services. These relationships between the state and the IPSS's are primarily based on partnerships, under the principle of subsidiarity. Thus, those relationships are commonly referred to as "dependent" and "subsidy-dependent", since many IPSS's are highly dependent on state's financial support and their autonomy is rather relative. (Franco and Salamon, 2005)

³¹ <http://www.ies.org.pt/>

The most important types of non-profit organizations in Portugal include Associations, Mutualist Associations³², Cooperatives, Foundations, LDO's, Holy Houses of Mercy³³, Museums, ONGD's and IPSS's. Due to its specific relevance to this dissertation, we will focus on this last concept.

An IPSS is, by definition, an organization established without a for-profit mission and with a social purpose, which can be translated into the supply of either goods or services. These institutions are constituted by the private initiative of individuals and are not administered by the state or by any type of public authority. IPSS can exist in the form of a Social Solidarity Association or Foundation, a Social Action Voluntary Association, a Mutualist Association or a Holy House of Mercy. These types of institutions may be grouped in federations, confederations or unions.³⁴

IPSS's are financially supported by public funds, under cooperation agreements and, through management agreements; they may also assume some state owned facilities' management. IPSS's are usually also highly linked to the Catholic Church.

Holy Houses of Mercy are one of the oldest types of nonprofit organizations in Portugal. The *Santa Casa da Misericórdia* of Lisbon, created in 1498, was one of the first Holy Houses of Mercy in the country and keeps working as a public institution. Holy Houses of Mercy focus on the fulfillment of the "Mercy Works" and the activities of the approximately 400 of these types of organizations that exist in Portugal, address social action quite broadly. (Franco and Salamon, 2005)

³² *Associações mutualistas* in Portuguese

³³ *Misericórdias* in Portuguese

³⁴ According to the DL n. 119/83, of 25th January

4. Teaching Notes

4.1. Learning Objectives

The present case study is aimed at management students interested in Social Entrepreneurship and it is recommended to be used during classes such as “Social Entrepreneurship” or other subjects that discuss the topic. It may be a useful tool for instructors looking to debate reasons for the success of some projects over others, challenges faced by social projects in general and discuss successful growth strategies. Among the most relevant learning objectives of the case study are the acknowledgment that simple ideas can make the difference and the improvement of the student’s ability to:

- Recognize the importance of a clear mission and vision, and the need to adapt them in order to be in line with a project’s development;
- Identify and assess strategic thinking in social organizations;
- Identify critical success factors, which allow a social organization’s scalability;
- Identify main aspects that affect a project’s long term sustainability;

4.2. Class Plan

1. What can be considered a critical success factor in the field of Social Entrepreneurship?
2. What are Re-food’s critical success factors and what role do they play in the project’s expansion?
3. What challenges is Re-food currently facing?
4. What challenges can arise for Re-food in the future?
5. Identify the different possible options on how to address them.
6. What are the pros and cons of:
 - a. OC’s becoming more/less independent from the central office?
 - b. becoming financially independent?
 - c. employing people for specific roles, instead of relying 100% on volunteers?
7. What would be your recommendation on how to lead the organization in the future and what impact could be expected?

4.3. Analysis

4.3.1. What can be considered a Critical Success Factor in the field of Social Entrepreneurship?

When it comes to the Social Entrepreneurship field, Critical Success Factors³⁵ differ among organizations, since they don't all operate in the same 'sector'. However, there are some general elements that have proven to have a definite impact in organization's longevity and overall success and that tend to be common for all organizations within this field, regardless of their activity.

The first one worth mentioning is quality. Whether the organization develops a product or a service, the perception of quality it is able to build and the added value it offers to society, translated as the level of effectiveness in addressing the social issue it is supposed to tackle, contributes to the achievement of legitimacy and social trust. It can also be connected to differentiation from other products or services other established organizations might already provide, contributing to the confirmation of its sense of purpose and social acceptance. The quality and its perception in society, therefore, have direct impact in the organizations' reputation.

