

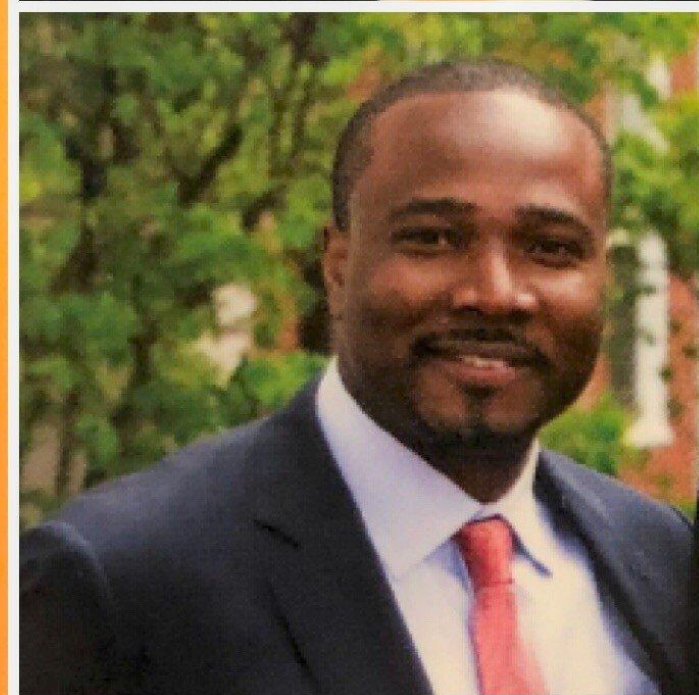
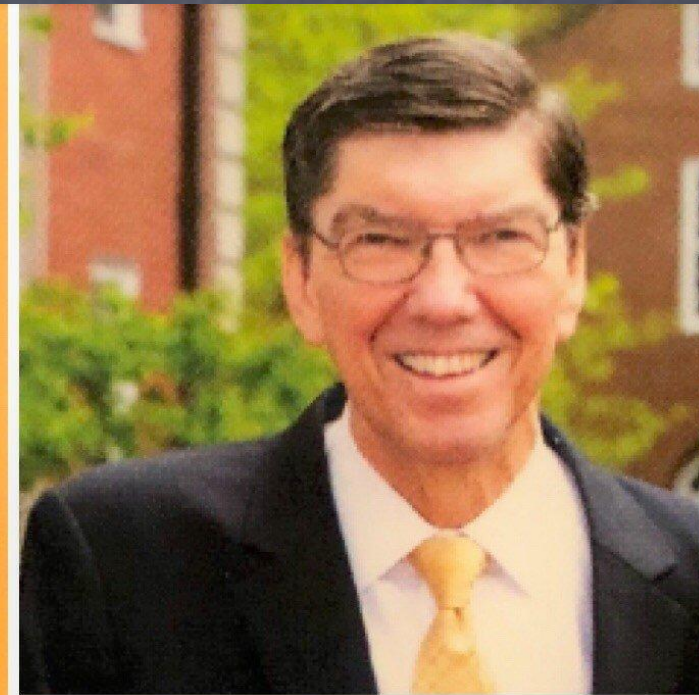
_Impact Gaps Canvas

Leonor Neto | Week 4
Applied Social Entrepreneurship | 2025

Clayton M. Christensen
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The Prosperity Paradox

How Innovation Can Lift
Nations Out of Poverty



1. Market-Creating Innovations

2. Who are Non-Consumers?

Non-consumers are people or businesses that would benefit from a product or service but don't currently have access to it due to various barriers. These barriers could include:

- High-cost; Complexity; Lack of infrastructure; Cultural or institutional barriers.

3. Pull vs. Push Development

- Traditional economic aid and development often rely on a "push" approach, where external resources (aid, infrastructure, etc.) are pushed into a country with the hope of stimulating growth.
- Market-creating innovations, however, create a "pull" where the demand for infrastructure, jobs, and development grows naturally as a result of economic activity generated by these innovations.

3. Entrepreneurship and Innovator's Role

- Entrepreneurs and innovators are seen as crucial to the development process, as they are the ones who will create market-creating innovations and lead change. Government support can help, but it is typically the private sector that leads the way in creating new markets.

Market creating companies

1. Tolaram (Indomie Noodles - Nigeria)

Tolaram introduced Indomie instant noodles to Nigeria, a country with little prior demand for such a product. They created an entire supply chain, including local production and distribution, which helped generate jobs and boost economic growth.

2. Mo Ibrahim (Celtel - Africa)

Celtel revolutionized mobile communications in Africa by making mobile phones accessible to millions who previously had no connectivity. This innovation spurred economic growth by enabling new businesses and improving communication.

3. Bangladesh's Microfinance (Grameen Bank)

Founded by Muhammad Yunus, Grameen Bank introduced microfinance to help people in poverty access small loans, allowing them to create businesses and participate in the economy.

4. Henry Ford (Ford Motor Company - United States)

Ford's Model T made automobiles affordable for the average American, transforming transportation and spurring infrastructure development and job creation.

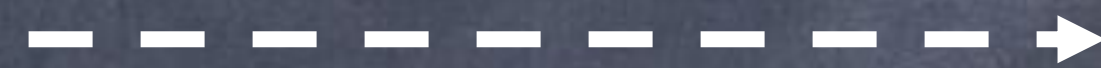
5. Novo Nordisk (Affordable Insulin - Emerging Markets)

The company expanded access to diabetes treatment in developing countries by developing affordable insulin and investing in health infrastructure.



To recap

**Problem
first**



**Solution
second**

What problem are you trying to solve?

- Passion-Skill-Problem Triad



Problem



Passion

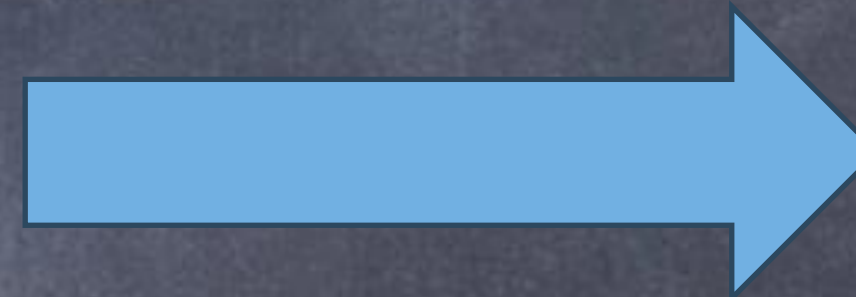


Skill

Get to know your stakeholders!

