

LIGHTUP PROJECT - DEVELOPMENT OF A CONCEPT  
FOR A NON-PROFIT ORGANIZATION

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As Barbara L. Fredrickson states:

*“We need to develop methods to experience more positive emotions more often.”*

*“Community transformation becomes possible because each person's positive emotion can resound through others.”*

*“A focus on goodness cannot only change your life and your community, but perhaps also the world, and in time create a heaven on earth.”*

## **RESUMO**

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O principal objetivo deste estudo é desenvolver um conceito forte e coerente, capaz de sustentar o valor acrescentado do projeto lightUP. Através do desenvolvimento de várias análises, desde o mercado em geral à organização em si, pretende-se que a implementação deste projeto seja uma mais valia (tanto para a sociedade, como para os voluntários e parceiros).

É um objetivo do autor contribuir com o máximo foco, compromisso e força durante cada etapa da tese, garantindo que este não é apenas um requerimento final do mestrado, mas o início de uma transformação da comunidade.

Esta organização centrar-se-á no bem estar das pessoas, não focando o apoio material, mas sim o apoio emocional. Sendo os Portugueses um dos povos mais pessimistas da Europa, é um objetivo contribuir para a mudança desta realidade, começando pelos adultos, realçando o positivismo que existe em cada indivíduo e que pode ser replicado para os outros.

Há outros objetivos que se pretendem atingir, nomeadamente encontrar as práticas certas de forma a garantir que: (1) A organização criará verdadeiro impacto, para além da sua irreverência; (2) O papel da organização seja notório, facilmente identificado pela sociedade; (3) Os voluntários serão voluntários para a vida (sendo voluntários informais nas suas vidas diárias, após a passagem pelo projeto); (4) O impacto social será medido regularmente e será o mais preciso possível e (5) A sustentabilidade financeira será tratada de forma eficaz.

**Palavras-chave:** Organizações sem fins lucrativos; Empreendedorismo Social; Emoções Positivas; Surpresas

**Classificação JEL:** L31, M14

## **ABSTRACT**

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The main objective of this study is to develop a strong and coherent concept, able to sustain the added value of lightUP project. Through the development of various analysis, from the general market to the organization itself, this project is intended to represent an added value (both for society, as well as for volunteers and partners).

It is an aim of the author to give the maximum focus, commitment and strength during every stage of the thesis, making sure that this will be not just a final requirement of the master, but a beginning of a community transformation.

This organization will be centered on people's well being, not focusing on material support, but on the emotional support. Being the Portuguese one of the most pessimistic people of the Europe, it is an aim to contribute to the change of this reality, starting by adults, enhancing the positivism that exists on each individual and that can be replicated to others.

There are other goals to be achieved, such as finding the right practices in order to make sure that: (1) The organization will create truly impact, besides being irreverent; (2) The role of the organization is notorious, easily identified by society; (3) Volunteers will be volunteers for life (being informal volunteers in their daily lives, after passing through the project); (4) The social impact will be measured regularly and will be as accurate as possible and (5) The financial sustainability will be treated efficiently.

**Key words:** Non-profit organizations; Social Entrepreneurship; Positive Emotions; Surprises

**JEL classification:** L31, M14

## **ACKNOWLEDGMENTS**

During the last years, I have been a person that understood that what truly realizes me is having a life where I can give part of myself to others. Since child, I am a human being pretty curious about the others, always looking for new ways of interacting with new people. Then, I start growing and understood that the TV news had somehow an impact on me. In fact, every bad news, seeing people feeling sad and hopeless with their lives, always triggered a reaction on me, making me feel the duty of changing something. As a teenager I started joining some volunteer groups and I realized that, definitely, we can actually do something to change our world, even if the world means just our surroundings, our closest community.

When I enter to the first research seminar class, I was quite sure that making a dissertation was the right choice for me, since I wanted to discover some behavior on consumers that anyone had discovered yet. However, during the following classes, there was no topic that really turned on a light in my head. The change occurred when I become conscious that I could use this thesis in a useful way, making it part of something that I really wanted to create in the future.

In 2014, I became coordinator of Projecto Transformers (a Private Social Solidarity Institution) and I start dealing closely with the social reality, becoming aware of which problems and challenges may arise and what can be done. With this experience, the will of creating a social organization, dedicated to people's feelings and hopes became bigger and bigger. In this way, I would like to give a special thanks to Transformers' Project for the willingness to act that has brought me and for making me understand that I could use this thesis as the first step of a non-profit organization.

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## **1. EXECUTIVE SUMMARY**

“Every three months, thirty volunteers will carry light and positivism to 1050 adults” - this is the formula of the project developed below. In today's fast-paced and globalized world, it is necessary not to forget the closest ones and what can be done for them.

Beginning with a literature review focused on two main themes (the Third Sector and Emotions), this project made it possible to realize that non-profit organizations present particular challenges that can be overcome with due planning and with the capacity of bringing a measurable improvement of society. This project is called lightUP and it focuses on the emotional support that can be given to the Portuguese population through small actions. The scientific articles analyzed support the importance of positive emotions for a happier society.

During this study, the framework of the Portuguese social economy was detailed, allowing to realize that 93.4% of the entities are related to Associations with Altruistic Goals. Regarding the Private Institutions of Social Solidarity, there were identified 5,584 entities, having as its main activities Social Actions and Social Security. The PESTAL analysis developed allowed to verify that the Portuguese society, although in a current economic recovery, more qualified and technologically updated, presents itself as one of the most negative in Europe. In this way, this project aims to reverse this reality, believing that its critical success factors will be: to put the mission first, being attractive when developing a people-first culture, based on a strong leadership team. At the same time, it is necessary to get the market research right, measuring organization's impact and establishing transparent partnerships.

With the purpose of supporting the author's view, both qualitative and quantitative research methods were used. The two tests allowed to support the importance of the project's implementation: the sample of 372 people confirmed the negativism of the Portuguese society and its consequent interest in the change of this panorama; the ten personal tests (qualitative approach) made possible to verify the real impact of the surprises made. Although there are several entities focused on society's emotional support, this project becomes distinct by the fact of allowing the emergence of volunteers for life, focused on light and optimism. In addition, the whole process becomes quite distinct due to its attractiveness and due to focus on surprising an adult age group capable of motivating and influencing an entire society.

After 3 years of existence, this project intends to go beyond borders making available online all the concept, as well as the operational tools for its implementation. Based on an irreverent

communication made in real time regarding the difference made by volunteers (through the website), this organization intends to have three fixed volunteers able to ensure: activities planning and its execution, marketing and communication, financial sustainability, recruitment process and local advocacy.

To make lightUP project real, it will be needed some basic requirements, namely: the creation of the association, as also the registration of the brand, logo and website. All these implementations requirements will have a cost of 548.9€, approximately. For the operation part of the project, it will also be necessary to periodically carry out some core activities (every three months), corresponding to a cost of about 378.56€ for each generation (mitigated in future generations by the reuse of some materials). All the activities to be developed by the organization will be self-sustaining, based on volunteers and sponsorships. Regarding financial sustainability, there are several ways to make partnerships with this project, depending on the type of help given and also the advantage seen for the entity, such as: LightUP my Company, LightingUP step by step or LightUP with me. Regardless of the partnership to be established, this project will ensure a true transformation of the general community, being proved the benefit of its implementation.

## **2. LITERATURE REVIEW**

Within the following literature review, there are two distinct areas of research that are going to be presented. First, it will be made research regarding the Third Sector Organizations (TSOs). Since the aim of this paper is to develop a concept for a Non-Profit Organization (NPO), it is necessary to start with the definition of the sector. It will also be analyzed marketing aspects, ending on NPO's main particularities and challenges. The other topic to be addressed will be concerning Emotions: how to identify and how important positive emotions are, characterizing surprises' impact and explaining how Positive Psychology and Mindfulness are related with this topic. Since the project is going to be developed based on optimism, the literature review will end with a variety of reasons that encourage making the difference based on positive feelings.

### **2.1. Third Sector Organizations (TSOs)**

#### **2.1.1. Definition of the Sector**

The Third Sector Organizations are composed by “...*non-governmental organisations (NGOs), social enterprises, charities, public benefit entities, voluntary organisations, donee organisations, not-for-profit organisations, membership organisations (for example, co-operatives, sports and arts clubs) and professional associations*” (Cordery and Sinclair, 2013: 196).

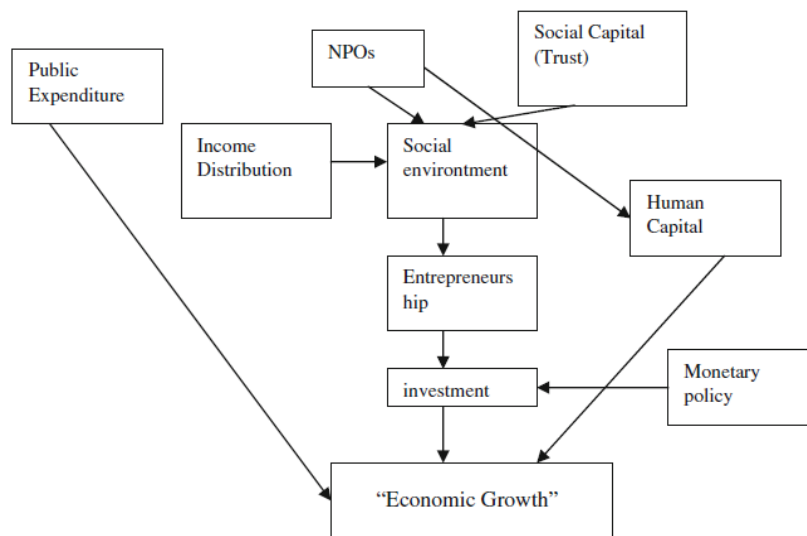
According to Salamon and Anheier (1992), the organizations within the Third Sector are: (1) Formal – in the way that is somehow institutionalized, by an official contract or by having some organizational stability (representatives, regular assemblies or process' rules); (2) Private – although they can obtain noteworthy government support, they are institutionally separated from government; (3) Non-profit-distributing – in respect of the main aim of following the organization's mission instead of generating profits (as opposite of profit-organizations); (4) Self-governing – internal control and own procedures and activities (5) Voluntary – in the sense of having voluntary involvement in a significant level. Although the level of the five conditions described can change from organization to organization, it is crucial to have the presence of all of these criteria in order to be recognized as element of the third sector.

### 2.1.2. Non-Profit Organizations

According to (McCarthy *et al.*, 1992), the non-profit sector is defined by the organizations that aim to: serve neglected people, increase freedom or empower citizens, support social change and provide services. This sector involves an extremely labor force, being most of the times difficult to measure since it cover a great number of volunteers. Based on previous research, Andreasen *et al.* (2005) affirm that, in 1998, volunteers and full-time non-profit workforce together corresponded to 10.8% of all U.S. employment.

Nowadays, the non-profit sector is seen as something relevant for the society, showing indirect impact on economic growth. This reality is explained by the effects that this sector has in entrepreneurship, human capital, education – variables with impact in economic growth (Bahmani *et al.*, 2012). Physical environment, social organizations, institutions and technology are some of the factors that Schumpeter (1947) identifies as significant for the economic growth. Based on the prophet view of Schumpeter, Bahmani *et al.* (2012) developed the following process:

**Figure 1:** Main Variables in the Economic Growth process



Source: Bahmani *et al.* (2012: 274)

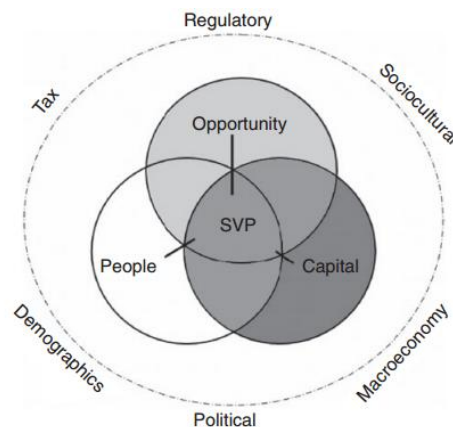
The “Economic Growth” is explained by three direct factors: Public Expenditure, Investment and Human Capital, according to the figure above. Investment is directly associated with Entrepreneurship, which is influenced by The Social Environment. What influence the Social Environment is the Income Distribution, the Social Capital and the NPOs, showing the

indirect impact of the NPOs in the “Economic Growth”. The Monetary Policy is included due to the influence the credit market has on investments (money constraints would be a barrier to invest).

### 2.1.2.1. Main Challenges & Common Errors

Within the social economy stands out the social entrepreneurship. According to Zahra *et al.* (2009: 522), social entrepreneurship “encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner”. Social entrepreneurs are the ones that make social entrepreneurship occur. Austin *et al.* (2006) states that a social entrepreneur must bring successfully a social-value proposition (SVP). In order to achieve that, it is necessary to align four key elements, internal and external: opportunity, people, capital and context, as the following framework shows:

Figure 2: Social Entrepreneurship Framework



Source: Austin *et al.* (2006: 17)

Nowadays, non-profits are introducing more business practices in order to become more accountable, profitable and attractive for future business partnerships (Goerke, 2003). Even regarding environmental concerns, NPOs are facing analogous challenges comparing to for-profit organizations (Daub *et al.*, 2014). In the non-profit sector, organizations must also be aware of the consequences of their negative procedures, not giving in to temptation of perceive their acts as correct, simply because they have the other stipulated positive impact on society.

Although not being necessarily a problem, there are some specific features that turn the management task in non-profits organizations more complex, when comparing to for-profit

(Gallagher and Weinberg, 1991). The main characteristics of this sector that contribute to this reality are: (1) Nonfinancial objectives - when for-profits have one main aim (to maximize their profit), non-profits have to deal with the complexity of aiming several objectives at the same time, financial and non-financial (which are also often difficult to measure); (2) No risk cushion – with no insurance granted by retained earnings, as for-profits, these organizations are not allowed to take much risks; (3) Multiple publics – as contrary to for-profits that usually focus in one specific public (customers), non-profits have to focus concurrently in users and funders; (4) Dual competitive-collaborative situation – non-profits might collaborate with a number of competitors, adding some complexity to the competitive situation and (5) Public attention – the margin of error for non-profits is reduced, in view of the fact that these organizations are more in the public eye than firms.

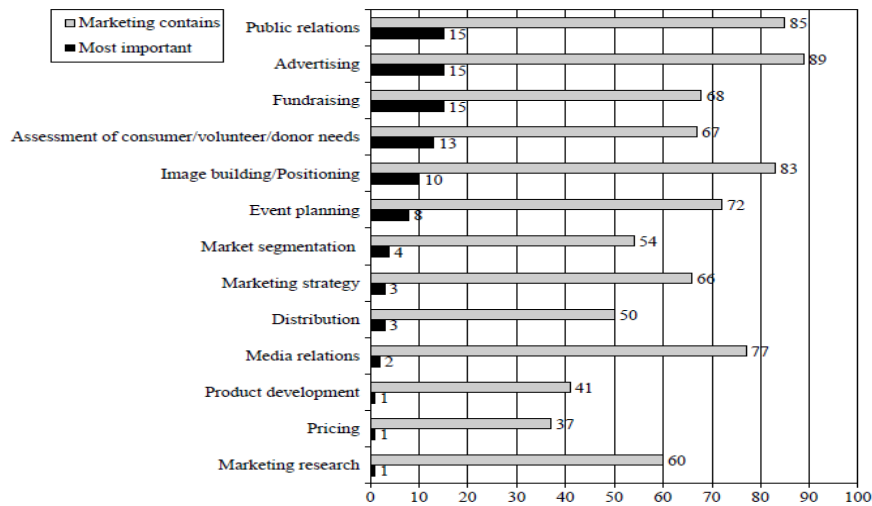
There are some common mistakes practiced within the non-profit sector. Andreasen *et al.* (2005) identify some of these examples in main five areas: (1) Competitive Analysis – organizations do not explore marketing tools at the best level, believing that its distinctive mission and exceptional organization are enough to succeed; (2) Positioning Analysis – it is mainly considered the opinions of the organizations' directors, not being studied another positioning perspective nor what target audiences perceive; (3) Lifestyle Segmentation – it is mainly used demographic criteria to segment audiences, being often forgotten the importance of an analysis based also on Lifestyle criteria, for example; (4) Copy and Concept Tests – organizations assume they need to make remarkable things impressively fast, forgetting the importance of pre-testing and (5) Experimentation – they often focus on just one strategy, believing that is the best and there is no need of testing alternatives where they could learn from.

#### **2.1.2.2. The importance of Marketing in NPOs**

Some challenges on the third sector are related to marketing: several non-profit organizations still reveal a deficient understanding of the principles of marketing. In fact, just a few part of the marketing work made in these organizations was prepared by people trained in marketing. An empirical study by Dolnicar and Lazarevski (2009) based on the response of 136 non-profit managers, reveals that only one fifth of the marketing personnel have actually expertise on the area.

The figure presented below demonstrates some lack of knowledge, regarding the respondents' perceptions of marketing:

**Figure 3:** Marketing areas and most important task in marketing, as assessed by non-profit organizations



Source: Dolnicar and Lazarevski (2009: 285)

As it can be seen, when asked for which options do they believe that marketing contains (respondents could pick as many options as they consider suitable), respondents strongly selected Advertising, Public Relations and Image Building/Positioning – as opposite of Pricing, Product Development and Distribution (being the least chosen). Regarding the question of which area they believed to be the most important in marketing (just one option could be selected), Advertising and Public Relations were stoutly chosen once again. Fundraising was also in the top three of this question – however, comparing both questions, it can be seen that much less respondents are aware of what marketing can do regarding this topic.

With a qualified marketing staff, great improvements could be made in non-profits organizations, since they would be able to use the marketing toolbox in the most efficient and effective way. With this, the market research would certainly change the position of being one of the marketing less important activities, as considered by the respondents.



#### **2.1.2.2.1. Market Research**

Although the research data is one of the most ignored issues in the non-profit sector, Stoecker (2007: 116) states that “...*good research practice makes a real difference in receiving grants and developing effective programs...*”. Research methods include surveys and analysis of patterns or categories (from systematic collection of client and membership data), for example. It is a rigid research and solid information that can provide project planning, future proposals, evaluations, fiscal monitoring or resource distribution. Stoecker’s study (2007) confirms that non-profits are actually interested in research methods training. However, most of the staff is running over their time, developing its main activities. With the lack of capacity from the non-profits to build up strong research content individually, the creation of a simple database system where everyone could access and use easily could be a solution, allowing organizations to share information and save time.

#### **2.1.2.2.2. Marketing Strategy**

The customer orientation issue in non-profit organizations is addressed carefully by Gallagher and Weinberg (1991). In general, in the profit sector, to satisfy the customer is a necessary condition in order to generate profit. However, in the non-profit organizations’ context, the customer orientation view can collide with the organizational mission, as the following example shows: a heart patient may desire a high-fat diet, as contrary to the low-fat diet advised by the doctor. Therefore, the organization procedure should be to offer the maximum intensity of short-term customer satisfaction, guaranteeing the mission remains dominant. This procedure requires knowing which expectations customers have, with the view to develop communication strategies to modify those expectations, if needed. Customers’ needs will only be met if seem realistic for the organization. That is why frontline personnel are so important: they are capable of listening customers actively, providing precious information for the organization. Product proliferation is another challenge that may arise when applying customer orientation. This practice of aiming to satisfy every user’s needs may lead to the temptation of offering more products and services that the organization can actually provide, incurring in costs that could be avoided and ultimately satisfying each person in a non satisfactory way. To avert this situation, it must be made a cautious analysis of every cost and benefit (both short and long term), when planning an extension of products/services or the markets to enter.

### **2.1.2.2.3. Advertising**

Research by Marchand and Lavoie (1998) has provided evidence that non-profit organizations, when seeking for advertising, look essentially for free communication techniques and collaboration with a number of diverse media. The paid advertising is seen as costly and not very efficient for non-profit communications. In fact, when looking for sponsors, this sector is forced to face competition, making an early solicitation essential in order to attain the sponsor desired. To provide sponsors noteworthy benefits, as place their name or their donation during the publication of a message, is crucial in order make them feel that both parts can win. For firms, connecting a business to a good cause is always a great public relations instrument. Therefore, more friendly prices should be practiced for this kind of organizations, since it will be a future win-win situation.

### **2.1.2.3. Volunteers as an Asset of these organizations**

Volunteering is “*an activity that: is of benefit to the community; is undertaken without coercion; and is without monetary reward*” (Kenny *et al.*, 2008: 46). However, for costs incurred related with the volunteer activity, it can be provided a reimbursement. Formal volunteering requires assigned volunteer positions and is specific for activities occurred in a defined context. Sontag-Padilla *et al.* (2012) believe that volunteers are a key for the financial sustainability strategy and for encouraging community participation, since they are able to complement existing workforce, provide new know-how, improving productivity and efficiency.

