



SOCIAL VALUE CREATION: THE EXAMPLE OF THE ‘VOLTO JÁ’ PROJECT

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ACKNOWLEDGEMENTS

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AGENDA

 **Introduction**

 **'Volto Já' Project**

 **Methodology**

 **Results**

 **Conclusion**

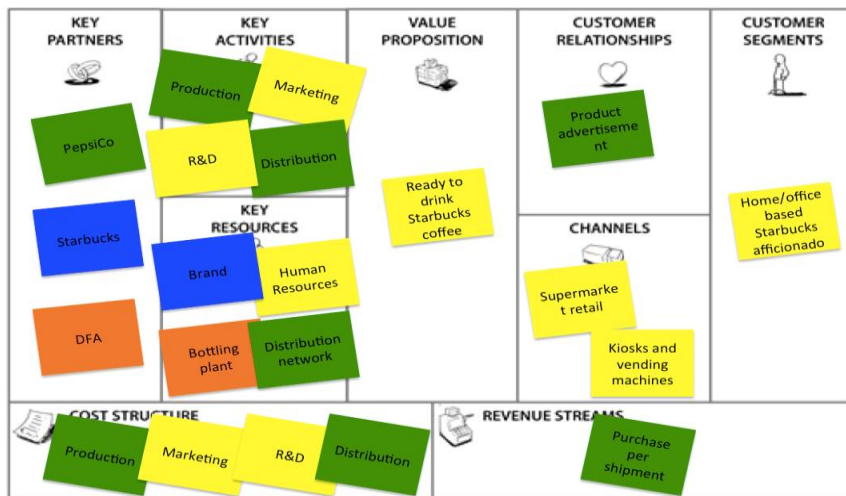


Business Model (BM)

BM describes the logical thinking, how the business is run and how to create value for its stakeholders (Aspara, Lamberg, Laukia & Tikkanen, 2011).

Business Model Canvas (BMC) is a BM that describes the rationale of how an organization creates, delivers and captures value (Osterwalder and Pigneur, 2010).

Business Model Canvas



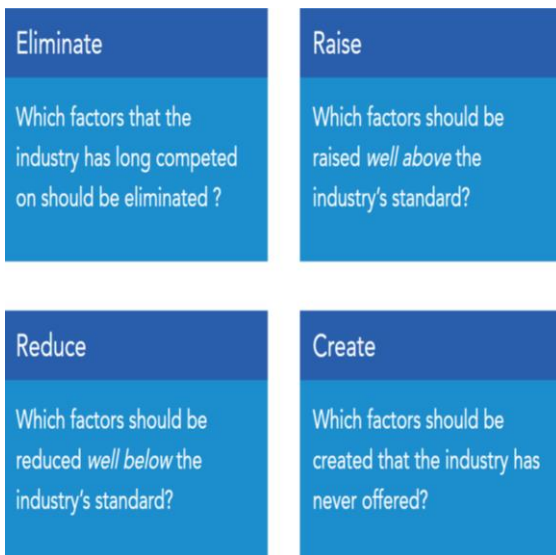
Value creation process is changing from linear to networked (...) and from closed to open (Kohler, 2015).

Technology and creativity play a fundamental role in the process of value creation (Wirtz, Schilke & Ullrichin, 2010).



Social Business Models (SBM)

SBM must not only respond to the same challenges as BM, but also reinvent the social objective as these (*social*) organisations work where the market fail (Kania, Dwi Lestari & Dhewanto, 2017).



Social Value Creation

Social economy institutions should explore the business side of their activity, take advantage of technological advances, market opportunities and collaborative businesses.

Developing more sustainability-oriented business models and that integrates economic, environmental and social value, may require a different tool altogether (Bocken, Short, Rana & Evans, 2013; Marrewijk & Werre, 2003).



ERRC (Eliminate-Reduce-Raise-Create) model can be used to create blue oceans by virtue of value innovation (Kim & Maubourgne, 2005). It is proposed that this model should be treated as generic model, which can be used to perform other types of innovation also like disruptive or frugal innovation (Agnihotri, 2016).

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THE ELDERLY AND THE SOCIAL VALUE



The unprecedented ageing process and increasing number of elderly people offer an opportunity for new players in traditional tourism services. From the elderly tourist perspective, there is growing interest and readiness to participate in various touristic activities (González, Vila & García, 2010).



Several studies have shown that senior social tourism contributes to healthy and active ageing, preventing dependent situations and improving the quality of life of elderly people (Ferri, Durá & Garcés, 2013).



With the appearance of Travel 2.0 applications – Web 2.0 applied to tourism (e.g., Booking.com) – a new type of consumer emerged that can easily access information, share its contents, opinions and suggestions in a non-formal and collaborative way.

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Develop a social tourism business model in the social economy sector for elderly people institutionalised in senior citizens' homes or nursing homes;



Stimulate active ageing in the Alentejo region;



Implement an ICT platform to manage the registration of social economy institutions that provides information on all available exchange services, gives access to institutions and experiences in the senior social tourism area, and that is specifically designed for SEE and their users;



Improve the quality of life of elderly people and active ageing (e.g., increasing well-being, life satisfaction, happiness, etc.).

