

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

Implementation of a Balanced Scorecard for VilacomVida - A Hybrid Social Organization

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17-12-2021

Abstract

This project is a consulting field lab, aiming to help VilacomVida, a Portuguese hybrid social organization, in its managerial accounting challenges. In order to assist the organization in reaching its strategic goals and in fulfilling its social mission, a balanced scorecard has been developed. The report first describes the purpose and the business model of the organization. Then, literature on balanced scorecards, hybrid social organizations and performance measurement in hybrid social organizations is reviewed. Subsequently, the methodology of this project is described, followed by the application of the balanced scorecard model on VilacomVida. Additionally to this report, a dashboard has been created on Microsoft Excel, which ought to assist the organization in monitoring their progress towards their long-term goals.

Key Words: Managerial Accounting, Performance measurement, Balanced Scorecard, Hybrid Social Organization

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

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1.1 Profile of the Organization:

Purpose



Social Problem: Absence of social inclusion of young people with mild intellectual development disabilities, who are in a phase of transition from school to their professional and autonomous life.

Vision: Introducing a new social standard in Portugal, based on the evidence that diversity enriches and positively transforms the life of each and everyone.

Mission: To reveal talents of people with intellectual disabilities through an innovative and inclusive training model, while enhancing their employability.

Solution: Providing trainings and real job experiences for people with cognitive impairments, aged between 15 and 25 years, to help them in the transition from school to their professional life and autonomy.

Beneficiaries: Young adolescents with cognitive impairments (CI). Including Down-Syndrome, Autism, Asperger-Syndrome, Epilepsy, Cerebral Palsy (Type 1 & 2), Spina Bifida, and more.

1.1 Profile of the Organization: Purpose



- In Europe in 2017, only 50.8% of people with disabilities (physical and intellectual) were employed, compared to 74.8% of people without disabilities.¹
- In the UK, the employment rate of people with “learning difficulties and disabilities” was at 19.9% in 2016.²
- In Europe, on average, only 2% of adults with down-syndrome have a regular employment, according to a study from 2018 by the *European Down Syndrome Association*. With only 10%, Portugal has the second highest employment rate of people with down syndrome in the European Union³.
- These studies show that, although ‘Reduced Inequality’ is one of the United Nations’ 17 *Sustainable Development Goals*, social inclusion of people with intellectual disabilities has not yet been achieved in the European labour market, despite the evident benefits for the individuals and for society as a whole.⁴
- A study from 2000 shows that people with intellectual disabilities that work in supported employment settings (settings where people with CI and people without CI are working together) will experience a higher perceived quality of life, a higher level of productivity and an increased perception of social or communal inclusion, in comparison to people with CI that are in non-inclusive employment settings (sheltered employment)⁵.
- Moreover, according to the practical experience of the employees of VilacomVida, their co-workers with CI are not only capable of carrying out the work, but also feel safe and motivated in doing so, especially when tasks have a matter of repetition and the prospect of constant self-improvement.

¹(Inclusion Europe 2020)

²(Equality and Human Rights Commission 2016)

³(European Down Syndrome Association 2018)

⁴(United Nations General Assembly 2015)

⁵(Winer 2000)

1.2 Development of VilacomVida



- VilacomVida is a **Hybrid social organization** founded in Lisbon in 2016.
- Before 2020, VilacomVida offered different training programs for different age groups of adolescents with CI.
- For 18 months, their training program included a pilot project called *CafécomVida*, where people with CI were hired, in order to prepare them for further employment and to proof their employability.
- During the pandemic, VilacomVida was not able to pursue their daily activities and had to close *CafécomVida*. As an alternative, they started *CookiescomVida*, a project to sell cookies baked by people with CI.
- In 2021, they restructured their business model and signed a franchising contract with *Café Joyeux*.
- *Café Joyeux* is a French coffee-shop brand, employing people with CI in order to provide them with a job, while raising awareness with the goal of enhancing social inclusion.
- VilacomVida is planning to launch up to five branches of *Café Joyeux* in Portugal until 2026, with the first shop having opened in November 2021.

Hybrid social organization

=

Any organization that lies on the spectrum between pure non-profit organizations on the one end, relying completely on fundings and philanthropy, and pure for-profit organizations with little or no social impact, on the other end.¹



1.3 Business Model



- MIVA (Modelo de Intervenção para a Vida Autónoma) is the training structure of VilacomVida, consisting of three sections:

Start-In

- Autonomy training camps
- Target age group: 15-18 years
- Objective: Prevent school dropout at the end of compulsory education & predispose for future integration into active life
- Paid through donations
- This activity sector has been temporarily interrupted due to Covid-19, but is planned to be reassumed in the second half of 2022.

On-The-Job

- 1-year internships at Café Joyeux
- Target age group: 18-25 years
- Objective: Train and reveal skills of beneficiaries, sufficient to assume a professional commitment
- Café Joyeux Portugal is represented by VilacomVida
- Parts of the profits of Café Joyeux will be transferred to VilacomVida, as soon as the initial investments are covered.

„Follow-Up“

- Pre- and Post-recruitment support program
- Target age group: >21 years
- Objective: Helping trained beneficiaries to find jobs and supporting the hiring companies in the acclimatization process.
- Hiring companies pay a monthly fee to VilacomVida, as companies that hire people with CI are subsidized by the government.

1.4 Key Facts & Figures



Prospects for 2022:

Own Revenue Streams:

- Café Joyeux
- CookiescomVida
- Fees paid by hiring companies (200€/month for the first 3 months, then 90€/month)
- Fees paid by families of beneficiaries (to be implemented)
- Potential new revenue stream in 2022/2023: Selling self-produced Portuguese coffee (in cooperation with Delta Cafés)

Current Roles:

7 Employees + 10 volunteers (on average)

- General Manager (Filipa Pinto Coelho)
- Financial Manager
- Administrator
- Food & Beverage Manager (Café Joyeux)
- Psychologist
- Technician
- Special Learning Teacher

Key figures of 2020 & 2019¹:

	2019	2020
Number of Beneficiaries	22	16
Number of successful Job Allocations	3	3
Full time Employees	6	6
Own Revenue	91 086,27 €	31 968,09 €
Fundings and Donations	106 395,97 €	135 777,00 €
Total Costs	270 053,58 €	157 718,39 €
EBITDA	- 72 571,34 €	10 026,70 €

2.1 Translating Strategy into Action: The Balanced Scorecard by Kaplan and Norton

- Kaplan and Norton suggest that traditional financial accounting should also incorporate intangible and intellectual factors that are critical to success, such as the quality of products, motivated and skilled employees, and satisfied and loyal customers.¹
- Moreover, as a company's financial metrics focus mainly on the performance in the past, additional dimensions that focus on the company's future ought to be included into its management.¹
- As a result, Kaplan and Norton developed the Balanced Scorecard (BSC) in 1992.²
- It serves as a performance measurement tool, that includes the organization's strategic goals in the day-to-day processes.¹
- The BSC balances financial performance with the firm's drivers of future success and progress towards its strategic goals and vision.¹
- The traditional BSC measures a company's performance from four perspectives: Financial, Customer, Internal Processes, Learning & Growth.¹
- The BSC is one of the most popular management tools used by organizations worldwide.³

¹(Kaplan and Norton 1996)