For a successful volunteer program, it is considered essential the three following factors: (1) Organization; (2) Recognition and (3) Meaningfulness (Ageing International, 1995). Organization is fundamental in order to make sure that exist a central entity that identify needs, select volunteers and organize activities (meeting the needs identified). Since a volunteer is not monetary rewarded, recognition becomes fundamental, being a behavior necessary to bring satisfaction. In a normal job, employees identify money as a reward, not giving so much importance to the recognition from the organization or from the society. Meaningfulness refers to the seriousness that is given to the contribution, where volunteers need to feel they are truly making the difference with their actions. In the perspective of Boezeman and Ellemers (2008) recognition is also a key factor in order to motivate volunteers. Furthermore, it is suggested that non-profits arrange casual meetings between

volunteers and organization's beneficiaries, in order to enhance the sentiment of pride among them, by letting volunteers hear from the recipients what they mean to them.

In respect of what motivate volunteers to remain within a non-profit, Vecina *et al.* (2012) have demonstrated evidence that it depends on the time already given to the organization. Volunteer satisfaction has proven to be enough in the short-term, while a long-term retention requires organizational commitment. Sontag-Padilla *et al.* (2012) affirm that what may lead to volunteers' retention is a conduct based on individuals' respect, making the volunteer task something convenient and that gives the possibility to have a precise training on the chosen field. Regarding volunteers' management, it is highlighted the following best practices: (1) To match volunteers' skills with the task that will be developed; (2) To recognize volunteers' efforts; (3) To measure the volunteers' impact every year; (4) To offer them training and professional progress and (5) To promote co-working with paid staff.

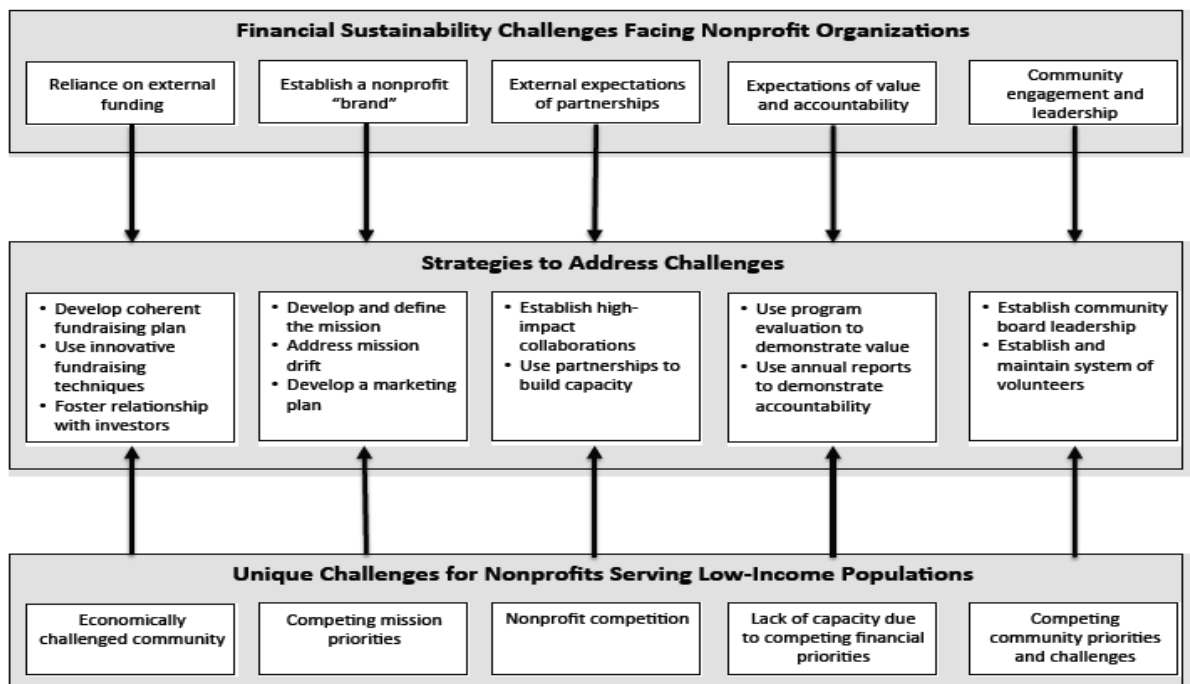
#### **2.1.2.4. Partnerships and Fundraising**

A sustainable development of the world communities and the cure for its numerous difficulties are seen as dependent of social partnerships (Eid and Sabella, 2014). This type of partnerships is becoming more common due to the mutual benefit recognized by the partners involved. It is seen as a way of meeting the terms of Corporate Social Responsibility (CSR) and helping NGOs in the accomplishment of their community missions.

Regarding the financial sustainability aspect of non-profits, there are essentially two main goals: to increase resilience to irregular economic shocks in the short-term, and preserve or intensify services in the long-term (Bowman, 2011). Gallagher and Weinberg (1991) argue that there is a conflict between the orientation of non-profits and funders goals. Funders are more oriented to see short-term results, as opposite of non-profits. Therefore, non-profits are required to think strategically in order to show correctly to funders how the present practices will gratify both groups in the long-term. Although the existence of some tension between the main aims of each partner, Eid and Sabella (2014) affirm that the bargaining power of NGOs has enhanced, as a result of the improved public image of these organizations in society. One frequent behavior practiced by NGOs in order to enlarge their visibility is to develop a partnership with an extremely considered organization.

Even highly recognized, non-profits are permanently challenged by the financial sustainability issue. Therefore, Sontag-Padilla *et al.* (2012), based on the literature on this field, developed the following sections as a synthesis of the main procedures regarding being sustainable, when serving low-income populations:

**Figure 4:** A Conceptual Model of Financial Sustainability Challenges and Promising Practices for Non-profit Serving Low-Income Populations



Source: Sontag-Padilla *et al.* (2012: 21)

While aiming financial sustainability, it is imperative to develop a fundraising plan, in order to analyze which opportunities for cooperation should be pursued. The non-profit funding is received classically through contracts, fee for service, donations and foundation grants. When receiving funds, it is important to start small, being thankful for every single donation. This believing is fundamental with the view of educating donors for the custom of giving. Since investors look forward to observe the returns on their investments, it is also important to maintain a collaborative relationship with the financier, based on trust and transparency. When developing annual reports, they should contain the following characteristics: Completeness; Accessibility; Transparency; Financial Reporting; Full Disclosure and Relevance.

A view of community engagement should be addressed by taking advantage of the community members' expertise on unique cultural aspects to better face some challenges

regarding the integration of the organization. This view will implement a sense of ownership in the community about the non-profit's services.

Regarding the non-profit brand, it is vital to communicate the mission clearly, explaining in what the organization differs from the others. Although a right organizational web presence is becoming more and more essential, face-to-face meetings with funders must not be substituted. Gallagher and Weinberg (1991: 38) underline that it is a must to satisfy a donor, since “...*just like a satisfied customer, can be converted into a loyal supporter of the organization over time*”.

#### **2.1.2.5. Market Trends**

Despite the constant change, certain aspects are already beginning to be foreseeable in the future. The following social trends are some of the announced:

- **Social Trends Changing:** the world society is a ever-changing society (Forbes, 2014). Globalization continues to grow, bringing a visible diversity in each community, reflecting the need for constant adaptation by organizations (Hassi & Storti, 2012). At the same time, diversity must be harnessed, being an added value regarding knowledge sharing (Forbes Insights, 2011);
- **Hyper connection of the world's population:** the individual as a virtual citizen is gaining more power. Therefore, organizations must participate in this online tendency, in order to engage with community and to get the most advantage of it (World Economic Forum's Report, 2013);
- **World population ageing:** population is getting older, which will result in implications for nearly all sectors of society (United Nations, 2015). Ageing population also means more people living alone, carrying the negative physical and mental health impacts of isolation (Singh & Misra, 2009).

With regard to the third sector in particular, there are some future aspects also spoken with some frequency, namely:

- **Organizations as innovation centers:** one of the roles of the third sector organizations is to become centers of innovation and creativity in developing solutions to complex problems. This fact is intensified by the contribution of volunteers, due to their first-hand awareness of the questions faced and the strong and permanent dedication to those served (Civil Exchange, 2014);

- **Funding:** It is mandatory to create synergies with the private sector. It is essential to create partnerships not only at the monetary level but recognizing business as a development partner (FHI 360, 2014);
- **Increasing call for non-profit accountability and evaluation:** Increasingly, all the stakeholders inherent in an organization demand to know where their donations are spent (*National Council of Nonprofits, 2016*);
- **Lack of standardized regulations:** directives are regulated differently across countries, which interferes with scalability (EY - Social Entrepreneurship Study, 2014);
- **Scalability:** Sometimes too much focus is given to local action, forgetting the necessary basis for project scalability (EY - Social entrepreneurship study, 2014).

Concerning to Non-profit Marketing & Communications, John D. Trybus suggest the following trends (Georgetown University's School of Continuing Studies, 2015):

- **Strategic storytelling:** Despite the numbers importance, stories is what touch people. It is what differentiates an organization from another, allowing emotional connections with stakeholders.
- **Smart imagery:** Images have the fundamental purpose of helping messages attaining an audience. Smart imagery leads to an emotional connection, not reachable only by words.
- **Influence as currency:** Organizations should not forget the impact that each person has on their circle of friends and how important that influence is on others. Money is no longer the only form of donation.
- **The link between purpose and profit:** Companies are increasingly concerned about their social responsibility, combining profit with positive actions and communicating their actions to the public. This reality is encouraged in part by the increasing power of consumers.
- **The strategic use of technology:** Technology is increasingly used and thought of differently regarding communication, service delivery and client management (the usage of gamification is an example).

## 2.2. The Relevance of Emotions

### 2.2.1. How to Identify an Emotion

Negative emotions can be easily distinguished from one to another by its specific configurations. A face transmitting sadness is substantially different from the fearful one. As opposite, positive emotions share the same unique signal: the smile (Fredrickson, 2003).

According to Myers and Diener (1997), there is no specific time in life that is particularly happier or not. However, health and a good social life are more valued with age. Characteristics as self-esteem, personal control, optimism and being extroverted are seen as the common attributes that differentiate happy people. It is also verified that religiousness is one of the greatest forecasters of life satisfaction, in an elderly age. Religious people have double rates of volunteerism and rates of four times more regarding charitable giving. Faith also appears to be a recovery accelerator regarding suffering situations.

### 2.2.2. Importance of Positive Emotions

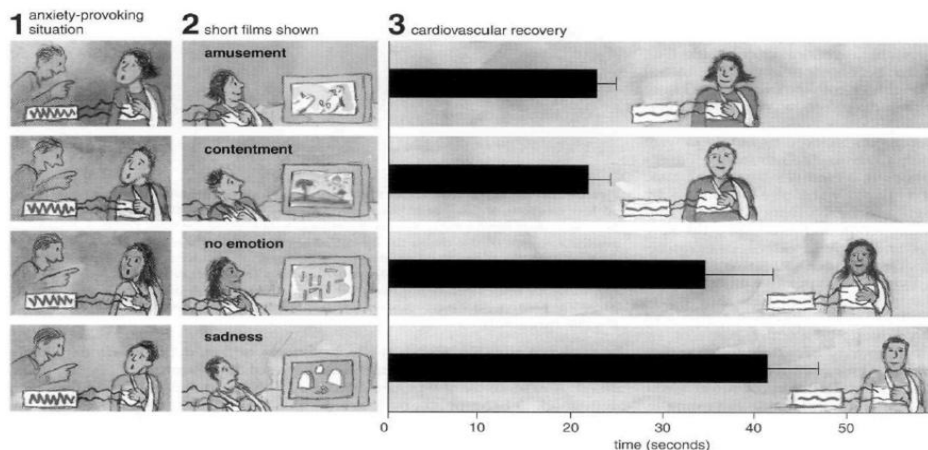
People in a positive mood are able to notice the good even facing undesirable occasions (Aspinwall, 1998). It is confirmed that “...in general, positive moods lead to more favorable judgments, and negative moods lead to less favorable judgments” (Aspinwall, 1998: 3).

People when experiencing positive emotions are more flexible, creative, integrative, open to information and efficient (Fredrickson *et al.*, 2000). Positive emotions are also seen as a way of developing personal resources: physical, social or intellectual. Nelson and Sim (2014) state that positive emotions promote generous behaviors and inhibit aggression. In business environment, it is related with cooperation between members and intention to develop activities of corporate social responsibility. According to Myers and Diener (1997), people who consider themselves happy smile more and report more positive emotions in their daily life. More than that, Fredrickson (2003) affirms people experiencing more positive emotions gain in life expectancy: it improves physical health, individual and collective performance and psychological well-being.

Research made by Wang and Murnighan (2013) suggest that there is a strong relationship between well-being and ethics. People who feel good concerning their lives are less likely to encourage unethical behaviors, suggesting that improving subjective well-being of a country may conduct to a reduction of its corruption. In the study, high income proved to be a trigger in higher approval or disapproval of unethical behavior: people with high income that felt well about their lives were the strongest disapprovers of unethical behaviors, as opposite of

high income people with no subjective well-being. According to Tronvoll (2011), negative emotions - such as frustration, anger, disgust or contempt are also a generator of customer complaint behavior. When feeling negative, individuals should look for optimistic information or behavioral chances, as helping people, to enhance their moods (Aspinwall, 1998). The following figure shows the undoing effect of positive emotions in the cardiovascular activity:

**Figure 5: The Undoing Effect of Emotions**



Source: Fredrickson (2003: 334)

As it can be seen, positive emotions lead to a earlier recuperation of the effects of an anxiety-provoking situation. This is an example that may explain the higher life expectancy of individuals who have positive emotions more often.

Fredrickson (2003: 334) refers that “...’feeling good’ does far more than signal the absence of threats. It can transform people for the better, making them more optimistic, resilient and socially connected”.

### 2.2.2.1. Positive Psychology

In today's society, happiness is a basic need to achieve any positive outcome, with positive psychology having a fundamental role in this change of mentality (Cabanac & Sánchez-González, 2016).

The goal of positive psychology is to stop focusing only on what is bad, connecting energies to emphasize good things (Seligman & Csikszentmihalyi, 2000). According to Linley and Joseph (2004), well-being is the desired result of positive psychology, encouraging positive factors.



Seligman and Csikszentmihalyi (2000) argue that psychotherapy does not only study weaknesses. It analyzes the virtue and forces, feeding the best of each, rather than restrict itself to correcting what is wrong.

Nowadays, just a few will be satisfied by just being less depressed or less annoyed. Seligman and Steen (2005: 421) affirm that *“Psychotherapy has long been where you go to talk about your troubles, a strangely untested assumption. We suggest that psychotherapy of the future may also be where you go to talk about your strengths”*. In 2000, Seligman and Csikszentmihalyi already argued that the time was right for positive psychology.

In today's capitalist societies, the satisfaction of needs no longer begins with personal security, having as its ultimate goal personal self-realization. Positive psychologists reverse the pyramid proposed by Maslow, defending happiness as the first state necessary for a future satisfaction of other needs. Self-fulfillment becomes the initial condition that people must assemble to attain employability, job performance, social skills, among others (Cabanas & Sánchez-González, 2016).

There are three levels regarding positive psychology field: subjective, individual and group level. The subjective level is based on valued experiences: the well-being of the past, the hope/optimism for the future and the happiness of the present. The individual level focuses on positive characteristics of the person, such as: bravery, interpersonal skill, determination, ability to love, clemency and originality. The group level is about the concern with others, selflessness, responsibility and other virtues regarding citizenship (Seligman & Csikszentmihalyi, 2000). Therefore, positive psychology has much to contribute to the well-being not only of the individual but of the community, organizations and society in general (Linley & Joseph, 2004).

#### **2.2.2.2. Mindfulness**

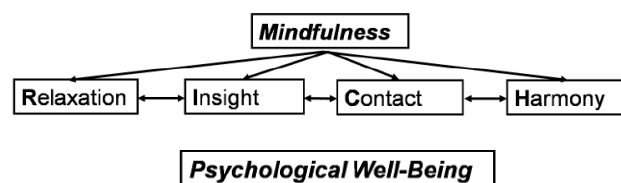
The state of total attention on what is happening in the present moment is the definition of Mindfulness (Nyklíček, 2011). Mindfulness is related to awareness, attention and remembering, being also defined by “moment-by-moment awareness” (Davis & Hayes, 2011).

Two studies carried out by Hayes and Feldman (2004) propose that mindfulness is the reverse of avoidance. It is characterized by an emotional stability, involving acceptance of interior experiences, emotional clarity, capability to control one's feelings, cognitive flexibility and a healthy way to deal with troubles.

According to Shapiro (2009), mindfulness is both a result and a process. It is an outcome through a profound knowledge that manifests itself as freedom of intellect. It is also a practice by the regular intention of deliberately presence of mind in an open and perceptive way.

Nyklíček (2011) presented a new theoretical model regarding mindfulness effects. The RICH model enumerates several positive factors as a consequence of mindfulness practice, being the last one the psychological well-being. RICH means Relaxation, Insight, Contact, and Harmony – the direct effects of mindfulness. Relaxation concerns the whole body and mind, as consequence of receiving reality as it is, not allowing to be bothered by negative thoughts. Insight is related to the mental process of decision if something deserves to be a cause of concern or involvement or can be passed through the unnoticed mind, without being given importance. Contact indicates contact with reality through total touch with the present moment, internally and externally (mind and body in contact with the environment). The last direct effect is about Harmony: the balance of body-mind system and its positive vibrations due to what is happening the moment. Psychological well-being is the result of direct and indirect effects of mindfulness, only allowing a low effect of negative aspects of life and a great effect of the positive ones.

**Figure 6:** The RICH model of mindfulness and psychological well-being



*Adapted from Nyklíček (2011)*

Dhiman (2009: 77) states that “*Since awareness is considered a universal human capacity and the most fundamental quality of our being, mindfulness accords great application potential in myriad fields involving personal and collective well being*”. On the subject of mindfulness benefits, Davis and Hayes (2011) state that there is data supporting the effect of mindfulness in emotion regulation. Besides that, they divide mindfulness benefits into two categories: Interpersonal and Intrapersonal. In respect of Interpersonal Benefits, there is evidence indicating that mindfulness contributes to relationship satisfaction and empathy, stimulating the constructive response in a situation of stress or negativity. Regarding Intrapersonal Benefits, the reduction of psychological distress and the improvement of well-being are once again mentioned. Nyklíček (2011: 2) reinforces: “*...mindfulness of what is*

*taking place in the moment resolves the resulting human stress, enhancing psychological well-being”.*

Mindfulness is also seen as an added value in leadership. People’s life is getting faster and more fragmented, at the personal and professional level, making indispensable to live and work in a conscious way (Dhiman, 2009). Hayes and Feldman (2004) announce mindfulness as connected with insight seeking: allowing the recognition of the background of harms, without being fixed in a permanent reflection. According to Dhiman’s research (2009: 77), these are the results of mindfulness: “...*greater insight, receptivity, balance and clarity for oneself and others, greater leadership presence and authenticity, ensures increased energy and sense of well being and expands awareness and range of our responses, increased life span, greater creativity and lesser burnout and improves interpersonal relationships at work”.*

Positive psychology is defined as self-reflective, however Linley and Joseph (2004) argue that it should be mindful on its assumptions.

Although mindfulness can be included into positive psychology practice, Cebolla, Enrique, Alvear, Soler and García-Campayo (2017) highlight some key differences: (1) mindfulness suggests a total awareness to all experiences (positive and negative), where positive psychology tends to underline the positive ones; (2) mindfulness suggest the acceptance of the reality as it is, without changing it, while the positive practice aims to increase the positive experiences (even restore negative experiences with positive ones) and (3) mindfulness states that problems must be addressed, whereas positive psychology focus the positive factors in order to make the negative ones less critical or significant for people. Linley and Joseph (2004) believe that positive psychology should not close the eyes to the negative valences of individuals, since one cannot be comprehended without mentioning the other.

According to Cebolla *et al.* (2017: 14), compassion is defined as the “...*sensitivity to the suffering of the self and others, with a deep commitment to preventing and alleviating their suffering”.* Concerning what connects mindfulness to positive psychology, compassion seems the response, since both seek happiness of the self and others.

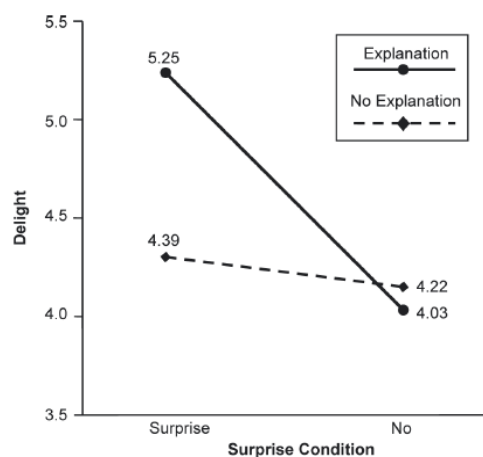
### **2.2.3. Surprises & its Impact**

According to Vanhamme (2010: 566) “...*surprise is described as a syndrome of reactions, i.e. a specific pattern of reactions at the subjective, physiological and behavioral levels”.* Regarding the surprise’s emotion itself, it is something neutral, being seen as an amplifier of succeeding effects. In fact, what makes a surprise being positive or negative is the emotion

that is subsequent to it, for example: surprise + joy or surprise + anger, respectively. Juergensen *et al.* (2013) affirm that superior stages of surprise are attained by more meaningful events.

