

VALUE MAPPING AS A SPILL-OVER TOOL TO ENHANCE VALUE IN THE CONTEXT OF SOCIAL ECONOMY ORGANIZATIONS

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RESUMO ALARGADO

Objectives – The purpose of the study is to apply a stakeholder analysis to social economy organizations (SEO) to identify catalysts for Sustainable Business Model (SBM) innovation using the value mapping tool (VMT), as developed by Short, Rana, Bocken e Evans (2013) and Bocken, Short, Rana and Evans (2013).

Theoretical background– Nowadays the challenges in the business model design are addressed more broadly using a holistic system-level approach with a view to the positive alignment of value creation for all stakeholders and considering social, environmental and economic dimensions. By emphasizing the environment and society, the VMT approach offers insights that go beyond the value proposition for customers and their limited stakeholders and it shifts the focus towards sustainability.

Methodology – A multi-stakeholder approach was followed to collect data through the following methods: 1) sequential focus groups; 2) semi-structured interviews with institutionalized seniors in SEO; 3) a workshop to support a qualitative analysis for the building of the VMT.

Conclusions/Results - The main results are organized by 1) Value captured - senior well-being, SEO's reputational capital, combatting social asymmetries, low-cost experience; 2) Value missed - under-used community resources; 3) Value destroyed - various barriers to innovative initiatives; and 4) New value opportunities - knowledge sharing, diversification opportunities in SEO offer and open innovation approaches to encourage broader collaborative networks.

Implications of research – New knowledge to support management in SEO and promote the rational use of resources, thus leading to a differentiated service.

Originality – The use of VMT to develop an SBM in SEO.

Keywords: social business model; social economy organizations; stakeholders; sustainable business model; value mapping.

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