

Tips for the Impact Case Study

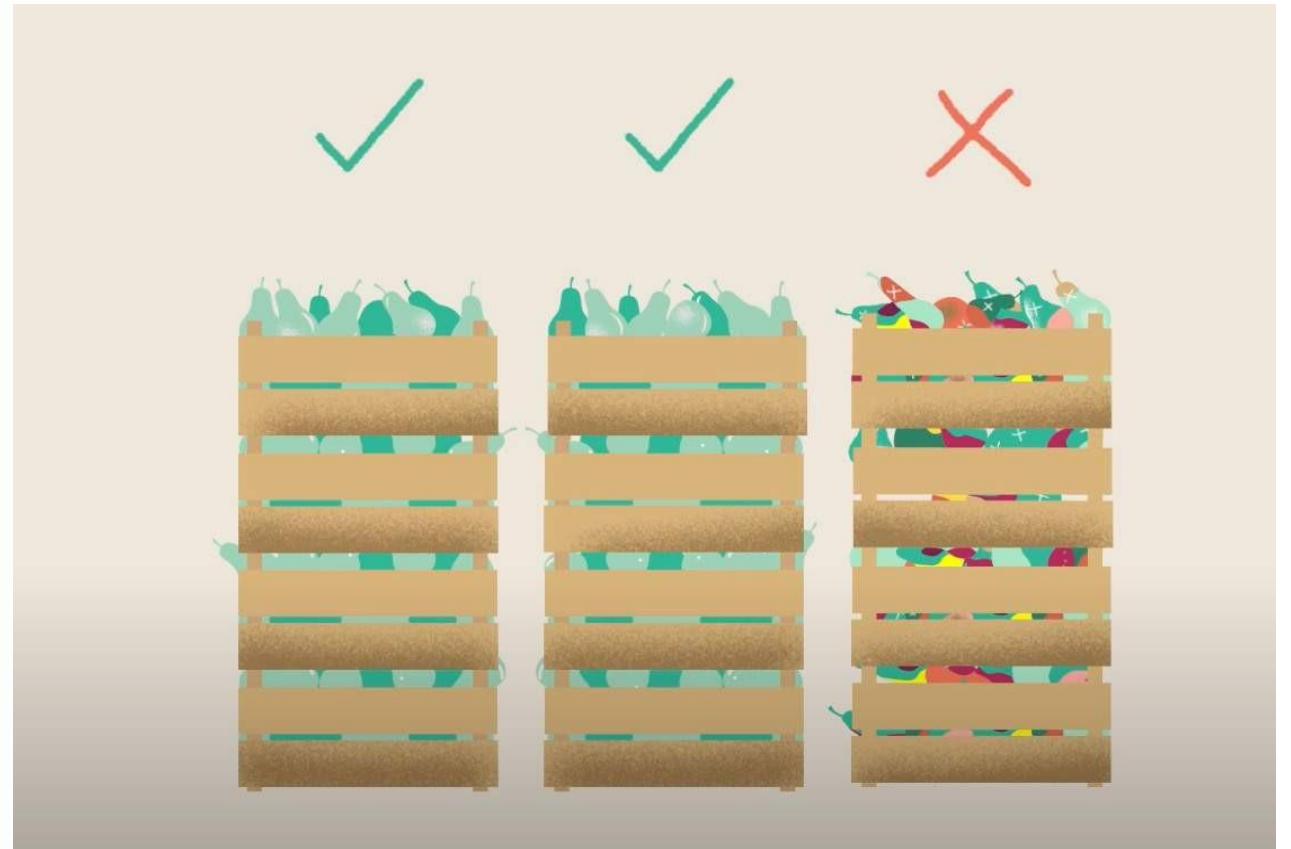
Show your prototype!

Show your validation with customers!

If you have done interviews or surveys, include them in the appendices.

Interviews are always more valued – include the transcript from the calls or pictures of your interviewees.