To amaze customers is more and more challenging, principally customers who already faced similar surprises (Kim and Mattila, 2013). Vanhamme (2010) defends that it is time to move from satisfaction to customer delight – being characterized as the maximum customer’s satisfaction intensity, corresponding to superior rates of client retention and loyalty. Positive surprise is a required condition for customer delight and, according to Kim and Mattila (2013), it can be improved by giving an explanation of it to the customer (as showed in the picture below) – providing them the possibility of perceiving themselves as unique, since they will realize they may not have the chance to engage in an identical experience for a second time:

**Figure 7:** Interaction effect of surprise and explanation on delight



Source: Kim and Mattila (2013: 365)

An explanation will also allow to manage customers’ expectations, as well as to improve the relationship with them. The authors recommend that surprises should be provided infrequently and randomly, with the aim of not making clients used to it – and consequently feel less special when experiencing the event. Stanley (2009) emphasizes that a surprise experience should be something rare, coming in an unpredicted way and disappearing suddenly.

Research by Juergensen *et al.* (2013) indicates that women report considerably higher surprise levels than men. Stanley (2009: 48) also reminds that “*What might be surprising for one person may not be so for another*”.

#### **2.2.4. Making the Difference with Positive Emotions**

Fredrickson (2003) considers necessary to develop more series of occasions which bring more regularly positive emotions to others. People who feel positive moods more often are inserted in an incessant spiral of development and flourishing. In fact, positive emotions lead to more helpful behaviors, which also generate positive moods *per se*. Individuals, when giving help, can feel proud of their actions and tend to continue their practices – generating own good feelings. In addition, receivers of help tend to feel thankful and those who simply see these acts do also feel special – having both circumstances triggering future compassionate attitudes.

The author also suggests that to find positive meaning in current situations is a way of indirectly promoting positive feelings. This meaning can be found when there are: (1) highlighted advantages in adverse situations; (2) expressed love or gratitude in common events and (3) given support to people in need (effective problem solving).

Regarding feedback, Troope and Pomerantz (1998) defend it is central to give a positive feedback, when it is aimed to improve one's self-esteem. Since negative feedback can be seen as more relevant due to its diagnosis side, it may also be used. However, in order to accept more easily this kind of feedback, to experience positive events seems essential to the receiver.

*“Community transformation becomes possible because each person's positive emotion can resound through others”* (Fredrickson, 2003: 335). This belief is the reason why it is so important to be centered in the goodness of things: it will change not only specific lives but also entire communities of the world – making them into a more unified, ethical and harmonious social organizations.

### **3. METHODOLOGY**

The methodology used for the execution of the present study was primarily based on a profound literature review on two central themes: The Third Sector and Non-Profit Organizations and the relevance of Emotions. Being this study about the development of a concept for an organization, the author exercises throughout the paper a great influence based on personal values and beliefs, seeking to develop a unique concept. With the purpose of supporting the developed view, both qualitative and quantitative research methods were used:

It was made an individual surprise test followed by a small interview (qualitative approach) to 10 potential adult beneficiaries, in order to understand the following aspects: (1) How the individuals felt with the surprise made; (2) How much they think that this event will influence their future and (3) What will they do after this experience. With this information, the author became able to prove the positive impact of these experiences in the daily life of the community. To test specific surprises followed by an interview also allowed to reach a list of actions that have proven to be effective for the target.

Regarding the quantitative approach, it was made a research method in the format of an online survey with the objective of understanding the perceived relevance of the organization to the general community. The online questionnaire was made to a sample of 372 people, aged between 16 and 68 years old, from September 16 to 23 of 2017. The questionnaire contained four main multiple choices questions. With this questionnaire, it was obtained a clear answer for the following aspects: (1) Which is the daily sentiment of the Portuguese society; (2) Which age segment of the Portuguese population is more negative; (3) Possible interest of the sample in contributing to a greater optimism among Portuguese adults and (4) Possible interest of the sample in being a volunteer (for 2 months) of an organization that wants to make Portuguese society more optimistic.

Analyzing all the methodology mentioned, it can be concluded that the concept developed is supported by a multiplicity of realities, based on theoretical and empirical methods.

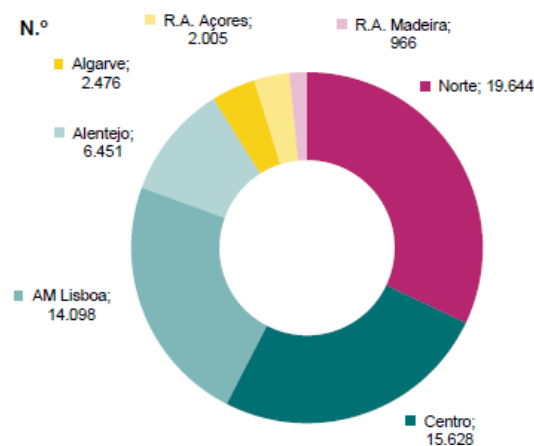
## 4. MARKET ANALYSIS

### 4.1 Portuguese Social Economy

The Social Economy brings together the economic activities of a private character that do not aim to make profit. It is an economy focused on social aspects, thus sharing its objectives with the public sector. According to the Social Economy Satellite Account, in 2013, there were identified approximately 61 thousand of entities, distributed by a diversified set of activities: Culture, sport and recreation (50.7%), followed by action and social security (15.6%).

In 2013, the groups of entities of the Portuguese Social Economy were distributed as it follows: 0.2% of Mutual Associations, 0.6% of Holy Houses of Mercy, 0.9% of Foundations, 1.4% relative to Community and Self Managed Subsectors, 3.5% relative to Cooperatives and, the largest fraction, (93.4%) relative to Associations with Altruistic Goals. Regarding the geographical distribution of these entities, based on NUTS II, 32% were congregated on North, 25,5% on the Center and 23% on the Metropolitan area of Lisbon.

**Figure 8:** Kind of activity units by NUTS II

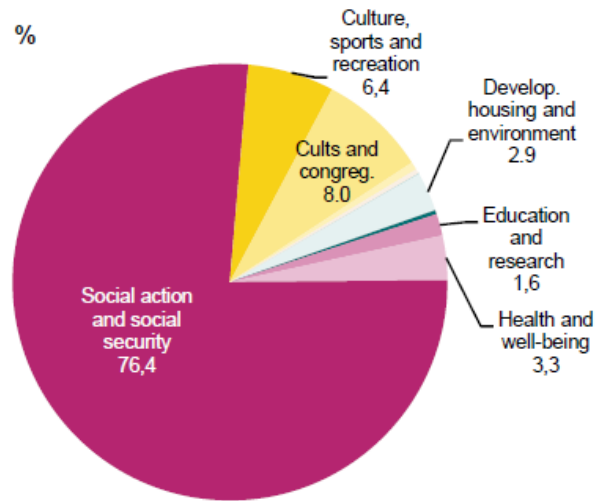


Source: INE (2016)

Regarding the Private Institutions of Social Solidarity (IPSS), there were identified 5,584 entities (around 9% of the total), where 84,7% were Associations with Altruistic Goals, 6,9% Holy Houses of Mercy, 3,9% Foundations, 2,4% Cooperatives and 1,9% Mutual Associations (1.9%). Regarding the activity developed, 76.4% of the IPSS developed their activities in Social Action and Social Security, 8% in Cults and Congregations, 6.4% in Culture, Sports

and Recreation. The activity with less representation (1,6%) was related to Education and Research.

**Figure 9:** Private Institutions of Social Solidarity by activity



Source: INE (2016)

According to Inquérito ao Trabalho Voluntário of INE, the volunteer rate in 2012 was 11,5%, where the age groups of 25-44 (13.1%) and 45-64 years (12.7%) have the highest volunteer rates. The table below summarizes volunteer work by sociodemographic characteristics. It is important to note that because a person may volunteer both for organizations and directly (informal volunteerism), the sum of these two types of volunteer work may not be additive.

**Table 1:** Sociodemographic characteristics by type of volunteer work

Volunteers Characteristics	Total country population age 15 and above	(2012)	Formal volunteer work (organization-based)	Informal Volunteer work
		Volunteer rate (%)	Volunteer rate (%)	Volunteer rate (%)
<b>Total</b>	9.010.963	11,5	5,9	5,8
<b>Age</b>				
15-24	1.125.479	11,6	8,3	3,4
25-44	3.092.276	13,1	7,1	6,2
45-64	2.816.325	12,7	6,0	7,0
65+	1.976.883	7,3	2,7	4,8
<b>Job situation</b>				
Employed	4.656.290	12,8	6,9	6,1
Unemployed	870.933	13,1	6,9	6,5
Inactive	3.483.740	9,4	4,4	5,2

Source: adapted from Survey on Volunteer Work, INE (2012)

It is interesting to note that formal volunteer work have a higher expression in the younger age groups: 15-24 years (8.3%) and informal voluntary work is most representative in higher age groups: 45-64 years (7.0%). It is aimed to have younger volunteers (formally), so they can continue to make the change (informally), as they grow.



## **4.2 PESTAL Analysis**

The external analysis will focus the Portuguese scenario, since it is the primary area of intervention.

### **Political**

The current situation of Portugal at the political level is more stable. The end of 2015 was marked by a great political instability. The entry of a new government was something troubled, where many call into question the government's ability to manage the economy and ensure growth in the future. Many laws were changed, in order to promote the welfare of the population. Nowadays, people seem to be more at the center of concern.

Some of the measures taken:

- Lower taxes, especially for people with lower incomes;
- Less working hours for public sector;
- Increase of the lowest pensions;
- Return of the public holidays;
- Rise of the minimum wage.

When declaring the previous year's income, people can donate 0.5% of their Income Tax or VAT rate to a list of entities made available by the tax authority. This reality happens from 2001, but only in 2010 has began being public the list of entities' names. Today, there are almost 3,500 entities that apply for a small slice of tax paid by taxpayers. In this case, there is no added cost to the family - money passes from the State into the hands of a Private Institution of Social Solidarity (IPSS), a religious institution, a recreational association or public corporations engaged in cultural activities. Besides that, the taxpayer can also donate for these institutions the savings he/she has obtained by collecting invoices, abdicating of the deduction to the collection in his/her favor.

Despite the political reforms that may still occur and some conflicts of ideals among the current members of the government, there is an increased focus on the population's well being, by the generality, which is benefic for NGOs.

## **Economic**

The Portuguese Economy seems to be recovering gradually. The truth is that after the crisis of 2012 and the years that followed, the Portuguese economy is facing more positive results. In the first quarter 2017, GDP posted a growth rate of 2.8%, compared with the same period of 2016. The positive contribution of domestic demand stayed considerable, even if lower than in the previous quarter: private consumption decelerated and investment has accelerated (Annex 1).

The rise of unemployment was very sharp after the crisis. A lot of people lost their jobs and going to the employment center had become regular. Although the situation is still quite severe, there are considerably less unemployed people. In the first quarter 2017, employment registered a year-on-year change rate of 3.2%, reflecting an acceleration comparing with the previous quarter (2.4%) and representing the highest growth since the crisis (Annex 2).

Employment growth is important for a more empowered society, bringing a more positive vision of the future. Despite this great growth in the number of people employed, there is still a long way to go regarding this theme, since there are still many employees currently working in a different area from the field of study.

Private consumption registered a year-on-year change rate of 2.2% in real terms, reaching 3.0% in the previous quarter (Annex 3). This increase in consumption is important, reflecting the improvement of the population's confidence in their purchasing power.

Despite these signs of growth, the economy is still quite fragile. The restraints in the government budget do not allow significant support to non-governmental organizations or social project financing. Therefore, this reality forces organizations to acquire ways of being more self-sustaining.

## **Social**

Portugal is one of the most pessimistic countries in Europe (Marktest, 2015), revealing a low perspective of the future at individual and collective level. Besides that, Portugal is becoming an aged country, as the majority of Europe. The total number of live births per 1,000 of a population in a year (Crude Birth Rate) has been declining in Portugal (Annex 4). In 1960 the rate was 24.1%, down to less than half in 2000. INE data states the rate at its lowest level in 2013/2014, with 7.9%. Despite the significant growth in 2015 to 8.3%, the situation is still

alarming (Annex 4). The total number of young residents appears to be quite lower and, therefore, the number of residents over the age of 65 is increasing (Annex 5).

In terms of geographical distribution (Annex 6), it can be seen an abandonment of rural areas (interior of Portugal). Nowadays, the majority of the population stays more on the coast, especially in the large metropolitan areas of Lisbon and Porto, full of enterprises and new opportunities. Despite this reality transmits that there is a bigger target audience in the urban areas, it is fundamental to not forget the aged communities since they also need different and memorable moments. This reality of geographic inequality is not new. The government have been creating some measures to avoid the remoteness of these areas. At the same time, some companies have been developing these areas, such as the tourism sector with the rural tourism attractiveness.

Regarding education, Portugal is facing the best graduated generation of all times. In 1981, 36.9% of the population had no educational qualifications. Today, that number is reduced to 10.4%. Regarding people with higher education, while in 1981 the percentage was 2.1%, today 13,8 people of 100 have already finished their higher education (Annex 7). Due to the permanent climate of recession, young people are learning how to fight in a world of challenges, where entrepreneurship has broken records. Young people are becoming more flexible to changes and more resilient to difficulties.

In Portugal, startups represent 6.5% of the business structure, corresponding to 18% of the new employment (Informa D&B, 2013). In this year of 2017, Portugal has once again five nominees for the "Europas", the prizes that distinguish the best European technological startups in 27 categories (Dinheiro Vivo, May 2017). This nomination is another sign that shows the relevance of Portuguese new businesses. Just as the Portuguese youth is willing to leave their mark professionally, they are also improving that intention in a social perspective.

It is relevant to note the positive evolution of qualifications in Portugal since, according to Inquérito ao Trabalho Voluntário (2012), participation in voluntary work increases with the level of education. In fact, higher volunteer rates were verified in individuals with higher education (21.3%). The volunteer rate in 2012 was 11.5% and the highest volunteer rates can be seen in the age groups of 25-44 (13.1%) and 45-64 years (12.7%). According to data, Center and Lisbon have volunteer rates above the national average: 12.3% and 12.0%, respectively.

According to the types of activities developed by volunteers (Annex 8), Portugal has a greater relevance in social support activities and religion and minor in sports, culture, community associations, advocacy, professional organizations and trade unions, in contrast with the EU average - being the social support activity the most significant in Portugal (almost 45%).

Other aspect important to mention, regarding a study from 2010 made by ENTRAJUDA, is that a large part of volunteers arrive to non-governmental intuitions through friends (39.8%). Concerning motivational factors, 50% of what motivates a volunteer to do what he or she does is knowing they are making good things to others, where personal fulfillment comes next with 33.7%. To highlight that 78.4% of the volunteers collaborates with the institution regularly - at least once a week.

### **Technological**

Portugal is a country that follows the technological evolution, being part of it both as a user and as a creator. It is a country known for having the latest innovations, always looking for new solutions. In 2014, as stated by Público, Portugal was the EU country where innovation grew more, being part of the list of "moderate innovators". The growth rate in innovation was 3.9%, the highest among the 28 countries analyzed. According to a study developed by the European Commission (Jornal de Negócios, 2016), Portugal is among the five EU countries that have progressed more in 2015 and it has an above average result in the digital domain, reaching the 14th position in the European ranking. The report points out that Portugal has advanced public services available online (8th place in the ranking) and a good network coverage, making fast internet available to 91% of households. The biggest challenge is to improve the digital skills of the citizens because about half of the population lacks basic digital skills (28% have never used Internet).

There is also information regarding the evolution of the Internet within companies (Annex 9). Currently, it is unthinkable to work in a company that do not use computer or internet connection. In 2003, 18.4% of the enterprises did not use computer and 30% did not have internet connection. Nowadays, there is a reduction of these values to 1% and 1.9%, respectively. The presence on the Internet is now also more valued, with 64.2% of the companies having its online presence confirmed (against 25.8% in 2003).

Directly associated with online presence are the social networks. In 2013, 70% of the Portuguese internet users used social networks, a value significantly above the average of the 28 Member States (which was 57%), (Público, 2014). Additionally, according to Marktest,

95% of Portuguese who use social networks have a Facebook account (data of 2012), which demonstrates the enormous power of this social network. It was also found that from the total of users of social networks: 15% visit these platforms as soon as they wake up; pictures are the most shared content; 62% follow brands on social networks and believe that the presence of companies and brands on social networks is very important.

According to ANACOM, 40.8% of Portuguese population use Internet on their smartphone (2015). The truth is that using smartphone is being increasingly common in Portugal. The mobile quarter of October 2014 marks the moment when the use of smartphone surpassed the feature phone. In the beginning of 2016, 6176 thousand individuals already use smartphones, which corresponds to 68.0% of mobile phone owners residing in Portugal aged 10 and over (Annex 10).

Coupled with the emergence of smartphones comes the fashion of selfies. The digital generation is increasingly marking its territory and selfies are a tendency to stay. This reality means that internet and the new gadgets are becoming more used and can be also an instrument for working usage. In fact, companies have already started to see selfies as a powerful marketing tool (Social Media Club, 2013) and there is much more to develop. Track It Forward (2016) affirms that mobile technology has potential to be developed within volunteer organizations, for several reasons: all ages are increasingly making use of smartphones, instead of logging into computers; mobiles are portable and can be easily carried around by volunteers and also due to the fact that mobile apps have a “cool factor” that may motivate volunteers to help. Technology is everywhere and internet is increasingly the platform where people get more informed and where they apply to the opportunities they enjoy most.

## **Legal**

Usually, associations are organizations with non-profit aims. The law 40/2007, of August 24<sup>th</sup>, approved the special regime for the immediate constitution of associations. "Associação na Hora" allows to form an association immediately and in a single place. This process is extremely simpler than the traditional one and presents itself as follows:

1. Choose a denomination, and a previously approved by-laws template;
2. To constitute the Association at any "Associação na hora";
3. Designate an accountant or choose one TOC from the list available, if the association is going to have organized accounting.

Immediately, the service delivers to the association the Collective Card and a certificate of the constitution act and its statutes, making the electronic publication of the constitution act and association's statutes, in the same terms as those in commercial societies.

The cost of the "Associação na Hora" is € 300.00 and only € 200.00 if it is a student association, being paid at the time of constitution. This amount can be paid in cash, bank check and postal coupon, in any case issued to the order of the Institute of Registries and Notary I.P. Associations can enjoy a free .pt website for one year. For this, they are awarded a 3 in 1 voucher, which includes a .pt domain, website development tool (with their technical hosting) and electronic mailboxes.

According to the Decree-Law 58/2013 of May 8<sup>th</sup> (Annex 11), the following entities are part of the social economy (since covered by the Portuguese legal system):

- A) Cooperatives;
- B) Mutual associations;
- C) Mercies;
- D) Foundations;
- E) Private social solidarity institutions, not covered by the previous paragraphs;
- F) Associations with altruistic purposes that act in the cultural, recreational, sport and local development;
- (G) Entities covered by the community sub-sectors and self-managed, integrated under the Constitution in the cooperative and social sector;
- H) Other entities with legal personality, which respect the guiding principles of the social economy (provided in the article 5 of the present law) and which are included in the database of the social economy.

According to article 4:

- 1 - The social economy is understood as the set of economic and social activities, freely carried out by the entities referred to in article 4 of this law.
2. The purpose of the activities referred to in paragraph 1 shall be to pursue the general interest of society, either directly or through the pursuit of the interests of its members, users and beneficiaries, when socially relevant.

As regards the relationship of the social economy entities with their members, users and beneficiaries (as set out in Article 8), it must ensure the necessary levels of quality, safety and transparency.

## 5. INTERNAL ANALYSIS

### 5.1 Project Description

The aim of this organization is to create special moments for adults, making them happier and more motivated for their lives. At the same time, it is developed the informal volunteerism on volunteers, so that these actions can be a commonplace in their future.

#### The Culture

*LightUP project believes that a smile\* can change everything.*

*\*an attitude, a word...*

**Vision:** Living in a country of positive people.

**Mission:** To create a special moment for every adult.

#### Values:

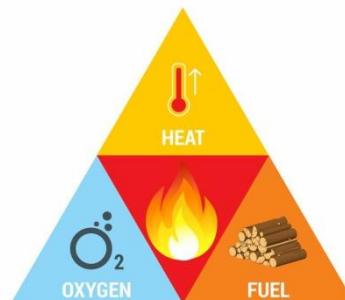
- Positivism
- Light sharing
- Simplicity
- Respect
- Persistency

*Being positive, sharing light in a simple way, with respect and without giving up.*

#### How do you light something?


The following triangle demonstrates the components needed to ignite a fire. When joining heat, fuel, and oxygen in right portion, a fire takes place.

