

HOW TO SET UP AN « ENTREPRENEURIAL DYNAMIC FOR GOOD » AT TERRITORIAL LEVEL ?



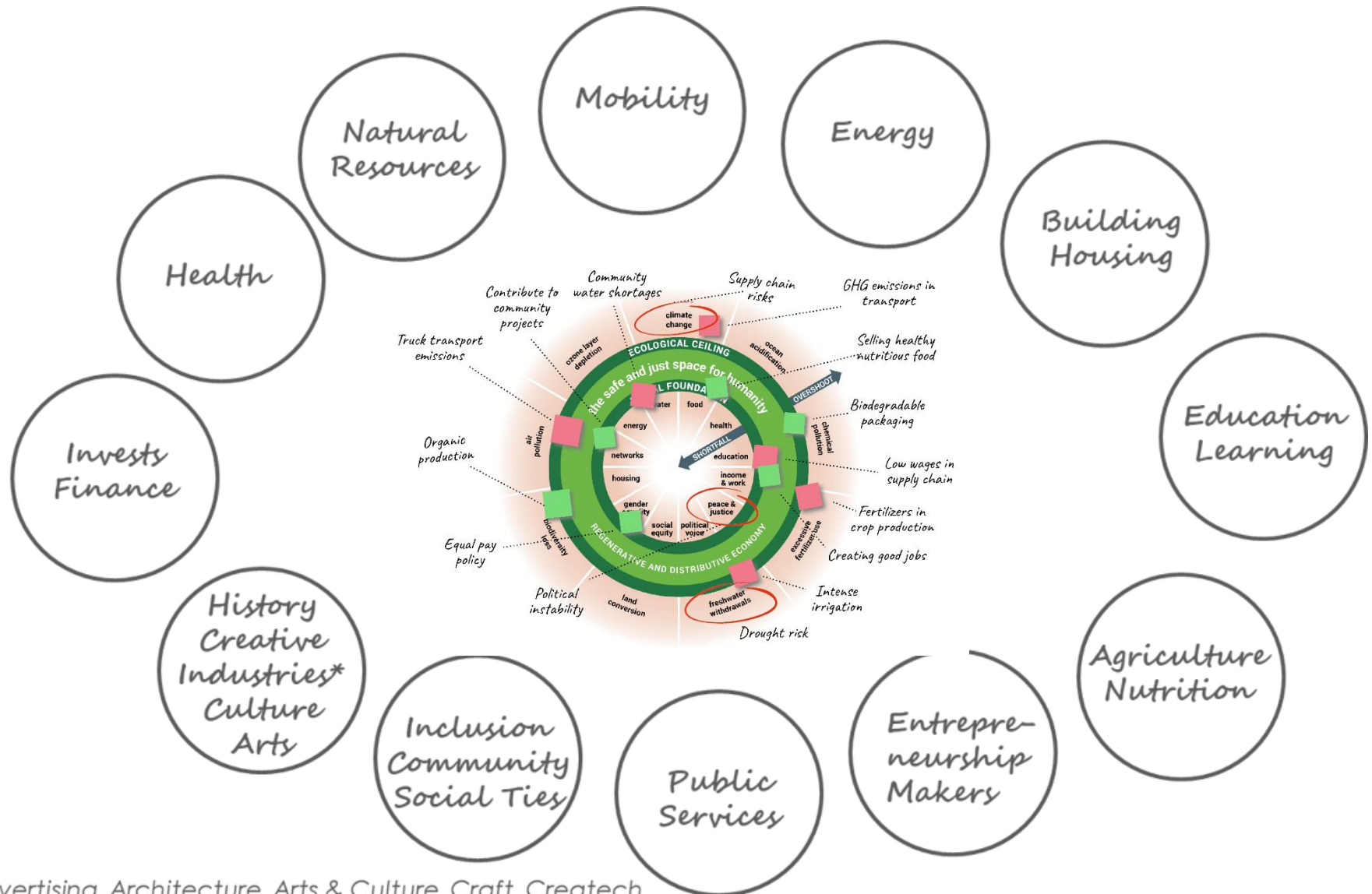
KEY ELEMENTS

- **A holistic view of key territorial societal challenges (aka hotspots)**
 - along territory's vital functions and entire value chains (scopes 1,2,3)
- **A consolidated Innovation Pipeline at territorial level**
 - based on a stage-gate approach to ensure an optimal portfolio of solutions from idea to scale up
 - where appropriate and relevant support is provided at each stage
- **A robust “Design & Acceleration” Process combining collective intelligenc, individual coaching and life-centred design**
 - to set up desirable, feasible, viable and impactful solutions
 - to set up a community of practitioners helping each other
- **A strong focus on Societal Impact incl. circular economy**
 - to maximize positive impact by favouring “true” regenerative, fair and game-changing solutions re societal challenges leading to *context-based & “strong” sustainability approaches*