²(Kaplan and Norton 1992)

³(Bain & Company 2013)

2.2 The Four Perspectives

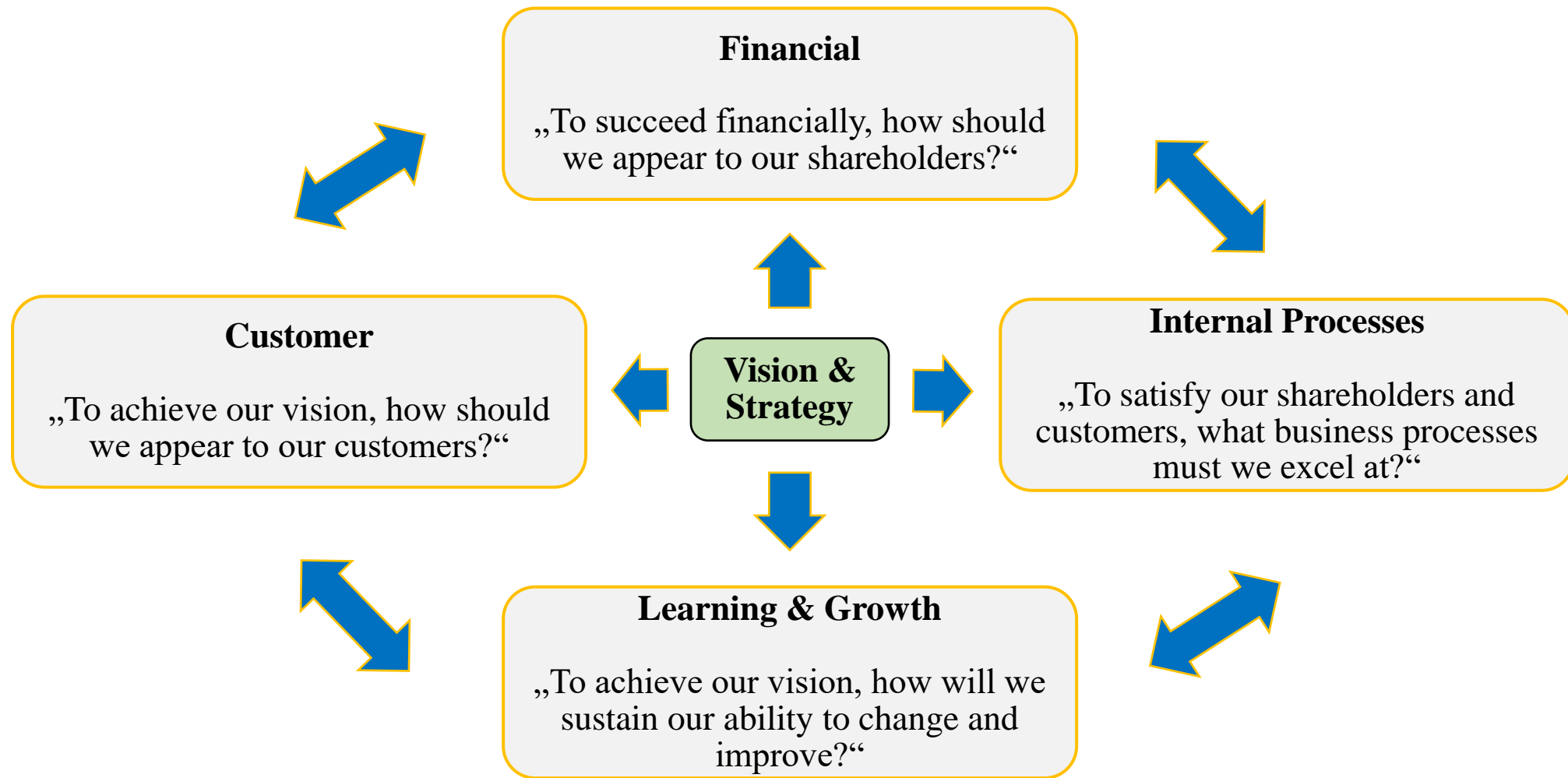


Figure 1: Four Perspectives. (Source: Own representation based on Kaplan and Norton 1996b, p. 4)

2.3 Building a Balanced Scorecard

Four steps¹:

1. Clarify and translate vision and strategy
2. Communicate and link strategic objectives and measures
3. Plan, set targets, and align strategic initiatives
4. Enhance strategic feedback and learning

- In order to be able to commence with a BSC, a company's leadership board needs to build a clear consent on its long-term goals and its vision.
- In order to communicate the vision with the entire company, the strategic objectives should be visualized, which can be done by using a *Strategy Map*.
- Then, for each objective, key performance indicators (KPIs) and target values are defined, which measure the company's progress in moving towards the specific goals.
- To give operational guidance to the different departments, action plans and concrete initiatives for reaching the targets need to be stated.
- Finally, in order to enhance performance in the long-term, the BSC should regularly be monitored, reviewed and updated.

2.3.1 Building a Balanced Scorecard: Strategy Map

- The Strategy Map is a framework that, after the BSC had already been successfully implemented in numerous organizations, Kaplan and Norton developed, to assist executive teams in defining their strategic goals and in communicating them.¹
- It visualizes the cause-and-effect relations among a company's objectives.
- This shows the management board what to focus on, by identifying which objectives are leading (performance drivers) and which are lagging (outcome).²
- Capelo and Dias conducted an empirical study about the usefulness of strategy maps and concluded that "(...) the BSC approach can be significantly enhanced with the introduction of the strategy map concept " and that its implementation „(...) leads to a better understanding of the business context and can promote organization performance".³
- The strategy map implicates that positive financial results arise from driving performance and investing in lower perspectives. For example, investing in employee trainings (learning & growth) will, in the long-term, positively affect the internal processes, which in turn will enhance the company's competitive advantages and finally, financial growth.