**Figure 10:** Fire Triangle



Source: *EQUIP2SURVIVE*, 2017

Every element mentioned above has a meaning in this project and their connection is essential to a future of light between people:

- Fuel = People (adults)
- Oxygen = Environment around people
- Heat = Volunteers 

By definition, a lighter is a device that produces a small flame (produces heat). Volunteers are small flames (already alight), responsible for illuminating their known adults in their communities.

It is aimed that people in general (starting by adults) will become **alight** as soon as they have direct contact with lightUP project volunteers.

## **5.2 Critical Success Factors**

After analyzing several studies and different information, the following factors are seen as the **Critical Success Factors** for lightUP project:

- **To put the mission first:** to always focus on mission. The mission is the “Why” of the organization. Mission is what people buy or engage with.
- **To be attractive:** to be unusual and surprising, making communication always fresh and new.
- **To recruit a strong leadership team:** a good leadership needs to have the right expertise. It is necessary to have the right people in know-how, as also in passion and commitment to the organization’s mission. It is necessary to have a team that motivates others by their own words and actions.
- **To develop a people-first culture:** to rely on people to run the project, in all its phases. It is mandatory to not forget that they are the center of everything. Their well being is organization’s responsibility. With a close and attentive culture it will be much easier to achieve motivation and commitment of volunteers.
- **To get the market research right:** The market is permanently changing. To meet society needs, it is necessary to look around constantly with critical sense. It is also truly important to know the good practices of the competition as well its weaknesses, so the organization can always be one step ahead.



- **To measure organization's impact:** More and more, numbers are essential. It is mandatory to have a clear way of measure the organization's outcomes. Only then it is possible to analyze and report the impact obtained, as also to justify future intentions.
- **To establish Partnerships:** Partnerships are an added value for organizations, allowing the existence of exchange of gains, through shared resources. Local community involvement is an important factor for organizations, which can be encouraged by some local synergies.

## 6. COMPETITIVE ANALYSIS

### 6.1 Current Competition in Portugal and around the World

The competitor's analysis brings together the main social organizations that can be considered as competitors, more directly or indirectly. This analysis is divided in six columns: Organization (name and website), Mission (main activity), Target (at the level of volunteers and supported people), Geographical Area (where the main activities happen), Strengths (best practices that can be learned and reproduced) and Weaknesses (which may be opportunities to lightUP project).

**Table 2:** Competitor's Analysis

Organization	Mission (Main activity)	Target	Geographical Area	Strengths (Best Practices)	Weaknesses (Opportunities)
<b>APEIPP</b> <a href="http://apeipp.com/">http://apeipp.com/</a>	The Portuguese Association of Studies and Intervention in Positive Psychology aims to bring together professionals from various areas interested in studying, disseminating and intervening in the field of Positive Psychology.	Professionals, researchers and academics & Institutions, professionals and the general population	Lisbon as a central area, but it is extended to the rest of the country	<ul style="list-style-type: none"> <li>• In-depth knowledge of positive psychology techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Very focused on professionals and theoretical information.</li> <li>• Shares knowledge but does not apply it on the community.</li> </ul> → Possibility of partnership regarding volunteers' training
<b>Make a Wish</b> <a href="http://www.makeawish.pt/">http://www.makeawish.pt/</a>	To make wishes of children and young people, between the ages of 3 and 18, with serious, progressive, degenerative or malignant diseases, to bring them a moment of joy and hope.	Ill children, between the ages of 3 and 18	Whole country and worldwide	<ul style="list-style-type: none"> <li>• Deep and unforgettable impact on the lives of children and their families</li> <li>• Internationally established, allowing strong synergies</li> </ul>	<ul style="list-style-type: none"> <li>• Restricted target audience</li> <li>• Single action (without continuity)</li> <li>• High cost of the actions carried out</li> </ul> → Volunteer as a special guest
<b>Free Hugs Campaign</b> <a href="https://www.freehugscampaign.org/join-the-movement/">https://www.freehugscampaign.org/join-the-movement/</a>	To change the world with nothing but your arms wide open. To hug a stranger to brighten up their lives.	All the people on the street	Worldwide	<ul style="list-style-type: none"> <li>• Great visual impact (though not very durable)</li> </ul>	<ul style="list-style-type: none"> <li>• Sporadic event, without continuity in time</li> <li>• Without great impact in the long run, since the volunteers do not know the person hugged and the action itself is only the exchange of a hug (without strong incentives of positivism)</li> </ul> → Volunteer as a special guest → Participation in a shared action

<p><b>Projecto Amelie</b>  <a href="http://projectoamelie.tumblr.com/">http://projectoamelie.tumblr.com/</a>  <a href="https://www.facebook.com/ProjectoAmelie/">https://www.facebook.com/ProjectoAmelie/</a></p>	<p>Small actions that aim to change the world. Disinterested actions, that make someone smile, feel better, get emotional. Anything that changes the day to day life of some people (even just one is enough).</p>	<p>All the people on the street</p>	<p>Portugal</p>	<ul style="list-style-type: none"> <li>• Unexpected and creative in the ways of appearing to people</li> <li>• Triggers thoughts in people</li> </ul>	<ul style="list-style-type: none"> <li>• Sporadic event, without continuity in time</li> <li>• Difficult to quantify the impact generated</li> <li>• It does not promote human interaction (communication is done only by paper)                      → CEO as a special guest                      → Participation in a shared action</li> </ul>
<p><b>Projecto Transformers</b>                      (current Movimento Transformers: <a href="http://movimentotransformers.org/">http://movimentotransformers.org/</a>)</p>	<p>Transformers Project allows you to make the difference by using what you like to do more - your superpower.</p>	<p>Young people who wants to learn any talent</p>	<p>Portugal</p>	<ul style="list-style-type: none"> <li>• Irreverent communication (always fresh)</li> <li>• Will and determination of the volunteers</li> <li>• Enormous impact, with continuity: main stakeholders feel the impact of the project and tend to be volunteers in the future (formal or informal)</li> </ul>	<ul style="list-style-type: none"> <li>• High costs</li> <li>• Complex management when expanded to other locations: a large coordination team was needed</li> <li>• 9 month commitment with volunteers: challenging the continuity of some local actions when volunteers ceased to be available</li> <li>• Long project duration: high impact but low numbers to show</li> <li>• Difficult to replicate                      → Volunteer as a special guest</li> </ul>
<p><b>Pay It Forward</b>  <a href="http://www.payitforwardportugal.pt/">http://www.payitforwardportugal.pt/</a></p>	<p>Pay It Forward has the sole objective of distributing favors. To do this, it uses a tree process, potentiating each favor in a multiplier chain.</p>	<p>Everyone</p>	<p>Worldwide</p>	<ul style="list-style-type: none"> <li>• Simple and clear mission</li> <li>• Ability to become viral</li> <li>• Does not accept community donations</li> <li>• App as a gamification tool</li> <li>• High scalability</li> </ul>	<ul style="list-style-type: none"> <li>• No formal volunteers</li> <li>• Each person on the street can choose to continue the project or to break it (there is no control)</li> <li>• Immediate but shallow impact (project based on small favors)</li> </ul>
<p><b>The world needs more love letters</b>  <a href="http://www.moreloveletters.com/">http://www.moreloveletters.com/</a></p>	<p>The world needs more love letters is a global organization using the power behind social media to write and mail letters to strangers all over the world.                      Mission statement: make love famous.</p>	<p>Everyone: "You get the chance to write a letter and mail it in."</p>	<p>Worldwide</p>	<ul style="list-style-type: none"> <li>• Very personal action</li> <li>• Letters for those who need it most (people in need of love can be nominated by others)</li> <li>• Ability to become viral</li> <li>• Low costs</li> <li>• High scalability</li> </ul>	<ul style="list-style-type: none"> <li>• No personal contact with target audience</li> <li>• The letter may not reach the recipient                      → To write a love letter to volunteers</li> </ul>
<p><b>Bloggers</b>                      (motivational imagery or video sharing, for example: <a href="https://www.youtube.com/watch?v=ktlTx4QG8g&amp;app=desktop">https://www.youtube.com/watch?v=ktlTx4QG8g&amp;app=desktop</a>)</p>	<p>Teach, share ideas and beliefs, create restlessness in the target audience, motivate for action.</p>	<p>All those who seek motivational solutions</p>	<p>Worldwide</p>	<ul style="list-style-type: none"> <li>• Immediate impact</li> <li>• Ability to become viral</li> <li>• Low costs</li> <li>• Total scalability</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly online communication: inability to reach people without internet connection</li> <li>• No personal contact with target audience</li> <li>• It does not reach those who no longer see solutions: it is mainly seen by those who click and seek autonomously for these subjects                      → Share some videos to volunteers</li> </ul>

Although there are different missions and even different targets, it is possible to identify the best and worst of these organizations, outlining possible future synergies.

After the analysis above, it can be outlined the most direct competitors (especially at target and mission level). These organizations will be positioned on a Perceptual Map developed below, allowing to visualize some basic differences between them.

## 6.2 SWOT Analysis

After the competitive analysis above, it is time to analyze the strengths and weaknesses of the project as well as the opportunities and threats that the market presents. Below it can be seen a summary table of this analysis (both internal and external):

**Table 3: SWOT Analysis**

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Focus on volunteer's training;</li> <li>• “Volunteers for life” ambition: intention on the permanence of informal volunteering after the project;</li> <li>• Encourages interpersonal relationship: promotes personal contact with others, optimism and well-being;</li> <li>• Low costs: low fixed and variables costs;</li> <li>• Wide target with high social impact: easy to measure and with a large impact numbers, in short periods;</li> <li>• Attractive to partners and sponsors: eye-catching mission with a great ability to become viral (in addition to the low costs and high results);</li> <li>• Replicable project: simple concept, easy to take to other places.</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Low notoriety: a new project which is not yet recognized in the market;</li> <li>• Does not generate sales/money: total dependence on sponsors;</li> <li>• Volunteers’ dependence: the quality of the project will depend on the daily willingness and commitment of the volunteers;</li> <li>• Regular recruitment of thirty new volunteers: a process that is somewhat complex and requires time.</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Pessimistic society: the reason of the DNA of the project (a lot to change and a great capacity of impact);</li> <li>• Greater concern about corporate social responsibility: greater interest of both parties in creating partnerships;</li> <li>• More graduated society with higher volunteer rates;</li> <li>• Communication of good causes on social media: partnership of mutual interest, facilitating the awareness of the project;</li> <li>• Propagation of social networks: already part of day to day life, allowing regular communication of the project through this channel.</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Pessimistic society: resistance to change and disbelief in the project;</li> <li>• Current society's lifestyle: regular lack of time;</li> <li>• Large number of nongovernmental organizations: where those that are managed incorrectly may cause some pollution, neglecting the sector;</li> <li>• Rationed public funding: what drives the numerous requests for support to the private sector.</li> </ul>

Regarding the Internal Analysis, the connection between the two analyzed points is visible. In fact, if the strengths are consistent and well worked, they will tend to decrease the representativeness of the weaknesses. A project that begins at the root always has a low notoriety, however it is in the attractiveness of the mission and in the active dynamics of the volunteers that this reality tends to change (allowing the project to become known for all). The fact that this project depends totally on sponsors can be something sustainable. Therefore, it is necessary to truly contribute with added value for partners, as well as guaranteeing the permanence of the low costs (both points are orientations of the organization, so it is aimed that this weakness will be diluted in the first year of activity). The dependence on volunteers is a mitigated risk if they truly feel identified with the organization, having a total commitment with the mission they will carry out. To achieve this, besides the irreverence and attractiveness of the organization as a whole, it is necessary to motivate volunteers in a constantly way, based on relevant training and in a close monitoring by the coordinators. Communicating the results achieved to volunteers is also essential. The fact that thirty new volunteers have to be "recruited" on each generation increases the project visibility and impact. This process will tend to be somewhat time-consuming, but essential to achieve the necessary quality of volunteers. It should be noted that, as the project progresses, this recruitment process can be improved (as well as all the other aspects) according to the field experience.

With regard to the external analysis, opportunities are an aid to the organization's momentum, and in turn, threats can also be circumvented. The fact of having a pessimistic society has two perspectives, as it proves to be an opportunity for being the reason of the project and, on the other hand, can be seen as an obstacle to believe in the main mission. Based on the results of the online questionnaire (Annex 12), it can be analyzed that, according to the sample, the fact of having a negative society is mainly an opportunity: the sample recognizes the negativism of the society and affirms that would like to contribute to a more positive adult society, being willing to be volunteers for two months for an organization with this purpose. In respect of the current society's stress and lack of time, it can be a barrier to volunteering if the mission of the organization is not sufficiently attractive or personally rewarding. This project looks for the opposite, being necessary to have a clear focus on volunteer's personal fulfillment and in making the project as a "tool" able of turning volunteers better persons and more aware of society's challenges. In addition, since this organization has a "mandatory" nature of only two months, it distances itself from many others (where activities have an "obligation" period of

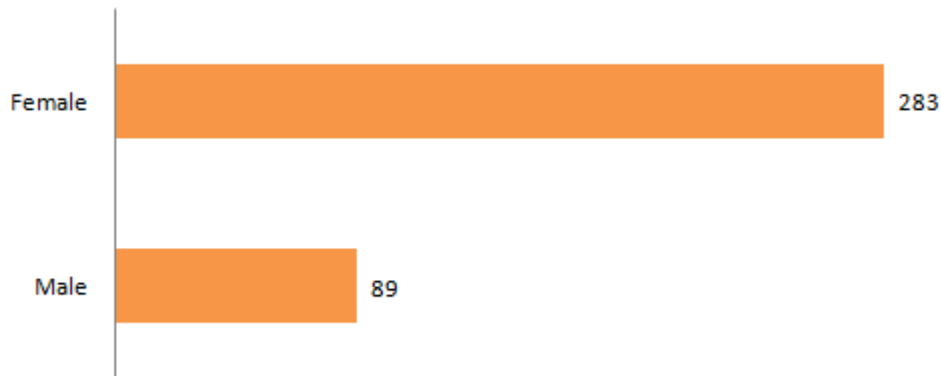
one year, for example). This reality is also verified in the questionnaire, with 80% of the respondents answering "Yes", when asked about their intention to be future volunteers of a two-month project. The existence of quite a few less correct organizations makes even more challenging to take this organization forward, bringing transparent and honest results to the whole community. The rationalization of public support can be circumvented by the making the partnerships mentioned above, full of added value for both parties.

All the strengths and opportunities will only be real if the project is carried out with rigor and will, turning all the challenges (from weaknesses to threats), into something that can be contrived and perfectly mitigated. It takes a lot of effort on the part of all the volunteers, with the certainty that if the work is carried out with passion, the results will be evident.

## 7. DATA COLLECTION ANALYSIS

### 7.1 Quantitative Approach

Regarding the online questionnaire (Annex 12), the sample could choose one of the two options concerning Gender (Male or Female):



Value	Count	Percent
Female	283	76,08%
Male	89	23,92%

Females represented more than  $\frac{3}{4}$  of the sample with 283 responses. Male gender obtained 89 responses.

The variable "Age" was placed as an open question, and later grouped into age groups. In relation to the age of the sample, it was distributed as follows:

Value	Count	Percent
15-24	146	39,25%
25-39	181	48,66%
40-65	44	11,83%
65+	1	0,27%

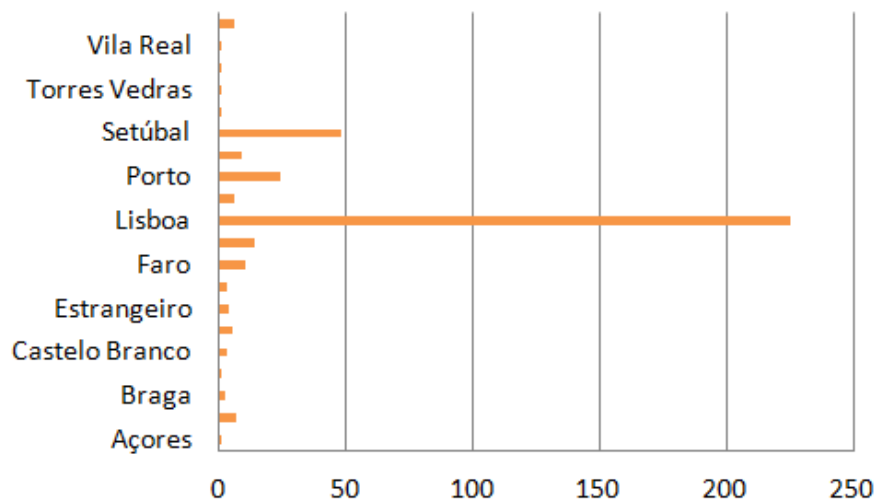
Almost half of the sample is between 25 and 39 years old (48.66%). The second most representative age group is the age group between 15 and 24 years old (39.25%). Only one person of the sample is over 65 years old.

The variable "Qualifications" was placed as an open question, and later divided in: "3<sup>rd</sup> Cycle"; "Highschool" and "Bachelor's Degree" (from the 372 responses, 1 was invalid). It is important to note that respondents were distributed to the qualification group they have already completed.

Value	Count	Percent
3 <sup>rd</sup> Cycle	25	6,72%
Highschool	120	32,26%
Bachelor's Degree	226	60,75%

Regarding this topic, the majority of the answers (60.75%) was made by respondents with a Bachelor's Degree concluded. The following most representative qualification was "Highschool" (32.26%), followed by "3<sup>rd</sup> Cycle" with 25 responses.

The variable "Residence" was placed as an open question, and later grouped into districts. For those who answered a place outside Portugal, it was created the "Estrangeiro" (foreign) option.

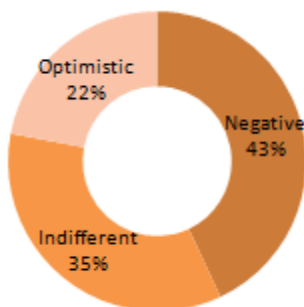




Value	Count	Percent
Açores	1	0,27%
Aveiro	7	1,88%
Braga	2	0,54%
Bragança	1	0,27%
Castelo Branco	3	0,81%
Coimbra	5	1,34%
Estrangeiro	4	1,08%
Évora	3	0,81%
Faro	10	2,69%
Leiria	14	3,76%
Lisboa	225	60,48%
Madeira	6	1,61%
Porto	24	6,45%
Santarém	9	2,42%
Setúbal	48	12,90%
Torres Novas	1	0,27%
Torres Vedras	1	0,27%
Viana do Castelo	1	0,27%
Vila Real	1	0,27%
Viseu	6	1,61%

The answers obtained come from 19 different Portuguese districts. The district where most of the sample resides is Lisbon (60.48%). The second district with the highest number of answers is Setúbal (12.90). All other places of residence represented 26.62% of the total answers.

**“What do you consider to be the daily sentiment of the portuguese society?”**

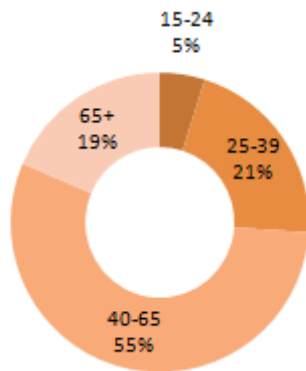


Value	Count	Percent
Negative	160	43,01%
Indifferent	130	34,95%
Optimistic	82	22,04%

In respect of the question above, it can be seen that 77.96% of the sample considers the daily sentiment of the Portuguese society as Negative or Indifferent. Only 82 respondents (22.04%) had chosen the “Optimistic” option. This analysis is quite similar even if made separately for

each qualification group, where the "optimistic" category never exceeds 24%. Regarding age groups, it is interesting to analyze that 14 of the 44 respondents (31.82%) between the ages of 40 and 65 (the most negative Portuguese age segment, according to the results of the next question) considers the general sentiment of the Portuguese society as “Optimistic”.

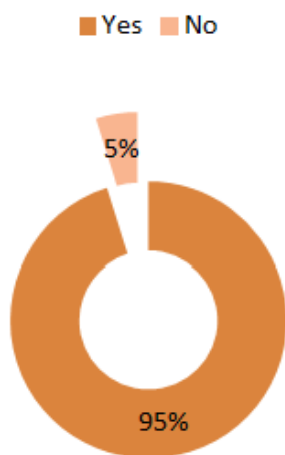
**“In which age segment of the portuguese population do you think people are more negative?”**



Value	Count	Percent
15-24	18	4,84%
25-39	79	21,24%
40-65	206	55,38%
65+	69	18,55%

The sample obtained defined the people between 40 and 65 years old as the most negative age segment (55.38%). Population aged between 25 and 39 years old are the following ones, also seen as negative. These two segments together represent the adult age and 76.62% of the responses. The less negative segment reveals to be the “15-24”, followed by “65+”.