KEY ELEMENTS

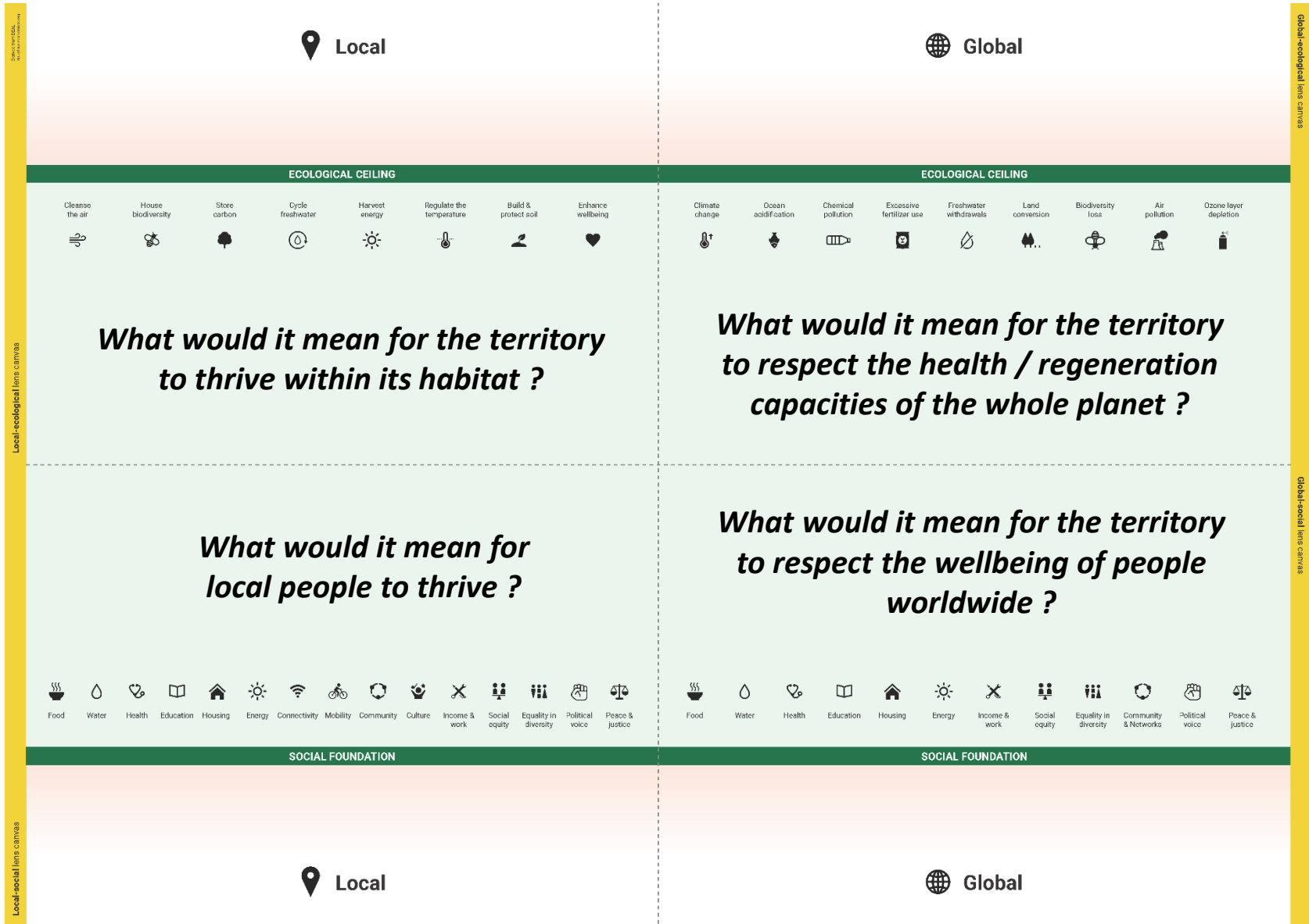
- **Effectuation-based aka Everybody can be an entrepreneur**
 - to trigger and stimulate entrepreneurship through lean roadmapping and agile implementation of solutions
 - to allow any motivated and energized person to dare to start an entrepreneurial journey WHILE debunking the elitist myth of the entrepreneurial hero
 - **Co-developing new and appealing narratives re the transition journey**
(Horizons 1, 2, 3 and negative commons)
 - To find / give a place to ALL territorial stakeholders in the new future
 - **Towards an Enabling Ecosystem – The “Magical” Pentagon**
 - To ensure the success and the solidity of the entrepreneurial dynamic
- Beyond this approach – Breaking some glass ceilings (Tests in Progress)**
- Deep Design -> org design at the service of its purpose
 - Towards a Regional & Participatory Venture / Funding Fund

TERRITORIAL CHALLENGES - A HOLISTIC VIEW

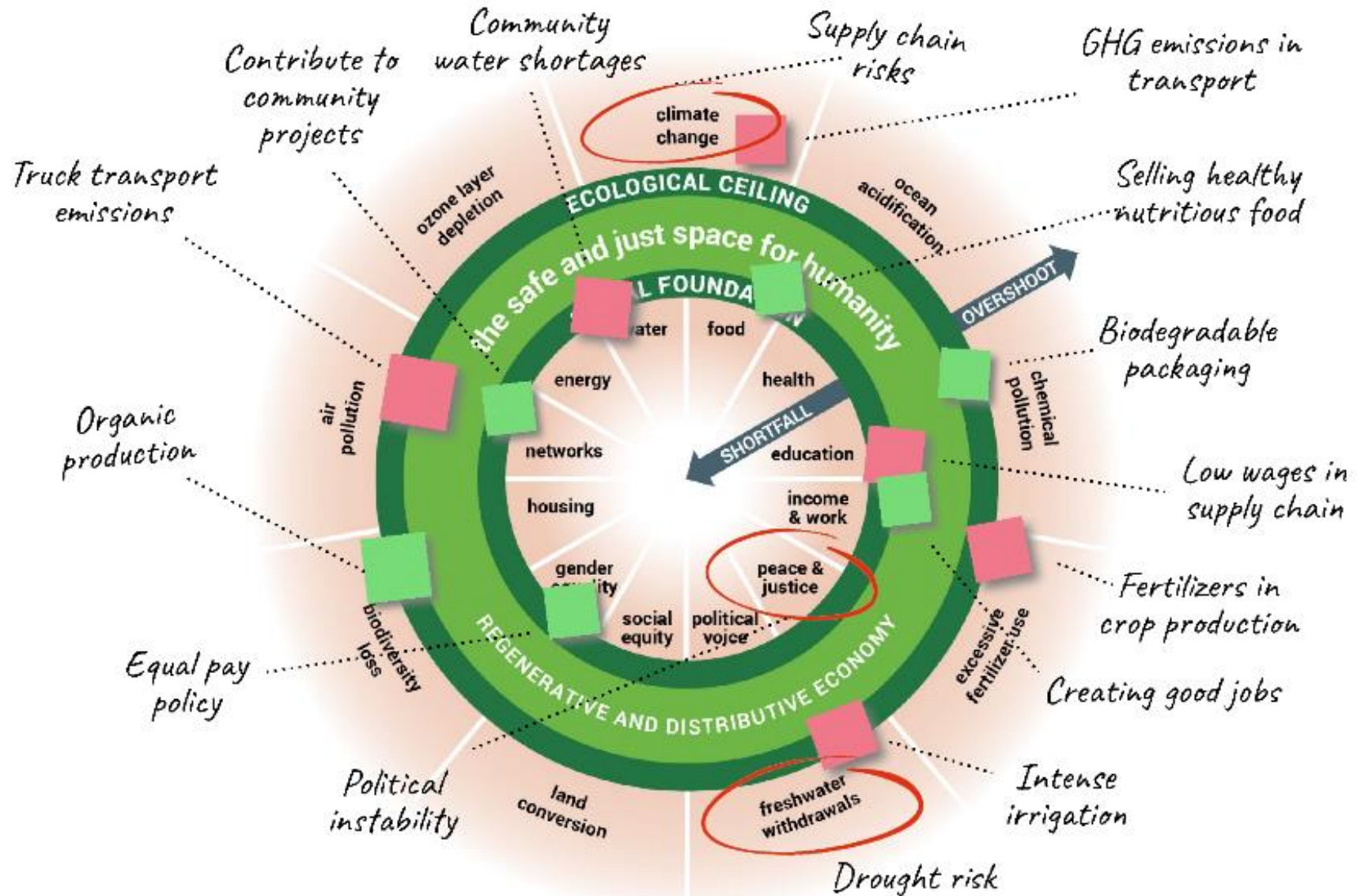


* Advertising, Architecture, Arts & Culture, Craft, Createch, Design, Fashion, Games, Music, Publishing, Theater, TV & Films

