

Impact Management University

*How the Best Nordic City for Studying can be leveraged
to transform Trondheim into a Center for Sustainability*



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Project Entrepreneurship (GEOG3102) Research Report

Master of Science in Entrepreneurship, Innovation and Society

**NORWEGIAN UNIVERSITY OF
SCIENCE AND TECHNOLOGY**

Preface and acknowledgements

This research paper has been written for my class GEOG3102 Project Entrepreneurship, which is part of Master of Science in Entrepreneurship, Innovation and Society. I would like to thank my contact Jaya Thomlison at Trondheim Municipality for direction and introductions. And I'm grateful for the time everyone I interviewed were able to spare.

I would like to thank economic historian Jan-Urban Sandal for teaching "Innovation Management" where his PhD dissertation about Joseph Schumpeter (who coined the term Creative Destruction) was part of the curriculum, which has served as an important inspiration.

And my last thanks goes out to Triple Helix, wonderful classmates and Asbjørn Karlsen for continuous support and a great atmosphere.

Abstract

For more than 20 years I have been a student of Social Entrepreneurship trying to figure out how global impact can be achieved without the negative externalities of being a publicly listed company. The initial motivation for this study was to allocate resources towards what I call Impact Entrepreneurship (Triple Bottom Line Entrepreneurship) with a vision for Dragvoll to find its place in the Norwegian education eco-system with the assumption that building on the intricate teachings of my Master of Science degree: Entrepreneurship, Innovation and Society – would be like BI Business School gaining popularity by offering bachelor and master degrees in business during the 80s and 90s. Trondheim already has a strong foundation in Single Bottom Line Entrepreneurship and is well positioned for adding more layers. We also have a unique culture for student volunteering, the necessary infrastructure to build services which leverage the potential of technology to achieve goals like social inclusion. For instance, startups like GRABSTER enable the potential for students to prepare meals for each other, enabling a social layer to the emergence of a sharing economy.

After examining the potential within the Best Nordic City for Studying (BNC) I found that bringing to life an Impact Management University (IMU) over time will transform Trondheim into a Center for Sustainability, further securing our position in Scandinavia. In this study I discuss various strategic considerations that should be made towards putting on an Impact Management bootcamp and the importance of anchoring this initiative in existing student associations.

Keywords

Impact Entrepreneurship, Volunteering, Time Banking, Data Science, Information Technology, Impact Assessment, Social Inclusion, Sustainability, Creative Destruction

Citing

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“One does not become enlightened by imagining figures of light, but by making the darkness conscious” — C. G. Jung

1. Introduction

The initial motivation for this study was to allocate resources towards what I call Impact Entrepreneurship (Triple Bottom Line Entrepreneurship) with a vision for Dragvoll to find its place in the Norwegian education eco-system with the assumption that building on the intricate teachings of my Master of Science degree: Entrepreneurship, Innovation and Society – would be like BI Business School gaining popularity by offering bachelor and master degrees in business during the 80s and 90s. Trondheim already has a strong foundation in Single Bottom Line Entrepreneurship (Profit) with NTNU School of Entrepreneurship, the encouragement by Start NTNU to pursue a career in entrepreneurship, the initial counseling by Spark* and the commercialization done with the help of the Technology Transfer Office (TTO). Start NTNU also plays an important role in encouraging Social Entrepreneurship (Double Bottom Line Entrepreneurship) by, for instance, putting on the event Social Profit (SoPro). My contact Jaya Thomlison has the responsibility at Trondheim Municipality for improving conditions for startups and retaining some of the wonderful talent that comes to Trondheim for studies, naturally leading me to the exploration of how Trondheim can improve its position on Impact Entrepreneurship.

The most obvious and visible course of action would be to establish an Impact Hub in Trondheim. Originally a co-working space called “The Hub” focused on Social Entrepreneurship, later being rebranded to Impact Hub. We only have one such co-working space in Bergen, and Oslo has a similar concept called SoCentral – but there is nothing equivalent in Trondheim, which leaves a void for the many socially inclined students that come through our city with deep roots in science and technology – as they find better communities for doing double and triple bottom line startups in Oslo and Bergen. A smaller step in the right direction would be to rebrand Startup Weekend Trondheim to Impact Weekend Trondheim. These discussions are ongoing, where other suggestions with the word “Impact” have been mentioned.