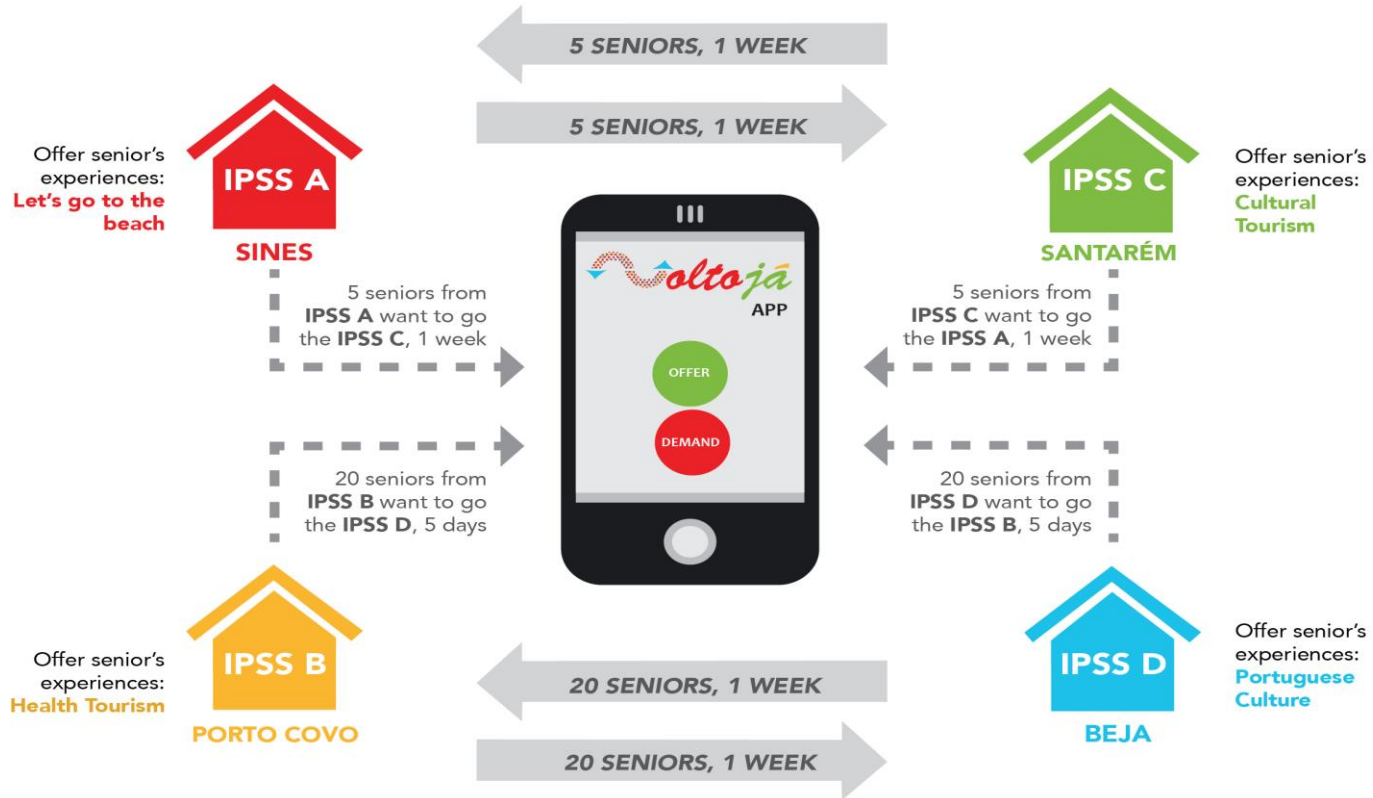
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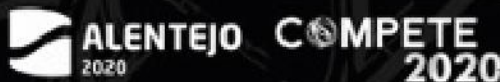
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SOCIAL TOURISM BUSINESS MODEL

'VOLTO JÁ' PROJECT



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Purpose

Present the formulation process of the business model of senior social exchange program – the 'Volto Já' project – as a process of enhancing an innovative value proposition for social value creation.