A hypothetical logic model for Fruta Feia



Logic Model

Inputs	Activities	Outputs	Outcomes	Impact
Resources invested in the activity (money, staff, material, equipment, logistics, infrastructure)	What is being done with those resources (what is the intervention)?	What are the results of the activity? What products, services or infrastructure were created?	The social change arising as a result of the output.	To what extent is the change arising from your intervention?


Indicator

Target

SDG

Inputs	Activities	Outputs (Within 1 year)
<p>€30k initial funding</p> <p>3 co-founders</p> <p>1 refrigerated van</p> <p>Warehouse</p>	<p>Weekly pick-up and redistribution of non-standard fruits and vegetables</p> <p>Partner with small-scale farmers</p> <p>Set up weekly collection points</p> <p>Recruit members (consumers)</p> <p>Raise awareness via social media and events</p> <p>Monitor and report saved quantities</p>	<p>2 operational hubs (e.g., Lisbon and Porto)</p> <p>20+ farmers regularly contributing- 500+ consumer members</p> <p>50 tons of produce saved from waste</p> <p>2 part-time employees hired</p> <p>1,000+ social media followers</p> <p>12 awareness-raising events or press features</p> <p>Indicator: 12.3.1</p>



Outcomes	Impact
<p>10 operational hubs across Portugal</p> <p>200+ farmers supplying regularly</p> <p>7,000+ active members</p> <p>3,000+ tons of produce saved from waste cumulatively</p> <p>15+ full-time equivalent employees</p> <p>National presence and brand recognition</p> <p>€500,000+ in annual turnover</p> <p>Shift in consumer behaviour toward "ugly" produce (survey: 60% of members report changed perception)</p> <p>Replication support toolkit used by 3+ similar initiatives abroad</p> <p>Target: 12.3</p>	<p>Food waste in primary production reduced at national scale</p> <p>Fruta Feia recognized as a model for circular food economy</p> <p>Inclusion of “aesthetic-flexible” standards in procurement or food policy</p> <p>Better income distribution for small-scale farmers</p> <p>Reduced CO₂ emissions from wasted food</p> <p>SDG: 12</p> 

KPIs & How to measure them?

Impact KPIs	How to measure?
Tons of food waste avoided	<ul style="list-style-type: none">- Track kg of produce collected from farmers weekly- Weigh produce per delivery hub- Annual cumulative reports
Income increase for farmers	<ul style="list-style-type: none">- Surveys to estimate earnings from Fruta Feia- Compare baseline and current income from “ugly” produce
Consumer behaviour change	<ul style="list-style-type: none">- Annual member surveys (e.g., "Do you now buy ugly produce elsewhere?")- Track awareness campaign reach

KPIs & How to measure them?

Financial KPIs	How to measure?
Customer retention rate	- Track member renewal rates annually
Break-even point	- Fixed costs / gross margin per unit sold - Compare monthly revenue vs. expenses
Average basket value per member	- Track total sales / number of members

Impact Projections (example of 1 KPI)

All assumptions
must justified
with data!

KPI	Year 1	Year 5	Year 10
Tons of food waste avoided	37,5 tons	1875 tons (cumulative)	5000 tons (cumulative)

➤ ASSUMPTIONS

Each consumer basket saves ~3 kg of produce/week (1)

Each consumer buys **1 basket/week**

1 year = 50 operational weeks

- **Formula:** 3 kg x weeks x number of members

Estimates:

- **Year 1:**

250 members(2) × 3 kg × 50 weeks = **37500 kg = 37,5 tons**

- **Year 5:**

2500 members(2) × 3 kg × 50 weeks = **375 tons/year**

→ **1875 tons cumulative** over 5 years (including slower growth in early years)

- **Year 10:**

5000 members(2) by year 10

5000 × 3 kg × 50 weeks = **750 tons/year**

→ **5000 tons cumulative** over 10 years

(1) Assumption: 3 kg of produce per basket, per consumer, per week

Source: each basket contains between 3 to 7 kg of produce

(<https://frutafeia.pt/>) – we will consider 3kg in our estimate

(2) Assumption: active members and scaling

- Fruta Feia operates via local delivery/collection hubs.
- Larger cities (Lisbon, Porto, Coimbra) can host multiple hubs.
- Each hub typically distributes produce to 250 members weekly, depending on size. (Source: <https://www.publico.pt/2016/11/23/economia/noticia/fruta-feia-chega-a-matosinhos-para-salvar-15-toneladas-de-frutas-e-legumes-por-semana>)