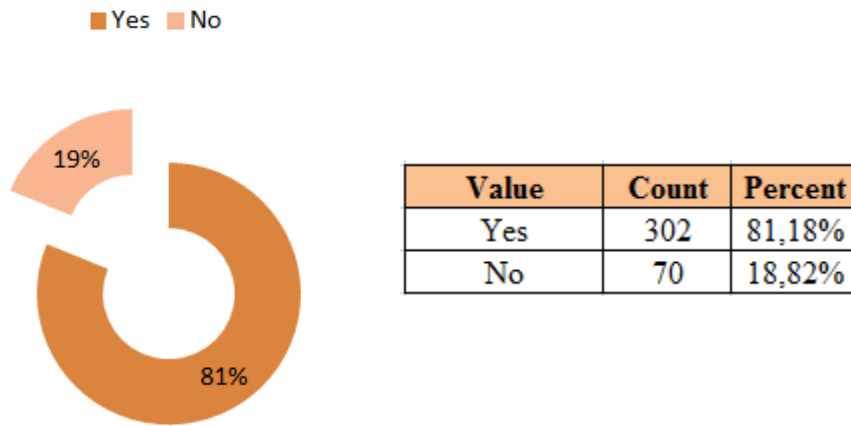
**“Would you like to contribute to a greater optimism among portuguese adults?”**



Value	Count	Percent
Yes	354	95,16%
No	18	4,84%

From the 372 respondents, 354 (95.16%) affirm that would like to contribute to a greater optimism among Portuguese adults.

**“Would you be volunteer (for 2 months) of an organization that wants to make portuguese society more optimistic?”**



Regarding the possibility of being part of an organization that aims to make Portuguese society more optimistic, 302 of the 372 respondents (81.18) answered “Yes”.

## **7.2 Qualitative Approach**

On the September 30th, it was made an individual surprise test followed by a small interview (qualitative approach) to 10 potential adult beneficiaries. This test had the aim of analyzing some specific surprises, but above all, to measure the real impact on the chosen target. Three small questions were made to each person in the end of the surprise, namely: (1) “Did you like the surprise?”; (2) “Do you think you will remember this surprise in the future?” and (3) “Do you feel like doing the same to someone else?”. Regarding the question one, individuals could choose “Yes” or “No” as an option. Concerning the questions two and three, individuals could choose one of the three options: “Yes”, “Maybe” or “No”.

Below it is possible to see the list of surprises made, as well as to whom they were addressed:

- To make a cake to a new neighbor;
- To give fruit to a cold neighbor;
- To offer an old book to a neighbor who lives alone;
- To give a powerful article to a unmotivated colleague;
- To offer a candy to sweeten the afternoon of a cousin;
- To go visit the mother without telling her;
- To put a picture on the car of a friend who has not “been seen” for a long time;
- To offer a cupcake to an exemplary maid of the supermarket;
- To offer a Postcard to a friend;
- To offer an ice cream on a colleague's work break.

Regarding how the individuals felt with the surprise made, all the respondents affirmed to have liked the surprise (answering “Yes” to the first question). Nine out of ten respondents answered “Yes” to the second question, admitting that they would remember the surprise in the future (only one respondent answered “Maybe” to this question). Concerning the last question made, eight out of ten respondents answered “Yes”, affirming to be willing to do something similar to someone else (two respondents answered “Maybe” to it).

In general, this test allowed to conclude the following: the process of surprising someone according to the lightUP methodology has an immediate positive impact on people, being likely remembered in their future. In addition, it was possible to conclude that these actions give rise to a will of doing something similar to others.

## 8. PLAN OBJECTIVES

The main objective of the lightUP project is to ensure compliance with the following formula, every 3 months:

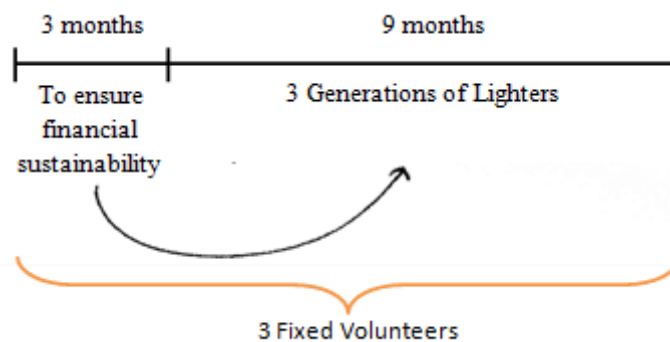
**30 volunteers x 5 people x 7 weeks**

Every 3 months, thirty new volunteers will be chosen to make a difference in 35 adult's lives. Every week (during 7 weeks) a volunteer will make a face to face surprise, in a memorable way, for five adults so they can become more motivated in their future.

It is aimed to be irreverent in all forms of communication, creating a visible impact on the community. The results can be followed in real time through the website and Facebook. It is an aim to guarantee that volunteers will become richer after passing through the project, able of continuing good actions for others, in an informal way, during their daily lives.

Regarding the first year, as the following figure shows, during the first three months it is aimed to guarantee the financial sustainability of the rest of the year.

**Figure 11: First Year Main Objectives**



Thus, it is possible to have three generations of volunteers in the first year, capable of attain, at least, 3150 adults. In the end of this year, it is aimed to achieve partnerships that ensure the continuity of the entire next year (allowing the creation of the next four generations). These partnerships should be renewed in order to maintain this sustainability in future years.

LightUP project will be born in Portugal. This does not mean the existence of barriers to expansion. "Smile is the common language in the world", so it is time to make it even more visible, on the streets of every country.

After 3 years of existence, lightUP project's concept will be available online, as also all the instruments used to communicate the brand, to prepare personal interviews or to train

volunteers, for example. All the tools will be accessible, so anyone who wants to take the project to other locations can do so, freely. The only condition is to report the numbers of the people alight, so that the world can know the change that is being made.

## 9. DEVELOPMENT STRATEGY

### Problem // Reason for the project development

Although Portuguese people are seen by foreigners as warm and friendly, the truth is that this society is tremendously negative. The history of Portugal is full of achievements and victories, but it seems that the negativism of contemporary society prevails over everything. The greetings between acquaintances are based on saying that life "goes on", without ever saying that life "goes well". This is a society where optimism is rare, especially in adulthood. There are exceptions to this view, but they are stifled by the majority, increasingly aged.

A study conducted in 2011 by GALLUP, based on telephone and face-to-face interviews with approximately 1,000 adults per country, shows that Portugal is one of the most pessimistic countries (the fourth worst among the 148 countries and areas). The study was based on respondent's ratings of their lives in five years *versus* their current lives. Regarding Portugal, at least one in three Portuguese people rated their future lives in five years worse than their current lives.

**Figure 12:** Most Pessimistic Countries in 2011  
Percentages rating their future lives worse than their current lives

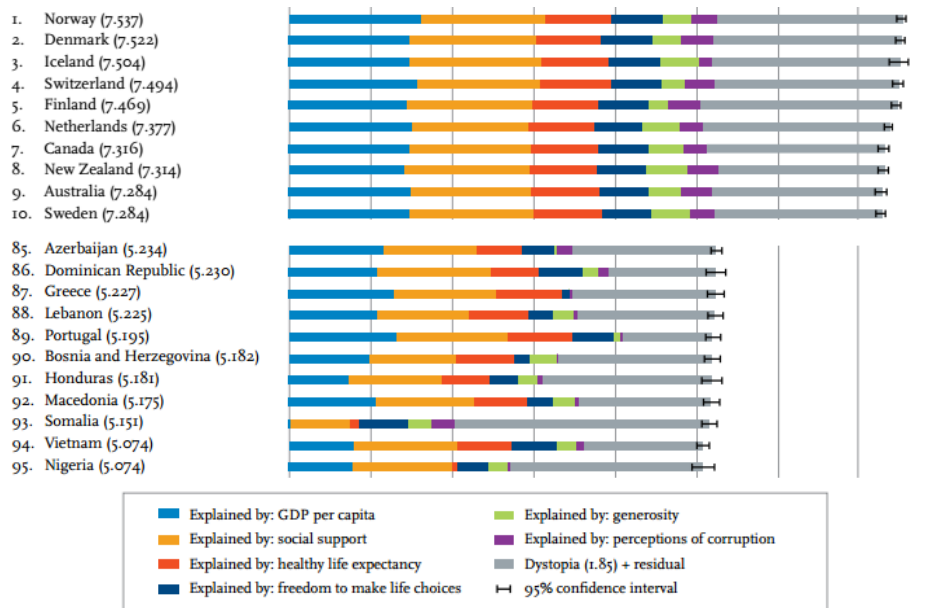
	%
Greece	42
Syria	33
Czech Republic	33
Portugal	32
Japan	30
Slovenia	30
Hungary	28
Singapore	26
Mauritius	25
Cyprus	25

*Source: GALLUP (2011)*

Another recent study points out Portugal as the fourth least happy country in Europe. The World Happiness Report is made by using an average of three years of analysis of six main variables: GDP per capita, social support, average life expectancy, freedom to make life decisions, generosity and perception of corruption. In the period between 2014 and 2016, Portugal ranked 89<sup>th</sup> among 155 countries analyzed.

The Nordic countries are the happiest, leading the table. In the European context, only Bosnia-Herzegovina, Macedonia and Bulgaria are unhappy than the Portuguese.

**Figure 13: Ranking of Happiness 2014-2016**



Source: World Happiness Report (2017)

Portugal is a pessimistic country and this is the reason for the beginning of the project.

**Solution // How will running the social enterprise meet the need?**

Regardless of whether people belong to a more or less pessimistic society, it is population duty to change it for the better. The focus of lightUP project is to create light and hope in people, making them more optimist. This project wants a happy, lively, light-filled society. It is an aim of the project to extinguish pessimism with daily thoughtful and unpredictable actions. This project will focus on adults. Why? They are the "sandwich generation". This generation takes care of the old and takes care of the new, tight between teenagers (some unemployed) and the elderly. In adulthood there is no longer time for child's play, and the time for the memory failures of the elders has not yet arrived. So, it is the perfect age for problems and discouragement, being also the perfect generation to affect and influence others (especially the younger age) with this sad mood. Young people are seen as the future, but what about adults? What can be done with the present? With adults, this organization suggests giving them love and joy: they deserve it. This project aims to increase optimism among adults so that they can pass their good feelings to other adults and younger people. By spreading optimism in this generation, an entire society is indirectly influenced for change. Darkness becomes light and pessimism gives way to joy.



## 10. IMPLEMENTATION POLICIES

Increasing the positivism of the general population is one of the objectives of the project. However, it is important to start from a specific target, so the local actions can resound more easily through others.

### 10.1 Segmentation, Target and Positioning

#### Segmentation:

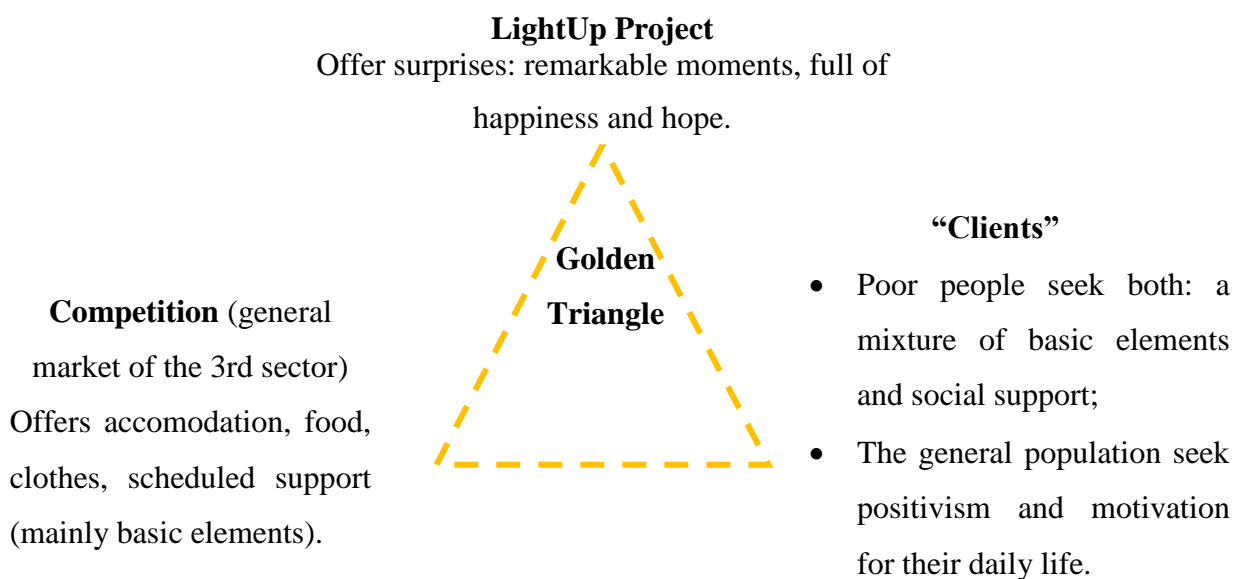
Table 4: Segmentation Process

Criteria	Variable	Target
<b>Demographic</b>	1. Age 2. Residency	1. Between 25 and 65 years* 2. Portugal
<b>Network related</b>	1. Personal existing networks	1. People belonging to the volunteers' contact networks.

**Target:** All the adults resident in Portugal, between the ages of 25 and 65 years, belonging to the volunteers' contact networks.

#### Positioning:

- **Identification:** An organization that provides happy moments for adults.
- **Differentiation:** The organization that turn surprises into moments of hope, having an indirect impact in the whole population and developing volunteers to continue their good actions afterwards.

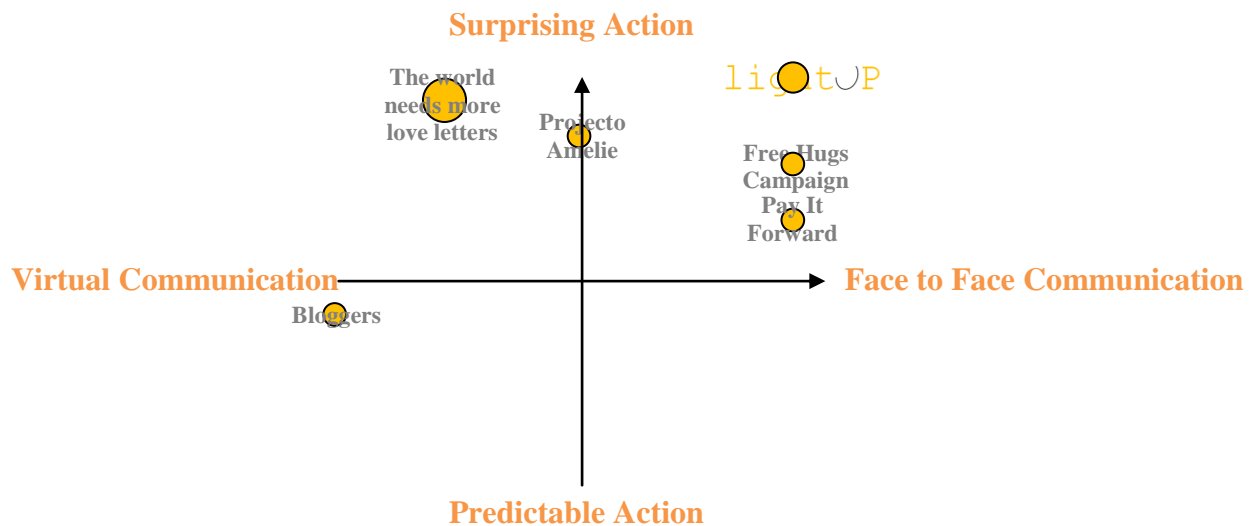


## Perceptual Map

Regarding the Third Sector in general, lightUP project stands out for focusing on emotional support, rather than material support.

With the competitive analysis made above, it is possible to perform a perceptual map where the main competitors are positioned according to the following variables: unpredictability of the volunteers' actions and the degree of physical proximity between the people involved (if the activities are made in a face to face perspective or in a virtual way). A third variable will be added, corresponding to the degree of proximity to the person helped (this one regarding the emotional connection between both parties).

Figure 14: Perceptual Map



● The larger the circle, the greater the emotional proximity to with person assisted

Author's creation

According to the analysis above, in general, the most predictable actions come from bloggers, since the person who is going to see the videos, somehow already know what content he or she is clicking (being a total virtual communication).

Regarding Projecto Amelie, since the messages are mainly spread on the street, there is no face to face communication (but just physical). This content reveals to be surprising but can be easily forgotten, as it may go unnoticed.

Free Hugs Campaign is a totally face to face communication as also Pay It Forward. Since it is made essentially for unknown people, the proximity with the people helped is low. Besides

that, since they are isolated actions (especially for Pay It Forward that characterizes itself by doing “favors”), it may not have the impact aimed to the volunteer as also to the person helped (since the action can be seen as just a good action made by a polite person).

LightUP project aims to reveal a complete face to face connection, where the person surprised must feel totally special, since the action was thought and made especially for him/her (and not by chance). The action aims to stimulate these same actions for others, having as an end the happiness of the other and not only the execution of small favors.

## **10.2 Product Description**

LightUP project is a free project. What does it offer?

### **For volunteers:**

The entire motivational process of the project: recruitment process, weekend of training and integration, constant motivation and regular support. Keep Lighting Day will also be a remarkable moment for them, making all the project as a source of energy and light for the rest of their days: volunteers can make the difference beyond the project, as informal volunteers on the streets.

### **For those alight by volunteers:**

Three different phases:

1. **Surprise:** a remarkable action that can come from the list already defined (Annex 13 & 14) or can be something new that the volunteer found appropriated in that moment;
2. **Insightful Moment:** triggered by the surprise, this phase is going to be about motivation and willingness to face the future with a smile.

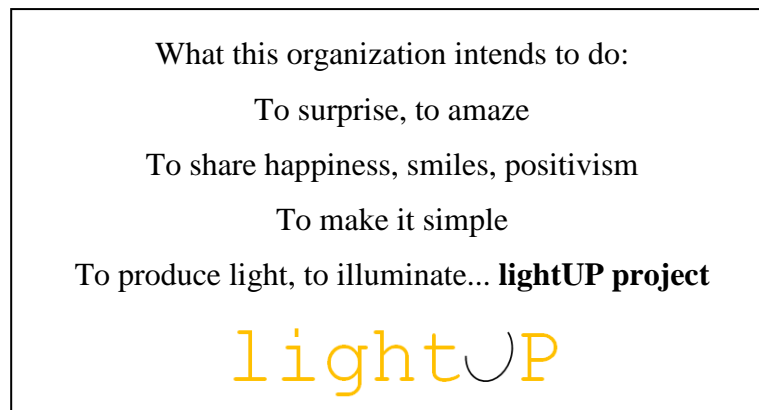
During the training day, every volunteer has to find his legacy: what he or she truly believes and aims to transmit to the community around him. Here it is time to spread that main belief to others.

3. **Share the light:** Here it is time to take a selfie with the person surprised, so the moment can be registered and shared with the general society (through the website). Then, it is time to give a small (Annex 15) card to the surprised adult (a digital card, which can be sent via Bluetooth as photography, for example).

### 10.3 Logotype: name & imagery

#### LightUP origin

**Figure 15:** Naming Process



**LightUP** means to illuminate, to make shine something and that is the essence of this project. LightUP aims to give light to people, making them brighter in their day to day. To light up means to convey positivism to others, through small actions and surprises full of intention.

The Smile on “UP”: It is aimed a world of people full of light, through the smile they carry daily on their faces. Smiles are the main tool of this project to lightUP people.

#### Orange Color

Orange is the mixture between two primary colors: yellow (optimism) and red (excitement). According to The Logo Company (Annex 16), the orange color has a truly positive connection. Orange means to be cheerful, cheerful to live. LightUP is a mixture of colors, being the final message: optimism transmission.

## 10.4 Implementation Plan

### The 5 Steps:

#### 1. Volunteers Application:

The future volunteers will have 2 weeks to apply to “lightUP project” for being the next society lighters. It is required to full fill an online questionnaire (Annex 17).

#### 2. Selection of Volunteers:

The selection of the 30 volunteers will be made during 2 weeks, based on the online questionnaire and in a Skype interview (Annex 18).

#### 3. LightUP Weekend:

Now it is time to give training to the volunteers and to prepare themselves for the next weeks. Two intense days will be prepared, full of energy and willingness to change the world. In the end of the second day, the volunteers are officially “Lighters”, ready to start changing lives (Annex 19 & 20).