Having attended a Singularity University bootcamp in Denmark this semester, which is all about exponential technologies, it dawned on me the need in Trondheim for a similar program focused on the exponential impact of our human potential. Which has given birth to an initiative called Impact Management University (IMU). IMU is more a brand than a traditional university with a physical presence. Local chapters will emerge where there is an interest in sustainability. Our first event will be an Impact Management bootcamp, which will have a particular focus on social and societal entrepreneurship – inviting those who have shown a particular volunteering effort in Trondheim.

1.1 Motivation and Background

Creative Destruction is a term coined by Joseph Schumpeter in 1942, the most cited entrepreneurship researcher of all times, and is defined as: “the essential fact about

capitalism” (Schumpeter 1942). In a globalized world with 7.3 billion people, it's easy to feel small and insignificant. Yet, individuals like Bill Gates, Mark Zuckerberg and Larry Page prove what can be achieved on a global scale with enough determination, persistence and proper timing. These individuals have achieved Creative Destruction in redefining how we go about improving our productivity, finding information and sharing moments with friends and family – through a well managed innovation process. They have benefitted from an unconstrained capitalistic system, in a world with substantial growth. But there are limits to growth (Meadows et al. 1972) as established more than 40 years ago, which means that we face an unprecedented challenge considering that capitalism with its short term focus is the lowest common denominator – that can only be displaced by well executed creative destruction through proper innovation management. Which is my motivation to start an Impact Management University, building on this research in my upcoming master thesis. We need to collectively realize that we only borrow this planet from the next generation, which require us to treat it with respect.

1.2 Problem definition and research outline

The general object of this research paper is to explore and analyze the viability of an Impact Management bootcamp in the modern setting of lower growth in the world economy. Strictly defined, it seeks to shed light on the two following research questions:

- 1) Would an Impact Management bootcamp encourage students in Trondheim to remain post graduation to channel their passion towards Impact Entrepreneurship?
- 2) Which strategic considerations and decisions would be critical for successful innovation management and adoption of this concept?

2. Theory

This chapter builds a theoretical foundation by first introducing a few concepts which will have a large impact as the growth of capitalism has outplayed its societal role, like for instance the use of time banking to ensure social inclusion and also embrace the idea of entrepreneurship as a lifestyle. Over time this produces network externalities, which will be explored as a strategy for successful adoption.

