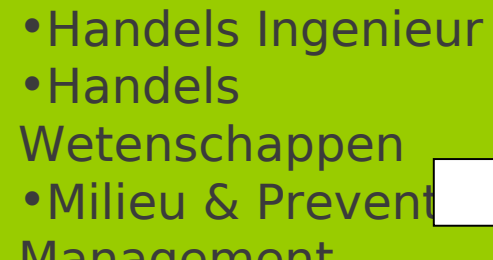




AISHE reflectiegroep 30-1-2009

AISHE : HUBrusssel

- Academische opleidingen
 - Economie en Management
 - Taal en Letteren
 - Rechten
- Professionele opleidingen
 - Handelswetenschappen en Bedrijfskunde
 - Gezondheidszorg
 - Lerarenopleiding
 - Sociaal-Agogisch Werk



- Handels Ingenieur
- Handels Wetenschappen
- Milieu & Preventie Management

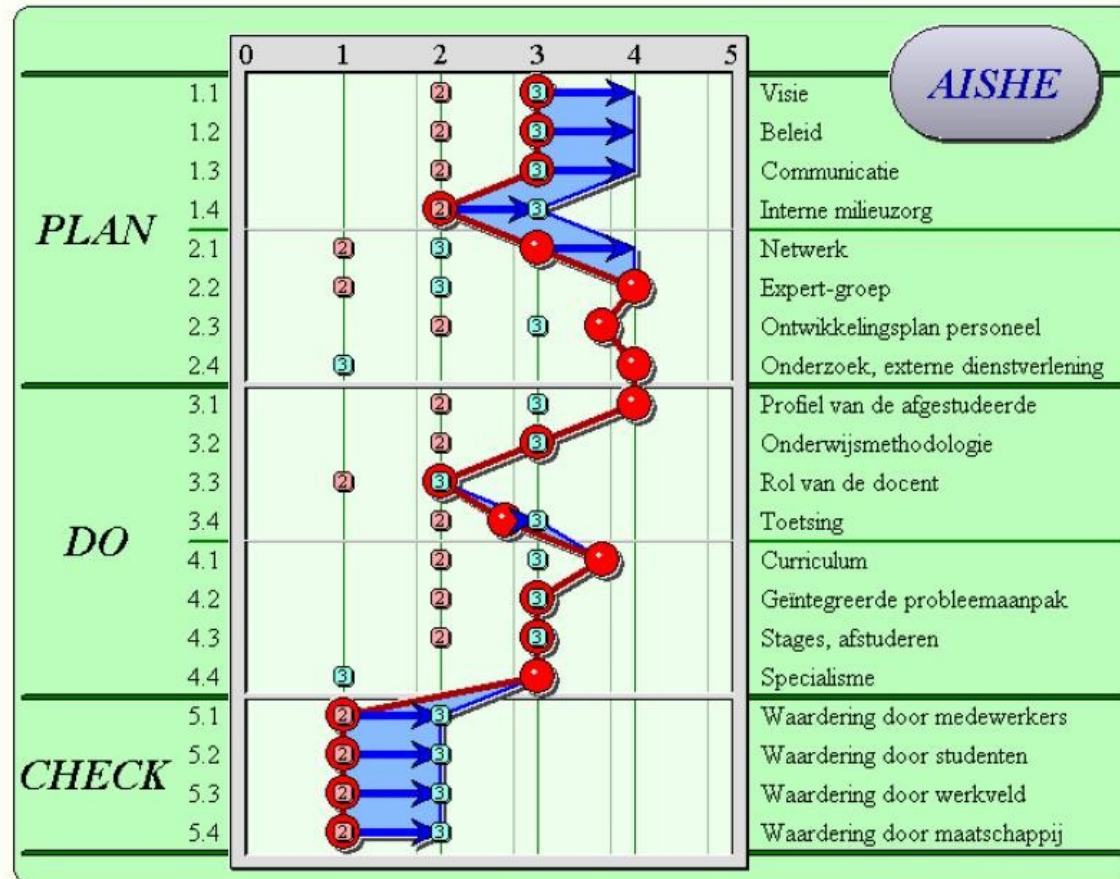


AISHE
** in
2005

AISHE : aanpak op Ehsal

1. Focus => breed of geconcentreerd?
 2. een interne “mini scan”
 - kernteam
 3. vervolgens de officiële audit
 - 2 managers - 7 docenten - 4 studenten
- => Strenger tijdens de mini scan dan door externe auditor.