The debate about the importance of an organizations' reputation, enlightens the importance of effective communication. Combined with quality perception, communication impulses not only brand recognition but also value acknowledgement which, in this type of organizations, tends to boost stakeholder engagement. In organizations where community involvement is deeply connected to its purpose and to the main pillars of its existence, sustainability and growth, good communication is key.

Finally, success and long-term sustainability is also linked to the organization's - both internal and external - operational transparency. The lack of transparency can completely ruin an organization's reputation and overshadow its potential social benefit. Transparency is essential for building and maintaining social trust and acceptance and can be evaluated by indicators such

³⁵ From now on *CSF*

as the level of clearness of its governance, reporting, finances and even its mission and purpose themselves.

4.3.2. What are Re-food's critical success factors and what role do they play in the project's expansion?

Looking specifically at Re-food, it is possible to distinguish the service it provides into two main ones: the one offered to people in need, which is both a product (meals themselves) and a service (meals' preparation and delivery) and the one offered to partners (the offer of an alternative option to people who don't want to waste food).

The quality in the meals and service offered to beneficiaries is of extreme importance, because it is the main goal of the organization and the foundation of the social change it strives to achieve. As for the importance of the quality of the service provided to partners, which is mainly the reliability of pick up routes, ultimately helps guarantee food sources for the organization. The fact that this activity may not be perceived as a service by the partners, reinforces the need for professionalism on Re-food's side, in order to maintain the partnerships, which can continue to provide enough for sharing among beneficiaries.

In addition, one can argue that Re-food also offers the community the chance to be part of the social change citizens would like to see happening. The fact that quality of work place and expectations' management defines the volunteers' satisfaction overall must be taken into consideration, given the fact that non-profit employees are very sensitive to intangible remunerations. Following this thought, the environment and opportunity Re-food is able to create for the volunteers can also be perceived as a service which, if not of quality, affects motivation, commitment and ultimately the project's sustainability and success. For companies, to which Re-food represents a CSR opportunity, quality is more connected to brand recognition and social perception, which are closely dependent on communication and its effectiveness.

One of the most important factors for Re-food's success has been the strength of the brand itself, despite the low effort put into its development. A couple of factors have had an impact into effective brand creation, which has raised awareness of the public. Re-food's mission and values allow people to identify themselves with the project, especially in the context of financial crisis

and of the social awareness it raises. The brand is also strengthened by the combination of an apparently simple idea and the potential to greatly impact people's lives. Additionally, Re-food exposes how lack of food and food waste co-exist inside the same small community and represents a crucial bridge between the two. Reinforcing this brand strength is the link with sustainability, not only achieved by the adoption of the "Re" in the name, but also by the organization's symbol – the yellow bike. Bikes allude not only to sustainability but simplicity as well. Painted in a very distinctive yellow, Re-food bikes are hard to miss when being used for food pick-up and provide, therefore, an easily recognized symbol.

Another important element, which help differentiate Re-food is the social entrepreneur himself. Re-food is the result of Hunter Halder's vision of social change, energy and persistence. His character and effective communication allow him to keep inspiring others, motivate people to join the project and mobilize and engage whole communities. Hunters' inspirational speeches are the main reason for the most successful method of gathering volunteers to be at the community meetings. It is therefore, highly connected to the project's expansion, once it is extremely dependent on the initiative of volunteers and their willingness to continue involved in Re-food and help it grow. Without his ability to inspire people probably no one would have joined the project in the first place. By proving that his idea was possible, Hunter became not only the leader but also the face of the project.

The micro-local nature of the project is another important factor as it allows people to get involved in their own community, help and work together with neighbors. The expansion model itself completely depends on the community's initiative. This closeness and familiarity combined with the independence of each OC from the central services on some levels, incentivizes volunteers to feel Re-food as their own project, and opens the gate to the possibility to adapt each center to its own reality.

Achieving excellence in CSF's, is usually one of the main challenges faced by non-profit organizations. As it is going to be further, achieving operational transparency, whose importance was discussed above, has been challenging for Re-food and can have an impact on its future long-term strategy, given that it tends to be an issue whose importance grows along with the project.