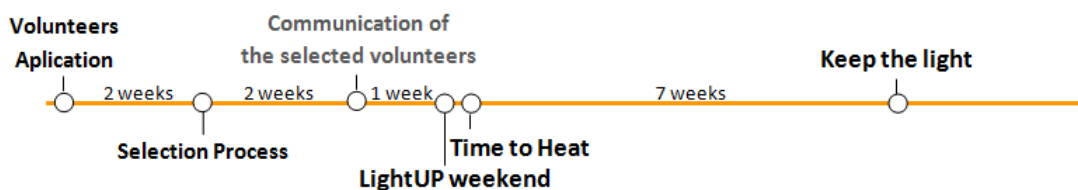
#### 4. Time to Heat:

During 7 weeks, volunteers have the task of making flames appear. The objective is clear: each week, every volunteer has to surprise 5 different adults. In the end of the journey, at least 35 people have become alight by each volunteer.

#### 5. Keep the Light Day:

A day to surprise the volunteers and to make them understand the impact they had in people’s lives (Annex 21). The first part of the day will be for them to share their experiences. Then it is time to say “thank you” and to reward the volunteers for their effort with an unforgettable day. Suggestions for the next generation will be asked. In the end, the volunteers will have the motivation and strength to keep these positive actions in their daily lives - they will be volunteers for life (Annex 22). In the end of the journey, every volunteer should indicate, in a final questionnaire (Annex 23), at least, one known person that he or she thinks that should be part of the next volunteers.

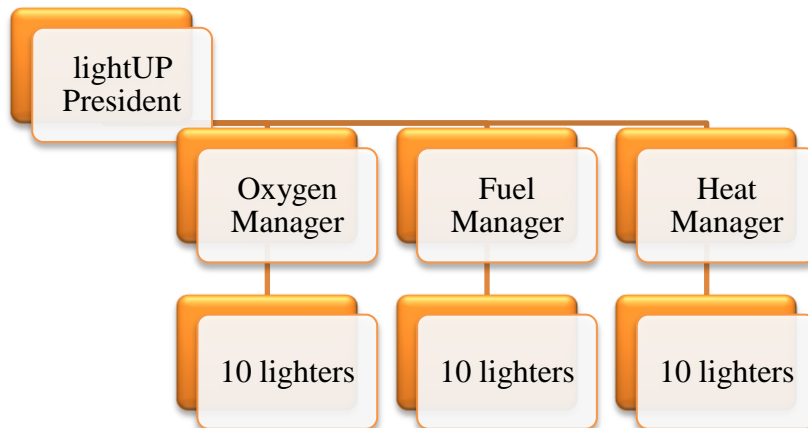
Figure 16: Project’s 5 Steps



## 10.5 Key Staff & Tasks

There will be no employees in this project, since lightUP project will be fully managed by volunteers. Every 3 months there will be 30 different volunteers. Besides that, the coordination team will always have three fixed volunteers (one as president), in order to guarantee the expected deadline and impact between every generation of volunteers.

Figure 17: Organizational Structure



Oxygen Manager (Branding Manager): the person responsible for marketing and communication (Social Media, Facebook). Main tasks:

- To group data, weekly, based on volunteers' questionnaires;
- To create graphic communication, based on the collected data;
- To share, three times a week, lightUP news: lighters actions, project achievements, local advocacy made;
- To share sponsor agreements;
- To guarantee a rapid response for those who are addressing the project.

Fuel Manager (Finance Manager): the person responsible for finance and for the relationship with funders. Main tasks:

- To raise partners and funders;
- To fuel funders relationship: regular communication;
- To share the project progress on a monthly basis, using the data of volunteers' actions.

Heat Manager (Activity Manager): the person responsible for planning the activities and for making it happens. Main tasks:

- To plan all the regular activities;
- To write down the materials needed;
- To contact external guests;
- To ensure that everything is ready so the activities can take place (LightUP Weekend, Keep the Light Day).

All responsible for Recruitment & Selection of Volunteers:

- To analyze application questionnaires;
- To bookmark and conduct Skype interviews;
- To select the final volunteers;
- To communicate volunteers' final selection and the next steps required.

All responsible for coordinating lighter's actions: 10 volunteers per coordinator:

- To contact the volunteers in a weekly basis;
- To ensure that the flame of motivation stays on;
- To ensure that the surprises' posts are updated in a real time;
- To ensure the presence of volunteers at the scheduled meetings.

All responsible for local advocacy:

- To participate on the daily diffusion of the project;
- To take part of community presentations;
- To be accessible for partnership invitations.

### **Training requirements of staff**

LightUP project is not demanding in what it looks for. In fact, this organization just looks for one thing: willingness. But... actually, "willingness" means much, right? This organization wants to feel the willingness to change people, to make them feel great, confident, happy and special. It is necessary to feel the light, the enthusiasm on voluntaries' faces when going to the street, sharing surprises and smiles with the community, making each one able to see how their future can be brilliant. LightUP project looks for volunteers that want to change the world, and want to change it now.

## **10.6 Impact Evaluation**

Every 3 months, 30 volunteers will change the life of, at least, 1050 people.

How to ensure, weekly, that each volunteer light up 5 people?

Each of the three coordinators will be responsible for 10 volunteers, so every volunteer will have a coordinator to support them.

Every surprise made by each volunteer will be registered, so it can be shared with the whole community as well as controlled. How?

1. Every surprise (contained on every sticker), has a QR Code
2. When reading the QR Code with the Smartphone, it automatically opens a direct link to a post on the project website (it will also be shared the direct link to the post, so it can be filled in as well on a computer)
3. The post will ask to fill in the following parameters:
  - a. Volunteer's name
  - b. People surprised:
    - i. Number of people surprised
    - ii. Link with the person/people surprised (e.g. "Work colleague", "Cousin", "Close friends", "Neighbor")
  - c. Surprise made description
  - d. Selfie with the person/people alight

With the data that is being registered, it will be possible to analyze the results in a simple and fast way. The data can be filtered in various forms, such as by: volunteer's name, type of surprise, relation with the person alight or date. It is easily possible to see the number of surprises made as well as the number of people alight by every volunteer.

The selfie (with the lighter and the person alight) will have the function of seeing the people's expression after being lighted up, being a "cool" proof of the change made and the most descriptive way of doing it.



## 10.7 Communication Strategy

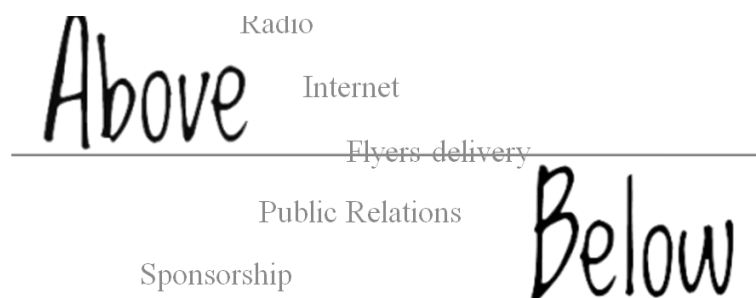
Every 3 months, 1050 people, at least, will be changed by 30 volunteers.

How to reach the first 30 volunteers?

All the communication made to the community and to the first generation of volunteers will be extremely important, since the project will be still unknown, without any feedback in society. From this first generation of volunteers, a lot of impact has already been created (in numbers and in light). This project will be spoken online and word of mouth and, in addition, the fact that volunteers suggest future volunteers known to them, ends up giving extra help in the continuation of this chain.

Below, it can be seen the main communication that is going to be used in the beginning of the project (Above, Below and Through the Line), with the main aim of announcing the project's mission and the recruitment process. The communication will be irreverent, enthusiastic, intriguing (due to not being obvious) and challenging (Annex 24):

**Figure 18:** Marketing Communication tools to be used:



Radio: Free advertising **spot** on future partner radio stations (for example: RR, TSF, RFM, Comercial or M80). This will be a free action for the project, a result of the WIN-WIN recognition of both parties (communication that adds value to both entities by its social character).

Internet: Creation of the Facebook page of the project (allied to the website [www.lightupproject.com](http://www.lightupproject.com)), sharing the main news in a regularity of, at least, three times a week. At the same time, to create public **posts** on volunteers' Facebook murals (of the coordination team) and their wide network, allowing a variety of shares in different Facebook groups: Volunteers' Groups, Academic Groups, Enterprises Groups and Social Entrepreneurship Groups, for example.

Flyers delivery: Distribution of lightUP **flyers** in a personal and energetic way, announcing the project's mission and the recruitment process. It will allow to reach a wide range of different people on the street.

Public relations: Local advocacy by going to conventions, fairs and events. Some examples of the places to go: the University of ISCTE, ISEG, Social Entrepreneurship fairs and AKI stores.

Sponsorship: Partnership with friends and funders in project communication, both on social networks, as on websites or physical media.

## **Website**

The online registration of the light made, through the QR Code of each sticker, will allow to communicate through the website, in a real time basis, the change that is occurring and to motivate volunteers to continue these positive actions:

**Figure 19:** Website Homepage



- Whenever there is a post (a new action made), a light will be on;
- Whenever you enter the site, the new lights flash;
- The more positive actions are performed, the more bulbs light up (decreasing in size);
- When the cursor moves over the lamps, they become bigger and give rise to the description of the surprise made with the selfie.

The possibility of seeing that others are making a difference is a motivation and the fact that this happens in real time is even more exciting (Annex 25).

The first light will be on at lightUP Weekend, after the collective action (Lighting UP moment). The coordination will open the link directly through a big QR Code and will describe the first action, done together.

The logo will be the background image of the website. Regularly, the state of lights in the logo will be shared on Facebook. To each generation, a new window will be created on the website, so the difference made by the present generation can be easily seen. However, a general separator will always be maintained, so all the lights from the beginning can be seen alight, showing the great impact of the project and all the optimism brought to the population.

## **11. IMPLEMENTATION REQUIREMENTS**

To make lightUP project real, it will be needed some base requirements:

- Creation of the association through "Associação na Hora", easy and at the moment, in order to allow the initiation of social economy activity;
- Brand registration, allowing the project to be identified and distinguished from other social projects. The duration of a brand registration is 10 years, indefinitely renewable for equal periods;
- Logo registration, allowing the project to be seen in a graphic form by the public. The duration of a logo registration is 10 years, indefinitely renewable for equal periods;
- Site registration (domain in .pt, for example), so it can be possible to access directly to the project and also to initiate the whole process of gamification related to the mission of volunteers. This registration can be free for the first year. The next year must be paid, with a cost of 9.90€, a year, approximately (source: amen.pt). A domain in .com is substantially more expensive (12.00€, approximately).

The registration of both the brand and the logo has a lower value if done online (from 124.45€ to 248.90€ each) - both values include the examination and publication (Annex 26).

## 12. FINANCIAL INVESTMENT

### 12.1 Implementation Costs

The table below summarizes the main costs related with project's implementation requirements, beginning with year 1 and continuing to the next year.

**Table 5: Implementation Costs**

<b>Implementation Requirements</b>	<b>Year 0</b>	<b>Year 1</b>
• Association creation	300€	-
• Brand registration	124.45€	-
• Logo registration	124.45€	-
• Site registration	0€	9.90€
<b>Total</b>	<b>548.9€</b>	<b>9.90€</b>

### 12.2 Operational Costs

For the operation of the project, it will be necessary to periodically carry out some core activities, namely lightUP Weekend and Keep the Light Day, which involve some variable costs. The tables in Annexes 27 and 28 show the indicative costs of these activities, in order to give a perspective of the partnerships needed. It is important to mention that one of the fundamental partnerships will be to guarantee a free space for these days. Another important partnership is regarding the volunteers' four main meals (three lunches and one dinner per volunteer). One of the first focuses will be to ensure that this cost (or the meal service itself) will be fully insured by a partner. According to the analysis mentioned above, it is possible to conclude that the sum of the costs of the first two events is approximately 378.56€ (the sum of 293.97€ plus 84.59€). Concerning these events, it is important to notice that there are some materials that can be also used with future generations, namely: Welcome Posters, Cardboards and the lightUP bracelet. Regarding this last aspect, the best price is only achieved with the minimum purchase of 500 bracelets, guaranteeing the presence of stock for 16 generations. The re-use of certain materials, will save about 40€ per each future generation.

### **12.3 Funding**

LightUP project is a non-profit organization and will entirely depend on the external partnerships and financing. All the activities to be developed by the organization will be self-sustaining, based on volunteers' commitment.

All the operational costs will be merely those required for the project functionality, so the organization can also be attractive at this level (low costs) and easily replicable.

LightUP project will allow funders to be socially recognized, having greater visibility in the social responsibility parameter. They will be associated with the well-being of the community, making their brand more valuable (increase of goodwill). They will be able to see and share real results (concrete numbers) with their stakeholders regarding social change, to which they contributed. Every 3 months, every funder will contribute for a better day and life of, at least, 1 050 people.

There are several ways to make partnerships with this project, depending on the type of help given and also the advantage seen for the company/entity itself. Regardless the type of partnership, for the entity that will help there is always the benefit of social recognition, by helping a social project and the possibility of having some advertising: some defined posts on project's Facebook, as also the possibility to share the help given on entities' website. Similarly, every time a partnership is made, lightUP project benefits from the fact that it may be disseminated in other areas, becoming more recognized.

The table below summarizes the different ways of creating added value for both parties:

**Table 6:** Types of partnerships & respective benefits

Types of partnerships	Benefits for the project	Benefits for partners
<p><b>LightUP my Company:</b> enterprises fund the project and volunteers “payback” by lighting up the company - creation of a changing and remarkable moment (in person or in video) for the company employees.</p>	<ul style="list-style-type: none"> <li>• Receive monetary support;</li> <li>• Volunteers grow, gaining skills and contributing to the good of other entities.</li> </ul>	<ul style="list-style-type: none"> <li>• Workers become renewed, with new energy and light (become happier), being consequently more productive.</li> </ul>
<p><b>LightingUP step by step:</b> a partnership with an enterprise with goods on retail, so it can join the project in order to reach a higher community, by allowing clients to collect small stickers contained inside the package of their goods (a healthy way collecting and promoting great actions on citizens).</p>	<ul style="list-style-type: none"> <li>• Access to a larger and unlimited community (through retail), allowing all citizens to be part of the project;</li> <li>• Creation of stickers and calendar (which can be online or physical) in a shared way.</li> </ul>	<ul style="list-style-type: none"> <li>• More clients (greater attractiveness) and more regular purchases (for existing customers);</li> <li>• Possibility of being part of an innovative social action, through a collection of good actions.</li> </ul>
<p><b>LightUP with me:</b> Any entity can be a partner in an optic of mutual aid.</p>	<ul style="list-style-type: none"> <li>• Receive donations, goods, punctual volunteers, physical spaces, online and computer level support, printing materials, guests for volunteers’ training, free advertising, among others.</li> </ul>	<ul style="list-style-type: none"> <li>• Social recognition and belief in the project mission.</li> </ul>

### **13. CONCLUSIONS**

The Third Sector reveals to be a great challenge. Here, organizations fight for a society problem facing, in one way, several concerns regarding financial sustainability and, on another, the need of showing measurable results. All the actions must be registered and evaluated, even in a complex context. Another aspect is the “staff” of these organizations: here, people cannot be “motivated” by money. They need to believe in the organization’s culture with their hearts, in order to make a sincere work with commitment. Even though, volunteers do not earn money, they still need orientation and training, supervision, evaluation and recognition, whereas retention is also a goal. For all of this, it is vital to have a strong organization on the back, accurately sure about what it is and what it aims.

During all this paper, it was sought not to commit many of the common mistakes concerning Non-Profit organizations, giving due attention to the competitive analysis and the positioning, on one hand, as well as to the important pre-testing, seen in the literature review. The analysis of the various scientific articles also allowed to demystify the real impact of being positive, being it strongly related to: being more flexible, creative, integrative and open to information, inhibiting aggression; reporting more positive emotions and gain in life expectancy (improving health, psychological well-being, individual and collective performance). At the same time, the literature review supported the importance of the surprise effect, in the sense of being a great amplifier of succeeding effects. All the advantages listed above, sustain the opportunity that exists within creating an organization focused on optimism, especially when started in a pessimistic society such as the Portuguese one. Despite the innumerable data published validating the negativity of the Portuguese population, it was important for the author to confirm whether its society recognizes itself as negative, in order to understand if this organization would make sense from the population’s perspective. Apart from this previous point having been confirmed through the quantitative analysis (reaching a sample of 372 people), the online questionnaire also allowed to identify the most negative age group of the Portuguese society (people between the age of 29 and 45). Besides that, 354 out of 372 respondents revealed interest in contributing to a greater positivism of the adult age group and 302 out of 372 respondents have answered “Yes” when asked about the possibility of being part of an organization with this aim.

Although the confirmed market opportunity for lightUP project, it is important to not forget the essential point of all of it: to reach an organization based on people, with recognition and



meaningfulness for volunteers. Only in this way it will be possible to mitigate the weaknesses and the threats mentioned on the SWOT analysis. With focus, the project forces can become a strong and meaningful reality, where volunteers will create true impact every three months, encouraging interpersonal relationship in their present and future, as informal volunteers for life.

As key future recommendations, in order to attain the financial sustainability desired, the author considers essential to develop transparent partnerships and community proximity, right from the beginning. The low costs of the organization have been specified, so it is time to defend the global added value of lightUP project. As mentioned in the beginning of this paper, it is aimed that this project will go beyond an academic requirement, able of being replicated to all corners of the world after three years of existence.

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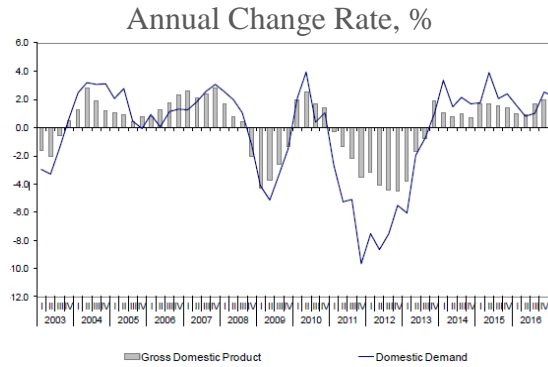
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## 15. ATTACHMENTS

### Annex 1: Gross Domestic Product and Domestic Demand Volume (Reference year = 2011)



Source: INE, First Quarter 2017

### Annex 2: Quarterly National Accounts (Reference year = 2011)

#### Employment – National Account concept

Annual growth rates, %

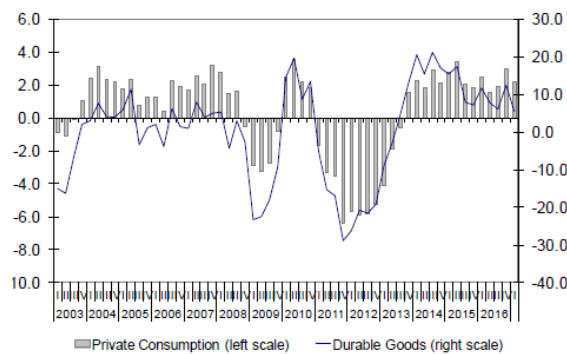
Years	Quarters	Total employment	Employees
2011	I	-1.7	-1.4
	II	-1.1	-1.5
	III	-1.3	-1.6
	IV	-3.6	-3.5
2012	I	-3.8	-4.3
	II	-4.0	-5.1
	III	-4.2	-4.9
	IV	-4.4	-4.8
2013	I	-5.2	-4.2
	II	-4.2	-3.1
	III	-2.4	-2.3
	IV	0.6	0.6
2014	I	1.6	1.4
	II	1.5	1.6
	III	1.9	2.9
	IV	0.7	2.2
2015	I	1.5	2.6
	II	1.9	3.3
	III	0.4	2.1
	IV	1.8	2.5
2016	I	1.1	2.2
	II	0.8	1.8
	III	2.2	2.1
	IV	2.4	2.5
2017	I	3.2	3.2

Notes: - Seasonally adjusted data.