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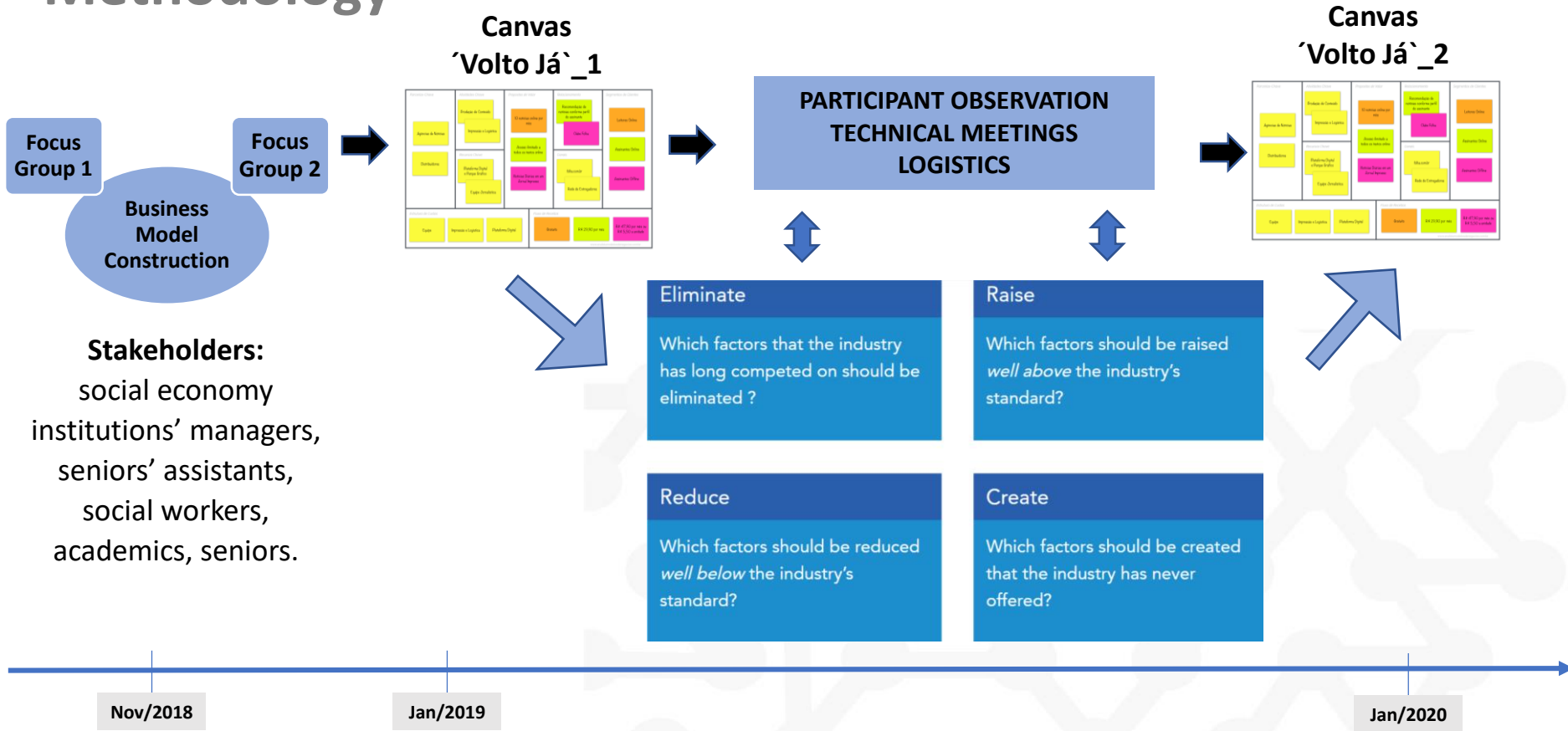


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Methodology



Stakeholders:
social economy
institutions' managers,
seniors' assistants,
social workers,
academics, seniors.

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KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOM RELATIONSHIP	CUSTOMERS
<ul style="list-style-type: none"> Nursing homes Counties Tourist Office Parish councils Travel agencies Transport companies Recreational activity companies 	<ul style="list-style-type: none"> Mobility programme admission Management of the sociocultural offer Matching supply/demand Communication Experience assessment Participant management 	<ul style="list-style-type: none"> Senior exchange Cultural and touristic experiences Combatting social asymmetries Better psychosocial well being Mobility Active ageing Social tourism (low-cost) 	<ul style="list-style-type: none"> Regular and close contact 	<ul style="list-style-type: none"> Nursing home community
	<p>KEY RESOURCES</p> <ul style="list-style-type: none"> Technical resources Human resources Networking Reputational capital 		<p>CHANNELS</p> <ul style="list-style-type: none"> Digital (online) 	
	<p>COST STRUCTURE</p> <ul style="list-style-type: none"> Promotion activities Maintenance and upgrade of the platform 		<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> Freemium Philanthropy 	

Oliveira *et al* (2019)

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KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOM RELATIONSHIP	CUSTOMERS
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COST STRUCTURE			REVENUE STREAMS	
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- settled
- eliminate
- reduce
- raise
- create



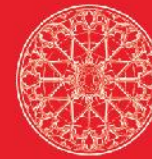
Conclusion

SBM approaches become more valuable when integrated with several tools. Integrated framework (BSM-ERRC) is an first approach to analyse the potential strategic value of 'Volto Já' project

Social innovation drivers and their strategic relevance were highlighted. The value proposition, embodied in the 'Volto Já' Business Canvas, reflected two fundamental ideas: better psychosocial well being and the importance of creating the sense of continuity ('Volto Já' community);

The key success factor is based on the sharing resources, supported by a network of partners of Social Economy entities, reinforced by an ICT platform.

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