TERRITORIAL CHALLENGES - A HOLISTIC VIEW

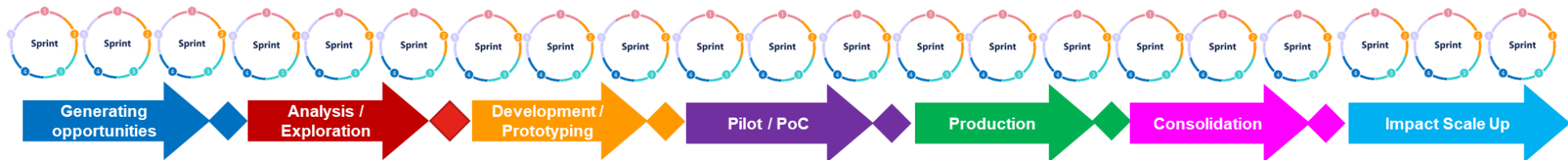


TERRITORIAL CHALLENGES - A HOLISTIC VIEW



INNOVATION PIPELINE - A STAGE GATE APPROACH

	Prioritisation	Go / Pivot / No Go	Go / Pivot / No Go	Go / Pivot / No Go	Adapt / Pivot	Scale	
Step	Generating opportunities	Analysis / Exploration	Development / Prototyping	Pilot / PoC (Proof of Concept)	Production	Consolidation	Impact Scale Up
Details	"Dynamic feeding » of opportunities	Validation of the potential of prioritised opportunities (i.e. riskiest assumptions, testing)	Design, development and testing of pré-/prototypes and minimum testable solutions	Implementation and testing of minimal 'monetisable' solutions	Deployment at production, marketing, logistics and support levels	"Standardisation" of operational processes and continuous improvements	Scale up strategies (organic growth, strategic partnerships, multi-stakeholder ecosystem)
Deliverables	Updated list of prioritised opportunities over the 3 innovation horizons	Validation of market potential and/or societal impact, customer / user need, economic equation, technical feasibility,	Materialising and refining the concept	1 st operational pilot + 1 st revenues / contracts / fundings with early adopters	Solution fully deployed + revenue growth	Transition from "project" to "process" mode + efficiency gains (cost / € of revenues)	Multiplying the societal impact Value chain that is more and more regenerative and fair
Budget	XS	S	M	XL	XXL	XL	XL



A ROBUST LIFE-CENTRED DESIGN & ACCELERATION PROCESS

Desirability

Will customers / users want it ?

Value Propositions
Key features

- ❖ Who are our target users / customers / beneficiaries ?
- ❖ What are users / customers' expectations / needs / stakes addressed by your solution ?
- ❖ How far is our solution unique, different from what exists already ?



** Product, Service,...*

Impact

*Does it respond to societal issues ?
Does it generate positive impacts ?*

Circularity
Regeneration
Inclusion
Relocalization
Dematerialization

- ❖ What are the social/environmental impacts you have with our solution ?
- ❖ What are the social / environmental models that are activated ?
- ❖ How far is our solution scalable ?

Feasibility

Can we implement this ?

Technologies
Capabilities
Resources
Partnerships

- ❖ What are the key activities that are at the heart of our value proposition?
- ❖ What type of resources and capabilities do we need?
- ❖ Who are the partners that are required ?

Viability

*Should we do this ?
Is it economically sound ?*















Revenue Streams
Business Models

- ❖ What are our different sources of revenue?
- ❖ How do we depend on these revenue streams?
- ❖ What is the financial model that make our project viable?

A ROBUST LIFE-CENTRED DESIGN & ACCELERATION PROCESS

SOCIETAL IMPACT CANVAS

Project : Date : Version :

PURPOSE		VALUE PROPOSITIONS		SOCIETAL CHALLENGES	
What is our guiding North Star ? What's our Massifive Transformation Purpose (MTP) ? What is the expected impact ? How is it connected to our passion, our drivers ? 		What are the Unique Value Propositions (from funtional, societal and/or environmental perspectives) ? How each of them uniquely answers to customers / users / beneficiaries' needs ? 		Which societal challenges does our project address ? Which SDGs ? Which stakes of the Doughnut Model can we connect my project to ? 	
KEY PARTNERS	PROBLEMS (macro & micro)	SOLUTION		CHANNELS & CUSTOMER REL.	TARGET SEGMENTS (customers / users / beneficiaries)
Who are our main partners ? At which level of the value chain do they connect ? What do they bring that is unique ? Why do they contribute to our success ? What do they expect from us ? 	Today, what are the challenges, problems faced by users, beneficiaries, clients to meet their objectives, answer to their needs, seize opportunities ? 			How are relationships with users / beneficiaries / customers developed, established and maintained ? Which channels are used to : <ul style="list-style-type: none"> • get in touch with them ? • make our solution known ? • reach our segments ? • make our solution available ? 	To whom does our solution create value ? What are our customers / users segments ? Who are our early adopters ? 
RESOURCES & ACTIVITIES	EXISTING SOLUTIONS	SOCIETAL IMPACTS « - » « + »		REVENUE STREAMS	
What are the critical resources (scarce and/or mandatory) required to achieve the solution (Physical; intellectual; human; financial) and run underlying key activities ? 	Today, how do customers / users / beneficiaries answer to their needs / problems ? 			What are the negative and positive impacts of our solution ? From social, economical and environmental perspectives ? Which indicators do we use to evaluate these impacts ? 	What are the main revenue streams generated by our solution ? What are the recurring financing schemes ? What are customers ready to pay for ? At what price ? 
COST STRUCTURE			GOVERNANCE		
What are the main fixed and variable costs of our solution ? 			Which principles and signposts that guide decision making, responsibilities / power sharing & distribution, empowerment within the collective ? How are stakeholders integrated in the governance, the implementation and the evolution of the solution ? 		
PROFITS & SURPLUSES ALLOCATION			PROFITS & SURPLUSES ALLOCATION		
What are the allocation principles for profits / surpluses generated by the solution ? What are they allocated for ? Why ? 			What are the allocation principles for profits / surpluses generated by the solution ? What are they allocated for ? Why ? 		

■ DESIRABILITY ■ VIABILITY
■ FEASIBILITY ■ SOCIETAL IMPACT

ICHEC
BRUSSELS MANAGEMENT SCHOOL

START LAB
ICHEC

ICHEC
FORMATION
CONTINUE

A ROBUST LIFE-CENTRED DESIGN & ACCELERATION PROCESS

Bees

“ I may only live six weeks at times, but I pollinate plants to enable them to reproduce—70% of the world’s agriculture and flowering depends exclusively on me. Without me, fauna would begin to disappear, impacting environmental health and human food supply. Humans can not live without me. ”

PROTECT

HABITAT
We thrive in natural or domesticated environments, but we prefer gardens, woodlands, orchards, meadows and areas of abundant flowering plants. Within our natural habitat, we build nests inside tree cavities and under eaves of objects to hide from predators.

