

# \_New companies' designs

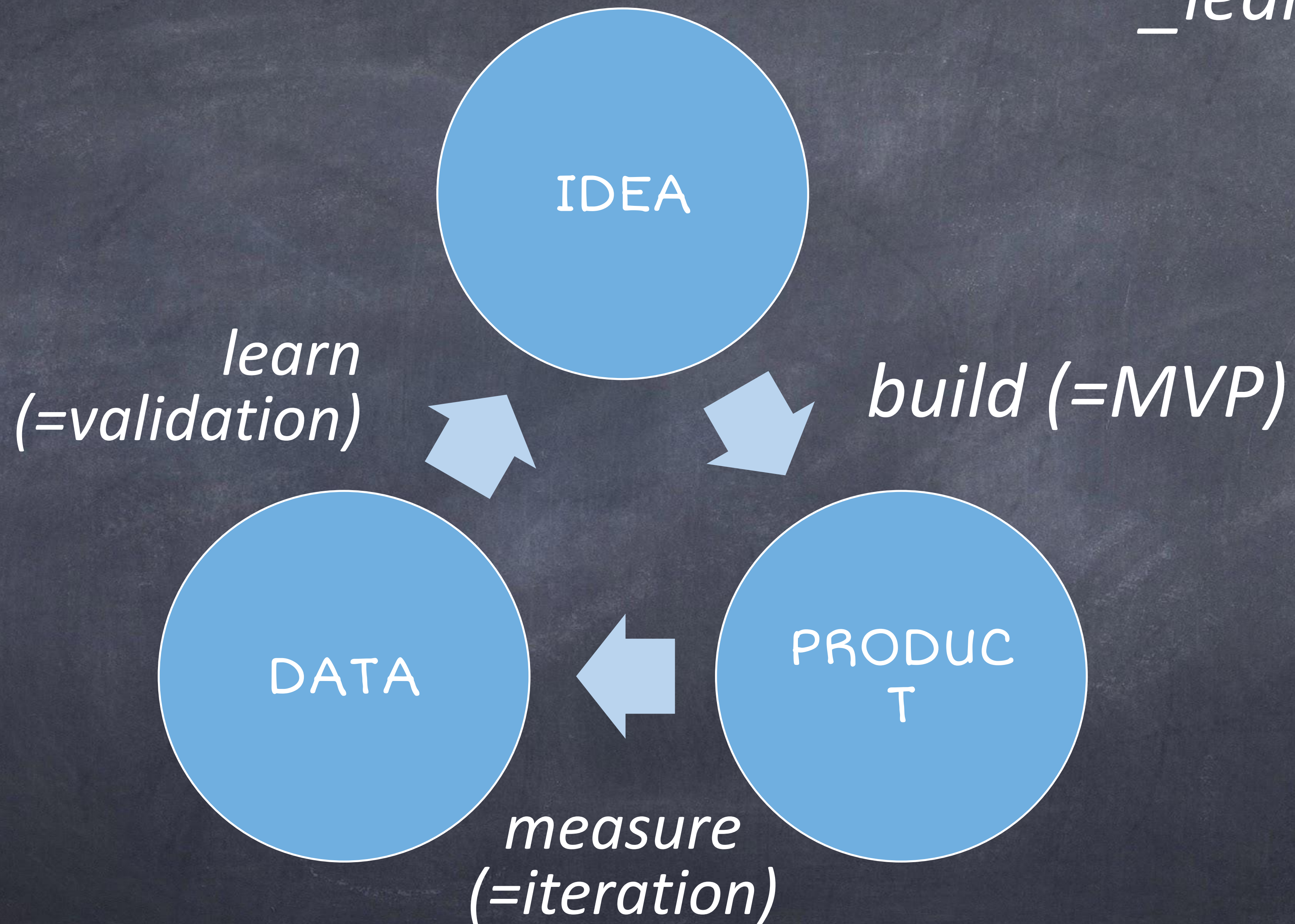


*To recap*

- ✓ Closed vs. Open Innovation
- ✓ Intrapreneurship
- ✓ The lean startup methodology