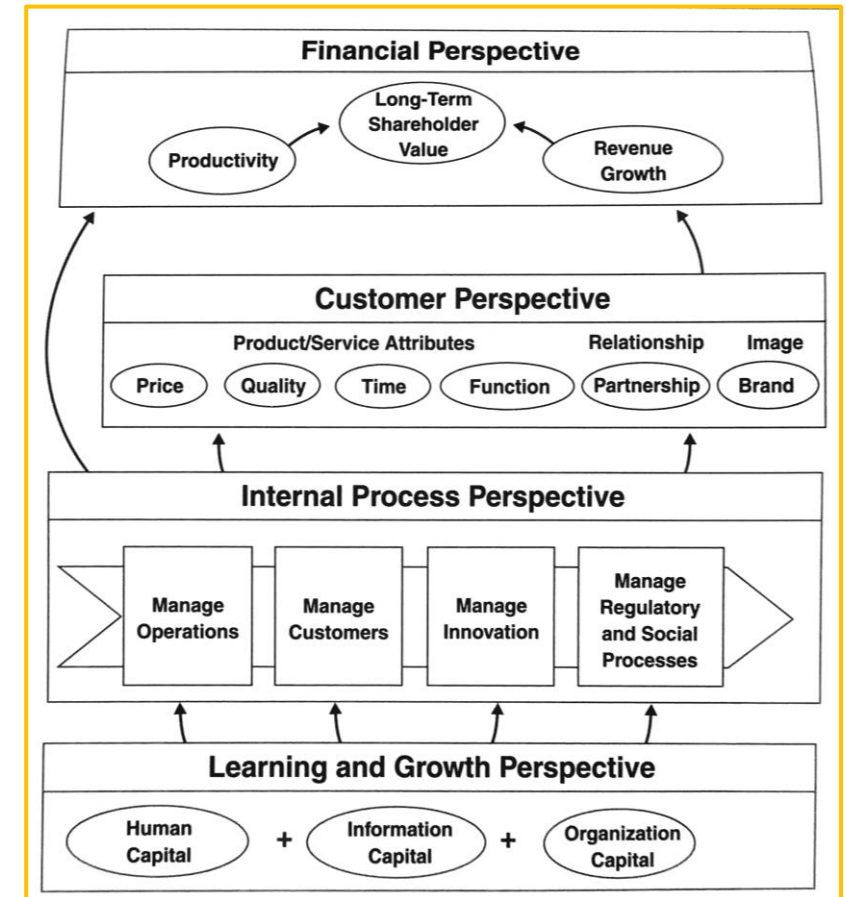


Figure 2: The Balanced Scorecard Strategy Map (Source: Kaplan and Norton, 2004, p.31)

¹(Kaplan and Norton 2004) ²(Hu et al. 2017) ³(Capelo and Dias 2009, p. 30)

2.3.2 Building a Balanced Scorecard: Metrics, Targets and Initiatives

- Every business unit is asked to formulate KPIs and target values that display the advancement towards the objective they are responsible for.
- For every metric, an action plan should be developed, stating clear initiatives that need to be undertaken in order to reach the target value of a KPI.
- Measurement systems have the purpose of motivating all employees and the management of a company to succeed in the implementation of a business unit's strategy¹.
- Kaplan and Norton state that the target values should be set so ambitiously that if the business was a public company, reaching the targets should result in a doubling or more of the stock price².

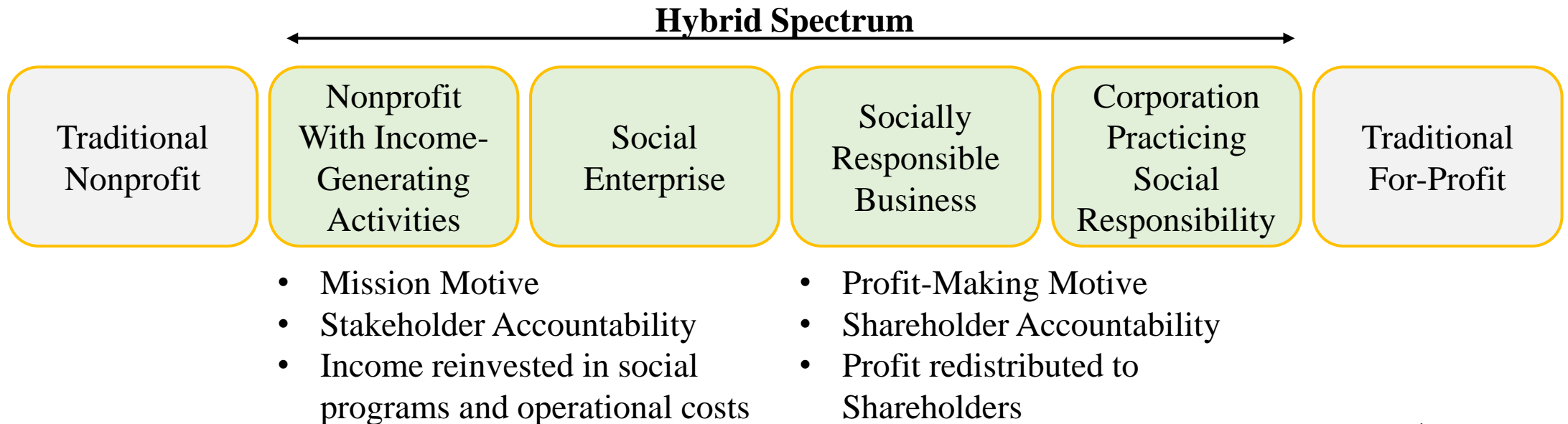
Perspective	Objective	KPI	Target	Initiative
Financial				
Customer				
Internal Processes				
Learning & Growth				

Figure 3: Balanced Scorecard Table (Source: Own representation)

^{1,2} (Kaplan and Norton 1996)

3.1 Hybrid Social Organizations

- “Making a profit, creating wealth or serving the desires of customers may be part of the model but these are means to a social end, and not the end in itself”¹
- In the past, on the spectrum of hybrid social organizations, VilacomVida could have been described as a *Nonprofit with Income-Generating Activities*.
- However, as VilacomVida will become more financially sustainable with the opening of new coffee shops in the next years, the organization will here be referred to as a *Social Enterprise*.
- At the same time, they are undertaking their profitable activities solely for the fulfilment of the social mission, instead of merely incorporating social responsibility into their business.



¹(Dees 1998, p. 4)

Figure 4: The Hybrid Spectrum. (Source: Own representation based on (Alter 2007)).

3.2 Performance Measurement in Social Enterprises

- While in traditional companies the financial outcome is the main metric of success, socially motivated business models have the fulfillment of their social mission as a main goal.¹ Financial outcomes merely serve as a means-to-an-end, ensuring financial autonomy and enabling the fulfillment of the social mission.¹
- Accurate performance measurement is crucial for such social enterprises, as they have to tell their success story through social impact indicators, in order to be able to attract funding.²
- Moreover, monitoring social impact can help organizations at identifying new methods to increase their impact, which otherwise might be overlooked.³

Popular tools used for performance measurement in social enterprises:

- **Social Return on Investment (SROI)**

The SROI describes the social impact created by a business or a non-profit organization in financial terms, relative to the investment required to create that impact and exclusive of its financial return to investors.⁴

- **The SIMPLE-Model**

Social impact for local economies – Five Step approach to impact measurement (*Scope it, Map it, Track it, Tell it & Embed it*), that helps managers to identify and prioritize measures for impact.⁵

- **Social Enterprise Balanced Scorecard**

An adapted version of the BSC by Kaplan and Norton (1996), developed by Somers (2005).

