



**IDEATION  
SESSION:**

**21/05/21  
11 AM CET**

**DO YOU KNOW  
HOW TO ASSESS  
YOUR  
IMPACT?**



**BASE**

**BASIS**  
VINSCHGAU  
VENOSTA

The Ideation Sessions is a new series of working sessions initiated among the community of the European Creative Hubs Network (ECHN). **The Ideation Sessions aim to create a space to exchange knowledge with our peers and get inspired by the best practices in our hubs.**

This report is the compilation of the process of the first working session on the topic *“Do you know (how to assess) your impact?”*.

The goal of this session was to bring up new dimensions of the creative hub’s impact (locally and wider), and reflect together on the generated value to, maybe in the future, find some standards on this subject for hybrid creative spaces.

Co-hosted by Marina Mussapi ([↘Base](#)), Vittoria Brolis ([↘Basis](#)), Michael Schuster ([↘Basis](#)), and Jeanne Fené ([↘ECHN](#)) this online session was held in order to exchange and work around the following questions: How can we assess our value and the value we generate at a local and wider level? What kind of impact areas can be relevant? How can we measure it? To whom we would like to address it?

Ahead of the session, a [↘survey](#) was disseminated to the participants in order to set up the context of each creative hub. According to the results, we were able to select and focus on 4 impact dimensions during the session, assimilated to the different forms of capital you’ll see next in this document.

We have started with a short note on the Impact Business Model Canvas, focused on the 8 forms of capital, started the workshops and discussions, to conclude with the case study of Base, such as follow in this document.

# Impact Business Model Canvas

«The Impact Business Model Canvas, is a framework for visualizing, evaluating, and refining your business model to achieve both social and financial value.

The canvas and prompting questions push deep thinking about each facet of your model and the flow of value that will create your intended impact»

The Impact Business Model Canvas will bring up reflections such as:

What is the problem you have identified?

Why does your structure exist?

It will help you to set up the first steps of your impact statement.

# Impact Business Model Canvas Template

To use, save a copy of this document.

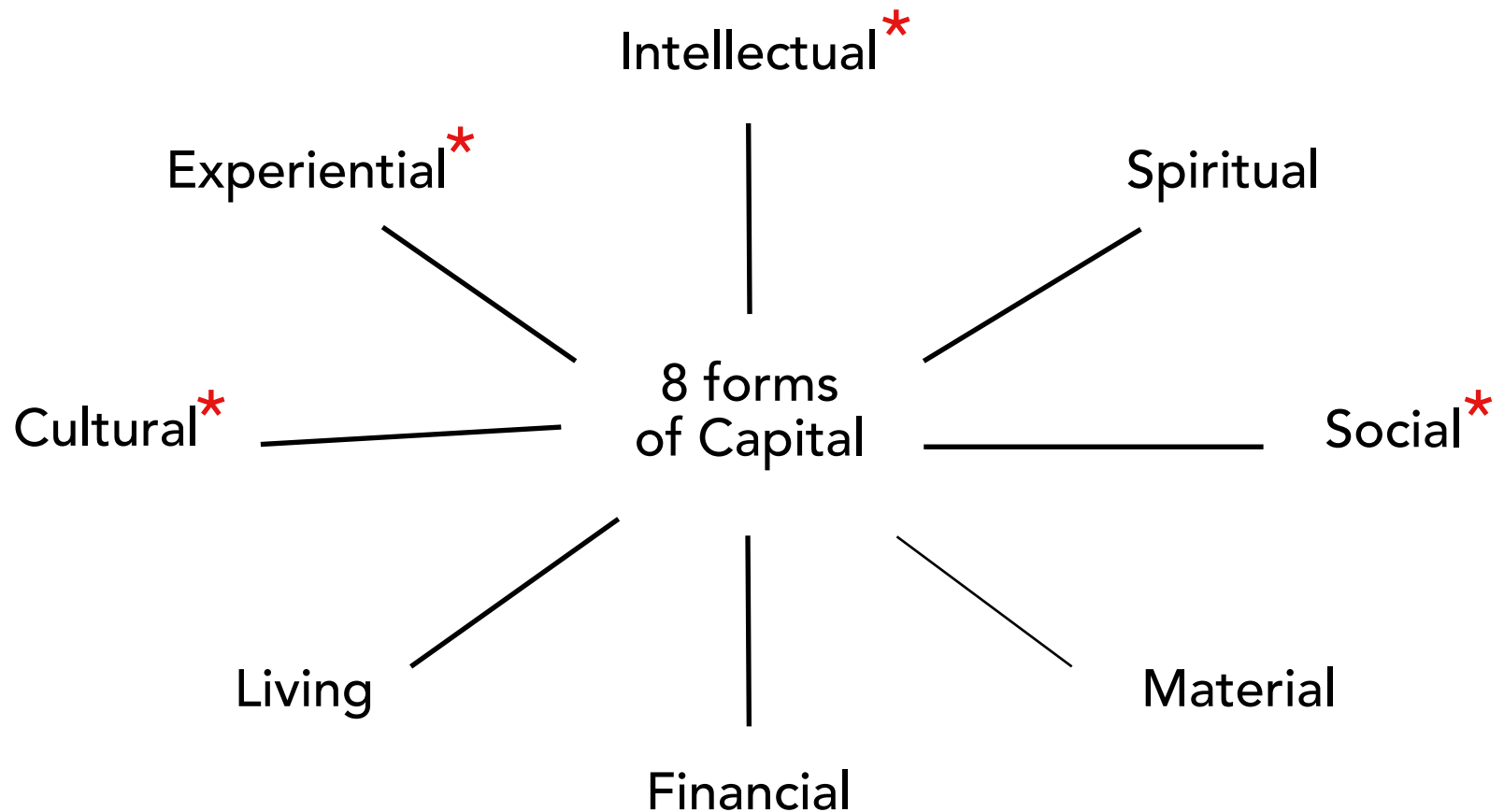
Your Venture:

Your Legal Structure Hypothesis:

<b>Problem Statement</b>				
<b>Mission Statement</b>				
<b>Key Partners</b>	<b>Key Activities</b>	<b>Value Proposition</b>	<b>Stakeholder Relationships</b>	<b>Stakeholder Segments</b>
	<b>Key Resources</b>		<b>Channels</b>	
<b>Cost Structure</b>			<b>Revenue Streams</b>	
<b>Intended Impact</b>				

# 8 forms of capital

Ethan Roland, «Regenerative Entrepreneur», has defined 8 forms of capital in 2011. The ones followed by an asterisk are those selected via the survey and so those we were focusing on during the sessions.



**Material Capital** – the raw and processed non-living resources, such as rock, lumber, buildings, tools, fuel, and so forth, as well as stored up goods that our activities generate.

**Intellectual Capital** – what we know and have learned; the stored knowledge and ideas that are available to us.

**Experiential Capital** – “street smarts” or the “school of hard knocks”, this is the difference between what a novice and a master knows. This is Grandma’s biscuit recipe, for which there is no recipe, only the feel of the dough in the hands.

**Cultural Capital** – the shared art, music, myths, stories, ideas, and worldviews of a community; collectively held as a holistic sum of individual beliefs, thoughts and actions.

**Social Capital** – the goodwill from others that your service to your community creates, the favors you owe and are owed, and the connections and network that you have.

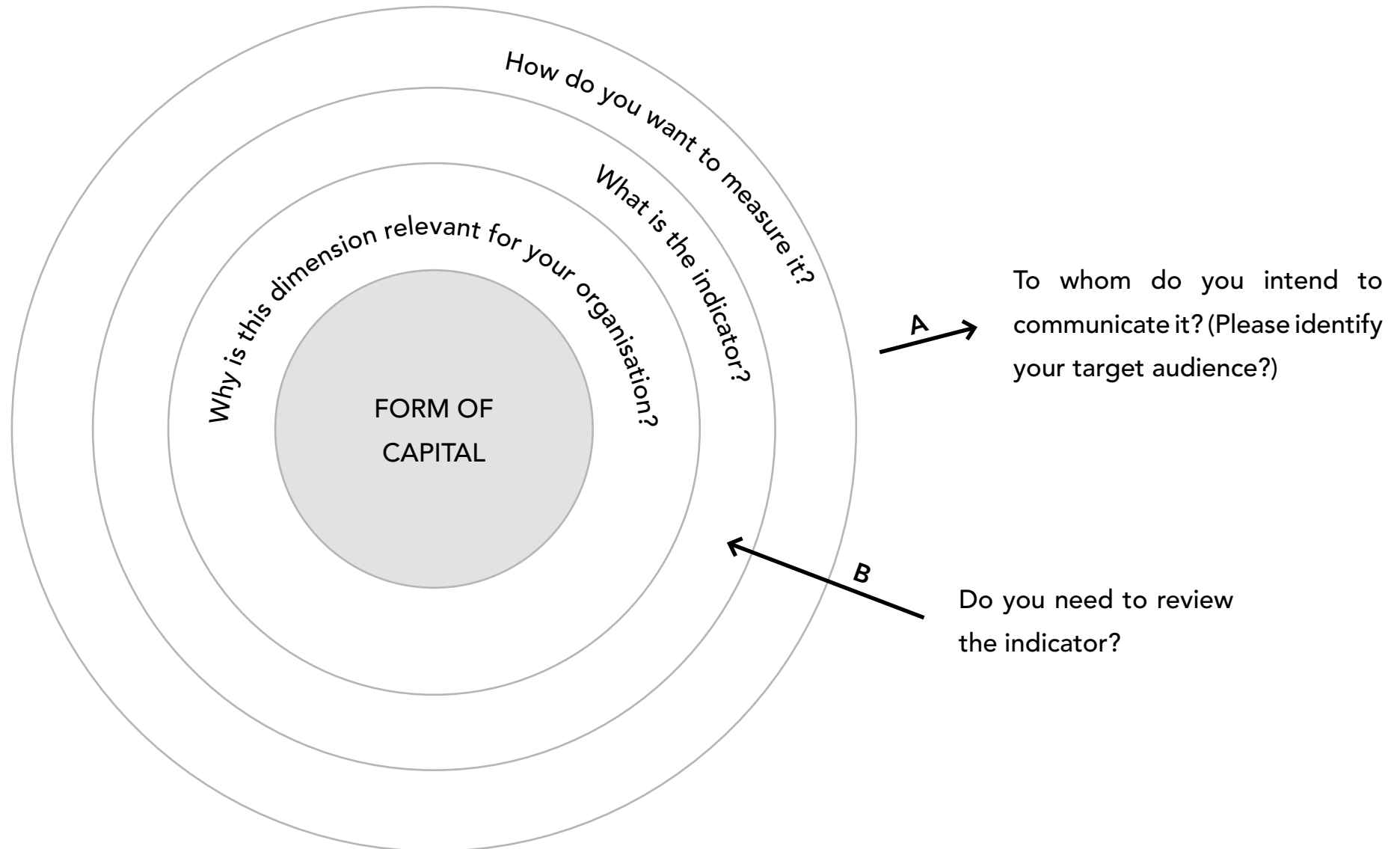
**Natural Capital** – plants, animals, soil, and the collective properties of ecosystems, such as purifying and circulating water and storing nutrients.