- Year 1: 1 hub in Lisbon

- Year 5: 10 hubs (5 in Porto Metro Areas and 5 in Lisbon Metro area)

- Year 10: Fruta Feia lists 17 active hubs across cities including Lisbon, Porto, Cascais, Amadora, Gaia, Matosinhos, Coimbra, and others.

Benchmark with similar initiatives: <https://feedbackglobal.org/>,

<https://cordis.europa.eu/project/id/311972/reporting>,

Similar social cooperatives (e.g., Too Good To Go, La Ruche Qui Dit Oui, Olio)

Lessons Learned

- **Be specific:** Use concrete examples — don't just say “I learned a lot,” say what you learned and how.
- **Be honest:** It's okay to talk about failures — learning from mistakes is part of growth.
- **Be reflective:** Go beyond describing what happened — explain why it mattered.
- **Link to course goals:** Show how the experience connects with the objectives of the assignment or learning outcomes.

Examples of prompts:

What worked well and why? What didn't go as planned and how did you overcome it? What did you learn about the topic or process?, Did your understanding of the subject change?, What would you do differently next time?, How can you apply these lessons in the future?

Example of what **NOT** to do...

11. Lessons learned

Throughout this project, we learned the importance of integrating strategic frameworks such as the **Value Proposition Canvas (VPC)**, **Logical Model**, and **Business Model Canvas (BMC)** to align the project's goals with stakeholder needs and **sustainability objectives**. These tools helped define the benefits of the PLA-based eco-friendly packaging and deposit-refund system while linking our actions to measurable impacts. Incorporating UN SDGs, particularly **SDG 12** and **SDG 13**, provided a global context for our efforts, emphasizing the broader societal value of reducing waste and carbon emissions. The use of prototypes allowed us to test real-world feasibility and gather feedback, ensuring the durability of materials and practicality of the system. The **INE framework** guided risk assessment and iterative improvements, while adhering to **ICS deliverables** ensured structured project management and accountability. This holistic approach highlighted the critical role of planning, testing, and evaluation in driving a sustainable and **impactful project**.



Another example of what **NOT** to do...

Lessons Learned

- **Don't go to an industry with lack of information:** When starting this project, we first tried to enter an industry without doing our due diligence. We thought it would be easier to pick a project and solve the problems that showed up during the implementation process than to do a lot of research beforehand and then decide if we wanted to move on with the project. The result of this was that we had to backtrack and completely shift our work because there were a lot of problems we failed to consider. We understood that doing a complete and thorough investigation in the industry would have saved us a lot of time.
- **Simplification:** Having had to do a lot of brainstorming and problem analysis when debating how to reduce plastic waste in the eye-wear industry, we realized that the best solutions that we came up with were the simplest ones. Instead of creating elaborate projects that relied on many different factors, the ones that worked the best and showed most promise were easy to comprehend and to implement.
- **Creative problem solving:** While trying to understand the best way to implement this idea and to reach as many people as possible, it was evident that looking for simple solutions wasn't enough. We also needed to try approaching these problems from different angles and in creative ways. Even if the ideas that were generated through these processes weren't the best, they led us to more realistic ones that proved to be useful to us.
- **Organization and adaptability:** When developing this idea, we found it necessary to divide tasks and share responsibilities. By doing so, everyone became accountable for their own work, and it was easier to track where progress was being made and which areas needed more help. In addition, since we were a team, we all reviewed and commented on each other's work which at times caused some friction. However, what seemed cumbersome in the early stages proved to be one of our main advantages while developing this project. By being open and demanding with each other and having respectful arguments throughout this project, it became much more solid and well implemented.



This is also ChatGPT and no critical thinking...