¹(Kaplan and Norton 2001), ²(Somers 2005), ³(Epstein and Yuthas 2017), ⁴(Lingane and Olsen 2004), ⁵(McLoughlin et al. 2009)

3.3 Adaptation of the Balanced Scorecard

- A main critique point regarding the BSC is that it, being limited to the four proposed perspectives, is designed exclusively for traditional private-sector, for-profit businesses.
- Awadallah and Allam claim that, as there are only four perspectives, companies that follow the protocol of the BSC might disregard other crucial factors that affect the overall performance, such as competitors, suppliers or the environment.¹
- However, Niven argues, the BSC can be adapted to most types of organizations and can be a viable tool for the management of social enterprises to monitor and measure performance, if it is adjusted properly.²
- According to Somers, three essential adaptations need to be done when building a BSC for social enterprises:³

1. Add 'Mission' as a fifth perspective, superior to the financial perspective
2. Broaden the financial perspective to focus on sustainability
3. Change the 'Customer' perspective to 'Stakeholder', in order to include all kinds of contributors and beneficiaries

¹(Awadallah and Allam 2015)

²(Niven 2008)

³(Somers 2005)

4.1 Developing a BSC for VilacomVida: Methodology

- This field lab is a consultancy project aiming to tackle the challenges a social organization faces in the area of financial planning and management control.
- The first step of the work project was an initial meeting with Filipa Pinto Coelho and Mariana Mena, the directors of VilacomVida, who presented the organization's social mission, its business model and the challenges they are currently facing.
- Based on the prior diagnoses of VilacomVida, done within the scope of the Nova SBE *Social Leapfrog Program*, the organization expressed its need to improve its continuous revision of strategy implementation.
- As the organization is currently undergoing major changes in its business model and is expected to grow exponentially in the next years, they require a tool that reminds them of their long-term goals on a daily basis, in order not to get lost in short-term, operational challenges.
- Specifically, they asked for the the implementation of a BSC.
- Although the BSC can and should be constantly adjusted throughout the years of its utilization, it is especially useful for companies that are in transformational phases to set their destination in order not lose focus of their goals.¹
- Hence, it can be assumed that this is the right timing for VilacomVida to implement a BSC.

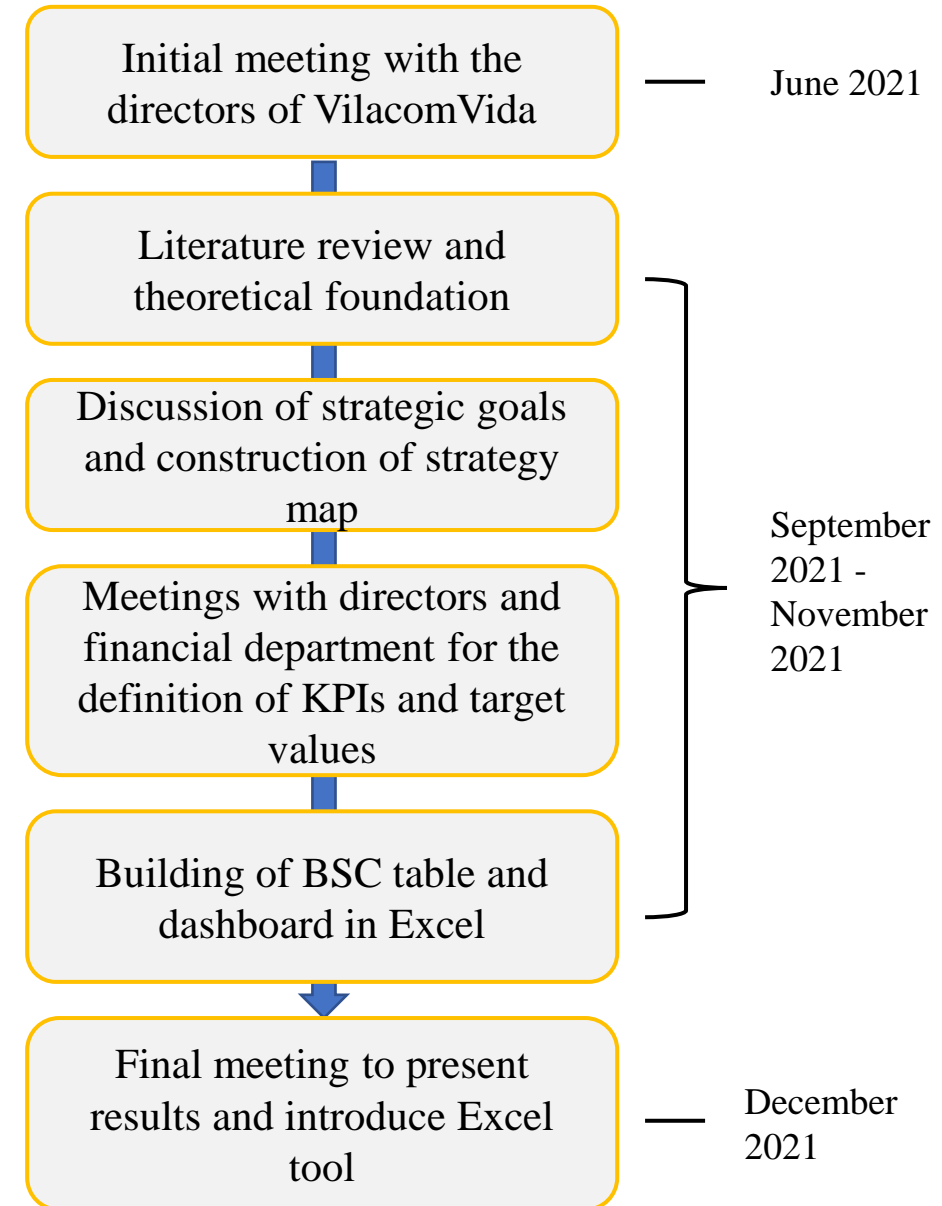
The Nova SBE **Social Leapfrog Program** is a three-year reflection and capacitation program targeting social hybrid organizations². It is part of the Nova SBE *Social Equity Initiative* and aims to accelerate ('leapfrog') impactful social start-up's, by providing them with support through the resources of the wider Nova SBE community. The first diagnoses of VilacomVida were undertaken in 2020 by *Nova Junior Consulting*, *PwC*, and *Viera de Almeida*.

¹(Person 2013)

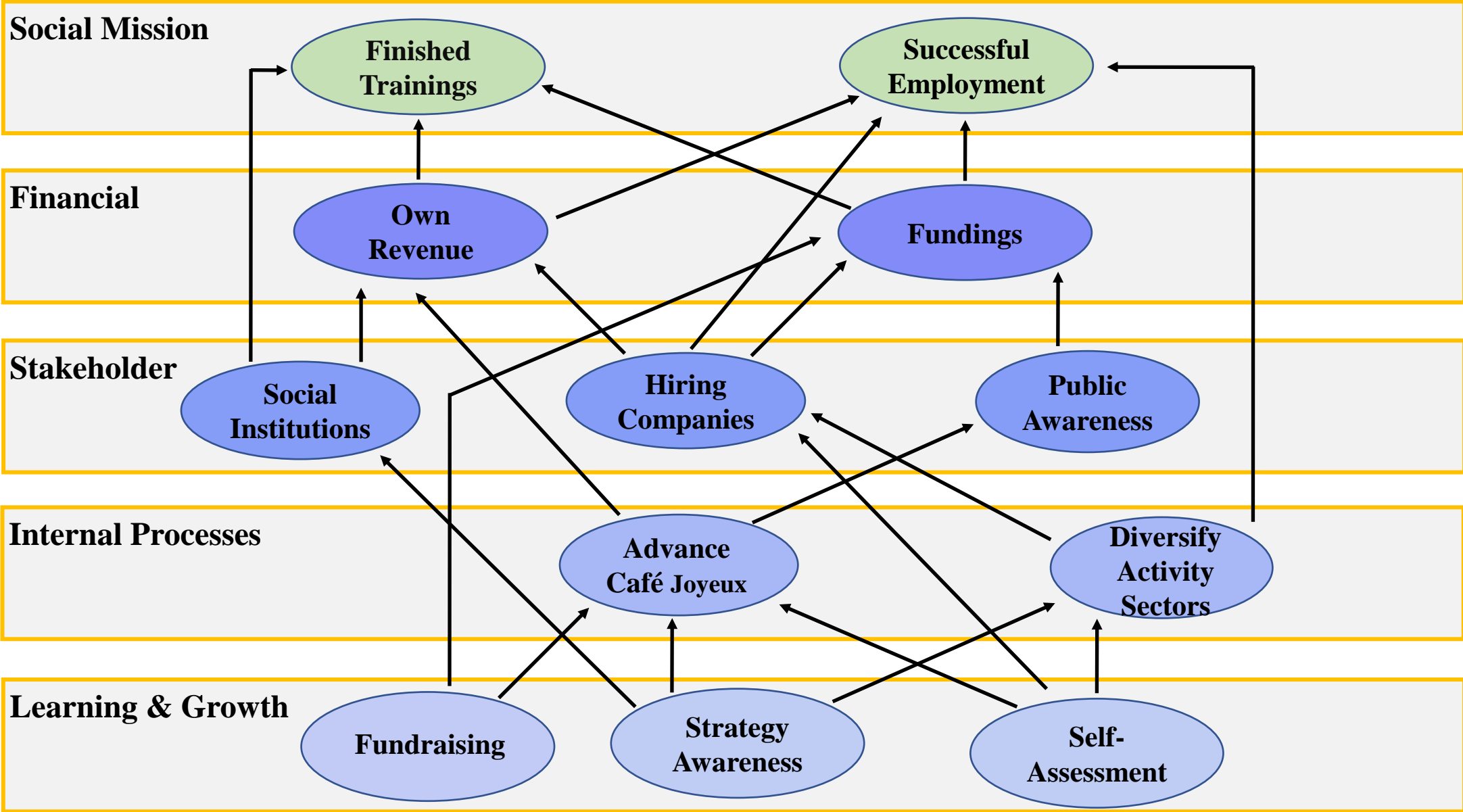
²(Social Leapfrog Program 2019)