. Build an interview guide

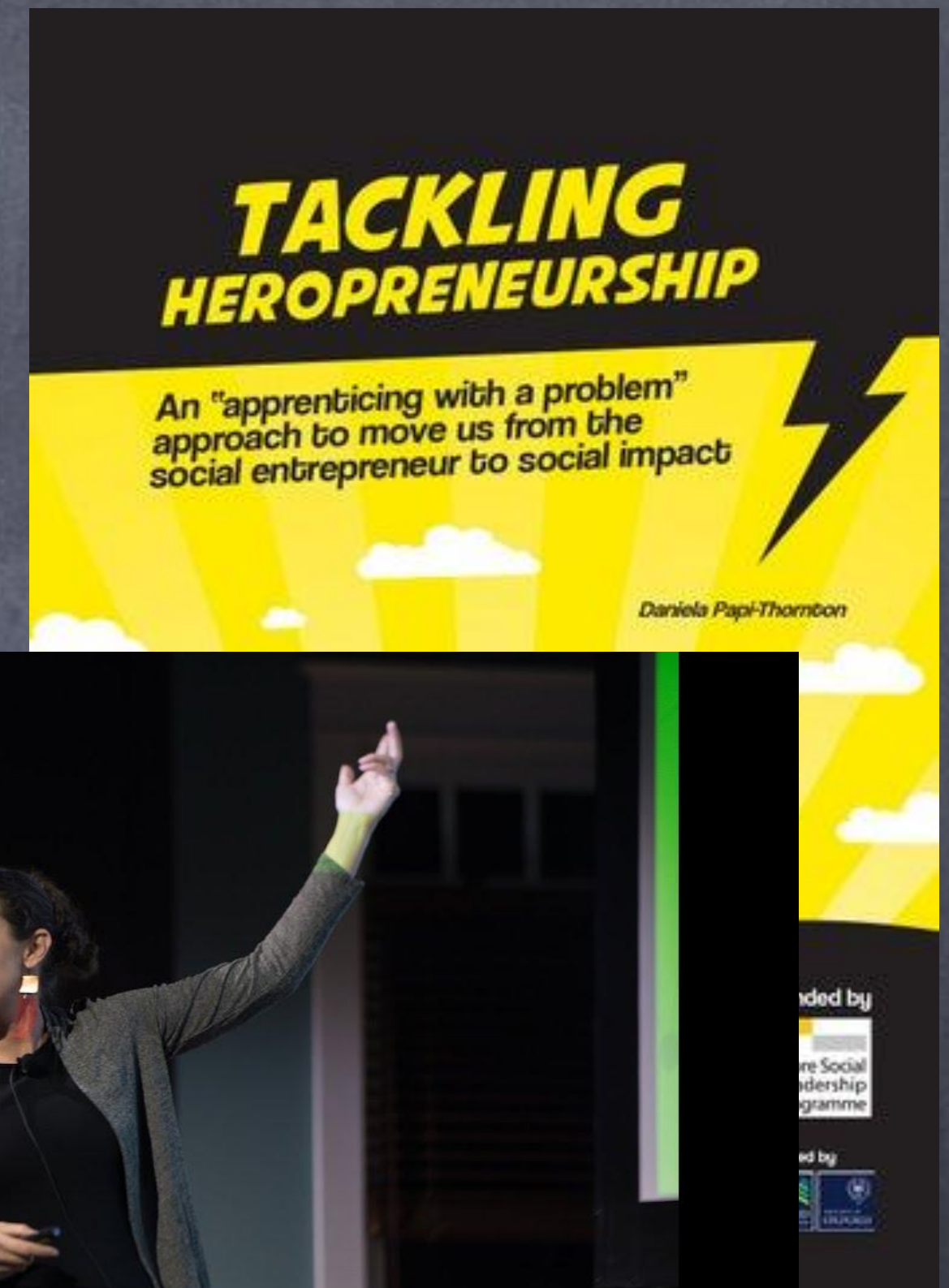
- #1 – Avoid would-you questions > DO: Ask about past behaviour and specific events.
- #2 – Avoid asking what people want > DO: Ask about problems they have, things they try to do, what's the hard part of their activities
- #3 – Avoid giving the answers inside your questions > DO: Ask questions such as "How does it look in your opinion?"
- #4 – Avoid "yes or no" questions > DO: Ask open questions, such as "Tell me: what are your thoughts about this?"



. Mock Interviews

Impact Gaps Canvas

- Map out the problem;
- Understand the landscape of current solutions;
- Identify the "gaps" where intervention can have the greatest impact.



IMPACT GAPS CANVAS

CHALLENGE MAPPING

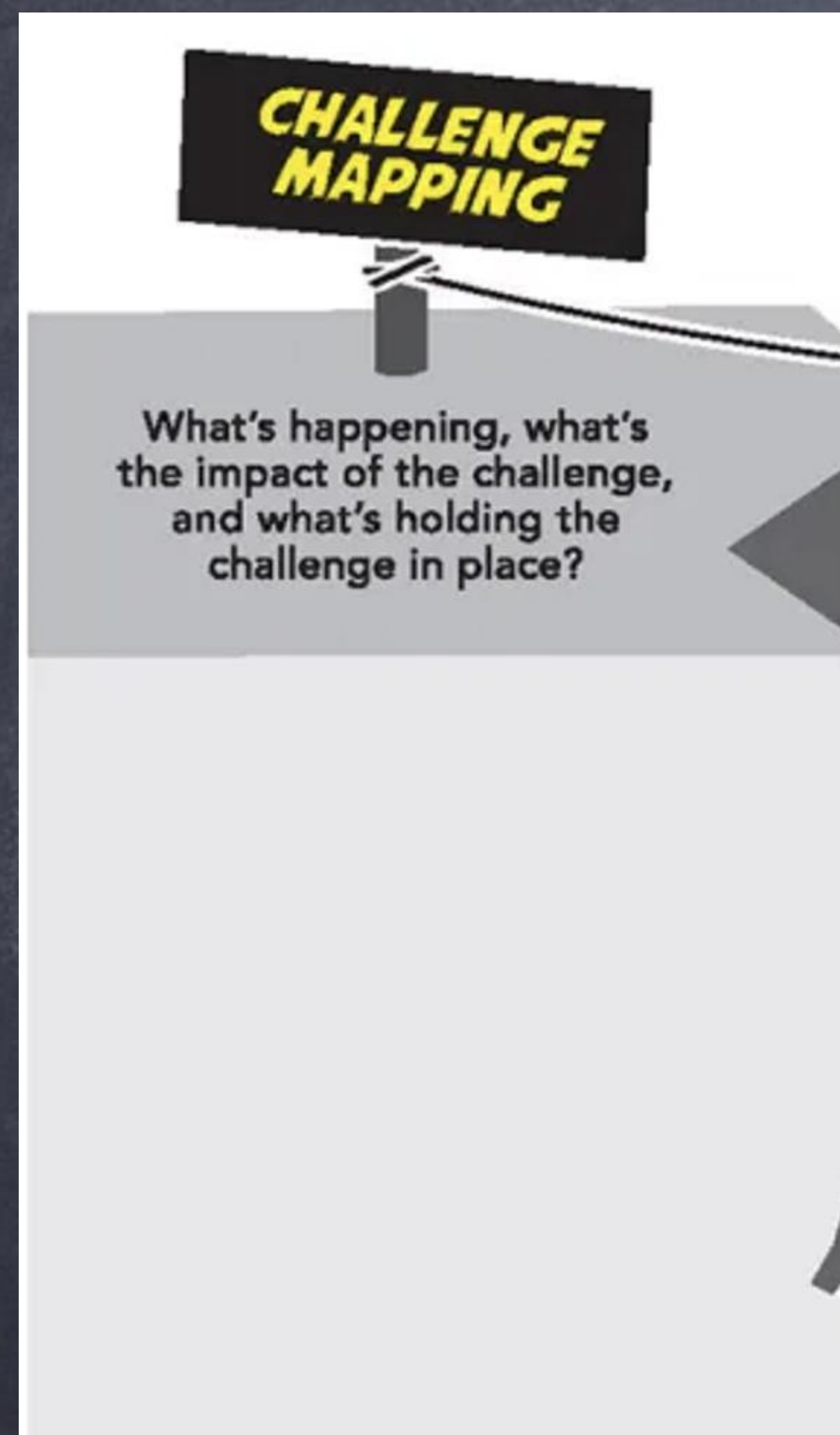
What's happening, what's the impact of the challenge, and what's holding the challenge in place?

IMPACT GAPS

What is missing that could close the gap between the challenge and solutions, where are opportunities for collective impact, and what are the lessons learned?

SOLUTIONS MAPPING

What models are already being tried, what's working, what's not, and what resources are available?