Source: INE, First Quarter 2017 (adapted)

### Annex 3: Private Consumption of Resident Households Volume (reference year=2011)

Annual growth rates, %



Source: INE, First Quarter 2017 (adapted)

**Annex 4: Crude Birth Rate in Portugal, %**

Years	Crude birth rate
+ 1960	24.1
+ 1970	20.8
+ 1980	± 16.2
+ 1990	11.7
2000	11.7
2010	9.6
2011	9.2
2012	8.5
2013	7.9
2014	7.9
2015	8.3

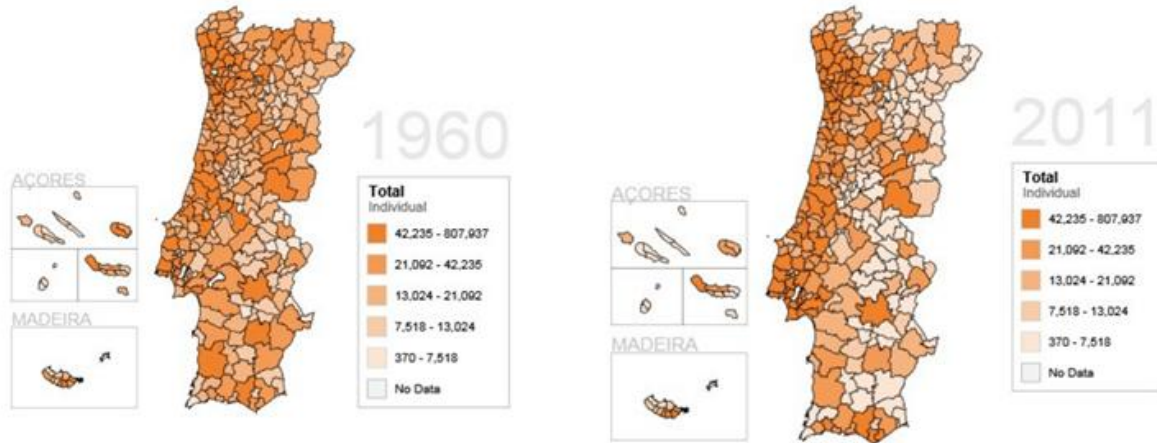
Source: INE, PORDATA 2017 (adapted)

**Annex 5: Resident population, according to Census: total and by major age groups - Portugal**

Years	Major age groups			
	Total	0-14	15-64	65+
1960	8,889,392	2,591,955	5,588,868	708,569
1970	8,611,125	2,451,850	5,326,515	832,760
1981	9,833,014	2,508,673	6,198,883	1,125,458
1991	9,867,147	1,972,403	6,552,000	1,342,744
2001	10,356,117	1,656,602	7,006,022	1,693,493
2011	10,562,178	1,572,329	6,979,785	2,010,064

Source: INE, PORDATA 2011

**Annex 6:** Population by major age groups in Municipalities



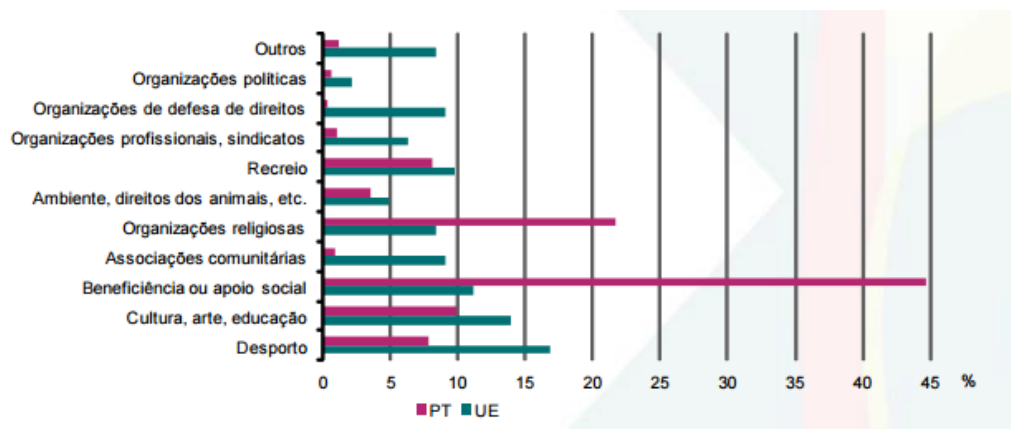
Source: INE, PORDATA 2011 (adapted)

**Annex 7:** Resident population aged 15 and over by level of highest educational qualifications obtained, according to the Census (%)

Territories	Level of schooling					
	With no educational qualifications		Upper-secondary		Higher education	
	1981	2011	1981	2011	1981	2011
Portugal	36.9	10.4	± 3.1	15.7	2.1	13.8

Source: INE, PORDATA 2011

**Annex 8:** Types of activities developed by volunteers



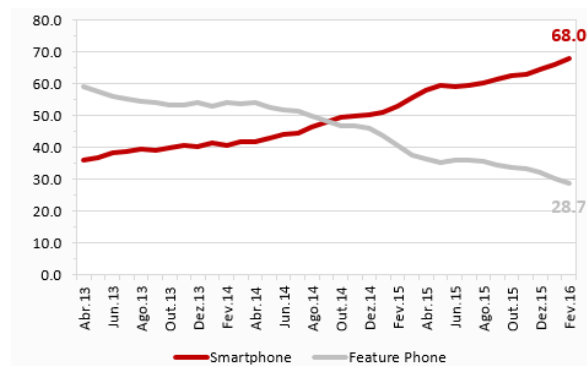
Source: Inquérito ao Trabalho Voluntário, 2012

**Annex 9:** Enterprises with 10 or more personnel employed that use computers, with an Internet connection and with a presence on the Internet (%) in Portugal

Years	% enterprises that use computer	% enterprises with Internet connection	% enterprises with presence on the Internet
2003	81.6	70.0	25.8
2004	91.9	77.5	30.0
2005	91.0	81.5	37.1
2006	94.6	83.1	35.5
2007	95.1	89.8	42.4
2008	96.0	91.8	46.6
2009	±95.3	±92.7	±47.3
2010	97.2	94.1	52.1
2011	97.5	95.0	53.7
2012	98.1	95.4	51.8
2013	98.2	96.2	59.5
2014	±98.8	±96.5	±54.3
2015	98.9	98.1	61.5
2016	99.0	98.1	64.2

Sources/Entities: INE, PORDATA 2016

**Annex 10:** Smartphone versus Feature Phone (%)



Source: Marktest, 2016

## Annex 11: Basic Law of Social Economy

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### PRESIDÊNCIA DA REPÚBLICA

#### Decreto do Presidente da República n.º 58/2013

de 8 de maio

O Presidente da República decreta, nos termos do artigo 135.º, alínea a) da Constituição, o seguinte:

É exonerado, sob proposta do Governo, o ministro plenipotenciário de 1.ª classe António Maria Vieira Botelho de Sousa do cargo de Embaixador de Portugal em Riade, por passar à disponibilidade, com efeitos a partir de 17 de abril de 2013.

Assinado em 10 de abril de 2013.

Publique-se.

O Presidente da República, ANÍBAL CAVACO SILVA.

Referendado em 30 de abril de 2013.

O Primeiro-Ministro, *Pedro Passos Coelho*. — O Ministro de Estado e dos Negócios Estrangeiros, *Paulo Sacadura Cabral Portas*.

### ASSEMBLEIA DA REPÚBLICA

#### Lei n.º 30/2013

de 8 de maio

#### Lei de Bases da Economia Social

A Assembleia da República decreta, nos termos da alínea c) do artigo 161.º da Constituição, o seguinte:

#### Artigo 1.º

##### Objeto

A presente lei estabelece, no desenvolvimento do disposto na Constituição quanto ao sector cooperativo e social, as bases gerais do regime jurídico da economia social, bem como as medidas de incentivo à sua atividade em função dos princípios e dos fins que lhe são próprios.

#### Artigo 2.º

##### Definição

1 — Entende-se por economia social o conjunto das atividades económico-sociais, livremente levadas a cabo pelas entidades referidas no artigo 4.º da presente lei.

2 — As atividades previstas no n.º 1 têm por finalidade prosseguir o interesse geral da sociedade, quer diretamente quer através da prossecução dos interesses dos seus membros, utilizadores e beneficiários, quando socialmente relevantes.

#### Artigo 3.º

##### Âmbito de aplicação

A presente lei aplica-se a todas as entidades integradas na economia social, nos termos do disposto no artigo seguinte, sem prejuízo das normas substantivas específicas

aplicáveis aos diversos tipos de entidades definidas em razão da sua natureza própria.

#### Artigo 4.º

##### Entidades da economia social

Integram a economia social as seguintes entidades, desde que abrangidas pelo ordenamento jurídico português:

- a) As cooperativas;
- b) As associações mutualistas;
- c) As misericórdias;
- d) As fundações;
- e) As instituições particulares de solidariedade social não abrangidas pelas alíneas anteriores;
- f) As associações com fins altruísticos que atuem no âmbito cultural, recreativo, do desporto e do desenvolvimento local;
- g) As entidades abrangidas pelos subsectores comunitário e autogestionário, integrados nos termos da Constituição no sector cooperativo e social;
- h) Outras entidades dotadas de personalidade jurídica, que respeitem os princípios orientadores da economia social previstos no artigo 5.º da presente lei e constem da base de dados da economia social.

#### Artigo 5.º

##### Princípios orientadores

As entidades da economia social são autónomas e atuam no âmbito das suas atividades de acordo com os seguintes princípios orientadores:

- a) O primado das pessoas e dos objetivos sociais;
- b) A adesão e participação livre e voluntária;
- c) O controlo democrático dos respetivos órgãos pelos seus membros;
- d) A conciliação entre o interesse dos membros, utilizadores ou beneficiários e o interesse geral;
- e) O respeito pelos valores da solidariedade, da igualdade e da não discriminação, da coesão social, da justiça e da equidade, da transparência, da responsabilidade individual e social partilhada e da subsidiariedade;
- f) A gestão autónoma e independente das autoridades públicas e de quaisquer outras entidades exteriores à economia social;
- g) A afetação dos excedentes à prossecução dos fins das entidades da economia social de acordo com o interesse geral, sem prejuízo do respeito pela especificidade da distribuição dos excedentes, própria da natureza e do substrato de cada entidade da economia social, constitucionalmente consagrada.

#### Artigo 6.º

##### Base de dados e conta satélite da economia social

1 — Compete ao Governo elaborar, publicar e manter atualizada em sítio próprio a base de dados permanente das entidades da economia social.

2 — Deve ainda ser assegurada a criação e a manutenção de uma conta satélite para a economia social, desenvolvida no âmbito do sistema estatístico nacional.

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### Artigo 7.º

#### Organização e representação

1 — As entidades da economia social podem livremente organizar-se e constituir-se em associações, uniões, federações ou confederações que as representem e defendam os seus interesses.

2 — As entidades da economia social estão representadas no Conselho Económico e Social e nos demais órgãos com competências no domínio da definição de estratégias e de políticas públicas de desenvolvimento da economia social.

### Artigo 8.º

#### Relação das entidades da economia social com os seus membros, utilizadores e beneficiários

No desenvolvimento das suas atividades, as entidades da economia social devem assegurar os necessários níveis de qualidade, segurança e transparência.

### Artigo 9.º

#### Relação entre o Estado e as entidades da economia social

No seu relacionamento com as entidades da economia social, o Estado deve:

a) Estimular e apoiar a criação e a atividade das entidades da economia social;

b) Assegurar o princípio da cooperação, considerando nomeadamente, no planeamento e desenvolvimento dos sistemas sociais públicos, a capacidade instalada material, humana e económica das entidades da economia social

bem como os seus níveis de competência técnica e de inserção no tecido económico e social do país;

c) Desenvolver, em articulação com as organizações representativas das entidades da economia social, os mecanismos de supervisão que permitam assegurar uma relação transparente entre essas entidades e os seus membros, procurando otimizar os recursos, nomeadamente através da utilização das estruturas de supervisão já existentes;

d) Garantir a necessária estabilidade das relações estabelecidas com as entidades da economia social.

### Artigo 10.º

#### Fomento da economia social

1 — Considera-se de interesse geral o estímulo, a valorização e o desenvolvimento da economia social, bem como das organizações que a representam.

2 — Nos termos do disposto no número anterior, os poderes públicos, no âmbito das suas competências em matéria de políticas de incentivo à economia social, devem:

a) Promover os princípios e os valores da economia social;

b) Fomentar a criação de mecanismos que permitam reforçar a autossustentabilidade económico-financeira das entidades da economia social, em conformidade com o disposto no artigo 85.º da Constituição;

c) Facilitar a criação de novas entidades da economia social e apoiar a diversidade de iniciativas próprias deste sector, potenciando-se como instrumento de respostas inovadoras aos desafios que se colocam às comunidades locais, regionais, nacionais ou de qualquer outro âmbito, removendo os obstáculos que impeçam a constituição e o

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desenvolvimento das atividades económicas das entidades da economia social;

d) Incentivar a investigação e a inovação na economia social, a formação profissional no âmbito das entidades da economia social, bem como apoiar o acesso destas aos processos de inovação tecnológica e de gestão organizacional;

e) Aprofundar o diálogo entre os organismos públicos e os representantes da economia social a nível nacional e a nível da União Europeia promovendo, assim, o conhecimento mútuo e a disseminação de boas práticas.

### Artigo 11.º

#### Estatuto fiscal

As entidades da economia social beneficiam de um estatuto fiscal mais favorável definido por lei em função dos respetivos substrato e natureza.

### Artigo 12.º

#### Legislação aplicável

As entidades que integram a base de dados prevista no artigo 6.º da presente lei estão sujeitas às normas nacionais e comunitárias dos serviços sociais de interesse geral no âmbito das suas atividades, sem prejuízo do princípio constitucional de proteção do setor cooperativo e social.

### Artigo 13.º

#### Desenvolvimento legislativo

1 — No prazo de 180 dias a contar da entrada em vigor da presente lei são aprovados os diplomas legislativos que concretizam a reforma do sector da economia social, à luz do disposto na presente lei e, em especial, dos princípios estabelecidos no artigo 5.º

2 — A reforma legislativa a que se refere o número anterior envolve, nomeadamente:

a) A revisão dos regimes jurídicos aplicáveis às entidades referidas no artigo 4.º;

b) A revisão do Estatuto do Mecenato e do Estatuto de Utilidade Pública.

### Artigo 14.º

#### Entrada em vigor

A presente lei entra em vigor 30 dias após a sua publicação.

Aprovada em 15 de março de 2013.

A Presidente da Assembleia da República, *Maria da Assunção A. Esteves*.

Promulgada em 23 de abril de 2013.

Publique-se.

O Presidente da República, ANÍBAL CAVACO SILVA.

Referendada em 26 de abril de 2013.

O Primeiro-Ministro, *Pedro Passos Coelho*.



## Annex 12: Online Questionnaire

The following questionnaire was available online from September 16 to 23 of 2017, reaching 372 people. The sample age ranges from 16 to 68 years old. The questionnaire was available in Portuguese, however its translation to English is present below:

Gender \*

Male

Female

Age \*

.....

Qualifications \*

.....

Residency (district) \*

What do you consider to be the daily sentiment of the portuguese society? \*

Optimistic

Indifferent

Negative

In which age segment of the portuguese population do you think people are more negative? \*

0-14

15-24

25-39

40-65

65+

Would you like to contribute to a greater optimism among portuguese adults? \*

Yes

No

This organization believes that for two months it can be created volunteers for life (thus continuing to volunteer informally in their daily lives).

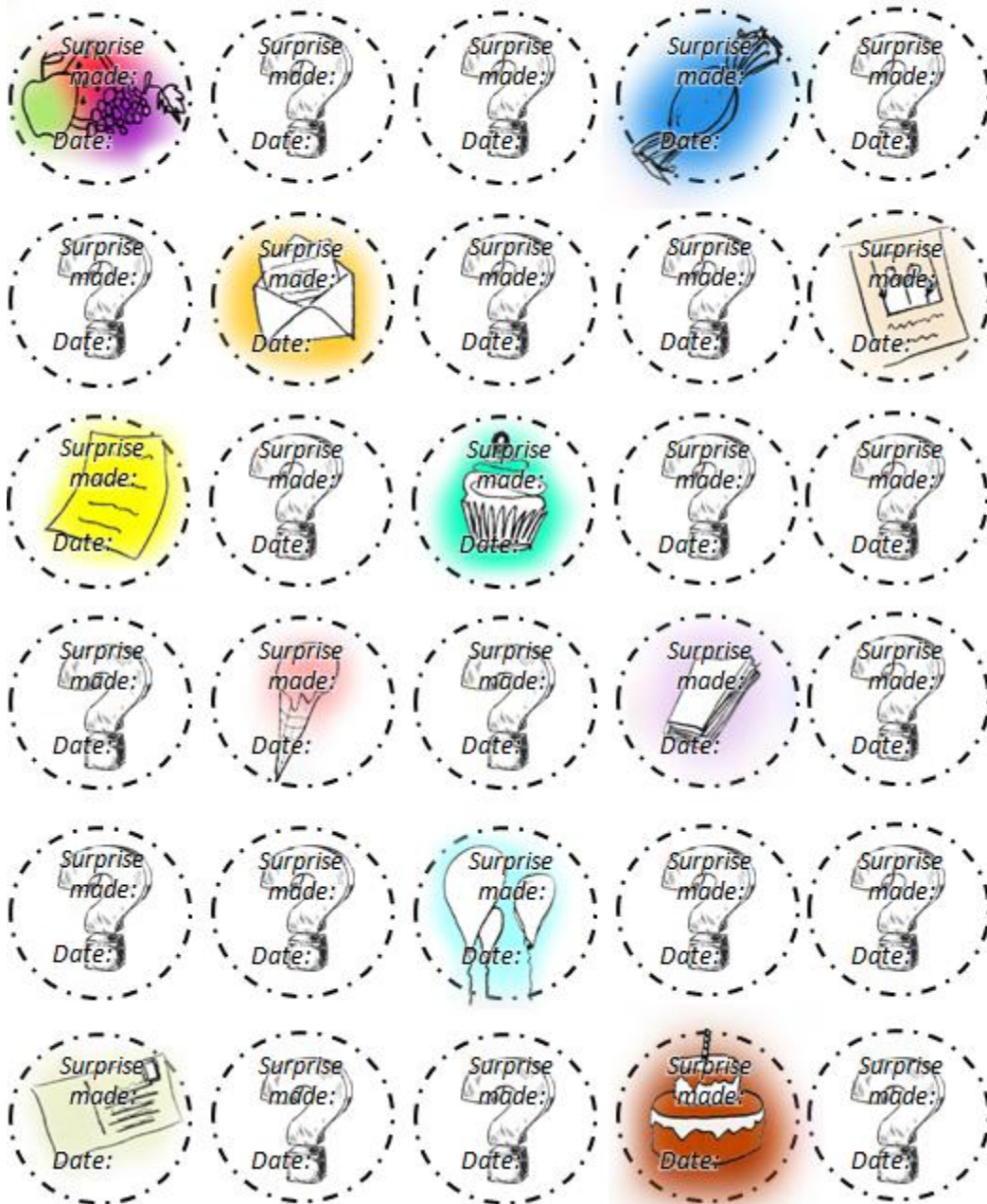
Would you be volunteer (for 2 months) of an organization that wants to make \*  
portuguese society more optimistic?

Yes

No

Annex 13: List of Surprises

# List of Surprises



Annex 14: Lighter's Calendar

lighter's name: \_\_\_\_\_ my legacy is: " \_\_\_\_\_ " project

Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Week 1
Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Week 2
Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Week 3
Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Week 4
Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Week 5
Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Week 6
Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Fuel: Surprise made:	Week 7

### Annex 15: Digital Light Card

Hello,  
I am a lighter and I just made a surprise for you.  
I hope you're now warmer and happier.



I ask you 2 things:

💡 First, please like our page, so our happy community can grow - like it now 😊.

💡 Then, if you think someone you know also deserve a surprise like this, we dare you to do the same! In the end, please take a selfie with the person surprised and share the moment with us, through the link in our page.



There is no excuse to not create surprises daily.  
It is simple and it makes the real difference.  
Please, keep the light on and... smile!

### Annex 16: Color Emotion Guide



Source: The Logo Company, 2016

**Annex 17: Applying to lightUP project (online application)**

Hey you!

Thank you for coming ☺

How are you?

Can you tell us about your basic info?

Name: \_\_\_\_\_ Age: \_\_\_\_\_ Current city of living: \_\_\_\_\_

In general, what do you like to do?

Can you tell us some of your biggest dreams?

How did you hear about us?

Friend  Flyer  Facebook  News  \_\_\_\_\_

Other

Why are you applying to lightUP project?

Thank you for your words!

We will talk soon ☺

**Annex 18: Applying to lightUP project (Skype Interview)**

An informal interview, aiming to know better the candidate (just a model, it should be adapted)

Hey!

How are you?

*Then, Brief interviewer's presentation (name, current location, favorite food)*

I would like to know... how was your day since you woke up?

And now why are you Skyping us? Answer honestly (to this and to all questions).

What do you know about us?

And... in concrete, what do you think you are going to do during 8 weeks?

First, is not only 8 weeks... Then:

*Brief presentation of project's mission and volunteers' legacy*

What do you think about what I just said?

Can I know what was the strangest thing you ever did?

Are you ready to test your imagination? Are you comfortable if I tell you that you're going to go through some caricature moments?

Imagine that I'm crying, what would you do to make me feel better?

Thank you for being brave!

We will talk soon ☺

## Annex 19: LightUP Weekend - Agenda

*An email will be sent to the volunteers with everything needed for the weekend. It will also be asked a brief summary of each volunteer, so it can be made a small biography of everyone.*

Local (variable): A center place, according to volunteers main locations, provided through partnership.

A small book with the biography of everyone will be shared at the beginning of the camp.

### Day I

#### Morning

**9.00 AM:** Meeting point

**9.20 AM:** Meeting each other

Everyone has to bring from home an object to describe them. Forming a circle, each volunteer has one minute to introduce themselves, making the link with the object chosen.