The biggest and well-established a social project is, the more transparency is expected from it, and the more it is noticeable if clearness is lacking. Therefore, this is an issue to be taken into consideration as the project grows in complexity, as we are going to see next.

4.3.3. What challenges is Re-food currently facing?

There are already some culture problems related to the project's expansion. These include issues such as how to maintain the projects' values, ensure the project's integrity and control that centers operate according to Re-food's norms, while keeping their own uniqueness and identity. This is clearly linked to the lack of operational transparency, mentioned above as one of the CSF's for non-profit organizations with long-term ambitions of growth. Clearness is important when it comes to crucial things such as governance or reporting, but also to mission and vision as a way to ensure coherence of actions and plans to achieve them. What happened until now was an unexpected expansion, with unplanned growth rates a lack of a good set of rules to guide OC's. Food banks³⁶ provide a good example of how organizations can deal with this successfully. Over the years, a structure was successfully developed, the mission is clearly communicated, and procedures have been standardized in order to make sure all BA's operate the same way.

Even when it comes to measuring and communicating social impact, Re-food has a lot to improve when compared to other projects such as the Zero Waste movement. The inexistent website hints a difficulty in communicating clearly and the lack of a platform where all relevant information can be found. Instead, there are several Facebook pages, created independently, without clear guidelines on how to handle them and without control from the central structure.

Re-food is also facing difficulties in finding volunteers interested in doing office work. The fact that volunteers tend to be motivated by the potential social benefit they help create can explain why the lack of a direct impact leads to a difficulty in finding volunteers. However, the way this issue is being addressed and the lack of a specific tailored solution to tackle the problem, reinforce the idea of a missing communication strategy.

³⁶ In Portuguese „Banco Alimentar” – BA from now on

Another issue mentioned in the case is the lack of response capability to offer people who want to create Re-food's OC's outside the Portuguese borders. There is a contradiction between what Re-food identifies as its mission and vision and the willingness to help Re-food develop independently of geographic location and the level of readiness it shows to deal with these situations.

4.3.4. What challenges can arise for Re-food in the future?

Since it is known that non-profit organizations tend to follow a counter-cyclical profile during economic crisis, it is a possibility that as the economy recovers, Re-food's growth might be affected. Even if the number of people in need may not decrease, the awareness of the population in general for these social problems may be affected as the financial crisis becomes less spoken about and, therefore, less alarming to the eyes of the regular citizen. Being the growth of non-profit organizations in general connected with the number of people becoming increasingly more skeptical about the government's ability to address urgent social issues, this growth can also be compromised if the level of social awareness isn't high enough. The difficulty of finding volunteers can also happen due to a possible decrease in popularity, after Re-food's novelty factor fades.

Re-food is not dependent on volunteers just to keep functioning, as its expansion is also completely reliant on people who have initiative and who are motivated enough to take the necessary steps into the creation of new centers. The survey shows that the profile of the typical volunteer relies a lot on the effect he believes to have on society, which is in line with the idea mentioned above on how social awareness is connected to growth of non-profit organizations.

Although there is in general an approximation of the for-profit organizations to the non-profit ones through social corporate responsibility, the level of commitment from the partner companies who financially support Re-food to the social goals of the organization is unclear and probably volatile. Since the value of CSR to a company is highly dependent on society's perception, if this one changes or becomes less relevant for some reason, namely the ones mentioned above, organizations highly dependent on for-profit company's donations to function might find it hard to maintain constant cash flows and might struggle for financial sustainability. Despite the fact

that according to Hunter the operations are very efficient, being completely dependent on donations might not be long-term sustainable. In the future, donors might not be willing to keep supporting operations or new operations centers might have trouble finding new donors, especially in more remote places.

The inexistent expansion plan can also become a challenge, because it isn't clearly defined how to achieve the current mission and vision without it. If on one hand, it is defined that Re-food's vision is to achieve a better world, on the other the lack of an expansion plan, even if remotely defined, might lead one to think otherwise. This can cause misunderstandings within the organization and create other issues connected to the lack of guidance.