AISHE : MPM anno 2006



- Huidige situatie
- ➔ Gewenste situatie
- ★ Prioriteiten

- Keurmerk ** 2
- Keurmerk *** 3

AISHE : heden

2 sterren betekent concreet

1. **Activiteiten-georiënteerd**
2. **Proces - georiënteerd**
3. **Systeem- georiënteerd**
4. **Keten- georiënteerd**
5. **Maatschappij- georiënteerd**



Onze aandachtspunten :

- Milieuzorgsysteem en rapportering
- Bevragen, meten en trends
- Curriculum van andere opleidingen

AISHE : eerste indruk

nuttig instrument :

- biedt een houvast, geeft integraal overzicht van Plan-Do-Act-Check methodiek
- top down & bottom up engagement nodig om te blijven groeien
- compatibel & erkend : met kwaliteitszorg, voor accreditatie (bijzonder kwaliteitskenmerk = uitstraling)

AISHE : bedenkingen

- uitgevoerd op Milieu en Preventie Management,
 - quick win, snel uit de startblokken
- automatisch een transversale impact op organisatie
- potentieel risico op valse start bij de andere opleidingen die (nog) niet kunnen aanhaken.

AISHE : toekomst

- Op korte termijn
 - Evaluatie uitbreiding naar Faculteit Economie & Management (Accreditatie)
- Op lange termijn
 - Alle academische & professionele opleidingen



Propelling Social Business Innovation

Innovation Services



Research



Incubator for
Social Entrepreneurship
Hosts Social Innovation
Projects & Research

Social
Business
Innovation



University of Navarra



i-propeller has unique access to and intelligence about social entrepreneurs and social business innovation

THEMA'S & TRENDS

Armoede

- base of pyramid,
- microkredieten,
- cooperaties,
- onderwijs,

Gezondheidszorg

- preventie en vaccinatie,
- noodverstrekking,
- logistiek en noodhulp,
- Voeding,



Community

- cohesie,
- inclusie,
- diversiteit,

Demografie

- vergrijzing,
- migratie,
- gender,

Eco-ethische G&D

- fairtrade, bio, sociaal label,
- hernieuwbare energie,
- eco-efficiëntie/effectiviteit,

1. Incubator for social entrepreneurs

- Selection of +/- 5 social entrepreneurs per year
- Stimulating environment

→ **Four new Social Enterprise initiatives have been launched at the I&A Lab:** Produrb, The Hub, Groovy Green, Sunthing

→ **About a dozen Social Enterprises prospects to take-up the entrepreneur-in-residence position in the I&A Lab**

Be-cause, Tripple Accounting, Fleasy, Safier, Flots Belgium, Social Renewables, Chambre D'autre, Precare

Innovation & Action Lab



Meesterproeven studenten 2008-2009

- SOCIAL ENTERPRISE START-UPS AND INVESTMENT CAPITAL: THEORY AND EVIDENCE
- FIGHTING POVERTY IN AN ENTREPRENEURIAL WAY: EVIDENCE FROM BELGIUM
- SOCIAL MARKETING AND SOCIAL CHANGE: EVIDENCE FROM SOCIAL ENTREPRENEURS AND EXPERIMENTS
- HRM AND SOCIAL ENTREPRENEURSHIP: WHAT'S MISSION GOT TO DO WITH IT?
- DESIGN A BUSINESS PLAN DESIGN FOR A NEW SOCIAL ENTERPRISE: "EXIT & STRESS" SUPPORT FOR FAILING ENTREPRENEURS
- OPEN INNOVATION IN BELGIUM

Innovation & Action Lab

Business cases :

- Cambio,
- Max Havelaar,
- Ello Mobile,
- Close the Gap,
- i-propeller

BUSINESS CASE BRIEF NR. 3: CAMBIO By Marieke Huysentruyt and Kris Moonen*



KEY WORDS: SOCIAL MARKETING, PAY PER USE VEHICLES, BEHAVIOURAL CHANGE.