What's happening, what's the impact of the challenge, and what's holding the challenge in place?

○ *Challenge landscape*

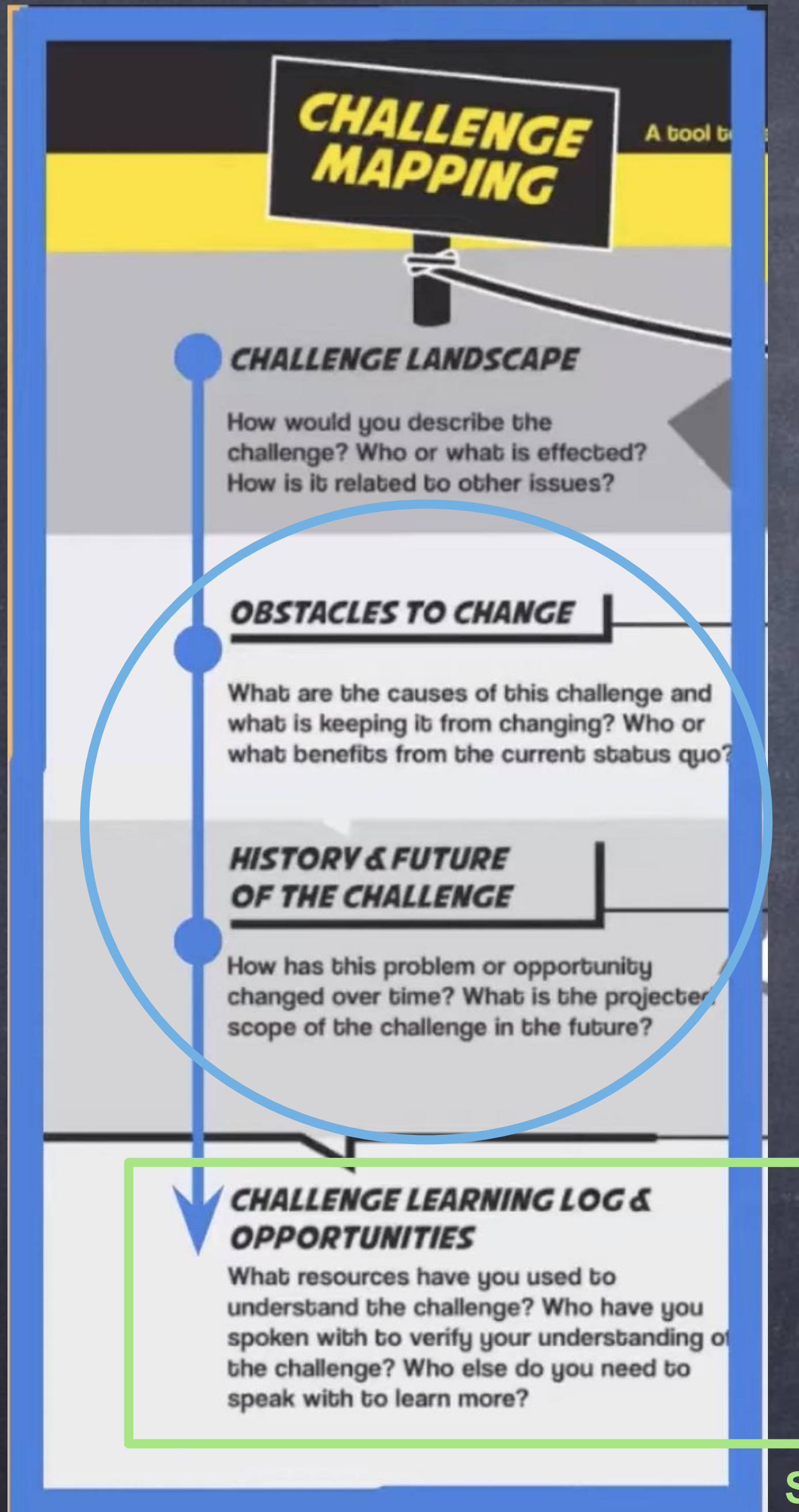
○ *Obstacles to change*

Problem Tree!

○ *History & future of the challenge*

○ *Challenge learning log & opportunities*

Stakeholder interviews!



Challenge Landscape

- **Key Issue:** There is a growing shortage of carers for the elderly in Portugal, impacting the quality of care and leading to overburdened healthcare services.



Lar de idosos de Palmela encerrado por falta de higiene e cuidados de saúde

GNR identificou a responsável por três lares ilegais, uma mulher de 58 anos, que era proprietária de um deles, onde havia "falta grosseira..."

05/12/2024



Envelhecimento populacional coloca cuidadores de idosos em alta

Com envelhecimento da população, a profissão de cuidadores de idosos se torna cada vez mais essencial no Brasil. Entenda a situação.

há 3 semanas



England's worsening care shortages leave older people struggling – Age UK

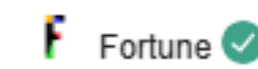
Age UK has said older people with chronic conditions are increasingly struggling with living in their own homes because of a lack of help with everyday tasks.

17/02/2023



Obstacles to Change

1. Low Wages and Poor Working Conditions
2. Lack of Professional Recognition
3. Bureaucracy and Policy Inertia
4. Reliance on Family Caregivers
5. High Cost of Private Solutions
6. Cultural and Social Perceptions



Stuck between unpaid childcare and eldercare duties, women might not be able to afford their own retirement

Working women find their financial security chipped away at as they take on familial duties.

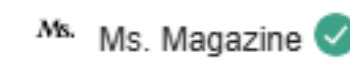
16/03/2024



Women take on more unpaid elder care than men, report shows

A recent Wells Fargo report found that women make up 59 percent of unpaid caregivers for the elderly. Women 55 years old and older account...

06/03/2024



'Who Cares?': The Unequal Burden of Care Work on Women

The idea that women shouldn't be obligated to perform unpaid domestic labor, including care, is central to feminist campaigning.

30/08/2023



Who or What Benefits from the Status Quo?

1. Governments Avoiding Short-Term Costs

- Not investing in eldercare allows the government to allocate funds elsewhere.
- Delayed policy changes mean fewer immediate financial commitments.

2. Private Care Providers

- High costs for elderly care create a profitable market for private institutions.
- Lack of competition from public services keeps prices high.

3. Families Who Rely on Unpaid Caregivers

- Some families benefit from the current system by relying on unpaid female relatives (usually daughters or wives) to provide care.

4. Healthcare Institutions (Hospitals & Nursing Homes)

- Overcrowding in hospitals leads to higher service demand, ensuring continuous funding.
- Some nursing homes benefit from long waiting lists, reducing pressure to improve services.

History and Future of the Challenge

Historical Data

1. Portugal's birth rate continuously declining, while life expectancy increased, leading to an aging population.
2. The National Network for Integrated Continuous Care (RNCCI) was created in 2006 to address elderly care needs, but capacity remained insufficient.
3. Private eldercare services expanded, but affordability became an issue.
4. Emigration of Portuguese healthcare workers to countries with better pay created a shortage of skilled carers.
5. The COVID-19 pandemic highlighted the fragility of eldercare, with high death rates in care homes.
6. Increased public awareness of poor conditions and staffing shortages in eldercare institutions.
7. Government discussions on policies to attract and train more carers, but slow implementation.



Future: Trends in the sector

Worsening Elderly-to-Worker Ratio

- Portugal is projected to have one of the highest aging populations in Europe, with fewer working-age people available for caregiving.
- Dependency ratios (elderly per working-age person) will increase, making the financial burden heavier.