NEEDS & JOYS
We need water, pollen, and shelter to thrive. Grow more flowers, shrubs and trees. Let your garden grow wild, don't use toxic pesticides, and leave water out when it's hot.

CHALLENGES
Overuse of toxic pesticides are killing us. Climate change and overuse of land is destroying or safe places to live and breed.

Material extraction Supply chain Product in use 2nd life Waste

ENGAGE

ANIMAL EXPERIENCE

Navigation
Senses, etc.
We use the sun, landmarks, and colour to navigate, and our sensitivity to polarised light allows us to 'see' the sun in poor weather. We can also sense the earth's magnetic field with a magnetic structure in our abdomens.

Communication
Sound, posture, etc.
We use body language and eye contact, and some vocal patterns. Our two primary methods are movement and odor. We use these to send messages throughout the colony, locate nearby food, and share other information.

Interaction
Climbs, bites to pull, etc.
We have 5 eyes, 6 legs, and fly 20mph. Our bodies allow pollen to stick so we can transfer it. We have stingers for protection outside if we use them. Some of us make honey using a probiotic to suck liquid found in plant nectary.

HUMAN WORLD

Barriers/exclusion

Physical Destruction of habitat

Social Threatening behaviour from humans

Cognitive

Human engagement

Farmer

Animal Welfare

Consumer

Citizen

Captive parent

Pet parent

Hunter

Non-human Animal Persona, Damien Lutz 2022, www.futureecoutting.com.au/afid, NonCommercial 4.0 International (CC BY-NC 4.0)

Trees

“ We provide oxygen and limit carbon in the atmosphere. We reduce air pollution, provide food and shelter for wildlife, minimise erosion and maintain healthy soil, increase rainfall, and absorb sunlight as energy. 80 percent of all terrestrial plants, insects, and animals call forests home. Nearly one third of people in the world depend directly on forests for their livelihoods. We communicate and collaborate together, and we share our fear about our space and soil for thriving becoming too unfit. ”

Material extraction Supply chain Product in use 2nd life Waste

NEEDS	CHALLENGES	PROTECTION	HEALING
Reduced deforestation	Deforestation	Use less paper	Plant a tree
Time to grow	Urbanisation	Recycle paper and cardboard	Practice eco-forestry
Healthy soil	Climate change	Use recycled products	Raise awareness
	Increased wildfires	Buy only sustainable wood products	Respect the rights of indigenous people
	Invasive species	Don't buy products containing palm oil	Support organizations fighting deforestation
	Habitat degradation	Reduce meat consumption	Respect the rights of indigenous people

Non-human Environment Persona, Damien Lutz 2022, www.futureecoutting.com.au/afid, NonCommercial 4.0 International (CC BY-NC 4.0)

Poonam Child worker

“ I am 12 years old, some of my friends are younger. We can not go to school, we have to make money for home. I am so tired, I squat down all day, and the fumes make me sick. But if I don't go, I feel guilty, because my parents can't get work. I love my parents, they look after me. Some of my friends are not so lucky. I used to think, one day, I will make a lot of money, and I will go to school, but I don't think so now. ”

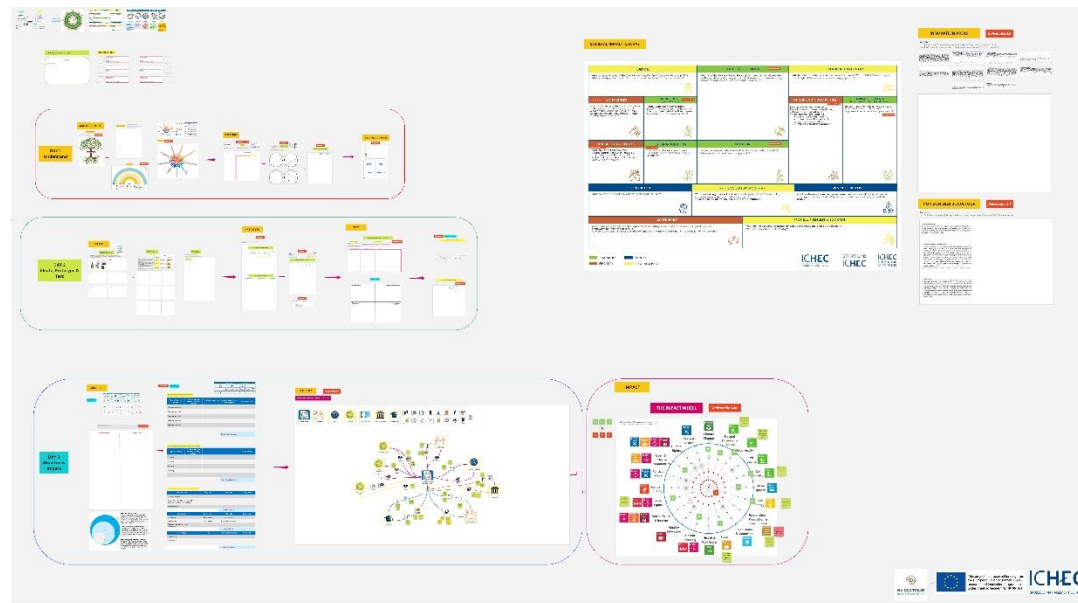
Material extraction Supply chain Product in use 2nd life Waste

NEEDS	CHALLENGES	PROTECTION	HEALING
Food, clean water, shelter, healthcare	Poor living conditions	Check material sources	Raise awareness
Protection	Low levels of income	Do not source from areas known for child labour	Sponsor a child
Development	Lack of job diversity		Make a donation
Community participation			Connect with humanitarian programs
Time to play			

Human Persona, Poonam 2022, www.futureecoutting.com.au/afid, NonCommercial 4.0 International (CC BY-NC 4.0)

A ROBUST LIFE-CENTRED DESIGN & ACCELERATION PROCESS

VARIOUS VERSIONS OF SOLUTION DESIGN PROCESSES : HACKATHON, DESIGN SPRINT



A STRONG FOCUS ON SOCIETAL IMPACT

IMPACT DIMENSION

IMPACT QUESTIONS EACH DIMENSION SEEKS TO ANSWER



WHAT

- What outcome occurs in period?
- How important is the outcome to the people (or planet) experiencing it?



WHO

- Who experiences the outcome?
- How underserved are the affected stakeholders in relation to the outcome?



HOW MUCH

- How much of the outcome occurs - across scale, depth and duration?