The lack of a communication strategy can also prove itself to become a greater challenge, since there are no specific guidelines in place ensuring consistent brand communication, protecting and enhancing Re-food's reputation.

Quality insurance among OCs should also be standardized, not only when it comes to how to deal with the food itself from a hygienic perspective, but also to how to treat beneficiaries and volunteers, and to how to ensure quality relationships with community partners.

4.3.5. Identify the different possible options on how to address them.

Both current and future challenges identified can be grouped into bigger issues, taking into consideration the specifications mentioned above:

- Expansion Model

Firstly, it is worth debating why it is even justifiable to keep expanding and whether or not the mission and vision should be revised. One of the options would be not to expand anymore and avoid the problems connected to new openings, especially abroad.

Assuming no significant changes in the expansion model, some useful additions could be to pair up leaders from OCs in the earlier stages with other ones with more experience in order to ensure sharing of know-how, or to organize local meetings on a more regular basis.

The problems related to the lack of planned growth could be addressed by a change in the way the expansion is driven. A more deliberate plan could include specific set of actions, locations and timings.

Even if the expansion maintains the same model, some additional steps could be taken to ensure a growing number of people interested in the first place.

- External Communication

An effective communication strategy could address some of the problems mentioned above, helping to ensure partnerships with potential donors and finding sufficient volunteers. The different ways an effective external communication could be achieved are very diverse. Nevertheless, the focus should be on those able to balance greater returns at minimal costs, given the non-profit organizational nature.

Achieving more regular press coverage and social awareness could be accomplished by taking part in other social projects, partnering up with celebrities, joining big events or creating its own events on a regular basis and not just when there is a specific need to be fulfilled. Being present at social fairs or taking further steps into guerilla marketing initiatives in strategic areas and key timing could also attain the desired effect in spiking curiosity and social awareness. Leveraging Re-food's impact on society by publicizing more effectively indicators such as the number of people helped, food harvested and volunteers involved, could also help achieve this goal.

Innovation in general could be increased and technology could be used more effectively in the contact with stakeholders. Launching a website or developing a mobile app, global newsletter or even merchandise, in partnerships with specific organizations to minimize costs, are some examples of options available.

A website or similar platform hosting all general information and specific sections for each OC to make announcements and use as their own, could substitute the mismatched newsletter that has not been following the guidelines. Being connected to the main page would provide central

services with control over what is being published. When it comes to Facebook pages, the logic could be the same. OC Facebook pages could be under the umbrella of the main Re-food one, providing them their own digital space to connect with their communities.

- Internal Coordination

Even though the need for a high level of procedures' standardization is debatable, quality in products and services provided should definitely be consistent. The guidelines that are already being prepared can solve some problems but there is no way to ensure that the intended effect is achieved without control. One way to solve this problem could be to hold regional centers accountable for overseeing the way each center is operating. Changing the structure of the organization itself could also be helpful by creating new positions such as area managers who could not only ensure the compliance with the organizations' standards, but also provide feedback to the central structure on how to best adapt and update them.

A first step in order to ensure a clear communication of organizational vision and mission, maintain values and ensure integrity could be to distribute this information among OC's in posters or leaflets. Alternatively, the organization could create an on-boarding for new members with a welcome document or design specific trainings for managers which, in turn, could help clarify the organizations' strategic direction and bring people together around the organization's common values and culture. The development of a platform where volunteers, managers and the central structure could all stay in touch easily would also be helpful in the achievement of this goal.

- Financial volatility

As for the financial stability issue, there are a couple of approaches. To support the more challenging and less scalable solution of becoming financially independent solely from donations, or selling products or services in parallel with Re-food's activities, it is also possible for the organization to take advantage of the fact that organizational and sector boundaries keep becoming less relevant. This opens the possibility for stronger and more formal partnerships with for-profit organizations, which could ensure more stable and reliable sources of income.

Re-food can also plan ahead and find ways to leverage its impact to potentiate financial aid. Recognizing what it is that companies look for in the organizations they support, could be another reason for it to review its branding and evaluate its image strength.

4.3.6. What are the pros and cons of:

a) OC's becoming more/less independent from the central office?