2.1 Innovation Management

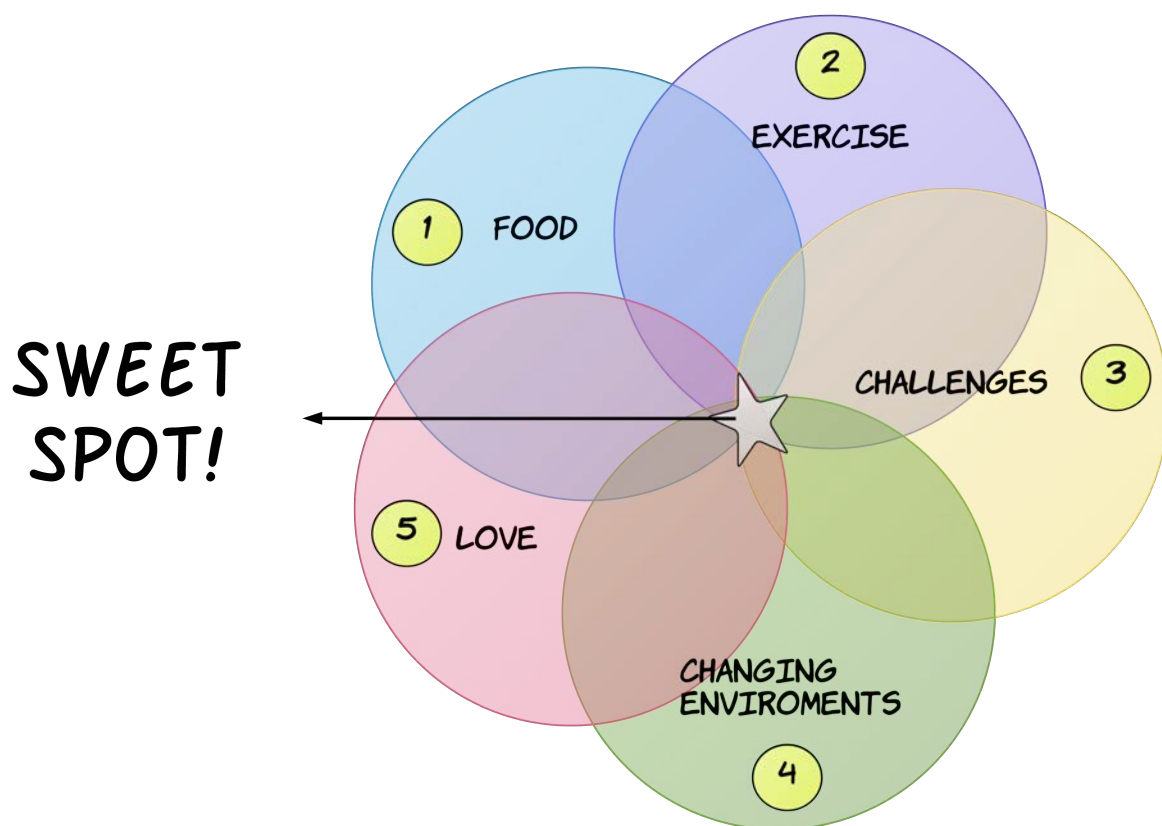
Joseph A. Schumpeter stated in his first publication (Schumpeter 1912; Sandal 2003) that a single entrepreneur initiates innovation. Being able to combine land and labor in a way that previously was not possible or not as efficient as before. The entrepreneur obtains capital and is able to realize the means of production. The entrepreneur must develop the ability to see trends, use his intuition, be able to persevere resistance, have freedom from everyday activities and maintain enough staying power. The entrepreneur must be able to imagine the possible results of the inputs. Personal management through development of stamina, flexibility, ability to take initiative, abstract thinking, the ability to be assertive without being perceived as arrogant, develop compassionate and nurturing skills of a leader, while at the same time being grounded and not losing touch with our otherwise harsh reality. Innovation Management is what the entrepreneur does in order to move an idea to realization. Without any knowledge of management or ability to manage the entrepreneurial activities, the innovation may not be realized (Trott 2008).

In order to explain Innovation Management, allow me to point out that globally we have a water crisis. It is established that the water crisis is actually a crisis of governance. Innovation Management relates to governance. Doing the right thing even when nobody is looking can be defined as having integrity. So to solve the water crisis, we need to design, develop and deploy a system for life planning with focus on integrity. This never-ending process is called Integrity Management and requires great attention to innovation in order to keep costs down and to stay aligned with current developments. United Nations declared in 2010 that access to clean water is a human right, 62 years after The Universal Declaration of Human Rights, yet close to a billion people lack access as a result of poor integrity among the vast majority of organizations with the resources to make a difference.

Integrity Management is best achieved if incentives are tied up to a long-term goal, like a retirement celebration anywhere in the world at age 67 with fireworks at the exact birth time for members of an optional pension savings program. Currently, the pension system in Norway is designed for citizens to earn a decent retirement through more than 40 years of employment. We know that the marginal value of money with respect to happiness is limited (Diener et al. 2004), and brain research on longevity show that maintaining an active lifestyle is important also after retirement. Prof. Marian

Diamond (88) presented at the “Conference for the American Society on Aging and the National Council on the Aging” a paper titled “Successful Aging of the Healthy Brain” (Diamond 2001) – in which she outlines 5 factors to Healthy Living (illustrated below): “Number one, and in my mind the most important, is DIET. What we feed this brain is a significant factor in its well-being. Two, is daily EXERCISE, and that applies to the brain as well as the body. Exercising the total body serves to maintain a healthy brain. Three, we must CHALLENGE the brain. It gets bored; we know that well. Four, we need NEWNESS, new pursuits, new ideas, new activities in our life. And five, last but definitely not least, we must nurture ourselves and each other: call it sharing basic HUMAN LOVE.”