**10.00 AM:** Challenge I: Deal with the unexpected

Some obstacles in the morning. Volunteers have to find their way to the harbor and cross it safely.

**10.50 AM:** Morning snack

**11.10 AM:** Introduction to lightUP project

Hearty welcome

Start with Why

- Problem → Opportunity (population data)
- Vision & Mission | Target, Methodology & Prizes

**11.50-12.40 AM:** Challenge II: What are our values?

Treasure hunt in teams, based on the fire triangle: fuel, oxygen and heat. At the end of the activity, the three teams have got to join the clues in order to discover all the values of the organization.

**12.40 – 2.00 PM:** Lunch

#### Afternoon

**2.00 PM:** Body Language Class

Practical class to activate the body and mind, exploring new movements and ways of communicate.

**3.00 PM:** Importance of positive emotions and its influence in others

Special guest to share knowledge about this theme

**4.00 PM:** How to be a Lighter

Lighter's guide (rights and duties)

**4.30 PM:** Discovering my Legacy

Group activity about dreams and aims (20 minutes).

After that, each volunteer has their own space to discover the legacy he or she wants to convey to others (20 minutes). In the end, there will be a great picture having all legacies written down.

**5.10 PM:** Afternoon snack

**5.30 PM:** Dance Class



Time to have fun and enjoy music

**6.30 PM:** Free time

**8.00 PM:** Dinner

**9.30 PM:** Movie Session

Documentary about making a difference in the world, remaining persistent

**11.30 PM:** Sleep time

Underneath each pillow, volunteers will find a letter addressed to them... to read and save. Then, it is time to sleep and rest.

## **Day II**

### Morning

**8.30 AM:** Yoga Class

**9.00 AM:** Breakfast

**9.30 AM:** Mindfulness Class

**10.30 AM:** Meeting your coordinator

Each coordinator reunites with his team. The coordinator introduces himself and talks about his “Why” in lightUP project. Then, he distributes the lightUP Kit and presents the online questionnaires to volunteers, defining together the best way to communicate with them weekly.

**11.00 AM:** Five ways to surprise

Volunteers will learn the different ways of surprise and how people deal with it

**11.30 AM:** Preparing the next 7 weeks

Every volunteer, with the help of its coordinator, start to define who he or she wants to surprise and how.

**12.30 AM:** Lunch

### Afternoon

**1.45 PM** Special Guest

Moment of sharing the life story of someone who has been helped and now changes other lives.

**2.45 PM:** Recalling Lighter’s mission and methodology

**3.00 PM:** Lighting UP moment (preparation)

Volunteers prepare together a big surprise to light up the people who received them on the weekend and for the surrounding community. This activity can be done for an enterprise, if there has been any partnership so defined.

**4.00 PM:** Lighting UP moment (surprise)

Time to lightUP the community (or a partner enterprise), as prepared before.

**5.00 PM:** Individual & Collective Commitment

After the lightUP moment on the street, volunteers can now put the lightUP bracelet on their arms.

Now, they are officially alight (group photograph).

After that, volunteers sign a commitment, stating they will fulfill Lighter's mission.

**5.30 PM:** See you in 7 weeks

Coordinators thank volunteers for their time and transmit a big positive final energy.

**5.50 - 6.00 AM:** Lighter Snack

It is time to give a snack to volunteers, so they can have enough energy and light to go back home.

**Annex 20:** Preparing the next 7 weeks



Dear volunteer,

Now it is time to think about the next 7 weeks. It is important to make a list of who you want to surprise and how (let's start with 15 of your 35 lucky persons). It is just a guide and you can change it, of course! However, planning is crucial to make things happen and... we just want to help you in the ignition of your journey.

*Look at our surprise list or make your own mixture.*

**Who am I going to lightUP?**

How am I going to make it?

Who	How
1 - Henrique, My brother	Offering him a letter
2 - Tânia, My work colleague	Surprise 3
3 - Isabel, My mother	Making a cake for her
4 -	
5 -	
6 -	
7 -	
8 -	
9 -	
10 -	
11 -	
12 -	
13 -	
14 -	
15 -	

## **Annex 21: Keep the Light Day - Agenda**



### Morning

**9.00 AM: Meeting point**

**9.20 AM: Initial Surprise**

Small surprise show specially made for all volunteers (by the previous generation).

**10.00 AM: Sharing experiences**

Here, volunteers will share their experiences during the last 7 weeks.

**11.00 AM: Morning snack**

**11.20 AM: Knowing the numbers**

Coordinator's presentation about what have changed: people alight (how many and how) → numbers & videos

It will also be presented all the main news regarding the local advocacy made.

**12.00 AM: Group Activity**

Here, it will be made a group activity conducted by "Operação Nariz Vermelho" about ourselves and our relationship with others.

**1.00 – 2.30 PM: Lunch**

### Afternoon

**2.30 PM: Special Guest**

Importance of changing lives: a volunteer of another project will share its experience as a volunteer.

**3.30 PM: Prizes (Annex 22)**

It is time to celebrate with volunteers what have been made. One by one, every volunteer will receive the badges conquered during the last 7 weeks.

**4.30 PM: Self Reflection**

Now, it is time to fulfill a final questionnaire, giving feedback and suggestions for the future.

**5.00 PM: Keep Doing It**

Commitment for the next generation. Commitment for the rest of their lives.

One by one, in circle, every volunteer will share some final words to the group.

**Annex 22: Awards for fulfilling Lighter’s mission**

In the end of the project, every volunteer will receive a symbolic reward regarding the light made during the previous weeks. The main mission of a lighter is to light up 35 people. However, there is a greater mission beyond this one, which is to encourage the people alighted to light up another ones (it will be an indirect light achieved by volunteers).



Explaining the rules:







Since there are two distinct missions, there will be two types of pin:

- the thermometer icon: regarding the people alighted directly (by the heat created)
- the flame icon: regarding the people alighted indirectly (by the new lighters generated)

The primaries colors yellow and red make the secondary color orange (project’s color).

Therefore, if volunteers accomplish the mission in its totality, he or she will receive an orange pin. If the results are below than the objective, the pin will be yellow. If the results are bigger than the objective, the color will be red.



<b>Light, directly made by volunteers:</b>		<b>Light, indirectly made by volunteers</b> <i>(through the people alight by the volunteer)</i>	
Less than 35 people alight <i>(example for 32 people alight)</i>		Less than 35 indirect lighters <i>(example for 7 people alighted indirectly)</i>	
35 people alight		35 indirect lighters	
More than 35 people alight <i>(example for 40 people alight)</i>		More than 35 indirect lighters <i>(example for 40 people alighted indirectly)</i>	

**Annex 23:** The balance of the journey (questionnaire)

Dear Lighter,

Together we made some great changes.

Thank you for all your effort.

It is time to make a small balance of these 8 weeks.

Tell us about you and your own experience. With your feedback we can improve our essence,  
being able of changing lives with unlimited energies.

Regarding my expectations, lightUP project:

Did not attained my expectations

Attained my expectations

Exceeded my expectations

In one word, how was this experience?

\_\_\_\_\_

Describe your best moments with us:

And the worst:

Did you learn something? What did you learn with us?

What do you suggest for improvement?

From 1 (bad) to 5 (great), how much did you enjoy this experience?

\_\_\_\_\_

If you know someone that you feel that should be part of the next generation of Lighters, please let us know.

Name\_\_\_\_\_ Phone\_\_\_\_\_ E-mail\_\_\_\_\_

Today, a new journey begins.

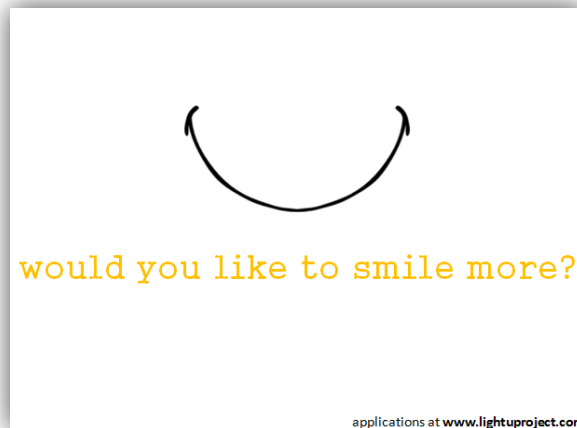
A journey that will entirely depend on you.

Please keep changing lives, as you did here. It is so magic to be magic, isn't it?

Make smiles part of you and of your daily routine with others.

The path just have started! ☺

Annex 24: Examples of possible advertising images

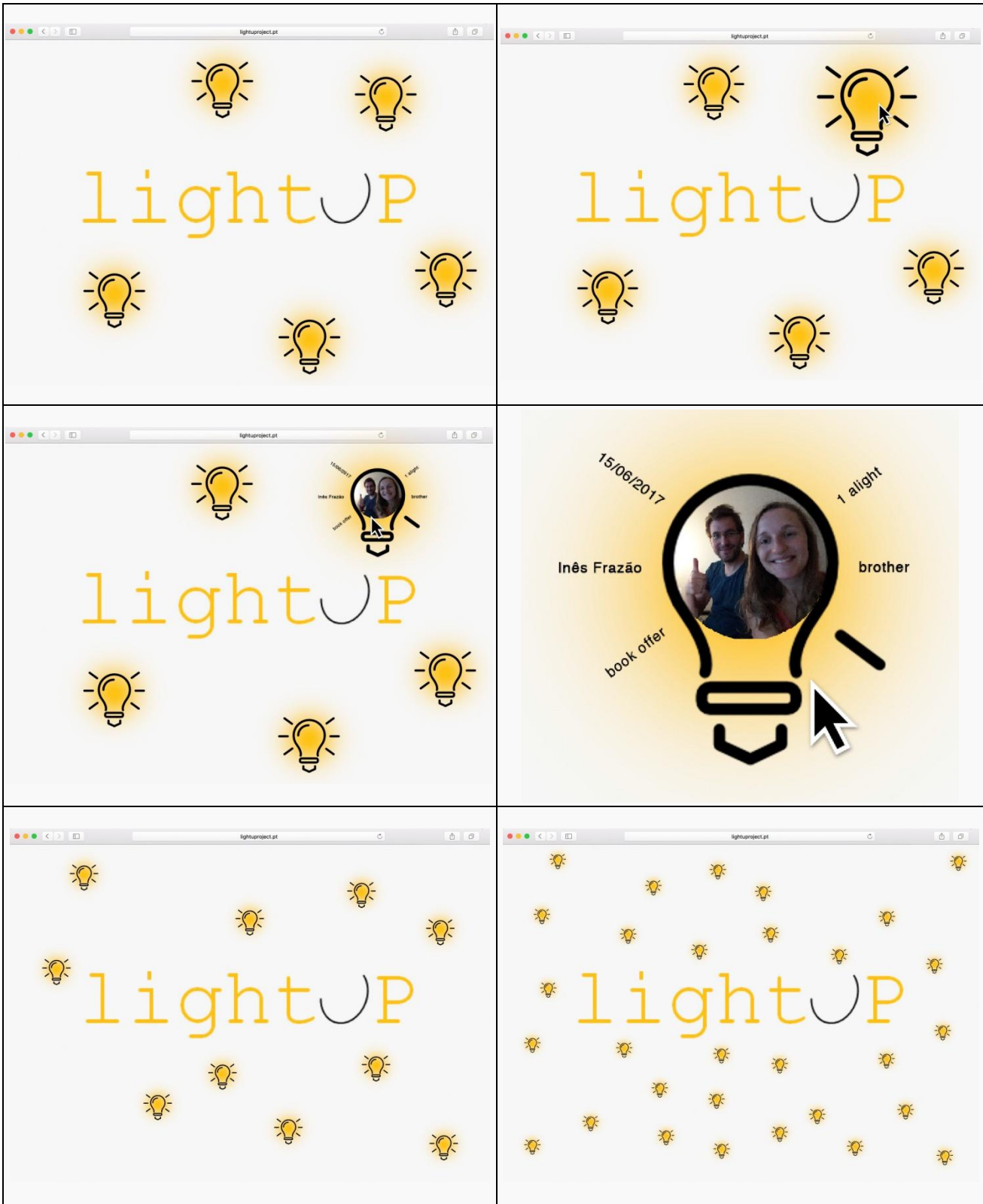


We want to feel the willingness  
to change people, to make them feel great,  
confident, happy and special.

Do you have that?

lightUP  
applications at [www.lightupproject.com](http://www.lightupproject.com)  
project

Annex 25: Website dynamics (when surprises are registered online)





## Annex 26: Industrial Property Taxes

### Taxas de propriedade industrial

Tabela I

Marcas, logótipos, recompensas, denominações de origem e indicações geográficas

Marcas, logótipos, recompensas, denominações de origem e indicações geográficas	Euros	
	Online	Papel
Pedido de marca (*):		
Pedido — inclui 1 classe . . . . .	124,45 €	248,90 €
Por classe adicional . . . . .	31,55 €	63,09 €
Pedido de logótipo, de recompensa, de denominação de origem e de indicação geográfica nacional (*) . . . . .	124,45 €	248,90 €
Resposta a notificação ou a recusa provisória:		
Com alteração de sinal, produtos ou reivindicação de cores e adição de classes — por classe adicional. . . . .	31,55 €	63,09 €
Sem alteração do pedido (inclui junção de documentos solicitados em notificação) . . . . .	5,25 €	10,52 €
Alteração por iniciativa do requerente:		
De sinal, produtos ou reivindicação de cores e adição de classes — por classe adicional. . . . .	31,55 €	63,09 €
Declaração de consentimento . . . . .	10,52 €	21,04 €
Pedido de declaração de caducidade (registos nacionais/internacionais) . . . . .	10,52 €	21,04 €
Resposta ao pedido de declaração de caducidade (registos nacionais/internacionais) . . . . .	5,25 €	10,52 €
Manutenção de direitos:		
Renovação de marca (inclui 1 classe) e de logótipo . . . . .	124,45 €	248,90 €
Por classe adicional na renovação da marca . . . . .	31,55 €	63,09 €

\* Inclui o exame e a publicação.

Source: Republic Diary, 2016

Annex 27 - LightUP Weekend - Costs

Activity Description	Materials Needed	Supplier	Quantity	Unit Price (w/VAT)	Total
<b>Day I</b>					
Meeting point	Welcome Posters (A4 colored paper)	CopyCenter	5	0,50 €	2,50 €
	4 Coloured marker pens	Continente	1	2,49 €	2,49 €
	Biography Book: 7 pages (colour printing)	CopyCenter	3	1,05 €	3,15 €
Meeting each other	Volunteer's object	-	33	0,00 €	0,00 €
Challenge I	A4 Cardboard	CopyCenter	3	0,50 €	1,50 €
	Random Objects	-	-	0,00 €	0,00 €
Morning snack	Bread (baguette divided in 3 parts)	Continente	11	0,39 €	4,29 €
	Packaged Ham		7	1,59 €	11,13 €
	Packaged Cheese		6	1,69 €	10,14 €
	Tutti Frutti Juice (packs of 6)		6	1,68 €	10,08 €
	Chocolat Milk (packs of 4)		8	1,08 €	8,64 €
	Apple (pack of 1 kilo)		4	1,49 €	5,96 €
Introduction to lightUP Project	Computer	-	1	0,00 €	0,00 €
	Projector	Partner	1	0,00 €	0,00 €
Challenge II	A4 Cardboard	CopyCenter	3	0,50 €	1,50 €
Lunch	Special menu for volunteers	Partner	33	4,00 €	0,00 €
Body Language Class	Special Guest	Partner	1	0,00 €	0,00 €
Importance of positive emotions	Special Guest	Partner	1	0,00 €	0,00 €
How to be a Lighter	Computer	-	1	0,00 €	0,00 €
	Projector	Partner	1	0,00 €	0,00 €
	A3 Cardboard	CopyCenter	2	1,50 €	3,00 €
Discovering my Legacy	A4 colored paper (pack of 100 units)	Continente	1	2,99 €	2,99 €
	A4 paper (b&w printing)	CopyCenter	30	0,03 €	0,75 €
Afternoon snack	Bread (baguette divided in 3 part	Continente	11	0,39 €	4,29 €
	Packaged Ham		7	1,59 €	11,13 €
	Packaged Cheese		6	1,69 €	10,14 €
	Tutti Frutti Juice (packs of 6)		6	1,68 €	10,08 €
	Chocolat Milk (packs of 4)		8	1,08 €	8,64 €
	Banana (pack of 1 kilo)		5	0,99 €	4,95 €
	Cupcake (pack of 700 grams)		3	1,49 €	4,47 €
Dance Class	Special Guest	Partner	1	0,00 €	0,00 €
Dinner	Special menu for volunteers	Partner	33	4,00 €	0,00 €
Movie Session	Computer	-	1	0,00 €	0,00 €
	Projector	Partner	1	0,00 €	0,00 €
Sleep time	Letter: A4 paper (b&w printing)	CopyCenter	30	0,03 €	0,75 €

Day II					
Yoga Class	Special Guest	Partner	1	0,00 €	0,00 €
Breakfast	Bread (baguette divided in 3 part	Continente	11	0,39 €	4,29 €
	Packaged Ham		7	1,59 €	11,13 €
	Packaged Cheese		6	1,69 €	10,14 €
	Tutti Frutti Juice (packs of 6)		6	1,68 €	10,08 €
	Chocolat Milk (packs of 4)		8	1,08 €	8,64 €
	Apple (pack of 1 kilo)		4	1,49 €	5,96 €
Mindfulness Class	Special Guest	Partner	1	0,00 €	0,00 €
Meeting your coordinator	List of Surprises: A4 paper (color printing)	CopyCenter	30	0,15 €	4,50 €
	Lighter's Calendar: A4 paper (color printing)	CopyCenter	30	0,15 €	4,50 €
	Awards for fulfilling Lighter's m	Online	30	0,00 €	0,00 €
Five ways to surprise	Special Guest (or one of the thre	Partner	1	0,00 €	0,00 €
Preparing the next 7 weeks	A4 paper (b&w printing)	CopyCenter	30	0,03 €	0,75 €
Lunch	Special menu for volunteers	Partner	33	4,00 €	0,00 €
Surprise Guest	Special Guest	Partner	1	0,00 €	0,00 €
Recalling Lighter's mission and methods	Computer	-	1	0,00 €	0,00 €
	A3 Cardboard	CopyCenter	1	1,50 €	1,50 €
Lighting UP moment (preparation & surprise)	A3 Cardboard	CopyCenter	2	1,50 €	3,00 €
	Material obtained/improvised at the moment by lighters	-			0,00 €
Individual & Collective Commitment	LightUP bracelet (minimum of 500un = 30€)	SIGNA	33	0,06 €	30,00 €
Lighter Snack	Bread (Bimbo)	Continente	6	1,19 €	7,14 €
	Packaged Ham		5	1,59 €	7,95 €
	Packaged Cheese		5	1,69 €	8,45 €
	Apple Juice (packs of 6)		33	1,50 €	49,50 €
	Homemade cake for sharing	-	33	0,00 €	0,00 €
	Lolipop (pack of 700 grams)	Continente	3	1,29 €	3,87 €
<b>TOTAL</b>					<b>293,97 €</b>

Legend	
	Materials that can be reused in future generations (first-generation costs)
	Partner that ensures the meals' offer

**Annex 28: Keep the Light Day – Costs**

Activity Description	Materials Needed	Supplier	Quantity	Unit Price (w/VAT)	Total
<b>Keep the Light Day</b>					
Meeting Point	Welcome Posters (A4 colored paper)	CopyCenter	3	0,50 €	1,50 €
Morning snack	Bread (baguette divided in 3 parts)	Continente	11	0,39 €	4,29 €
	Packaged Ham		7	1,59 €	11,13 €
	Packaged Cheese		6	1,69 €	10,14 €
	Tutti Frutti Juice (packs of 6)		6	1,68 €	10,08 €
	Chocolat Milk (packs of 4)		8	1,08 €	8,64 €
	Apple (pack of 1 kilo)		4	1,49 €	5,96 €
Knowing the numbers	Computer	-	1	0,00 €	0,00 €
	Projector	Partner	1	0,00 €	0,00 €
Group Activity	Special Guest (Nariz Vermelho, for example)	Partner	1	0,00 €	0,00 €
Lunch	Special menu for volunteers	Partner	33	4,00 €	0,00 €
Special Guest	Special Guest	Partner	1	0,00 €	0,00 €
Prizes	Pin for direct light made	Epidemia DESIGN	30	0,51 €	15,30 €
	Pin for indirect light made	Epidemia DESIGN	30	0,51 €	15,30 €
Self Reflection	A4 paper (b&w printing)	CopyCenter	30	0,03 €	0,75 €
Keep Doing It	A3 Cardboard	CopyCenter	1	1,50 €	1,50 €
<b>TOTAL</b>					<b>84,59 €</b>

<b>Legend</b>	
	Materials that can be reused in future generations (first-generation costs)
	Partner that ensures the meals' offer