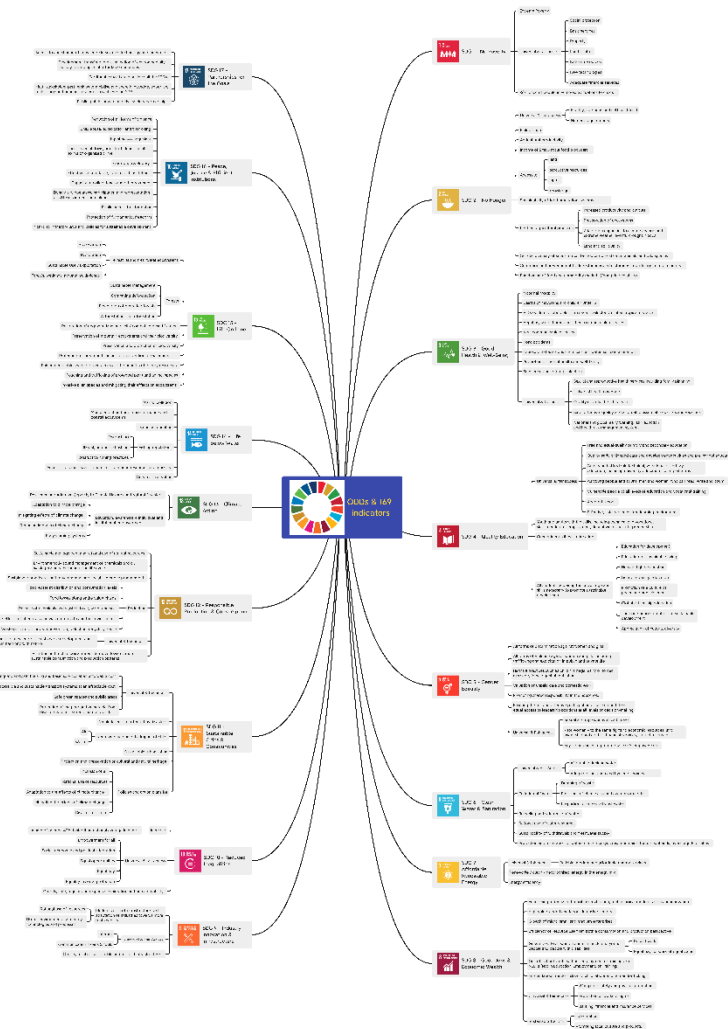
CONTRIBUTION

- What is the enterprise's contribution to the outcome, accounting for what would have happened anyway?

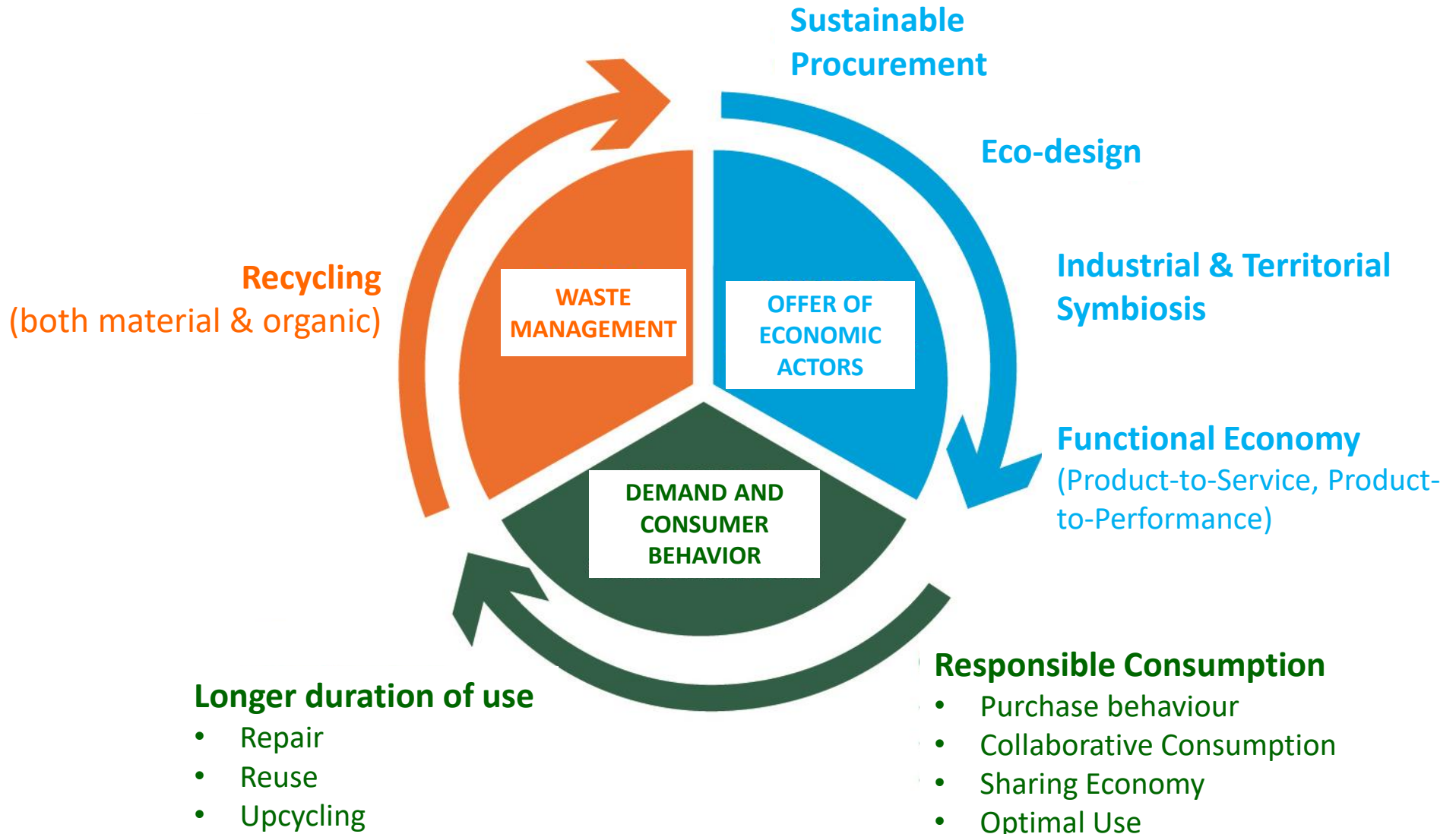


RISK

- What is the risk to people and planet that impact does not occur as expected?