**Spiritual Capital** – our capacity to live into the fullest, most authentic expression of ourselves, and our ability to connect with and receive guidance from something greater than ourselves.

**Financial Capital** – the money, currency and other financial assets we have acquired.

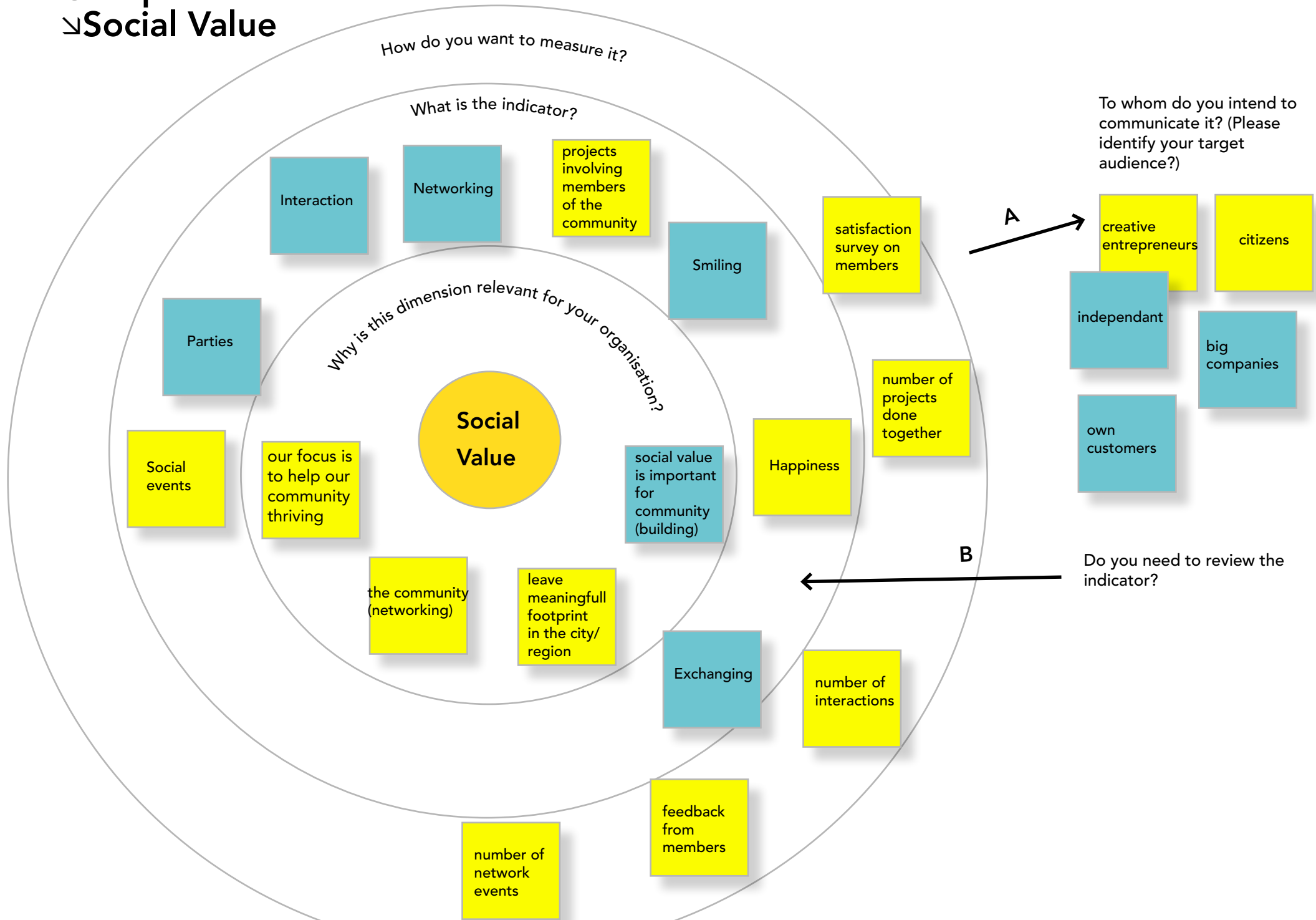
# Group work/Miro

During the session, 4 groups were made in order to focus on a specific form of capital. Each group had a whiteboard built as follow:



# Group 1

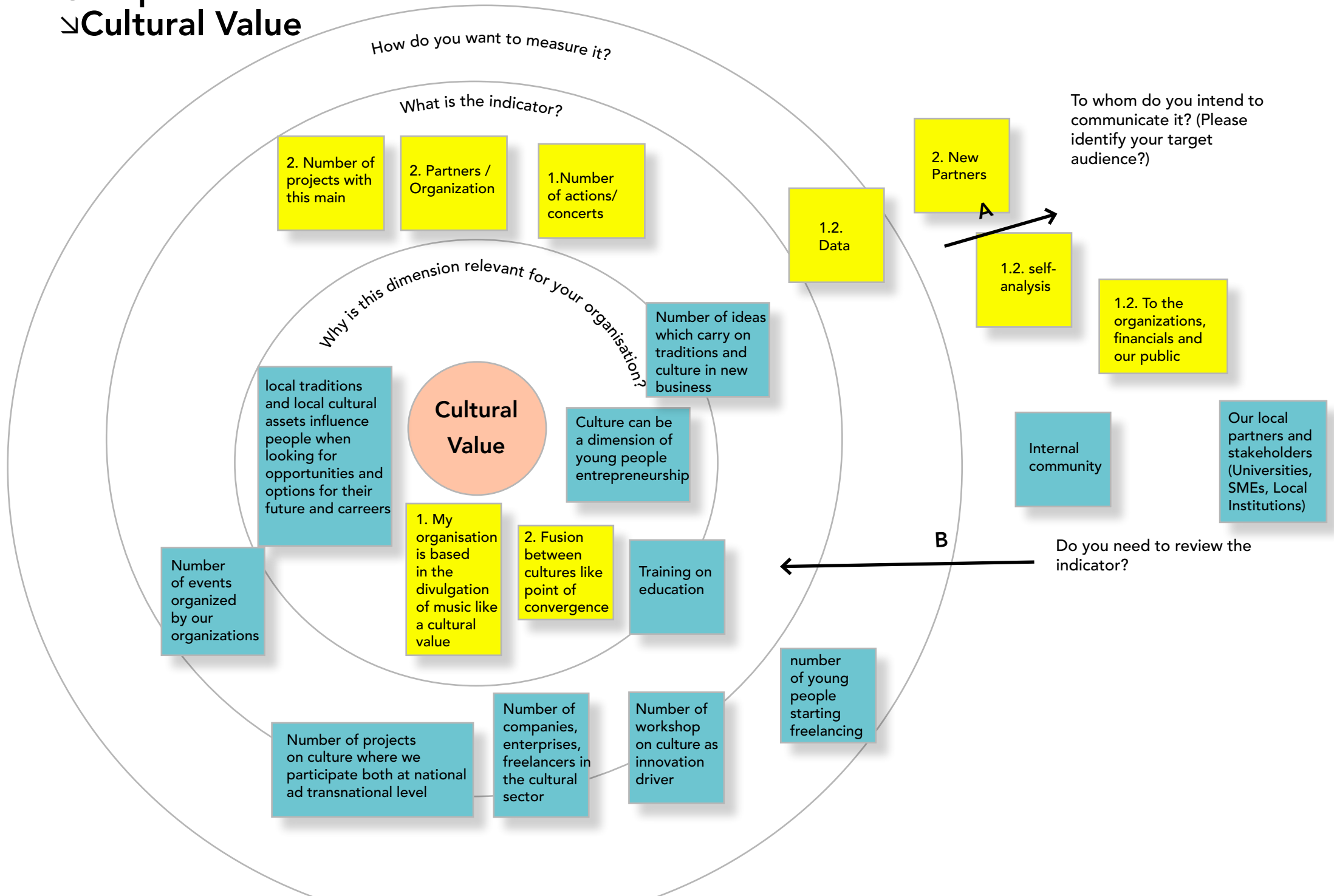
## ➤ Social Value





# Group 2

## ➤ Cultural Value



# Group 3

## Intellectual Value

How do you want to measure it?

What is the indicator?

Why is this dimension relevant for your organisation?

**Intellectual Value**

Our approach is 'human-centered', and the intellectual value is directly related with the human.

It's connected with our OKRs.

Thought Leadership

Diversity (in both community and the programming)

Event Participation

NPS

It's everything as a physical space alone has no intellectual value

It increases the value of your community

Community Interaction

Successfully completed client / funded projects

Interaction Quotient

Invitation for collaboration from educational institutions

Publications, Lectures, workshops provided

Synergies

Quantifying the indicators

To whom do you intend to communicate it? (Please identify your target audience?)

Freelancers Digital Nomads Startups Entrepreneurs

Community  
C-levels  
Policymakers  
Academia  
Changemakers in the organisations

A

B

Do you need to review the indicator?