4.1 Methodology

- The second step of the field lab was a literature review on social organizations and the concept of the BSC, in order to lay a theoretical foundation before commencing with the practical realization of the BSC.
- Subsequently, the strategic goals of the organization were discussed with the directors, formulated into 12 objectives and illustrated in a strategy map.
- Then, throughout several meetings with the directors and the financial department of VilaComVida, KPIs, target values and initiatives were identified for each strategic objective, which was then summarized in the BSC-table.
- The next step of the project was the creation of a dashboard in an Excel-tool, serving as an instrument visualizing strategic progress for all employees and volunteers.
- The final step was a general meeting with several employees of VilaComVida, in order to present the strategy map, the BSC-table and the proper utilization of the Excel-tool.

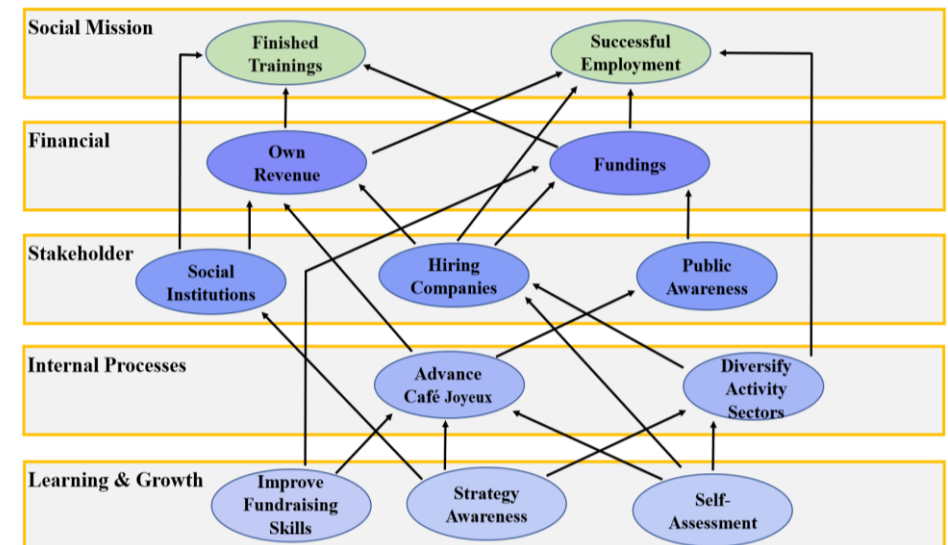


4.2 VilacomVida - Strategy Map



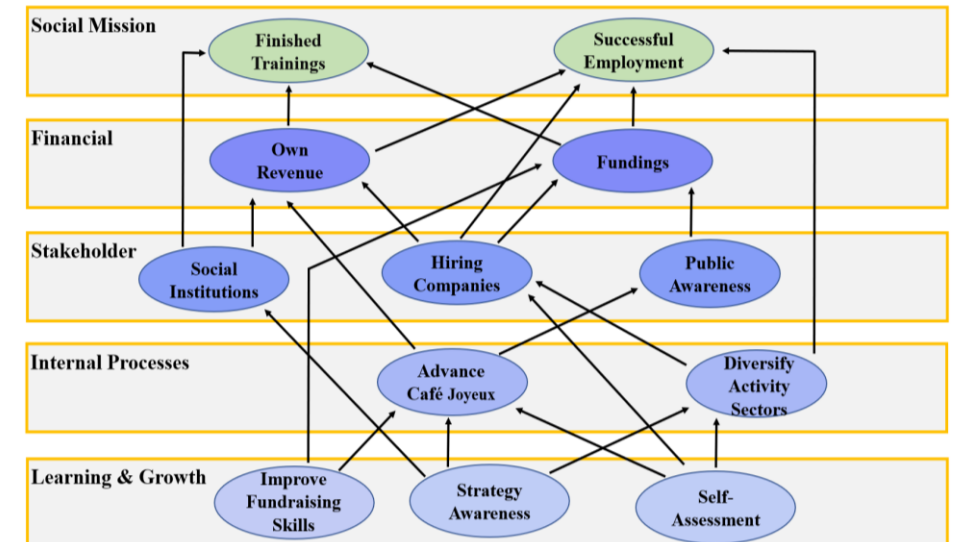
4.2 Strategy Map: Cause and Effect Relationships

- The most crucial objective in the strategy map is probably the creation of strategy awareness and alignment among the entire organization. By consenting on the view on VilacomVida’s long-term goals and by being constantly reminded of them, the organization will be able to succeed with their plans for Café Joyeux, while diversifying the activity sectors, which will result in higher rates of successful employments and less social exclusion of young people with CI in Portugal.
- Another strategic objective that was elaborated with VilacomVida is the need to improve fundraising skills by hiring a skilled employee solely responsible for this purpose. The fulfillment of this objective would have direct effects on the financial perspective, as well as on the internal processes perspective, as the opening of new branches of Café Joyeux is dependent on fundings.
- Diversifying the “On-The-Job” sectors (other than the gastronomy sector) with which VilacomVida matches its beneficiaries can have a direct effect on the social mission and the objective of increasing the number of successful employments.
- Opening new branches of Café Joyeux will increase VilacomVida’s own revenue and the public awareness, which in turn will enhance the hybrid’s financial sustainability and drive its impact by providing more young people with CI with a job.