*\_lean startup*





*\_blurring of sectors*



*\_blurring of sectors*



Private  
Sector

Public  
Sector

Third  
Sector



# *\_blurring of sectors*



Private  
Sector

*To maximize profits for the  
shareholders*

Public  
Sector

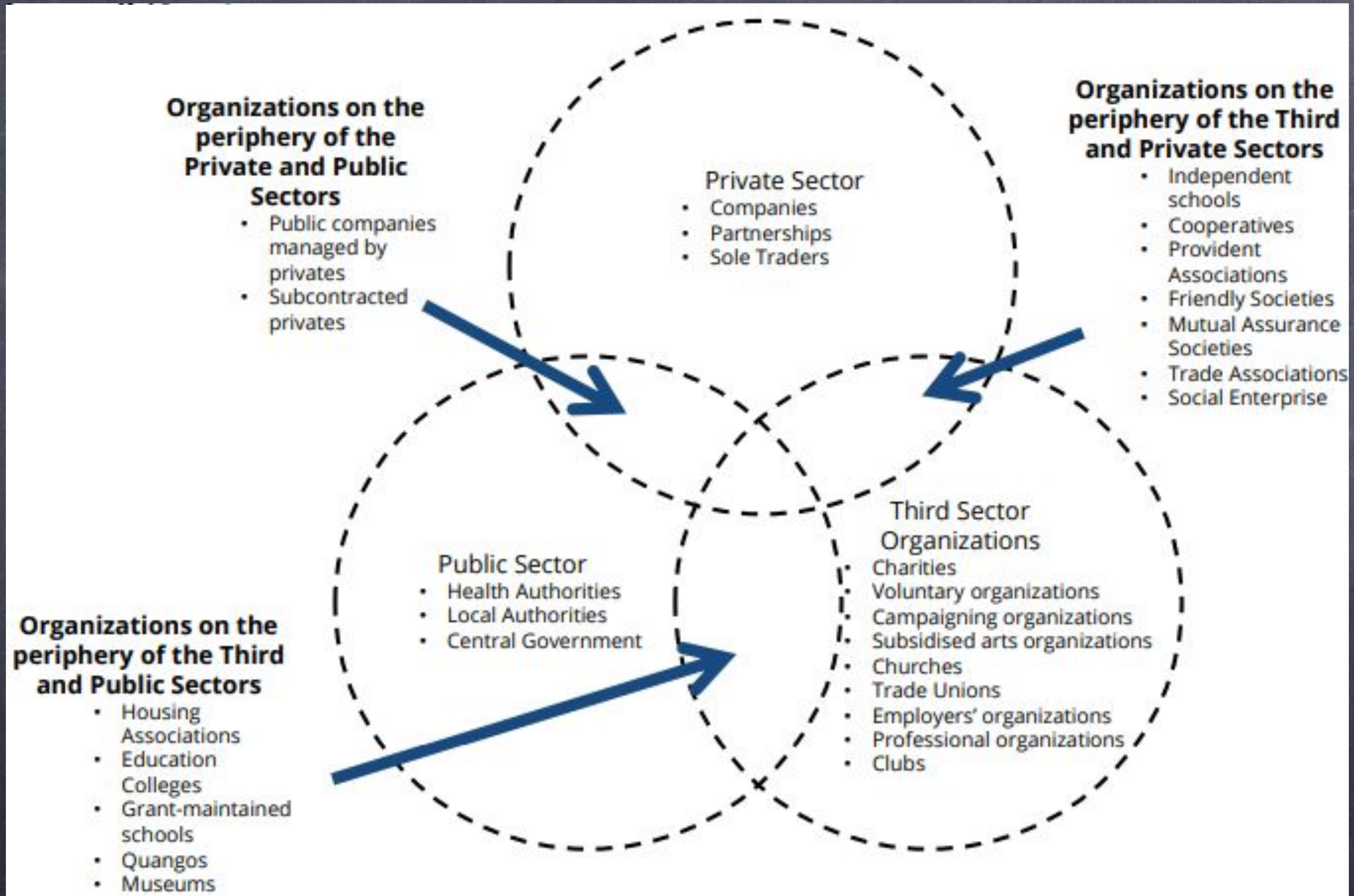
*The protection and  
promotion of the  
economic and social  
well-being of citizens*

Third  
Sector

*To generate a positive social  
impact and obtain poverty  
alleviation (\*for example)*



# *\_blurring of sectors*





*\_hybrid organizations*



## *\_hybrid organizations*

“Hybrids often combine two specific logics: the business logic of revenue and profit generation by providing commercial goods or services, and the logic of societal welfare by providing services that positively affect social and ecological systems”  
(Smith et al. 2013)