# Group 4

## ↳ Experiential Value

How do you want to measure it?

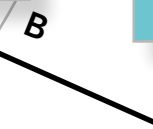
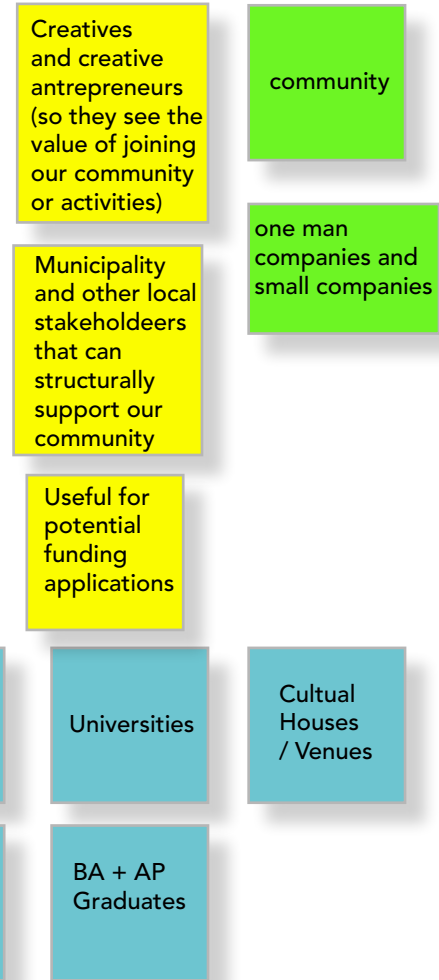
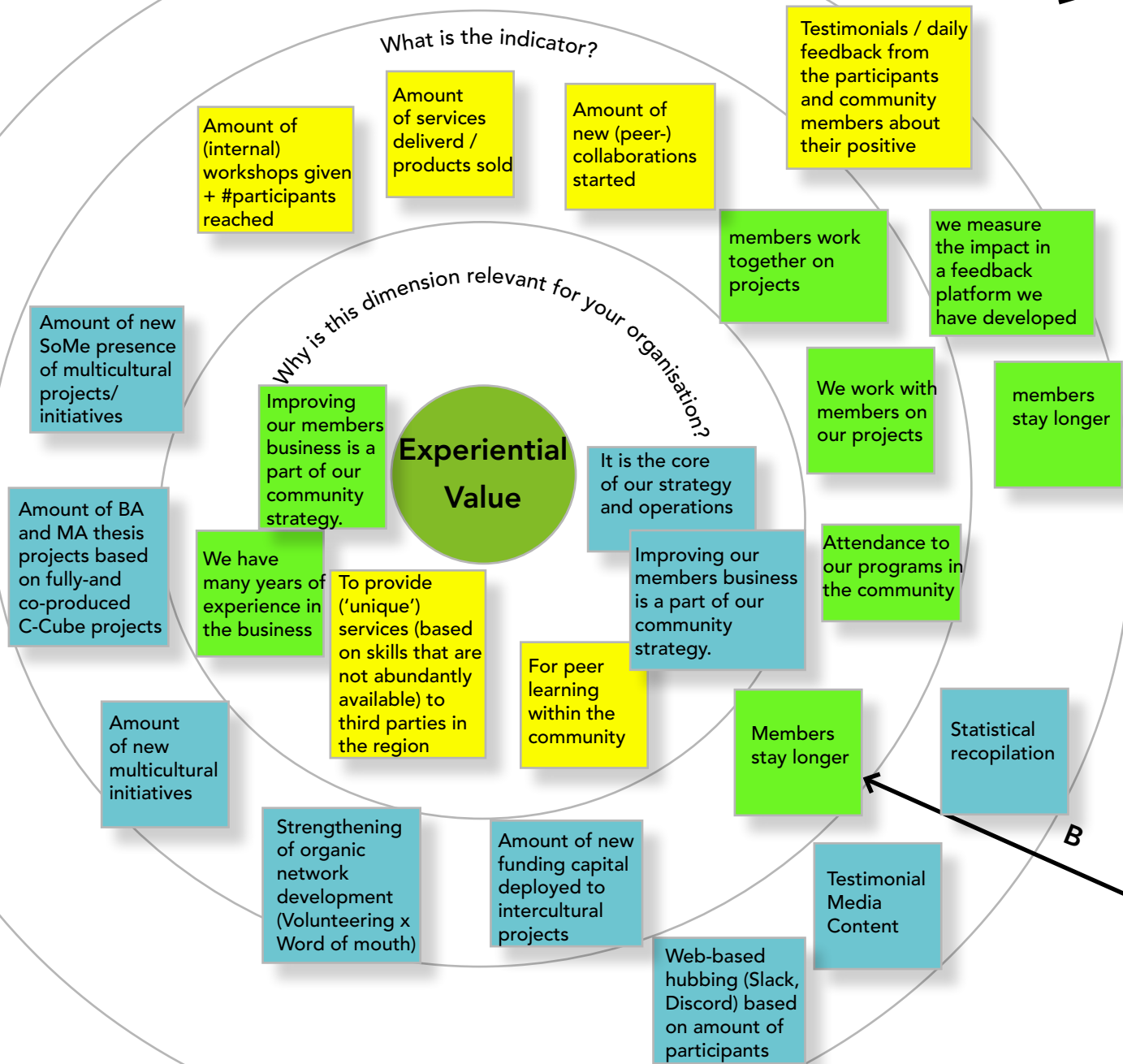
What is the indicator?