4.2 Strategy Map: Cause and Effect Relationships

- Improving the self-assessment of VilacomVida, by introducing structured and regular feedback rounds by employees and volunteers as well as by Café Joyeux customers and hiring companies, will enhance the organization's ability to foster idea-creation and innovation, which can help in advancing Café Joyeux and in the diversification of activity sectors. Promoting innovation might also help in finding new ways of attracting more companies to hire people with CI.
- Finding more companies that are willing to participate in the 'Follow-Up'-Program by hiring people with CI will have a direct effect on VilacomVida's own revenue and will augment the rate of successful employments.
- Another important objective in the stakeholder perspective is the relationship that VilacomVida has with public social institutions that work with people with mental disabilities in Portugal. VilacomVida helps the institutions in finding jobs and trainings for their beneficiaries, while in turn, they are allowed to make use of the resources the institutions are provided with by the state (e.g. psychologists, technicians, special learning teachers).
- Signing contracts with more institutions, will enlarge the organization's capacity for beneficiaries, which should result in more finished trainings and higher income.



4.3 Balanced Scorecard Table

Perspective	Strategic Theme	Objective	KPI	Target	Timeline	Initiative
Social Mission	Finished Trainings	Increasing the amount of people with cognitive impairments that complete the VilacomVida-training and are ready to be hired.	# of people ready to be hired	50	Per Year	Increase training capacity by engaging more volunteers and ensure a 100% fulfillment rate of trainings.
	Successful Employment	Increasing the amount of people with Cognitive Impairments that are successfully hired and the sustainability of the employment.	# of people hired by third companies per year (excluding Cafe Joyeux)	30	Per Year	Pro-actively work on enlargement of network of hiring companies and implement a documentation system, with a clear and up-to-date list of companies that are willing to hire people with CI.
			Retention rate of beneficiaries employed in third companies. <i>(Remaining headcount of employed beneficiaries / Starting Headcount of employed beneficiaries)*100</i>	80%	Per Month	Sustain relationship with beneficiaries and their employers after recruitment. Pro-active supervision throughout the "Follow-Up"-Program.

Perspective	Strategic Theme	Objective	KPI	Target	Timeline	Initiative
Financial	Own revenue	Diversifying and enhancing the sources of own revenue, to move towards financial autonomy.	Income generated from families of beneficiaries	10 000 €	Per Year	Initiate the new payment model of 200€ paid by families of beneficiaries per year.
			Profit (EBITDA) from Café Joyeux (on average per restaurant)	35 000 €	Per year	Monitor operational activities of Cafe Joyeux. Continue promoting Café Joyeux nationally and internationally.
			Income from "Follow-up" programs	72 000 €	Per year	Enhance networking with potential hiring companies to increase successful employments. Ask hiring companies to promote VilacomVida's service to other companies.
	Fundings	Receiving the fundings needed to cover all costs.	Total amount of fundings received per year (Sum)	300 000 €	Per year	Hire a new employee responsible for gathering fundings.
			Banco Santander	20 000 €	Per year	
			BRISA	10 000 €	Per year	
			Groupe BEL	tba	Per year	
			Groupe CUF	tba	Per year	
			BNP Paribas	tba	Per year	
			Zenith Capital (Pierre Guys)	tba	Per year	
Rubis Gás			5 000 €	Per year		
Christmas Concert	50 000 €	Per year	Start planning christmas concerts early in the year.			
fnac (Christmas Campaign)	20 000 €	Per year				
Other fundings and donations	195 000 €	Per year	Gain new main sponsors (will be done new employee) and ensure availability and effective marketing of options to donate (small and private donors).			

Perspective	Strategic Theme	Objective	KPI	Target	Timeline	Initiative
Stakeholder	Hiring Companies	Increasing the chances of successful recruitment by identifying new companies that are willing to hire people with Cognitive Impairments.	# of identified companies willing to hire	15	Per year	Pro-actively work on enlargement of network of hiring companies and implement a documentation system, with a clear and up-to-date list of companies that are willing to hire people with CI.
		"Follow-up": Supporting the receiving companies and the newly hired people after successful recruitment.	# of "Follow-up" programs	30	Per Month	Paying an employee to dedicate 20 hours a week in Follow-Up activities.
	Public	Gain attention by the public to increase impact and revenue.	# of media references (Newspaper/TV/etc.)	50	Per year	Include proactive contact to journalists and media companies into the marketing agenda.
		Increase the possibility to reach out and to raise awareness by gaining followers on Social Media and Newsletter subscriptions.	# of Newsletter subscribers	2000	Per year	
			# of VilacomVida "Friends"	100	Per year	
			# of Facebook followers	3000	Per year	Increase the amount of posts, post consistently, include highly-shareable content (i.e. memes), encourage user-generated content.
		# of Instagram followers	3000	Per year	Increase the amount of posts, post consistently, try tapping into Instagram Reels, include highly-shareable content (i.e. memes), implement a hashtag strategy, create an Instagram challenge, encourage user-generated content, host a lotterygame on Instagram.	
	Families & Schools	Promote a network of contacts and partnerships with schools and institutions that welcome young adolescents with cognitive impairments.	# of protocols signed with ONG's and RC's (Resources Centers)	15	Per year	Networking with institutions that engage in social inclusion.

Perspective	Strategic Theme	Objective	KPI	Target	Timeline	Initiative
Internal Processes	Café Joyeux	Create several valuable places for real-life job-training for people with cognitive impairments to prepare them for future employment and to prove that they are employable, while promoting social inclusion in the city.	# of Café Joyeux shops opened	5	Until the end of 2026	Promote the first Cafe Joyeux to attract new sponsors to finance new the opening of new branches.
			# of staff per restaurant	10	On average	
	Diversify Activity Sectors	Prepare young adults to be employed also in other fields than gastronomy (IT, Photography, Agriculture, etc.).	# of activity sectors taken into the employment process.	5		Promote VilacomVida and diversify the network of companies. Actively sustain relation to companies that are already hiring (e.g. Fujitsu, CTT, Sonae).
Learning & Growth	Improve Fundraising Skills	Hiring a skilled and experienced human resource to take care of all fundraising activities.	# of hours per week dedicated exclusively to fundraising	80	Per Month	Hire a new employee responsible for gathering fundings (Potentially include incentivized bonus payments for employees that gather fundings).
	Self-Assessment	Induce intrapreneurship and improve the company's processes and customer satisfaction by learning from feedback.	# of internal employee & volunteer feedback rounds	2	Per Year	Implement structured feedback system for employees & volunteers.
			# of 'customer' feedback rounds (coffee shop customers and hiring companies)	1	Per Year	Implement structured feedback system for customers.
	Strategy Awareness	Increase the strategy awareness of all employees, volunteers and other stakeholders, in order to create alignment in pursuing the strategic goals of the organization.	# of strategy-focused meetings	12	Per year	Make strategy meetings a monthly routine.
# of times the BSC-Dashboard is updated			12	Per year	Updating all numbers in the BSC-Dashboard once a month.	