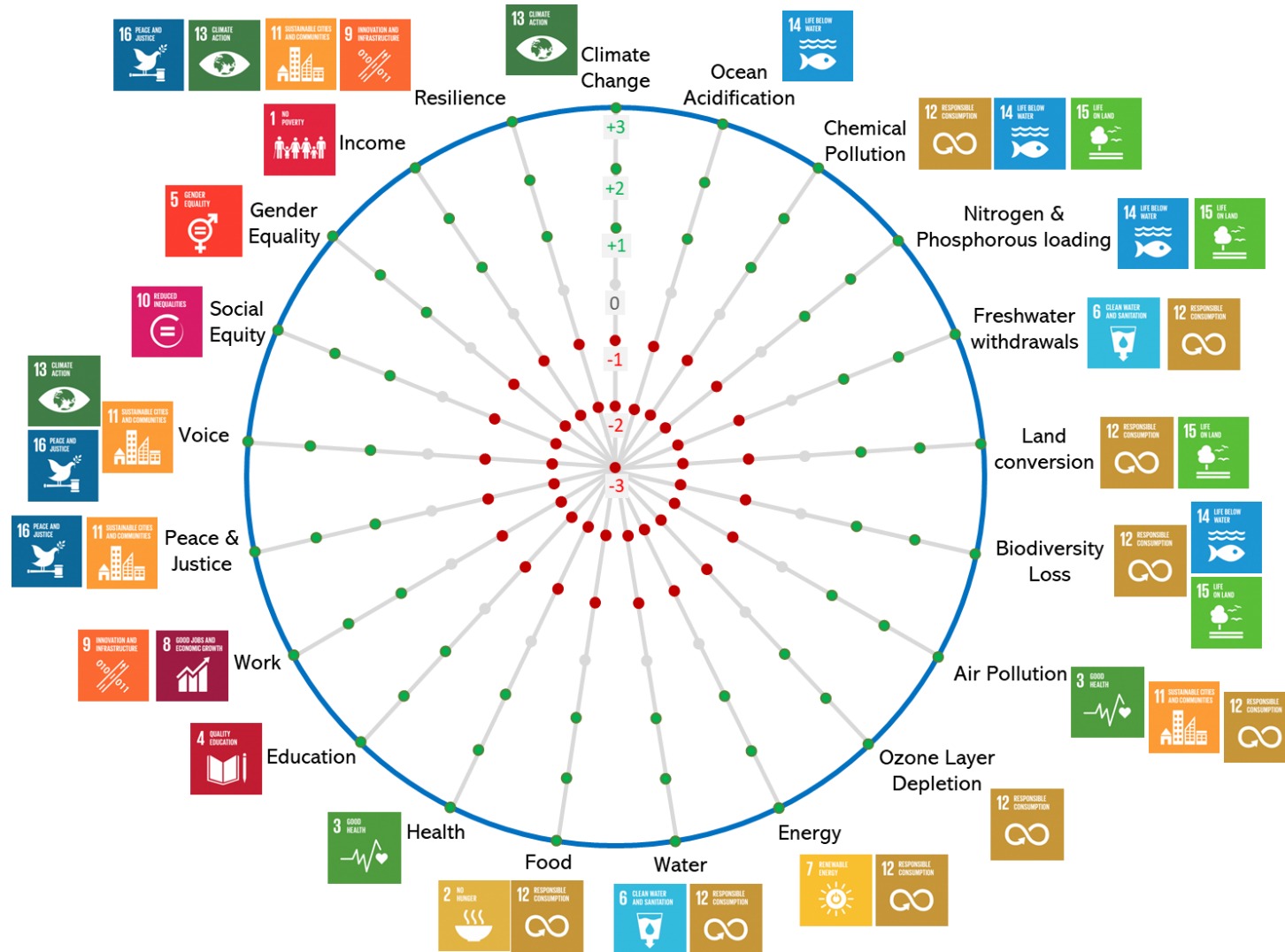


A STRONG FOCUS ON SOCIETAL IMPACT



A STRONG FOCUS ON SOCIETAL IMPACT

How far is our project regenerative and distributive for people and earth ?



EFFECTUATION-BASED - AGILE IMPLEMENTATION

1

Solution Vision , Roadmap & Release Planning

Value/ Work stream	Goal / Outcome / DoD	(Now) Year 1				Objectiv e	(Next) Year 2	(Later) Year 3
		Q1	Q2	Q3	Q4			