Technology in Elder Care:

- Robots and AI-driven systems
- Telemedicine & Digital Health

Policy & Workforce Changes

- Potential immigration policies to attract foreign carers; Efforts to professionalize and improve wages in the caregiving sector;
- Introduction of tax incentives or subsidies to encourage private and community-led care models.

Community-Based & Intergenerational Solutions

- Growth of co-housing models where elderly people live together with shared caregivers.
- Volunteer networks to support elderly people in their homes.

Stakeholders!

Who should you talk to?

Nursing home owner

Nurse

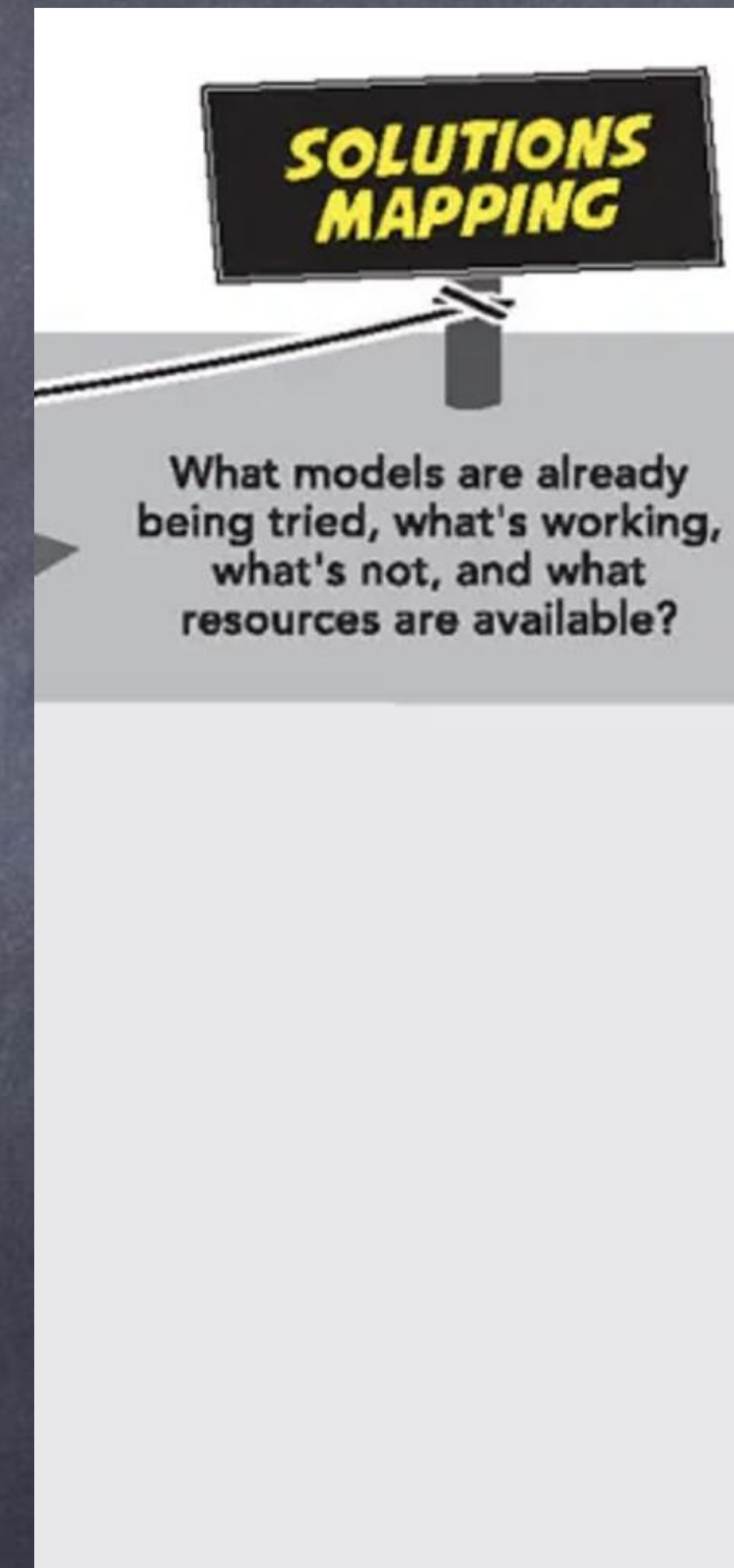
Family carer

The elder

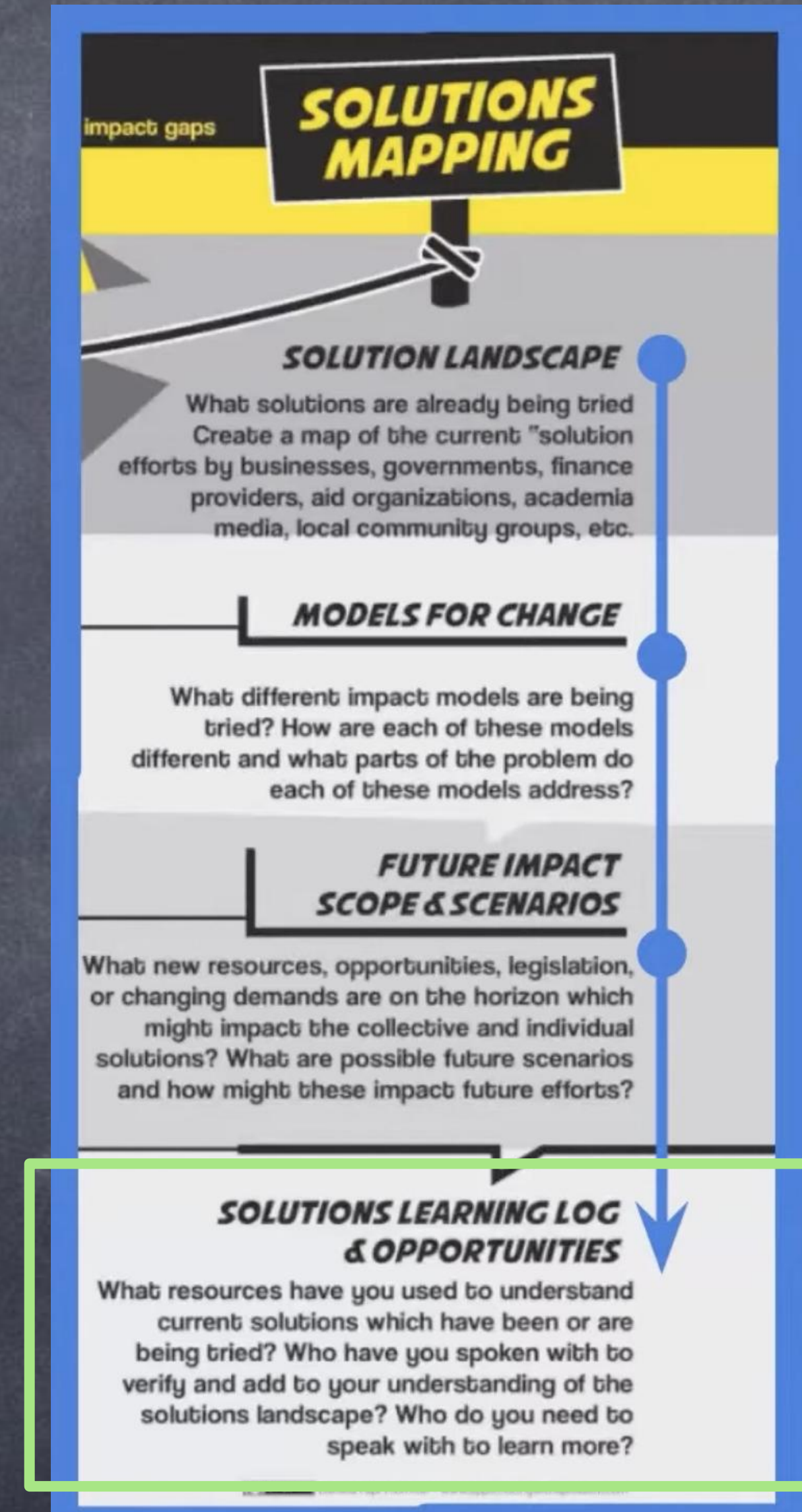
Social Worker

Government workers

What models are already being tried, what's working, what's not, and what resources are available?