Why is this dimension relevant for your organisation?

**Experiential Value**



To whom do you intend to communicate it? (Please identify your target audience?)



Do you need to review the indicator?

## Case study : Base Milano

Marina Mussapi (↳[Base](#)) and her team worked - and are still working - on the question of their impact assessment. With the help of a consulting team, they identified their OKR (objective key results) and their KPI (Key Performance Indicators), and their impact statement.

**BASE**

WHAT IS



BASE



BASE



A COMMUNITY  
FOR CULTURAL  
PROGRESS

BASE

# BASE

## HOW IT ALL BEGAN

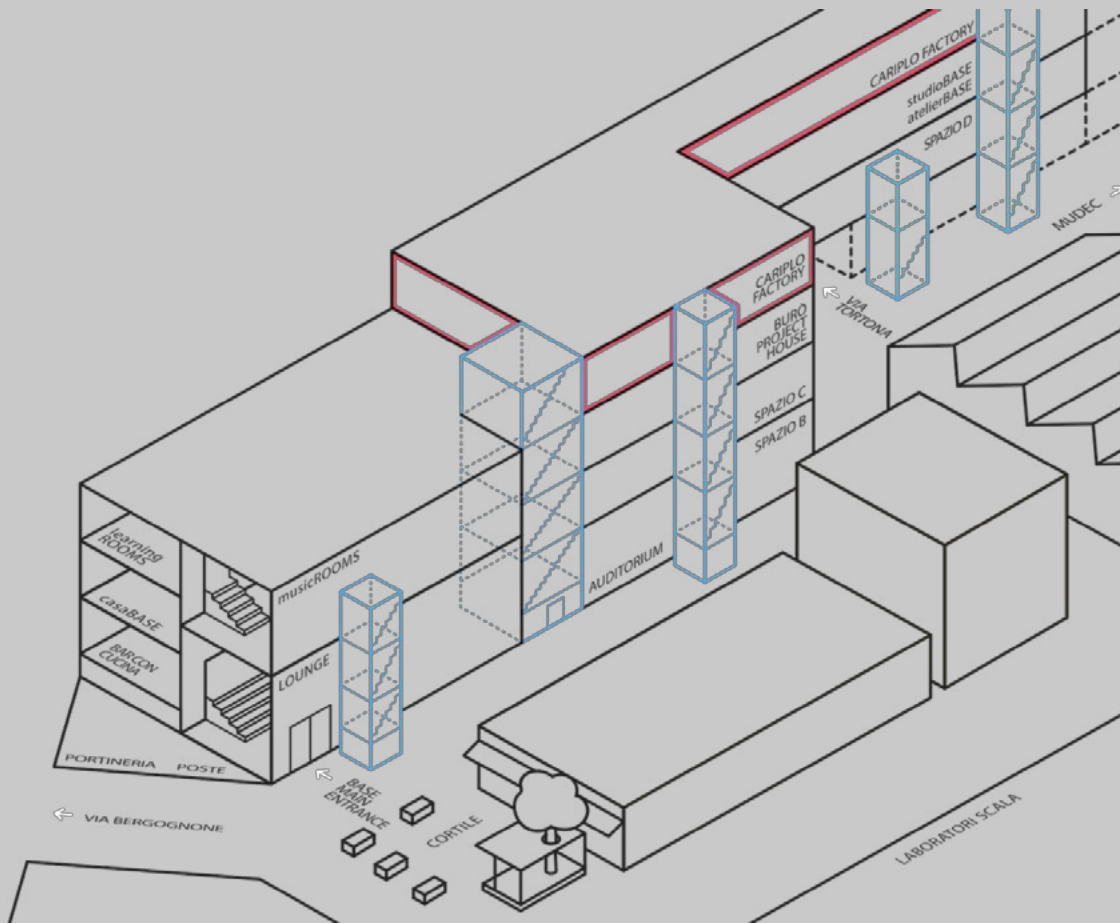


BASE came into being as a joint venture, made up of five organizations that were awarded a public contract in 2014 granting them use of the ex-Ansaldo cultural hub.



# BASE

## HOW IT ALL BEGAN



BASE came into being as a joint venture, made up of five organizations that were awarded a public contract in 2014 granting them use of the ex-Ansaldo cultural hub.

# BASE



Cultural enterprise which organizes long-running festivals like Milano Film Festival and the Public Design Festival. It runs Cascina Cuccagna in Milan.