2



Pivot

**Persevere
& Adapt**

3

Sprint
Goals* &

Planning
* Solution increment
and/or assumption tested

4

**2-5 weeks
Sprint**

Weekly
standup /sync

5

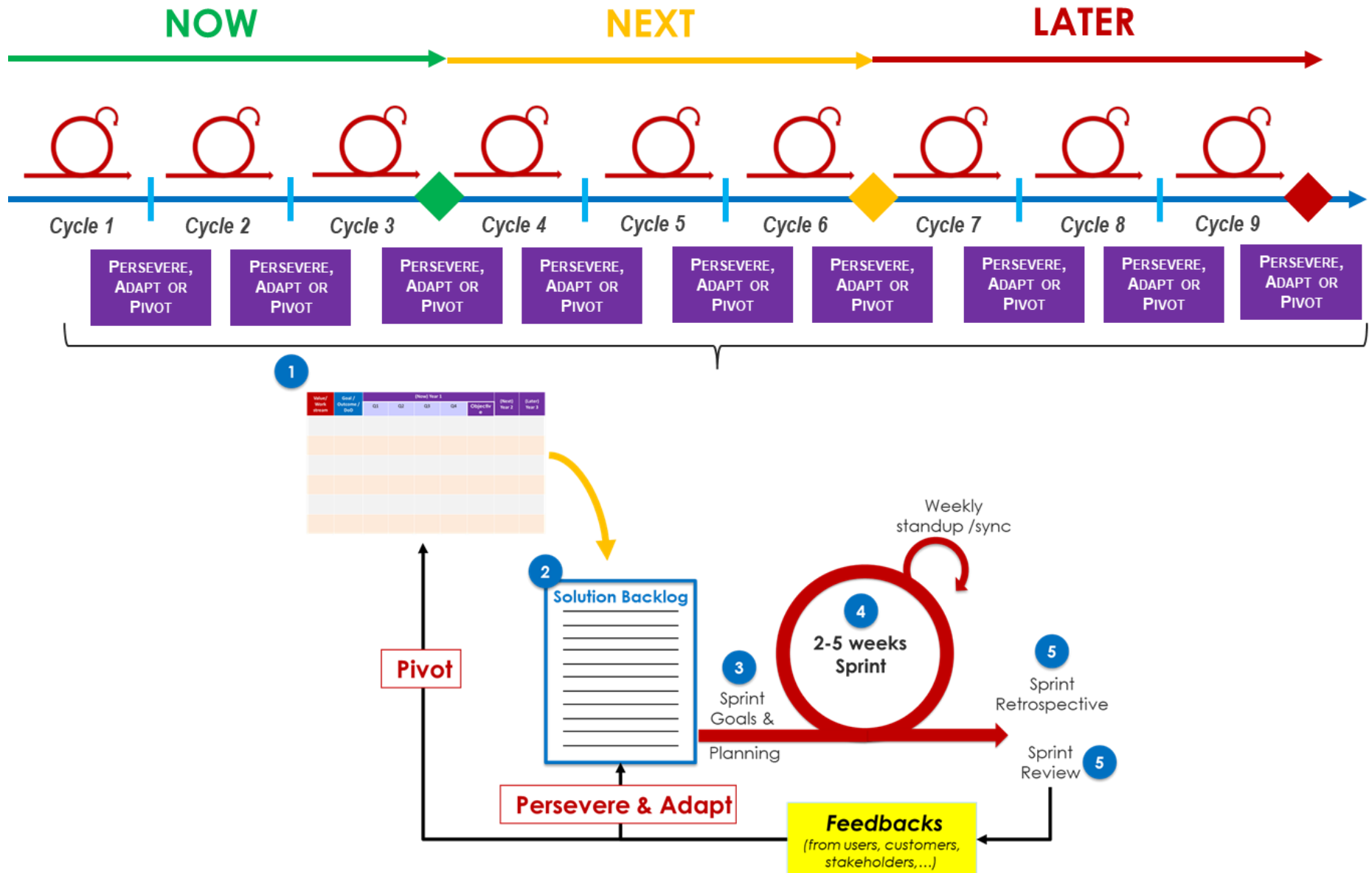
Sprint
Retrospective

5

Sprint
Review

Feedbacks
(from users, customers,
stakeholders,...)

EFFECTUATION-BASED - AGILE IMPLEMENTATION



EVERYBODY IS A POTENTIAL ENTREPRENEUR – DEBUNKING MYTHS

1. Entrepreneurs take limited risks

2. You need a big idea to get started

3. Entrepreneurs are experts in forecasting

4. Entrepreneurs are superheroes, not like us

5. Entrepreneurs succeed alone

6. You must give up your personal life to become an entrepreneur

7. Entrepreneurs can start with no or few funding

EVERYBODY IS A POTENTIAL ENTREPRENEUR – DEBUNKING MYTHS

1. Entrepreneurs take limited risks **TRUE**

WRONG 2. You need a big idea to get started

3. Entrepreneurs are experts in forecasting **WRONG**

WRONG 4. Entrepreneurs are superheroes, not like us

5. Entrepreneurs succeed alone **WRONG**

WRONG 6. You must give up your personal life to become an entrepreneur

7. Entrepreneurs can start with no or few funding **TRUE**

EVERYBODY IS A POTENTIAL ENTREPRENEUR – DEBUNKING MYTHS

Entrepreneurs like risk

It takes a big idea to get started

Entrepreneurs are experts in forecasting

Entrepreneurs are superheroes, not like us

Entrepreneurs succeed alone

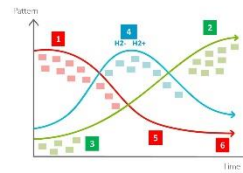
**You must give up your personal life
to become an entrepreneur**