- *Solution landscape*
- *Models for change*
- *Future impact, scope & scenarios*
- *Solutions learning log & opportunities*



Stakeholder interviews!

Solution Landscape

Government Initiatives:

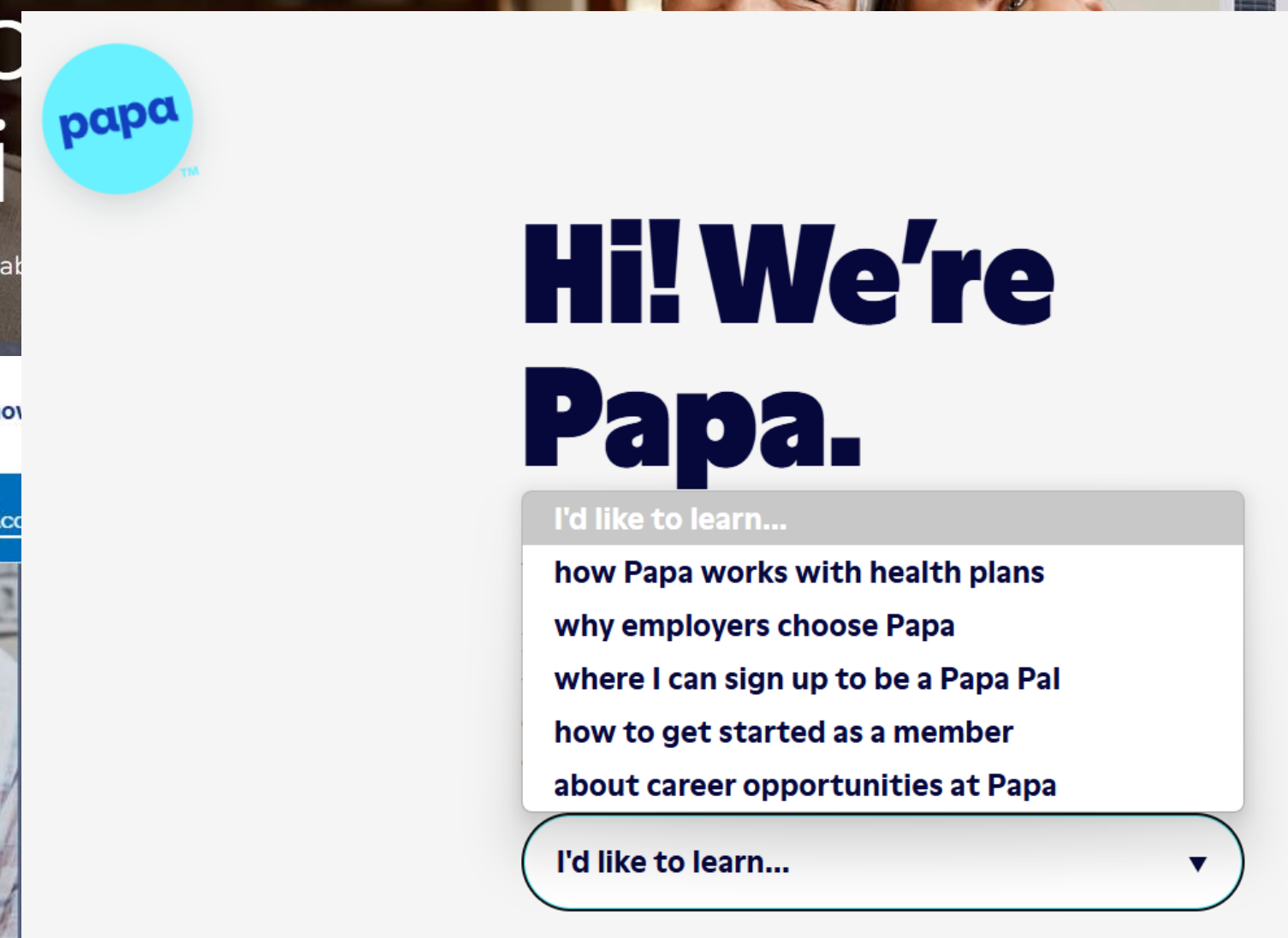
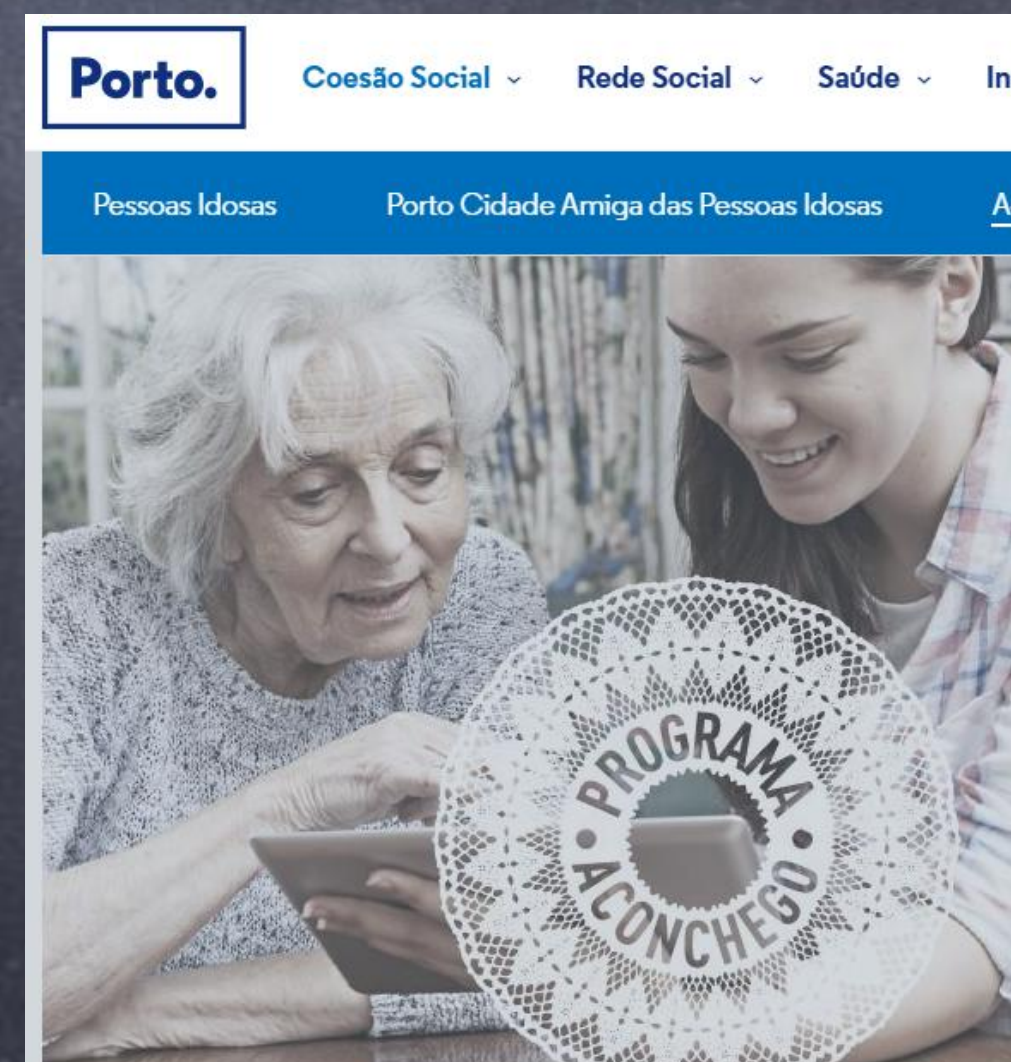
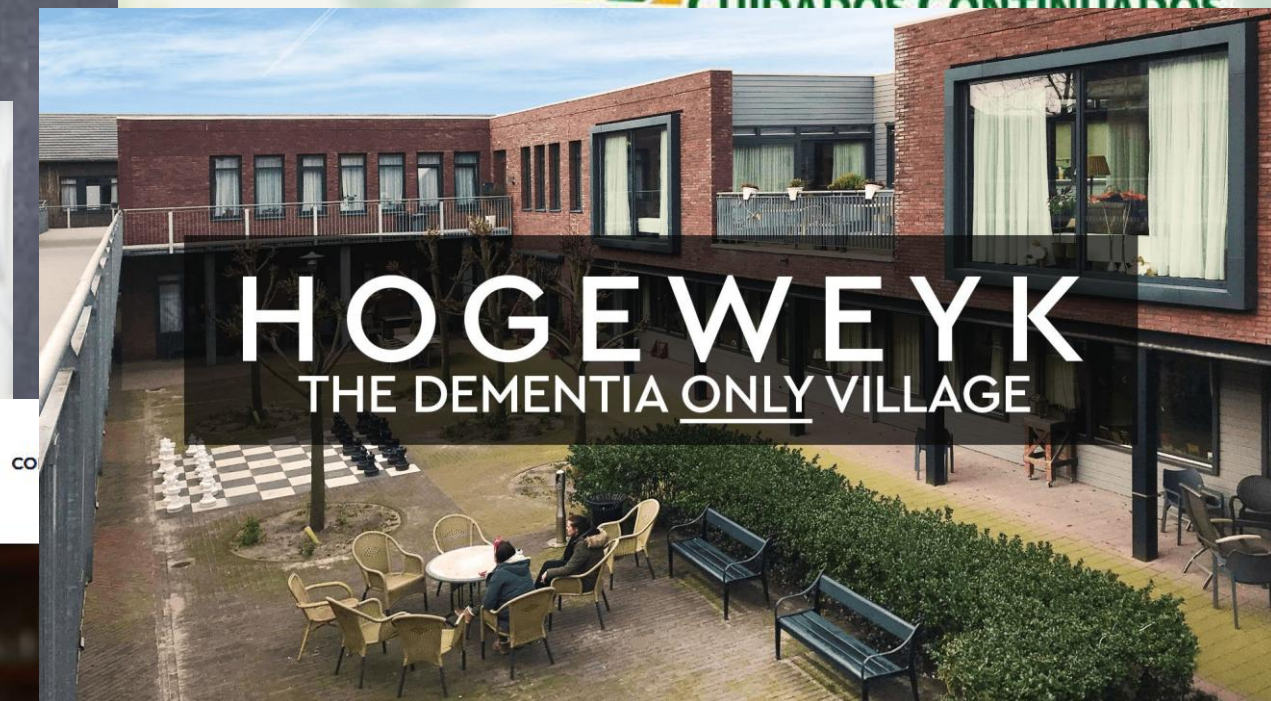
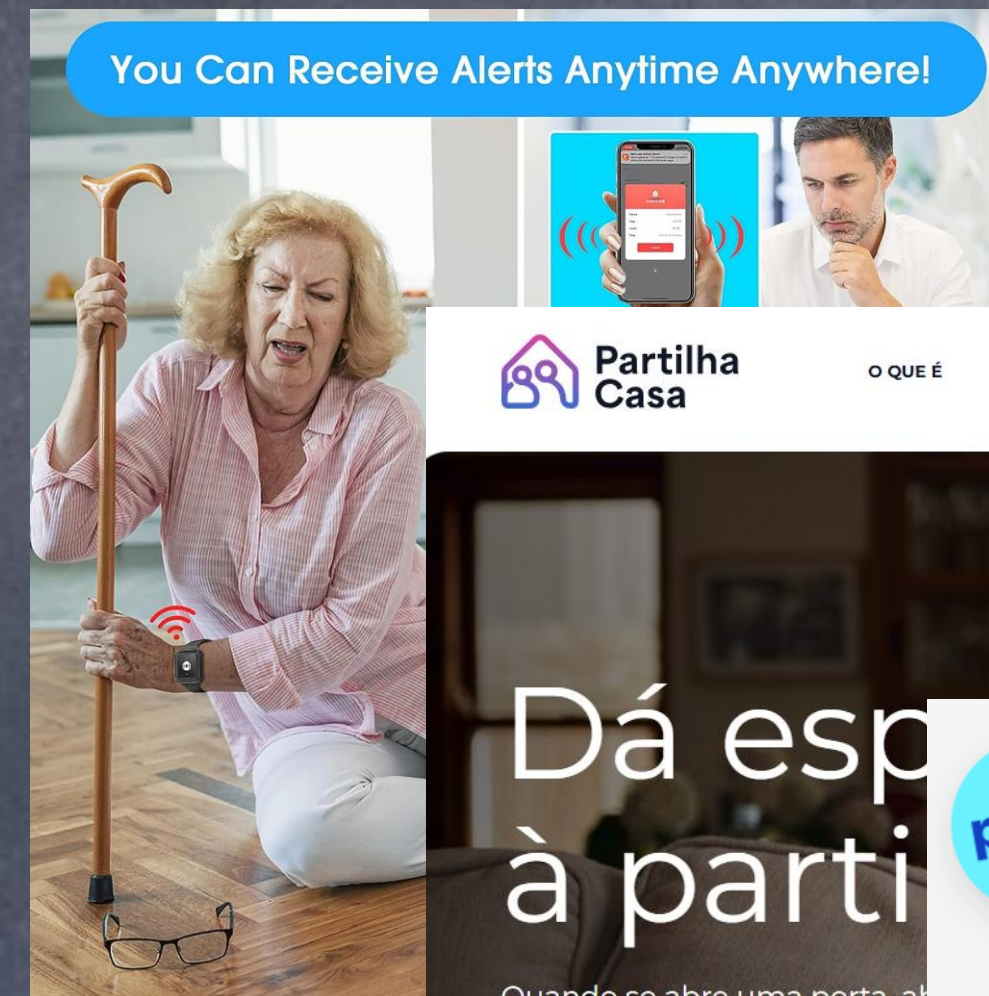
- National Network for Integrated Continuous Care (RNCCI) – provides some eldercare services (limited capacity).
- Financial support for family caregivers.
- Training programs for healthcare professionals.

Private Sector & Social Enterprises:

- Private home-care agencies offering elderly care services at high costs
- Some startups developing assistive technologies (telemedicine, smart monitoring).
- Senior residences and nursing homes.

Community & NGO Efforts:

- Some volunteer-based home visit programs.
- Local community centers providing social activities and limited caregiving assistance.
- Intergenerational programs pairing students with elderly individuals for companionship and housing support.



Quem estuda tem casa.
Quem tem casa tem companhia.

ELLO
SERVIÇOS

Models for Change

Professionalization & Training: Incentivizing and subsidizing training programs for caregivers.