# *\_hybrid spectrum*

Sustainability equilibrium

Social sustainability

Economic sustainability

Traditional  
non-profit

Non-profit  
with  
income-gene  
rating  
activities

Social  
enterprise

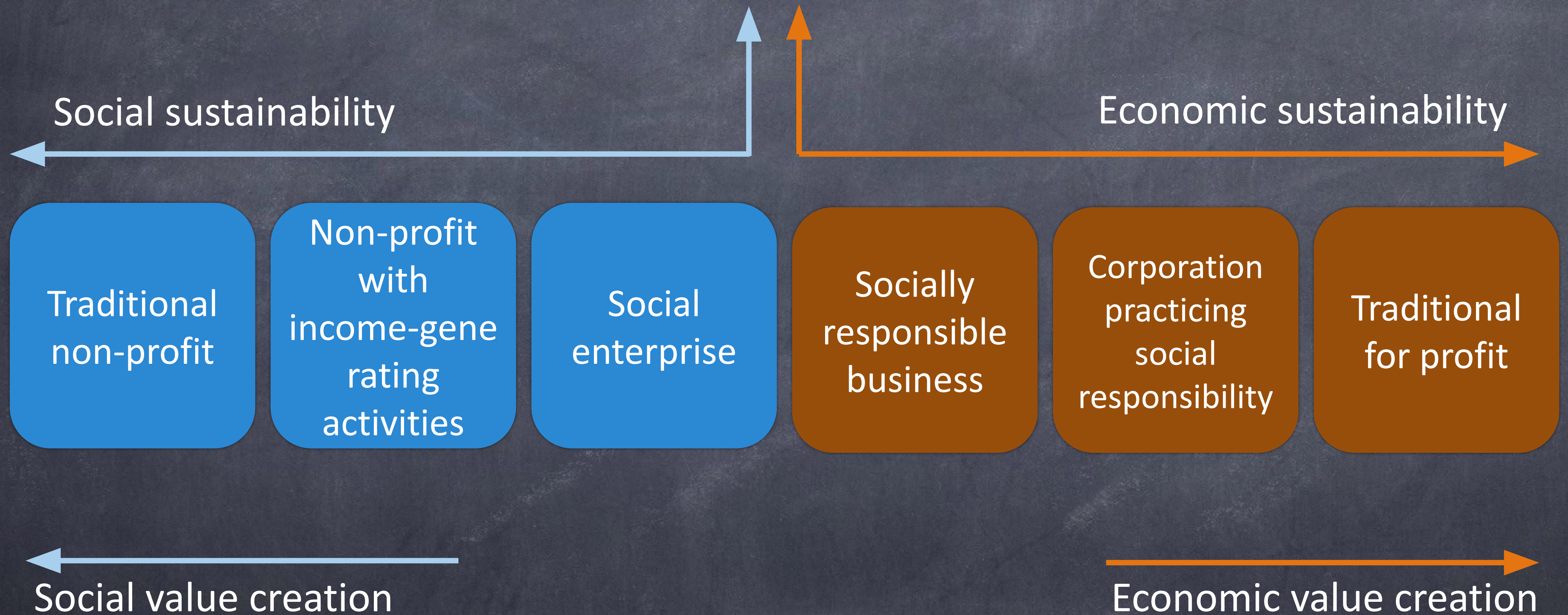
Socially  
responsible  
business

Corporation  
practicing  
social  
responsibility

Traditional  
for profit

Social value creation

Economic value creation





## *\_hybrid strategy*

- ✓ Identify hidden complementarities
  - ✓ Develop new complementarities
- ✓ Eliminate the need for complementarities
  - ✓ Create demand for antagonistic assets
- ✓ Use partnerships to achieve distribution complementarities



*\_hybrid strategy*

✓ Identify hidden complementarities

Find previously unknown ways to employ antagonistic assets in a profitable way.



*\_hybrid strategy*

✓ Identify hidden complementarities

Find previously unknown ways to employ antagonistic assets in a profitable way.

Ex. All Ears Telemarketing (Denmark)

<https://vimeo.com/66126979>



*\_hybrid strategy*

✓ Develop new complementarities

Identify effective measures through which beneficiaries can learn valuable skills.



*\_hybrid strategy*

✓ Develop new complementarities

Identify effective measures through which beneficiaries can learn valuable skills.

Ex. Melting Pot Foundation (Denmark)

<https://www.meltingpotfonden.org/>



*\_hybrid strategy*

- ✓ Eliminate the need for complementarities

Using frugal design to create simple products for complex problems.



*\_hybrid strategy*

- ✓ Eliminate the need for complementarities

Using frugal design to create simple products for complex problems.

Ex. LifeStraw (United States)

<https://eu.lifestraw.com/>



*\_hybrid strategy*

✓ Create demand for antagonistic assets

Creating a reverse appeal for antagonistic assets through storytelling.



## *\_hybrid strategy*

- ✓ Create demand for antagonistic assets

Creating a reverse appeal for antagonistic assets through storytelling.

Ex. Fruta Feia (Portugal)

<https://frutafeia.pt/>

<https://youtu.be/oMtBRNSVCbw>



*\_hybrid strategy*

✓ Use partnerships to achieve distribution complementarities

Leveraging partnerships with charities and businesses to access distribution channels.



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- ✓ Use partnerships to achieve distribution complementarities

Leveraging partnerships with charities and businesses to access distribution channels.

Ex. ColorADD (Portugal)

<https://www.coloradd.net/en/>

<https://youtu.be/UpXLg6T07vU>



To come:

✓ Startups



See you on next session :)