Taxistop and Cambio

Back in 1978, a nonprofit called the "Centre for Positive Use," today better known as "Taxistop," was founded with the ambition to devise new services that enable us, the consumer, to improve the use of existing goods and means. Spurred by the motto "more is less," Taxistop has since launched a wide range of popular initiatives (initially in Flanders only, but today in the whole of Belgium), including schoolpooling, event-pooling, home exchange, homesitting, airstop, homesitting, and eurostop. For all these initiatives, Taxistop critically set up the "missing" interface or platform where demand for and supply of each of these services (e.g., international hitchhiking and pick-up service for people with limited mobility) can meet and effectively transact. The car-sharing service is one of the more recent initiatives launched by Taxistop, this time in partnership with the German Cambio-group.

In a nutshell, the car-sharing service essentially consists of a fleet of well-maintained cars, parked at fixed, especially reserved and readily accessible car stands spread across major cities across the country, so that these cars can be used by the system's members whenever and for how long the latter want. The service is primarily targeted at people who only need a car from time to time, or occasionally need a second car, or regularly drive a small city car but at times need a larger one. Apart from the comfort, flexibility and cost-savings it can bring, the service also discourages impulsive driving and can thus help reduce car emissions and pollution.

Business Model

To join the car-sharing system, members must pay a flat one-time registration fee, deposit, and monthly administration fee. Then, they simply pay for their usage of a car. Prices vary by type of car, by duration (hourly rate, daily rate or weekly rate), by distance traveled (per km).

In recent years, Cambio has also sought to diversify its service offering and expand its customer base by partnering with several Public Transport companies. De Lijn and MIVB, for instance, two public transport companies operating in respectively Flanders and Brussels, are shareholders of Cambio, and have committed to promote the Cambio-concept through its communication channels. Cambio has similarly partnered with their Walloon counterpart, TEC. Furthermore, in nearly every city where Cambio is active, owners of season tickets for public transport are offered a reduced price for Cambio's car-sharing service.

Communication with Candidate Members

In its communications (e.g. via its website), Cambio emphasizes primarily the flexibility and comfort that its service offers. Members can make a reservation 24/7 via phone or website, book a car by the hour, on a daily or weekly basis, spontaneously or much in advance. Furthermore, all cars are regularly maintained and fully insured. And, since there is special, dedicated parking space in each major city, members need not worry as much about finding a parking slot – this is no trivial benefit given that 10 to 20 percent of all city traffic is ap-

parently due to people trying to find an available parking space.

Despite the various benefits that Cambio car-sharing it remains a niche service phenomenon. Lacking an in-depth analysis of the customer profile, we noticed that the share of mainstream customers, e.g. corporations, Universities like Gent Leuven Vlerick management school... is growing. The concept still mainly appeals to a specific consumer segment, in particular the alternative, grass-root consumers. Various factors underlie this, of which several are listed below. First, the mainstream car owner is still unfamiliar with the car-sharing concept – a concept, which because of its novelty, tends to unleash consumer suspicion. An additional difficulty relates to difficult to effectively provoke a "behavioural change": of those who appreciate the apparent consumer benefits that car-sharing can bring, only a small fraction also acts upon those beliefs and joins the Cambio system. Indeed, it is hard to overestimate the draw of the "status quo." Furthermore, many perceive a car as a status symbol or a means to experience individual freedom. Relatedly, car-sharing is often still thought of as "emergency solution" for those who cannot afford a car of their own. Finally, the environmental benefits of not owning a car are far less visible than possessing a fuel-efficient and technically innovative "green car". Again, this implies a particular challenge to the marketing of the Cambio car-sharing service. Finally, because future financial, environmental and time savings due to less impulsive driving behaviour are difficult to prove towards potential customers and may even not be perceived as an advantage.