**avanzi**  
SOSTENIBILITÀ PER AZIONI

Consultancy firm, designing innovative solutions for sustainability



Audio-visual production company which organizes city-wide festivals like PianoCity and BookCity



Business incubator which manages one of the first co-working spaces in Milan



Association for social and cultural promotion, music and entertainment

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# THE HISTORY

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# OF BASE

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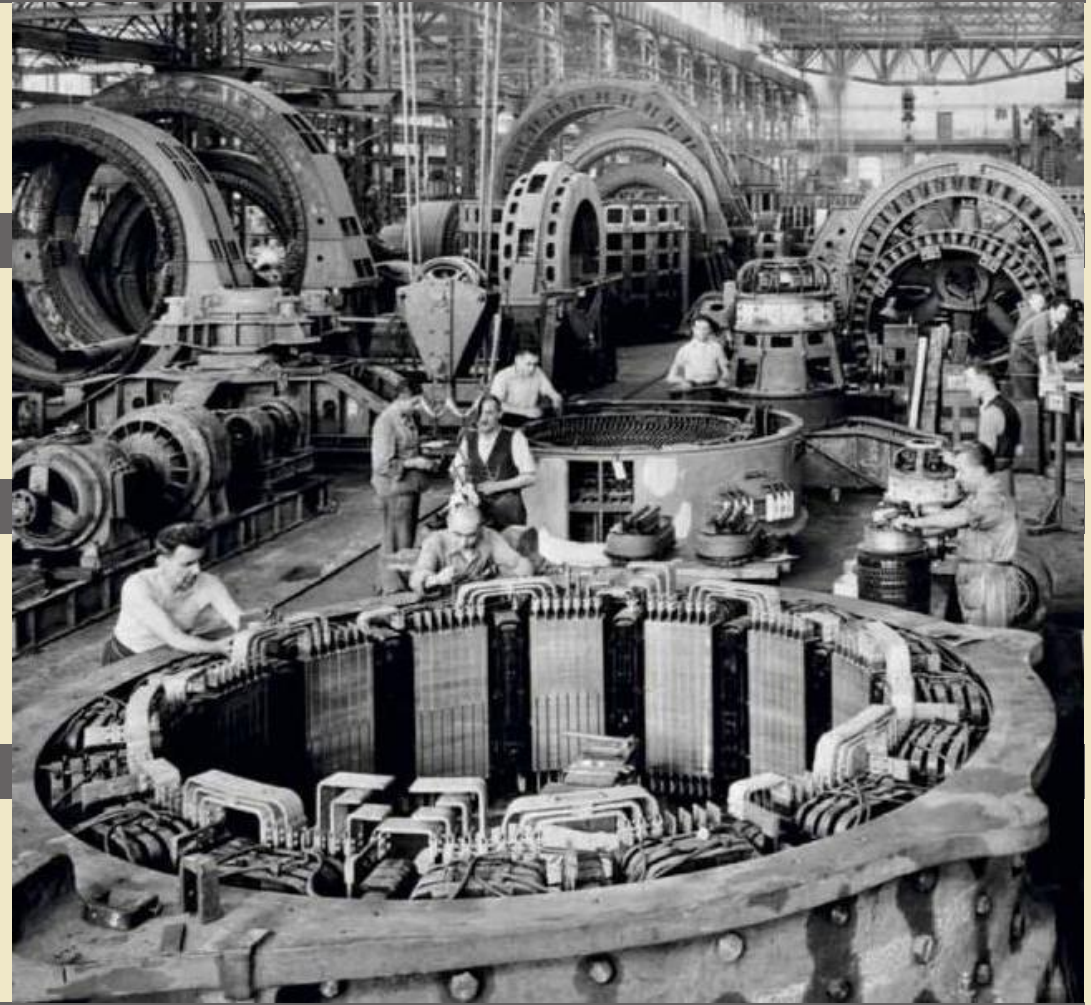
BASE

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BASE

IS A

FACTORY



BASE

IS A

FACTORY

OF IDEAS



DEFINING OUR



IDENTITY



BASE



BASE IS A COMMUNITY OF PEOPLE  
ENAGAGED IN A RANGE OF CREATIVE  
DISCIPLINES.

BASE IS COMMITTED TO DEVELOPING AND  
ENABLING AN INCLUSIVE ECOSYSTEM.

BASE PRODUCES INNOVATIVE CONTENT FOR  
CULTURAL PROGRESS.

# THE PURPOSE



BRINGING TOGETHER  
CULTURAL INNOVATION  
TO BUILD A FANTASTIC WORLD

BASE



BASE'S

VALUES



BASE

INCLUSION

INTERACTION

INNOVATION

BASE

FROM  
SOCIETY

BASE'S  
ACTION

FOR  
SOCIETY



INCLUSION

INTERACTION

INNOVATION

BASE

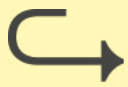
ASSESSING AND

COMMUNICATING

THE CHANGE

BASE

# WHY



- End of a first stage of the life cycle (start-up phase with huge renovation works with € 15m investment)
- FROM CONTAINER TO CONTENT
- Internal process of re-focalization of our mission and identification of PURPOSE and VALUES
- Organizational growth
- Consolidation of community-based projects and need to strengthen the relationship with local/institutional stakeholders
- Need to redesign our annual social report



- A Theory of Change tailored to set new criteria for storytelling and impact measurement

# THE PROCESS

## 2019

Until 2019, the Social Report was drawn up without placing emphasis on the issue of the social impact generated and on its measurement.