4.4 Excel Tool

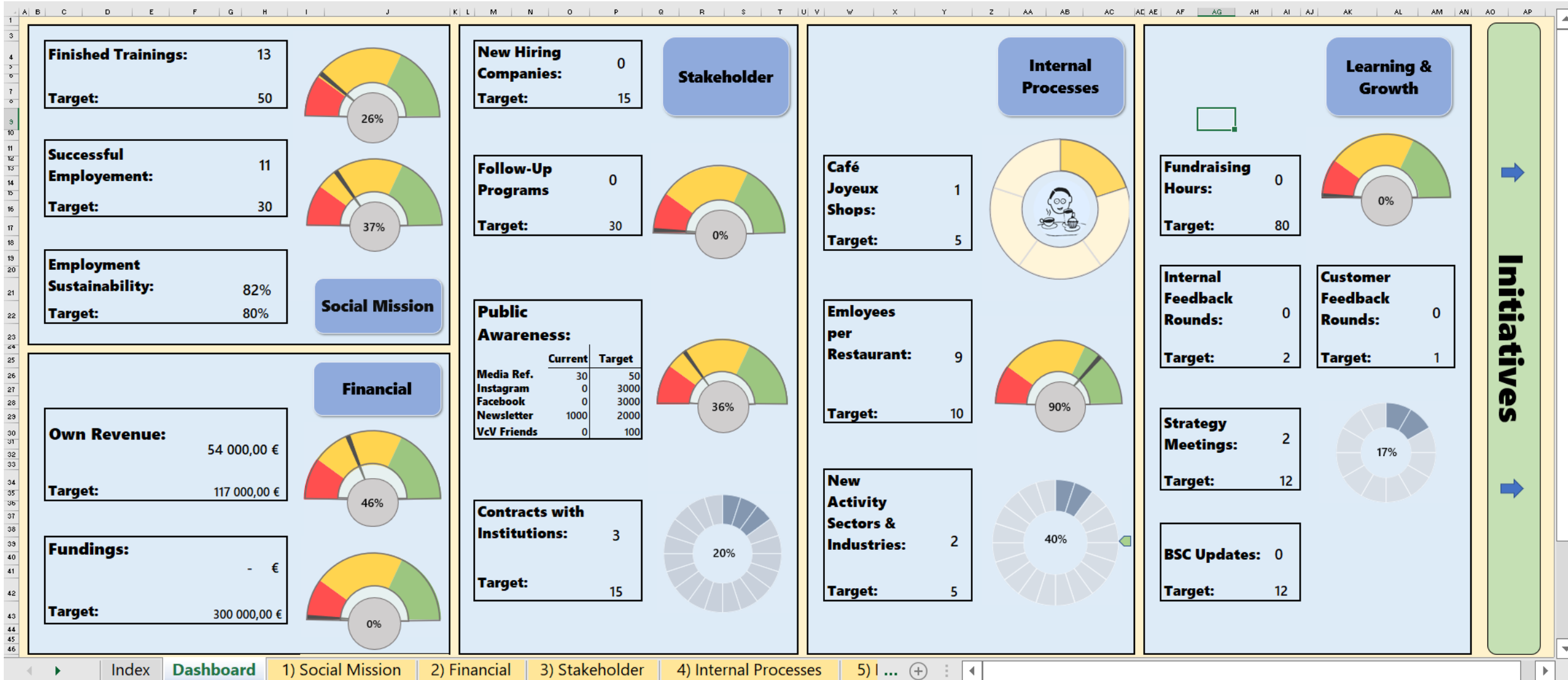


Figure 5: Dashboard Page of Excel-Tool. (Note: Current values in the dashboard are exemplary, not the actual values. Please refer to the Appendix for pictures of the entire Excel-Tool)

5 Conclusion

Kaplan and Norton state that the main contributions of a balanced scorecard to a company's strategic learning are: (i) that the organization is forced to articulate its shared vision by drawing a strategy map and (ii) that the scorecard provides a clear strategy-feedback system, helping the organization by constantly being reminded of its strategic progress¹. This project is beneficial for VilacomVida for the same two reasons. Firstly, the process of an external party developing the balanced scorecard for and with the organization caused the management of VilacomVida to reflect on their strategic objectives, having to put them into clear and realizable operational terms. Secondly, when applied, the Excel-dashboard that has been created will serve as a constant reminder of VilacomVida's progress towards its long-term goals and will help the organization in identifying areas that are lagging and in need of more attention.

A limitation to this project occurred in the definition of target values and initiatives for each KPI in the BSC. Due to the current phase of restructuring inside VilacomVida, many aspects of the organization were still undefined while the scorecard was being developed. Some ideas for new revenue streams and training models for the next years could not be included in the scorecard, as at the moment, these ideas were still too indefinite to be translated into metrics, targets and initiatives. However, this BSC is conceived to be adjusted and extended by VilacomVida over the years, enabling the organization to include new objectives upon appearance.

In conclusion, this BSC should serve as a valuable tool for VilacomVida, helping the organization in working towards its strategic objectives, which all follow the ultimate mission of enhancing social inclusion.

¹ (Kaplan and Norton 1996b)

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Appendix

Balanced Scorecard **VILACOMVIDA**

1) [Dashboard](#)
2) [Social Mission](#)
3) [Financial](#)
4) [Stakeholder](#)
5) [Internal Processes](#)
6) [Learning & Growth](#)
7) [BSC-Table](#) } Data Input

Instructions:
This is the Dashboard of the Balanced Scorecard created exclusively for VilacomVida. The purpose of the Balanced Scorecard is to constantly display VilacomVida's progress in moving towards the company's strategic goals over the next years. The Dashboard summarizes several KPI's of 5 different perspectives (Social Mission, Financial, Stakeholder, Internal Processes, Learning & Growth). Each KPI is coupled with a target value, to illustrate in which areas VilacomVida is performing well, and in which areas more efforts are needed. For most KPIs, initiatives were defined which can drive the progress of that particular area. The initiatives can be found in Tab 6) or by clicking on the green box next to the Dashboard. Please feel free to define new and more specific initiatives that will enhance progress, as these are just preliminary.

The data in this Dashboard should be updated at least once every month.

The data can be inserted in the yellow Tabs 1) - 5). Please insert the data in the orange-marked cells as shown in the example on the right.

The target values can be adjusted in the BSC-Table in Tab 6).

Except for the orange cells, this workbook is protected in order to prevent accidental changes to its functions. In case you want to adjust functions and formulas, you can unprotect the workbook via *Review -> Unprotect Workbook*, using the password 'vilacomvida'. There, the worksheets can be reprotected again (See below).