The Re-food model reveals an unclear level of OC's dependence from central services. When it comes to procedures, there are processes that were not premeditated or planned from the start. Instead, many issues were dealt with on an incremental basis during the expansion. The case also mentions that the ideal guidelines to create an OC would have to leave some room for OCs' individuality and creativity. This makes the process even more unclear as well as builds up the idea that any rules created wouldn't be anything but a suggestion, making room for misinterpretations, lack of compliance and complete uselessness of the procedures themselves. Becoming more dependent on the central services could mean being an operational extension of Re-food and giving up all decisional power. This could indicate, for example, that OCs' managers would only ensure daily operations and specific tasks instead of having the autonomy to take important decisions. This would put the individuality of each OC at risk and create a more hierarchical structure. Reducing the level of differentiation and what makes them unique, could put at risk the ability to be relatable and to create the feeling that each center is the volunteers' own project. The OCs could then potentially also be at risk of being unable to more optimally capitalize on changing local dynamics or grass-roots opportunities. To sum up, it could result in the lack of one of the factors above identified as critical ones for Re-food's success and expansion. Nevertheless, more dependent OC's and more standardization could also mean a higher level of procedures' excellence, better control of important factors such as hygiene norms, organizational public image and consistent communication.

When it comes to finances, it isn't very clear whether OC's are as dependent as the organization states they should be. It is mentioned that in the initial state of development, steps should be taken in order to establish strong networks within the community. However, in 2014 most new OC's were supported by the central's funds. Becoming completely financially autonomous from the start could contribute to an increase in overall responsibility, independence and community

connection. Nevertheless, increasing the level of financial dependence could have a positive impact, since it could mean that there would be a strategic financial plan in place, and potential advantages in assessing Re-food's financial needs as a whole, planning them for the future and creating a plan on how to fulfill them. On top of that, some basic needs such as equipment for daily use could be ordered in bulk for all centers, taking advantage of the scale, instead of leaving it to each center to decide how to fund and fulfill those same needs.

b) becoming financially independent?

Becoming financially independent would, first of all, signify not being reliant on other organizations' willingness, ability, or financial situation and, secondly, enable Re-food to be less vulnerable to counter-cyclical economic fluctuations. The way this could be achieved, however, is debatable. Most probably, Re-food would have to find its own sources of income and take the necessary steps to develop its business model, closing the gap between Re-food's model and the formal definition of Social Enterprise. This would mean having to expand its area of activity and deciding which type of products or services to capitalize on. Legitimacy in this field would already be attained in advance because the project is already known and widely spread.

To follow the example of Food Banks in other countries, where the beneficiaries pay for received goods for a price proportional to their financial abilities is also a possibility. Although this solution was conceived having in mind the development of a sense of responsibility and prevention of dependence on systemic assistance, it obviously also represents an income source proportional to the level of activity, which might help achieve long-term sustainability.

Depending on the chosen income source, the pros and cons vary according to the specific characteristics. However, some issues to keep in mind would also include the community's acceptance of the organizational change into a profitable organization (even if not for-profit one). If the need for this change is not well communicated, it can definitely have a negative impact on the organizations reputation, compromising the trust of beneficiaries and the motivation of volunteers.

c) employing people for specific roles, instead of relying 100% on volunteers?

Employing workers for specific roles, namely those in central office, could potentially solve many problems. It would mainly be the answer to the difficulty of finding people with very specific skills, since it would mean broadening the number of potential candidates. It could also contribute to a more professional output and increased job satisfaction in strategic and key positions. Ultimately, a significant and determining impact on the capitalization of Re-food's CSFs could be expected, which would support an effective and successful expansion. These new-hires, even if just on a part-time basis, could also help guarantee OC's daily HR needs. Although this solution could potentially have a positive impact in the quality of the service offered to the community, there are some significant downsides to this resolution. The first one is the financial burden that hired HR represent to an organization, especially when it does not rely on fixed income sources, and the financial imbalance that could result from it. Additionally, the fact of having some volunteer workers and also payed ones, could have an impact on the work environment and volunteer motivation as well.