Entrepreneurs need huge funds to start

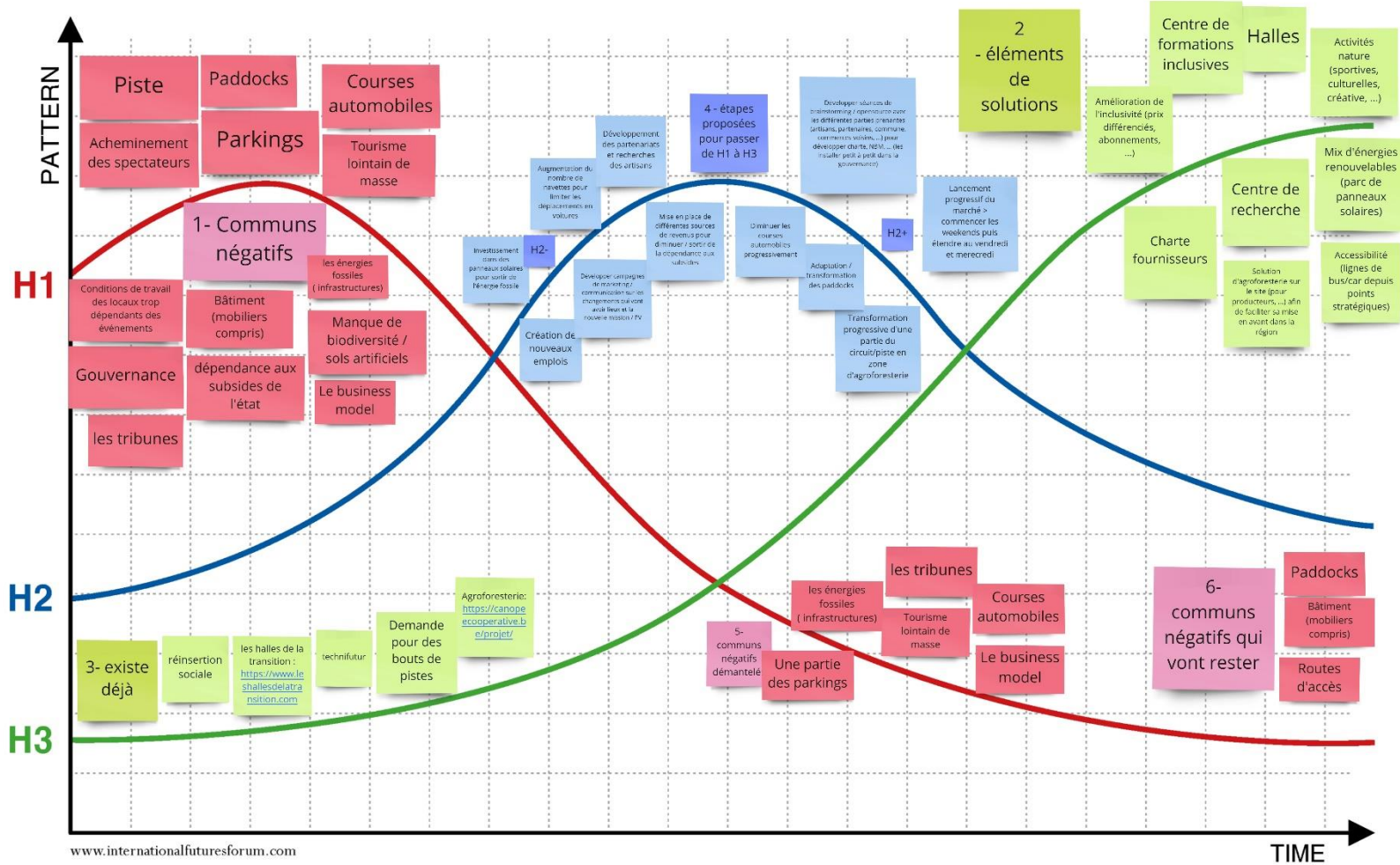
THE TRANSITION JOURNEY

CO-DEVELOPING NEW AND APPEALING NARRATIVES FOR ALL

Horizons 1, 2 et 3

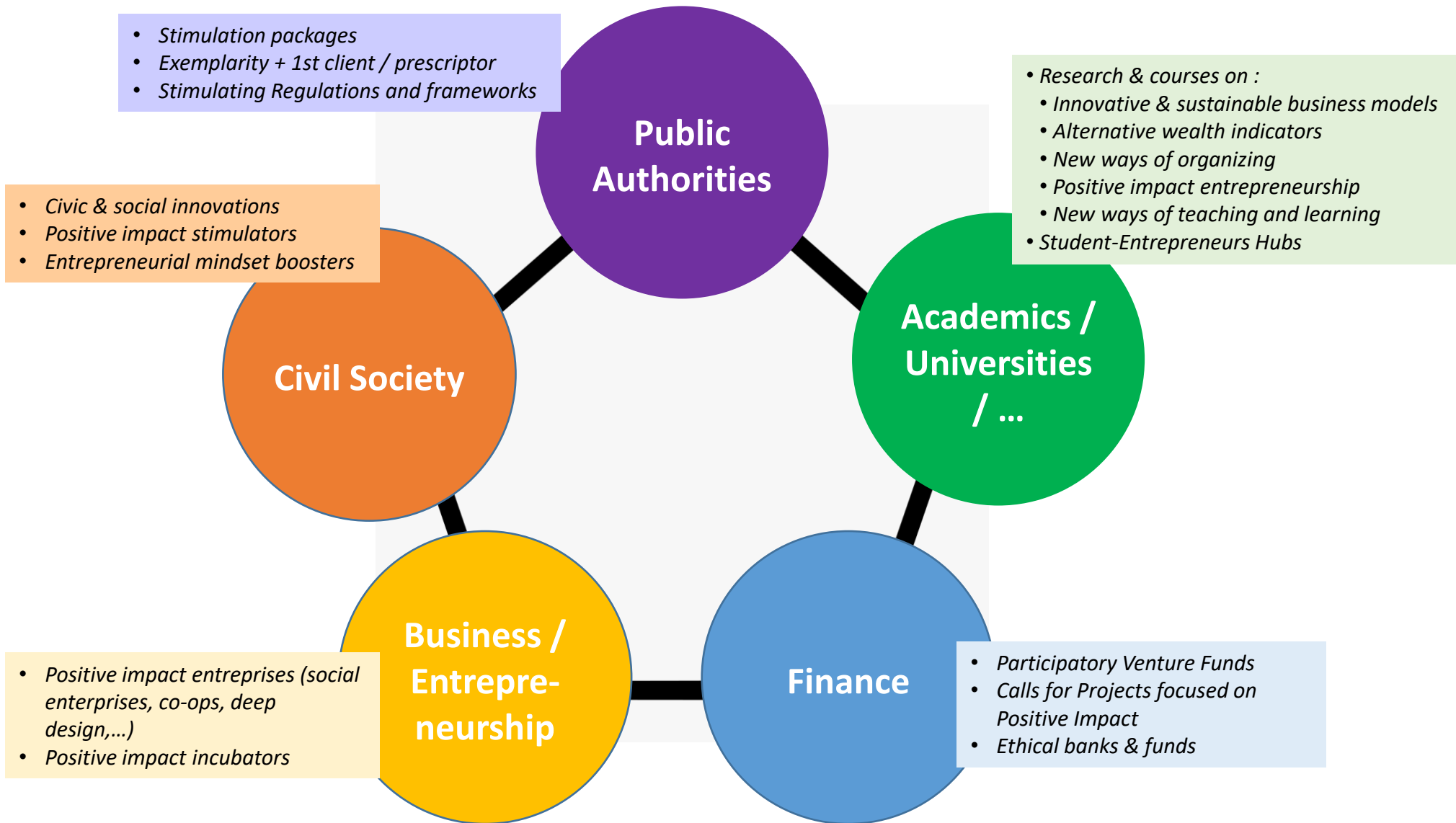


- 1 Horizon 1 - What evidence do you see that suggest the current system is under strain? How does it look like? How does it look like in the future? What is the vision for the future system? How does it look like? What features, values, core support? What long term trends are driving towards these changes?
- 2 Horizon 2 - What is the vision for the future system? How does it look like? What features, values, core support? What long term trends are driving towards these changes?
- 3 Horizon 3 - Pockets of the future in the present
- 4 Horizon 2 - What innovations do you consider that might be leverage points of the future system to force the way towards H3? What are the H2+ steps? (aka. just a negative innovation that enter the H1 system)
- 5 Horizon 1 - What H1 key elements (aka. negative commons) are diminished or commoned during H2?
- 6 Horizon 1 - What H1 key elements (aka. negative commons) remain in H3?



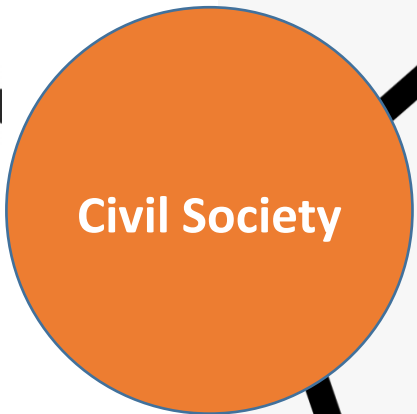
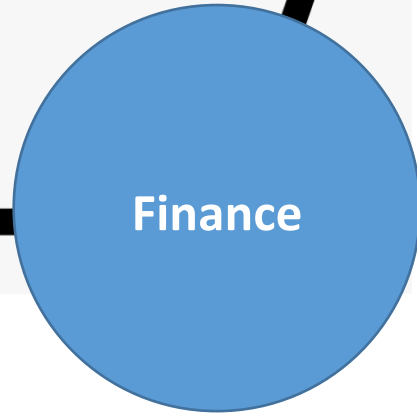
SETTING UP AN ENABLING ECOSYSTEM

THE “MAGICAL” PENTAGON



SETTING UP AN ENABLING ECOSYSTEM

THE “MAGICAL” PENTAGON



SETTING UP AN ENABLING ECOSYSTEM TOWARDS A REGIONAL PARTICIPATORY FUND

What : to set up a regional participatory funding / venture vehicle

Objective : to fund positive impact initiatives that are either stimulated (top down) or emerging (bottom up)

How :

- to propose different investment vehicles (co-op shareholding, crowdfunding/-lending, impact investing, participatory budgeting,...)
 - Allowing people, private & public actors to invest from 20 € to beyond 1.000.000 €
 - In order to support initiatives
- To manage this fund in a participatory way through a governance shared along the different stakeholders of the region

Dream ? No ! Such initiatives already exist...in France -> they are called "**Rev3**" aka 3rd Industrial revolution (North of France), "**Initiatives factory**" (several subregions labeled as vulnerable and "**Carbon Coop**"