Income from "Follow-up" program
Rendimento do programa "Follow-up"

Year	2022
January	€ 1.200,00
February	€ 1.480,00
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	€ 4.780,00
Target	€ 72.000,00

Protect Structure and Windows
Protect workbook for:
Structure
Password (optional):
OK Cancel

Picture 1: Index Page & Instructions in Excel Tool

	A	B	C	D	E	F	G	H	I																																																																																												
1	Index	Dashboard	Social Mission	Financial	Stakeholder	Internal Processes	Learning & Growth	BSC																																																																																													
2	Social Mission																																																																																																				
3																																																																																																					
4		# of people ready to be hired by third companies <i># de pessoas prontas a serem contratadas por terceiras empresas</i>			# of people hired by third companies per year (excluding Cafe Joyeux) <i># de pessoas contratadas por terceiras empresas por ano (excluindo no Café Joyeux)</i>			# beneficiaries that lost their job <i># beneficiários que perderam o seu emprego</i>																																																																																													
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23		This month, how many people have successfully finished their trainings and internships with VilacomVida and are ready to be hired by third companies for full employment?			This month, how many young adults were hired by third companies thanks to VilacomVida?			How many of the beneficiaries lost their job in a third company this month?																																																																																													
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Picture 2: Data Input Page: Social Mission Perspective

Index Dashboard Social Mission **Financial** Stakeholder Internal Processes Learning & Growth BSC

Financial

Own Revenue

Total	€ 54 000,00
Target	€ 117 000,00

Fundings

Income generated from families of beneficiaries

Rendimento gerado pelas famílias dos beneficiários

Profit (EBITDA) from Café Joyeux

Lucro (EBITDA) do Café Joyeux

Income from "Follow-up" program

Rendimento do programa "Follow-up"

Received Fundings and Donations

Fundos e Doações Recebidas

Year	2022
January	€ 4 000,00
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	€ 4 000,00
Target	€ 10 000,00

Year	2022
January	€ 20 000,00
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	€ 20 000,00
Number of Coffee shops	1
Target per Restaurant	€ 35 000,00
Target in Total	€ 35 000,00

Year	2022
January	
February	€ 30 000,00
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	€ 30 000,00
Target	€ 72 000,00

Year	2022	Target
Banco Santander		€ 20 000,00
BRISA		€ 10 000,00
Groupe BEL		tba
Groupe CUF		tba
BNP Paribas		tba
Zenith Capital (Pierre Guys)		tba
Rubis Gás		€ 5 000,00
Christmas Concert		€ 50 000,00
fnac (Christmas Campaign)		€ 20 000,00
Other fundings and donations		€ 195 000,00
Sum	€ -	€ 300 000,00

How much income was generated this month with the fee paid by families of beneficiaries?

How much profit from Café Joyeux was transferred to VilacomVida this month?

How much income was generated this month from the fee paid by hiring companies?

How much revenue did VilacomVida generate from Fundings and donations this year?

Index Dashboard 1) Social Mission **2) Financial** 3) Stakeholder 4) Internal Processes 5) | ...

Picture 3: Data Input Page: Financial Perspective

Index Dashboard Social Mission Financial Stakeholder Internal Processes Learning & Growth BSC

Stakeholder

of identified companies willing to hire
de empresas identificadas dispostas a contratar

Year	2022
January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	0
Target	15

This month, how many new companies were identified that are willing to hire people with CI?

of "Follow-up" programs
de programas de "Follow-Up"

Year	2022
January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Average	0
Target	30

This month, how many young adults are employed by third companies that pay to VilacomVida (How many Follow-Up's?)

of media references
de referências mediáticas

Year	References
2022	30
Target	50

How many times was VilacomVida or Café Joyeux mentioned in the media so far this year (TV, newspaper, radio, etc.)?

of followers
de subscritores

Year	2022	Target
Newsletter	1000	2000
VilacomVida "Friends"		100
Facebook		3000
Instagram		3000

How many followers does VilacomVida have on the following channels?

of protocols signed
de protocolos assinados

Year	Protocols
2022	3
Target	15

How many protocols did VilacomVida sign with ONG's and Resorce centers this year?

Index Dashboard 1) Social Mission 2) Financial 3) Stakeholder 4) Internal Processes 5) I ...

Picture 4: Data Input Page: Stakeholder Perspective

	A	B	C	D	E	F	G	H	I	J	K																																							
1	Index		Dashboard		Social		Financial		Stakehold		Internal Processes		Learning & Growth		BSC																																			
2	Internal Processes																																																	
3																																																		
4	<div style="border: 1px solid black; padding: 5px;"> <p># of Café Joyeux</p> <p># de Cafés Joyeux</p> </div>				<div style="border: 1px solid black; padding: 5px;"> <p># of staff per restaurant</p> <p># de pessoal de cada café</p> </div>				<div style="border: 1px solid black; padding: 5px;"> <p>New Activity sectors / Industries</p> <p>Novas áreas de actividade / indústrias</p> </div>																																									
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7	<table border="1"> <thead> <tr> <th>Year</th> <th>2021-2026</th> </tr> </thead> <tbody> <tr> <td>Shops</td> <td>1</td> </tr> <tr> <td>Target</td> <td>5</td> </tr> </tbody> </table>		Year	2021-2026	Shops	1	Target	5			<table border="1"> <thead> <tr> <th>Location</th> <th>Staff</th> </tr> </thead> <tbody> <tr> <td>Lisbon</td> <td>9</td> </tr> <tr> <td>Cascais</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>Average</td> <td>9</td> </tr> <tr> <td>Target Avg</td> <td>10</td> </tr> </tbody> </table>		Location	Staff	Lisbon	9	Cascais								Average	9	Target Avg	10			<table border="1"> <thead> <tr> <th>Year</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Gastronomy</td> <td></td> </tr> <tr> <td>Photography</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>Amount</td> <td>2</td> </tr> <tr> <td>Target</td> <td>5</td> </tr> </tbody> </table>		Year	2022	Gastronomy		Photography										Amount	2	Target	5
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Target	5																																																	
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11	<div style="border: 1px solid black; padding: 5px;"> <p>How many branches of Café Joyeux have opened up in Portugal so far?</p> </div>																																																	
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16					<div style="border: 1px solid black; padding: 5px;"> <p>How many people are employed in the coffee shops?</p> </div>																																													
17																																																		
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19									<div style="border: 1px solid black; padding: 5px;"> <p>In which new kinds of activity sectors did VilacomVida find job/training opportunities for its beneficiaries so far this year? (Restauant/ IT/ Photography)</p> </div>																																									
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	Index		Dashboard		1) Social Mission		2) Financial		3) Stakeholder		4) Internal Processes		5) ...																																					

Picture 5: Data Input Page: Internal Processes Perspective

Navigation tabs: Index, Dashboard, Social Mission, Financial, Stakeholder, Internal Processes, **Learning & Growth**, BSC

Learning & Growth

of hours per month dedicated to fundraising

de horas por mês dedicadas à fundraising

Year	2022
January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	0
Average	0
Target Average	80

How many hours have been dedicated to fundraising by one or more employees this month?

of internal employee & volunteer feedback rounds

de rondas de feedback interno de empregados e voluntários

Year	Feedback rounds
2022	0
Target	2

How many times has feedback been collected from employees and volunteers this year (via surveys, personal feedback sessions, etc.)?

of 'customer' feedback rounds (coffee shop customers and hiring companies)

de rondas de feedback 'cliente' (clientes de cafetaria e empresas de contratação)

Year	Feedback rounds
2022	0
Target	1

Has VilacomVida collected feedback by its paying 'customers' (Café Joyeux & hiring companies) this year?

of strategy-focused meetings

de reuniões centradas na estratégia de VilacomVida

Year	2022
January	2
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	2
Target	12

How many strategy-meetings have been held this month, discussing VilacomVida's long-term plan of expansion?

of times the BSC-Dashboard was updated

de vezes o BSC-Dashboard foi actualizado

Year	2022
January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Sum	0
Target	12

How often has this Excel-Tool been updated per month?

Navigation: 1) Social Mission | 2) Financial | 3) Stakeholder | 4) Internal Processes | **5) Learning & Growth** | ...

Picture 6: Data Input Page: Learning & Growth Perspective