4.3.7. What would be your recommendation on how to lead the organization in the future?

Given the success and social impact Re-food created over the years, the concept and its potential as positive social change have already been proven. The fact that it brings people together to do more for society and be impactful in their communities make Re-food a very powerful agent for social improvement. For this reason, its expansion should not be something left to chance. Instead a strategic set of actions should be set in place to help it scale, thereby achieving its greater goal. As mentioned in the case, at first, Re-food's expansion was focused on providing Lisbon with full city coverage, by operating in all neighborhoods. Then, there was a shift from being locally-oriented to people-oriented, meaning that the project assumed a more passive attitude in its expansion. It was then when the problems started to appear and it has become time to update Re-food's strategy once more. This time, with a solution that combines both geographical location and people's motivations.

People who approach Re-food in order to start a new OC would have to coordinate with central services to decide if the opening would be in line with Re-food's broader strategic plan, especially when it comes to timing. Central services would have to plan in advance and more

specifically how many centers they are able to open and support logistically, instructionally and financially.

One of the main problems so far has been the lack of tangible and specific goals shared with everyone inside the organization, creating a gap between the mission and vision statements and daily operations. Taking charge of the organizational expansion and development has to include the definition of clear goals for the years ahead. These goals should set a clear direction on how to serve the organizational mission and achieve the vision. Like in any good goal setting, these should be as specific, measurable, attainable, realistic and timely as possible. Specific goal identification should be paired up with the path and milestones necessary to achieve them. Next, it is essential to develop attitudes, abilities, skills and the financial capacity needed and, in this process, it is expected to start seeing opportunities which were previously overlooked and identifying most relevant ones.

In order to encourage sustainable expansion, it is also important to promote the communication among OC's. The easier the communication, the easier will be the sharing of good practices, which could contribute to the constant improvement of existing documents, standards and procedures. Regular meetings on a regional level or digital platforms to boost transparency could be helpful in this matter as well.

Rules for international expansion have to be defined, especially when it comes to the responsibility of each OC outside the country. The creation of regional centers in each country where there is potential is key to continued growth outside existing borders.

The biggest question to be answered is whether or not a high level of standardization is beneficial for the organization as a whole. As said previously, the micro-level nature of OCs is one of Re-foods CSF's, and for that reason standardization shouldn't be taken to the extreme. Although, the organization does not want to compromise the consistency by which each OC functions, their structure, the way they are connected to city halls and other governmental institutions, the way they ensure hygiene on daily operations and communicate impact must be very well defined and controlled by the regional centers.

For the micro-local model to work properly, the creativity allowed to each OC should be limited to the non-scalable aspects of the operations. All other key aspects, namely quality, operational transparency and external communication, should be highly standardized and controlled.

One of Re-food pillars should be raising awareness for the need of social change and the communication of Re-food as an opportunity. Re-food could also leverage its position and take advantage of the worldwide trend towards a change of culture when it comes to topics such as food waste, nutrition and sustainability. Contributing to this effort to accelerate these tendencies within society could potentially increase the number of people interested in joining the project.

As mentioned above, one of the side-effects of designing specific goals and taking charge of the ways to achieve them is to become aware of the resources available. One resource that Re-food should start leveraging more strongly is its network. With the number of people involved directly or indirectly in the project, Re-food could potentially have access to many specific services they could take advantage of. A good example of an area to exploit would be the external communication and brand management, as the ideas discussed above require time, expertise, dedication and are best done by specialists.

Social networks could become a liability. There are no guidelines on how to manage these pages and no control over what can potentially be posted on them. The way these types of organizational pages are managed is always a challenge for organizations, given the uncertainty on how to decide which publications or comments to allow or not. Due to this fact, there should be one Re-food central page which has control over the other organizational pages, as discussed previously. The same logic should apply to a website, which could also include some ideas for content based on the *Zero Waste* movement, which requires tracking its impact constantly.

The principle of operational transparency is extremely important and could reveal itself in simple actions. At an OC level, the frequency of community newsletters and regular meetings must be controlled regionally, to ensure compliance with the organizational guidelines.