ASSIGNMENT

Cambio has only a limited marketing budget at its disposal. In spite of this constraint, devising and implementing an innovative marketing strategy is one of the critical challenges Cambio is currently up against.

- Develop a 360° marketing strategy aimed at getting more people on board in cities that already have 1 or more Cambio location(s). E.g., evaluate to which degree a role for the users already involved in car sharing is possible or how the locations can be used as beacons, and keep in mind the public transport partnership and other innovative/strategic opportunities.
- Less densely populated areas or cities are more difficult areas to penetrate with a pay per use business model, like that of Cambio. Mobilizing a critical mass is crucial for the profitable management of its cars and locations. Yet, part of the target groups (not active partners, retired, poor) are far more isolated due to poor public transport network or have no choice but to own a car to be mobile. Develop possible innovative strategies to penetrate into those less dense regions.

* Managerial Economics and Strategy Group at the Department of Management, London School of Economics and SITe at the Stockholm School of Economics (Huysentruyt) and Project Coordinator of the Innovation and Action Lab (Moonen). Contact email address: M.Huysentruyt@lse.ac.uk. We are grateful to Geert (Gaspard) for lending support in the write-up of this case.

Innovation & Action Lab



INNOVATIE CHALLENGE

Develop your innovative business-
concept on eco-design and energy use

Two subcategories

- design sustainable housing for the poor
- design a sustainable campus for the HUB

TEAM UP

Before
november 30th



ANALYSE

in the field or
@ the Innovation
& Action Lab



INNOVATE

Before
may 4th



info: www.i-propeller.com/lab
Contact: kris.moonen@hubrussel.be

Innovatie Challenge : Housing for the poor

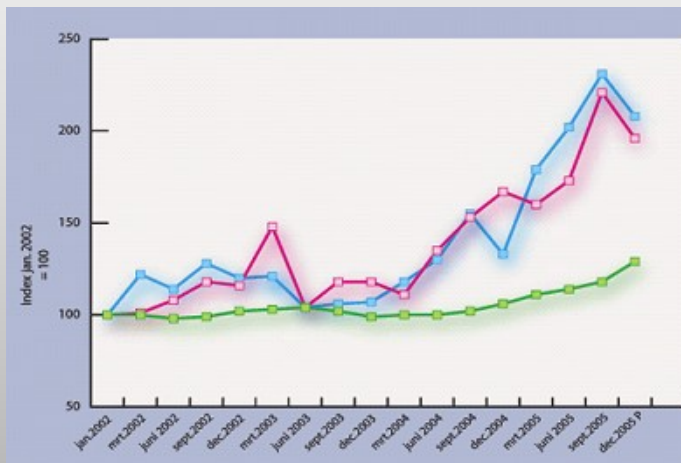
Trend ?



In EU is +/- 16% arm = 72 miljoen mensen (Brussel 20% armoede)



Tot 30% van inkomen aan energie ten koste van gezondheid, onderwijs...



Stijgende energieverbruik en -kosten

Innovatie Challenge : Housing for the poor

Gemeenschap



Think !

Nieuwe
businessconcept
en



Hogere
efficiëntie

Cohesie



Innovatie Challenge : Sustainable Campus

Global Warming



Trend ?

Van 6 HUB
campussen
naar ...



Moving Towards Zero-Waste



Green Campus Initiative

Innovatie Challenge : Sustainable Campus



Hernieuwbaar

Ecodesign

Think



Modulair design



High tech



Hardware



Innovation & Action Lab



- Integratie van het businessplan traject in het curriculum
- Diverse :
 - Catering (campagne duurzame voeding)
 - Energie (dikketruiendag)
 - Interne professionalisering
 - ...