## 2020

Covid-19 and the New Guidelines have been a push to start thinking and declaring the impact that Base is committed to generating. This was the starting point to identify the objectives of change and laid the foundations for the definition of a monitoring system to be implemented starting from 2021, with the aim of assessing the impacts.

# THE STEPS

- 1 Application of the Theory of Change as a reference methodological approach
- 2 Identification of Change Goals
- 3 Definition of the impact statement
- 4 Identification of projects and activities that most contribute to achieve the identified objectives
- 5 Mapping of key stakeholders to interview
- 6 Sharing with the staff and the Board
- 7 Definition of a monitoring system with KPIs to be applied starting from 2021
- 8 Interviews with stakeholders  
Drafting of the Social Report

# THE STARTING POINT

## OUR DEFINITION

Base is a community of diverse people working across a range of creative disciplines to create an ecosystem for cultural progress

## OUR VALUES

Inclusion  
Interaction  
Innovation

## OUR PURPOSE

Bringing together cultural innovation to build a fantastic world



THE OBJECTIVES

OF CHANGE



BASE



# THEY ARE IMPORTANT TO:

Know where we are going and why we are doing it: change goals provide guidance, we all know what our goal is.

Ask the right questions: change goals allow us to evaluate our actions consistently.

Be motivated: change goals allow us to all be aware of what we are doing and why.

Clearly communicate our mission and work: change goals allow us to explain to third parties the reason for our actions, our mission and our intention in terms of change.

## BASE

THE NEW IMPACT



STATEMENT



BASE

Base is a community of people active in multiple creative disciplines, committed to developing and enabling an inclusive ecosystem that produces innovative content for cultural advancement

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THE AREAS

---

OF VALUE

---

AND THE RELATED

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OBJECTIVES

BASE

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## RELATIONAL VALUE

Creation of high relational value networks

## CULTURAL VALUE

Creation of artistic and cultural value in terms of innovation and quality

## SOCIAL VALUE

Creation of social value in terms of integration and strengthening of the relationship with the community

## ECONOMIC VALUE

Creation of economic value over time in terms of generation and accessibility

## RELATIONAL VALUE

- Promote interactions between disciplines and people
- Build and strengthen partnerships with other territorial and international actors

## CULTURAL VALUE

- Guarantee artistic-cultural innovation / innovativeness
- Promote the affirmation of non-traditional training models

## SOCIAL VALUE

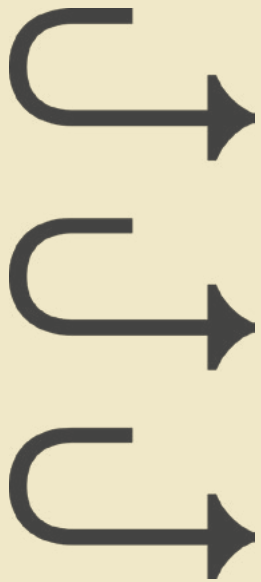
- Promote accessibility, social inclusion and cultural diversity
- Support the regeneration and transformation of reference contexts

## ECONOMIC VALUE

- Redevelopment & reactivation of public spaces
- Promote cultural accessibility with free access
- Creation of a resilient and sustainable reference model for cultural centers
- Creation of quality employment

# SOCIAL VALUE

- Promote accessibility, social inclusion and cultural diversity
- Support the regeneration and transformation of reference contexts





# THE INDICATORS



BASE

AREAS OF VALUE

OBJECTIVES OF CHANGE

EXPECTED CHANGE

INDICATORS OF OUTPUT

INDICATORS OF OUTCOME

# EXAMPLE SOCIAL VALUE



## OBJECTIVES OF CHANGE

- Promote accessibility, social inclusion and cultural diversity



## EXPECTED CHANGE

- Community loyalty
- Promotion of equal opportunities and cultural diversity
- Increase of accessibility to cultural fruition in economic terms



## INDICATORS OF OUTPUT

n. of resident organizations that have used the spaces for activities/events; n. stable coworkers; average stay of coworkers; n. of initiatives that aim to promote cultural diversity; n. activities/events at an affordable price; % free tickets on total tickets; etc.



## INDICATORS OF OUTCOME

increase in the number of participants; appreciation and loyalty of the participants in the events; n. of coworkers who have collaborated with Base; n. of inclusion and participation programs promoted to reduce discomfort and fragility (also for artists); etc.

THANK YOU!

[marina.mussapi@base.milano.it](mailto:marina.mussapi@base.milano.it)



BASE

## Useful resources:

### English

- ↘ [Impact Business Model Canvas](#)
- ↘ [Business Model Canvas Guidance](#)
- ↘ [8 forms of Capital](#)
- ↘ [Regenerative Capitalism](#)
- ↘ [Global Reporting Initiative](#)

### Italian

- ↘ [Metodo Refe: Rendersi conto per rendere conto](#)
- ↘ [Gruppo di Studio per il Bilancio Sociale](#)