Intergenerational Programs: Encouraging young people and students to engage in part-time elderly care.

Volunteer-Based Models: Strengthening community-based networks for elderly assistance.

Tech-Enabled Caregiving: Exploring AI and robotics to complement human caregiving.

Policy Reforms: Improving wages and working conditions for carers to attract more professionals.

Future impact, scope & scenarios

Aging Population Growth: The demand for carers will continue to increase, creating a larger crisis if unaddressed.

Economic & Legislative Changes: Government investment in elder care could improve conditions, but financial constraints may limit action.

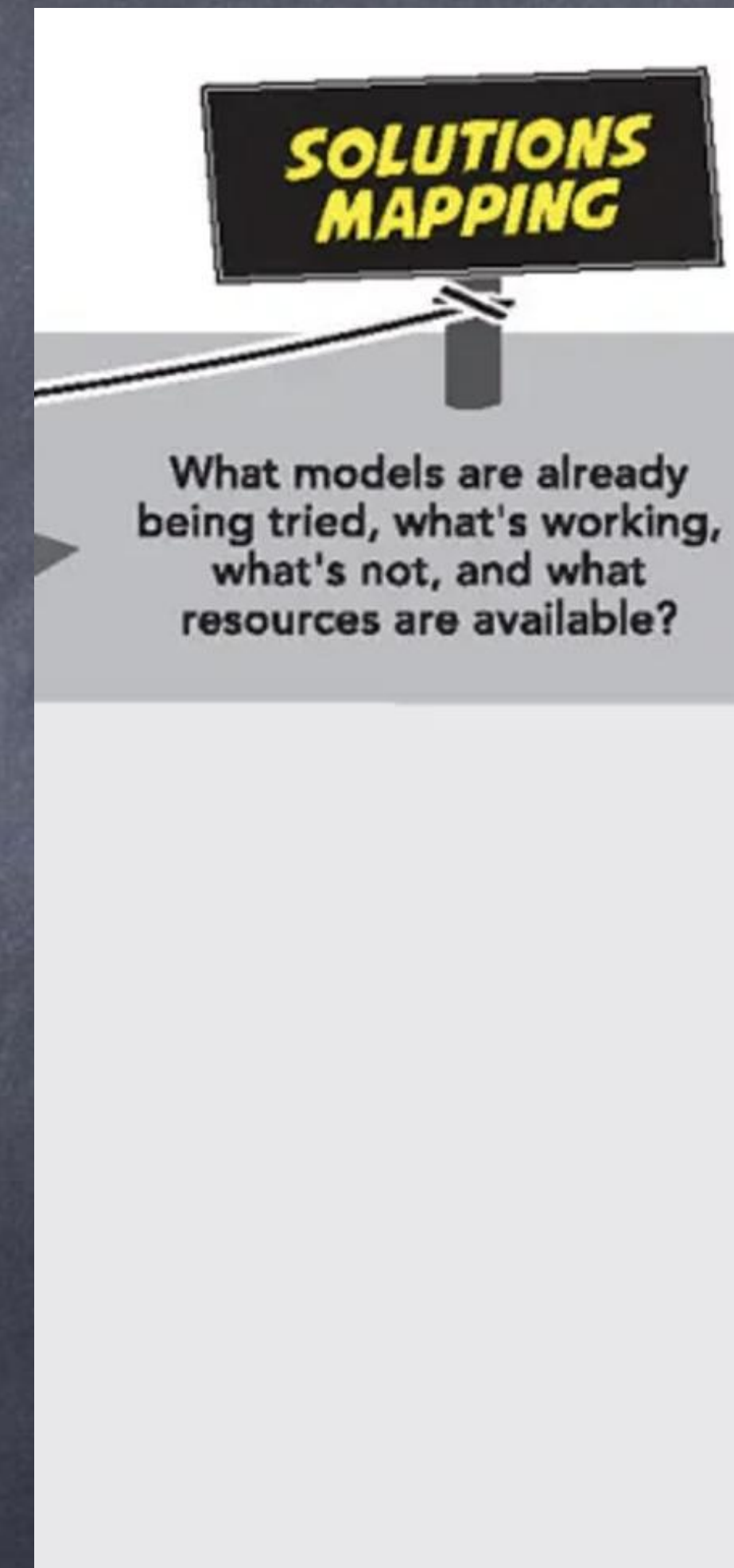
Innovation in Care Models: AI, robots, and smart home technology could reduce the need for human carers in some cases.

Shifts in Immigration Policy: Easier work visas for foreign caregivers could alleviate shortages.

*What models are already being tried,
what's working, what's not, and what
resources are available?*



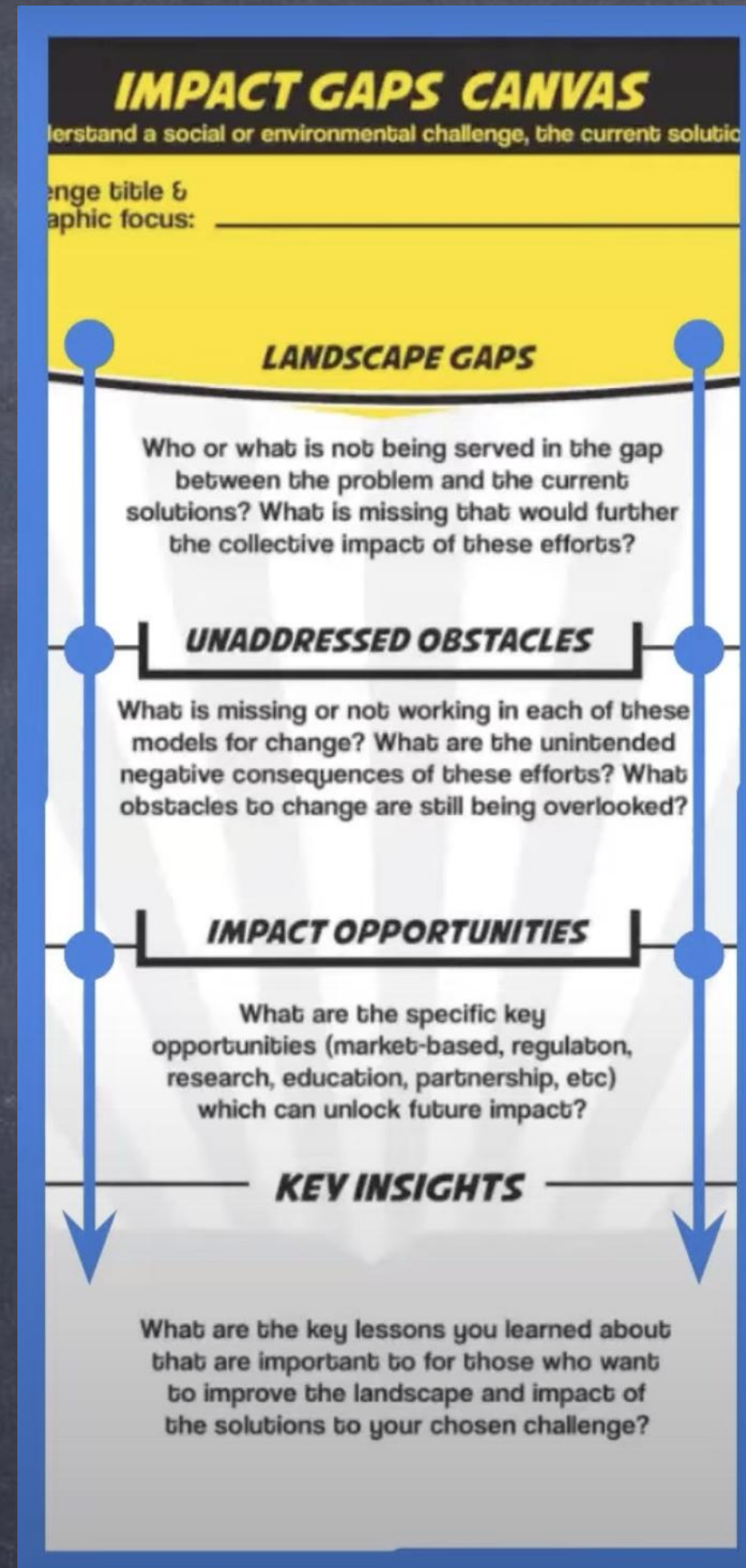
*Think wisely and broad! Benchmark from
other industries, geographies...*