Constant search for quality improvements in all aspects of internal functioning and finding new creative ways to address problems by involving Re-food's community could be an amazing development. Closely analyzing potential of partnerships, linking other needs of beneficiaries

with services offered within the community, improving the quality of the service and expanding the area of activity are only some ideas on how to develop Re-food social impact.

It is, therefore, of extreme importance to develop competencies and tools internally to improve information management that is simultaneously efficient and able to support any OC. Clear guidelines on the steps to take in order to start a new OC should also be created in order to support potential managers. The first steps of opening a new OC should always be in partnership with more experienced OCs. The first phase of setting up new OCs is always very similar and so are the needs of new OC's. This could bring some benefits by taking advantage of Re-food's dispersion value.

Therefore, it would make sense to have a team connected to the central services, who specializes in dealing with the initial processes. An expansion plan would also help this issue, since the ordering of essential equipment could be planned in advance, negotiated for better deals or even donated by other organizations.

Having openings orderly planned would also help plan the financial needs and budget them accordingly. Starting financially independent from the beginning is a very hard task, since new OC's are usually still dealing with essential issues. Therefore, the central services should provide all the tools in the early stage, including financial means to start the OC and training to future managers on how to become financially independent later on. However, it should be very clear that after a certain point of development, OCs should no longer be financially supported by the central organization.

The process of taking charge of its own financial future should include more than just donations. OCs should be encouraged to develop their own income sources according to a budget prepared in the beginning of each year and publicly presented to the community.

5. Conclusions

Re-food's success so far has been a proof of concept and unveiled some core issues. The challenges the organization is facing and probably will in the future are connected to some deeper problems, linked mainly to the way Re-food is organized and its lack of preparation when it comes to expansion and development.

The CSF, identified as the micro-level nature of each center, the quality in products and services, brand strength and the charisma of the social entrepreneur should be leveraged in order to address the issues the organization is facing. However, achieving excellence in CSF's is usually one of the main challenges faced by non-profit organizations, and Re-food is no exception. The operational transparency needed to bring all the CSF's together appears to be missing and must be addressed.

One of the main conclusions is that the importance of individuality of OC's should not overcome the one of standardization when it comes to most important factors, which impact the quality proposition. This is highly linked to project's development as a whole and should not be jeopardized. OC's should only have autonomy in decisions connected to their own specific activities.

Up to this point the organization has been dealing with expansion with a reactive attitude: responding to people's initiatives and trying to support them as much as possible. However, the growth was not planned or budgeted for and Re-food's approach had to switch from geographical to willingness-oriented. The key, however, is to find a balance between both models, and plan expansion within the organization's capacities.

International expansion is a big challenge to which the chosen approach should be reevaluated. If Re-food centers outside the country were to follow the same procedures, a control system for compliance would have to be in place in order to keep the values and brand recognition.

In line with this change is the need for a set of defined goals. Re-food has a strong mission and vision statement, although it is not very clear how the organization intends to achieve it. Taking charge of its own expansion is the first step. However, other issues, such as a clear

communication strategy have to be developed as well, in order to address both internal and external brand image.

When it comes to internal communication, the development of standards for key areas, control systems and clearly communicated goals are priority. New ways of communicating among OC's in order to share good practices are important as well and should lead to constant improvement.

As for external brand image, it should be constantly developed in order to keep brand strength. This can be achieved by leading the culture change linked to sustainability, nutrition and food waste. Its online presence should also be reviewed by developing a website and controlling social media under the same umbrella brand.

Acknowledging its dimension as an opportunity is something Re-food is missing out on. It would be beneficial to look at OC openings as a whole and include them in planning and budgeting. A team from central services should be assigned to plan and deal with new openings, guiding new managers through the process. Planned openings should be supported by central services, but with a specific date set, after which the OC becomes completely financially independent. This means taking charge of its own financial situation beyond the search for donations and innovating in order to become self-sustainable. Leveraging its network in order to develop partnerships would help further develop its image and add value to the services provided to beneficiaries. .

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