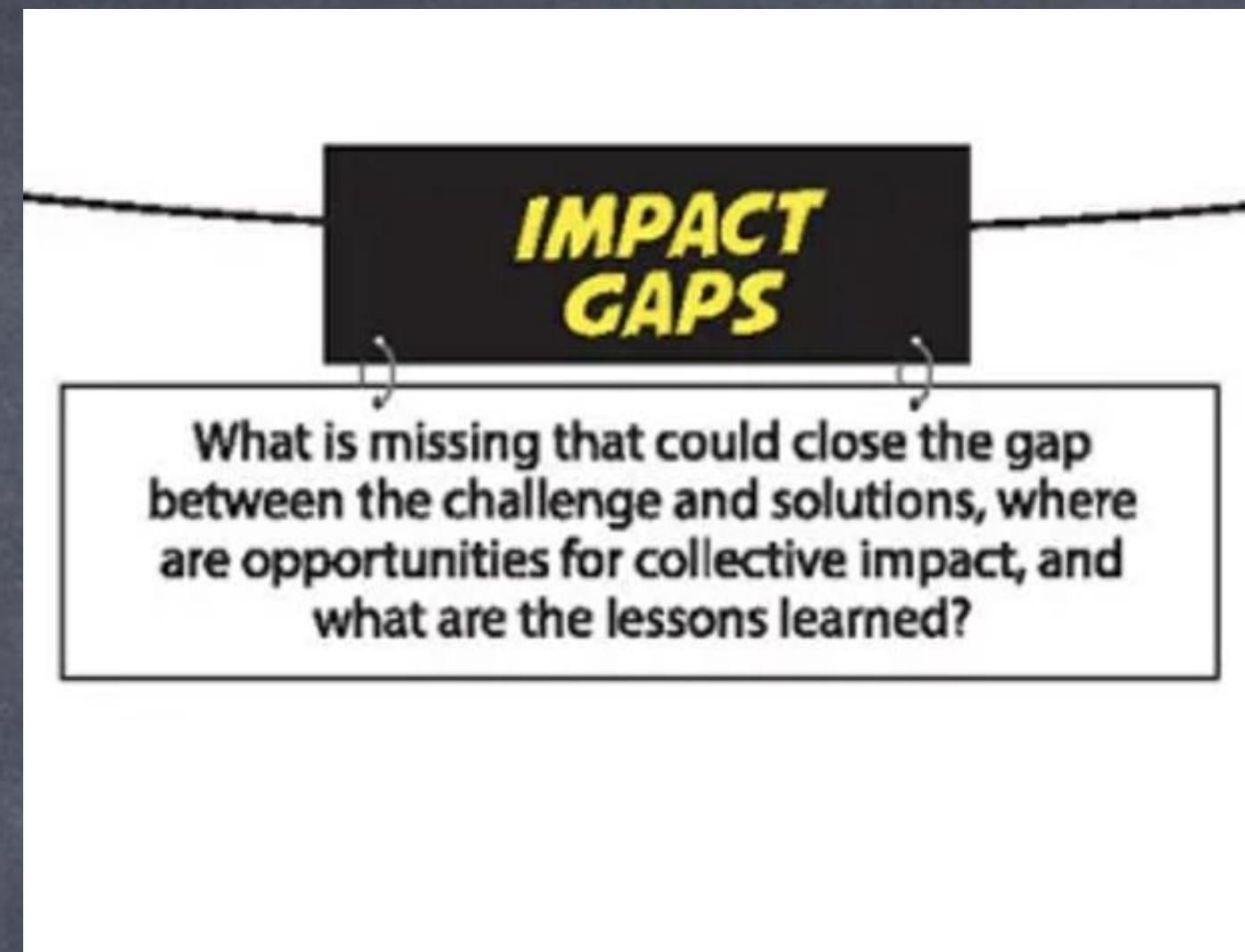




What is missing that could close the gap between the challenge and solutions, where are the opportunities for collective impact, and what are the lessons learned?

- *Landscape gaps*
- *Unaddressed obstacles*
- *Impact opportunities*
- *Key insights*





What is missing that could close the gap between the challenge and solutions, where are the opportunities for collective impact, and what are the lessons learned?



*Your secret spot!
Try being as specific as possible.
Partners? Collaborators?*

From previous semesters...

Core problem:
single-use packaging and plastics – oral hygiene industry

EXAMPLE

Challenge mapping:

From previous semesters...

One-way product: as a disposable product once finished, the toothpaste packaging is not reused by the consumer.

Complex recycling. The nature of the materials conventionally used as well as the fact that the tubes are made from a combination of materials make the recycling difficult and unfeasible. It requires specific techniques that do not allow to recover the plastic (O'Connor, 2019).

Packaging. The toothpaste tubes are made from 75% of plastic and 25% aluminium, which keeps the toothpaste fresh (InsidePackaging, 2021).

Hence, when disposed in the organic waste, they represent a significant ecological threat. In addition, many toothpastes are sold in carton boxes which are discarded right after the purchase.

Waste. In one year, about 70 tons of toothpaste is wasted due to the remaining 4% that cannot be squeezed out of the tube (Planétoscope, n.d.)

Alternatives. There are very little alternatives to the classical toothpaste that are environmentally friendly.

Basic good. Toothpaste is a product covering basic oral hygiene needs, used across generations and geographies. Moreover, as part of the daily routine, it is a product that is embedded in the habits of many people on the planet.

Frequency of use. Since it is a product that is used daily, sometimes even multiple times per day, it results in a frequent usage.

EXAMPLE

Alternatives currently include **Colgate's Coolpaste** (Segran, 2022), toothpaste tabs and some artisanal brands selling their oral care product in glass recipients. Another alternative is toothpaste powder (The sustainable living guide, 2022).

Happier Beauty announced in 2022 that the world's first refillable toothpaste dispenser is under development (Corbin, 2022). It will consist out of aluminium and 50% recycled plastic that can be refilled with capsules made from biodegradable bioplastics.

Haan toothpaste rely on a toothpaste dispenser with sustainable refill packages consisting only of one material, similar to the concept of a soap dispenser and refills (Haan, 2022).

MIMO is currently working on a zero-waste refill option with a dispenser made from semi-transparent paper (Packaging of the world, 2021).

While recycling is a first step in reducing waste, it still requires a significant amount of energy (Sherman, 2019).

Opportunities of the **circular economy** would allow for a higher environmental impact.
Hence, refillable options for toothpaste would allow for a reduction of waste and the need for high amounts of resources.

The solution needs to fulfil the following aspects:

- It needs to be affordable: It is a basic-need product.
- It should be in some way related to the current model: Brushing your teeth is a habit and therefore related to existing patterns.
 - Alternative ways have to be found to keep the toothpaste fresh, with the current model it is aluminium.
 - Minimizing resource waste, both on packaging and product (toothpaste) basis.

Questions about GWI?

See you next week :)