Figure 2.0.1: Five factors to Healthy Living



Time Credits can be positioned as a supplement to traditional retirement savings, designed on the basis of tracking hours of volunteering efforts, will then be utilized at age 67 so that the coins are passed on to other volunteers engaged in care for the elderly. To ensure successful aging of the healthy brain, trips to areas affected by natural disasters will be organized for those retired to engage in volunteer tourism - with focus on volunteering during weekdays and excursions to local scenic destinations in the weekends. Time Credits will reward a heavy discount for these trips, which require a minimum of 10 hours average monthly volunteering for 40 years prior to age 67. Those who clock in 30 hours a month will earn the maximum amount of time credits.

2.2 The history of Time Banks

While Time Banks have not become a known phenomena in Norway, they have been established in 34 countries – with at least 300 Time Banks established in 40 states in USA and 300 throughout the United Kingdom. Time Banks also have a significant presence in Japan, South Korea, New Zealand, Taiwan, Senegal, Argentina, Israel, Greece, and Spain. In economics, a time-based currency is an alternative currency where the unit of exchange is the person-hour. The first Time-based currency exchange: “The National Equitable Labour Exchange” was founded in 1832. Time Dollars are a tax-exempt complementary currency used as a means of providing mutual credit in Time Banking. Edgar S. Cahn, JD, PhD is a distinguished legal professor, former counsel and speechwriter to Robert F. Kennedy, and the creator of Time Banking (Collom et al. 2012:9-11). He coined the term “Time Dollars” in the book “Time Dollars: The New Currency That Enables Americans to Turn Their Hidden Resource-*Time*-Into Personal Security & Community Renewal” (Cahn et al. 1992), in addition to trademarking the terms “Time Bank” and “Time Credit”. Edgar Cahn starred in the 2014 documentary titled “Time As Money”, which stated that 40% of all productive time takes place outside our money system. The documentary describes how time banking strengthen communities by enabling you to get to know your neighbor in an organized, reciprocal manner where just being a member gives an inherent level of trust and gives those who are being laid off a way to find new functions in society. A story was told about a man who lost his job and with it his storage. Through time banking he found a lady needing to have a fence set up around her property and was allowed to use a section of her garage to store his tools. Some Farmer’s Markets accept time dollars, so those without income can also buy food.

2.3 Creative Destruction

While capitalism has for centuries worked well for the United States of America, in a state of perpetuate growth and with a steady flow of immigrants. The US is now undergoing a painful transformation as powerful capital continues its endless search for profits. American corporations are required by law to maximize profits. That is their fiduciary duty. Those unable to compete are required to file for bankruptcy and cease to exist. Corporate America depends on their publicly listed companies to generate profits in order to collect taxes to keep military services running, keep social services going, pay congressional retirement benefits and maintain international credibility to ensure a continued willingness to purchase US Treasury Bonds. We were warned already in the 1972 book “Limits to growth” (Meadows et al. 1972) that our inability to adopt sustainable utilization of scarce natural resources will inevitably lead to an overshoot and collapse. The dark side of capitalism has already begun eating away at Pension Funds, the lender of last resort. The fact that China with its state capitalism is building one coal plants every week to meet their need for energy, with the growing smog issue that follows, clearly shows that capitalism isn't the solution with its disregard for

people's health and the long term health of our fragile planet. Neither is democracy, currently occupied with austerity and an inability to quickly arrive at a unified plan of action.

“Creative destruction refers to the incessant product and process innovation mechanism by which new production units replace outdated ones. This restructuring process permeates major aspects of macroeconomic performance, not only long-run growth but also economic fluctuations, structural adjustment and the functioning of factor markets. Over the long run, the process of creative destruction accounts for over 50 per cent of productivity growth. At business cycle frequency, restructuring typically declines during recessions, and this adds a significant cost to downturns. Obstacles to the process of creative destruction can have severe short- and long-run macroeconomic consequences.” (Caballero 2008)

Redefining how we think of incentivizing our citizens and ways of going about saving for the future is a Creative Destruction necessity for ensuring proper governance of scarce natural resources and other limitations of our planet – so that we can pass it on to the next generation in a better condition. The answer is in the data, so a well-coordinated scientific data collection effort to identify and address flaws in our existing systems will be a solid step in the right direction. Much of the public sector is in a state of austerity, but needs data science to properly rank the impact of various expenditures in the budget to effectively reduce costs with minimal impact to the services provided. Current austerity implementations appear to negatively affect growth, as clearly seen in Greece.

2.4 Convergence towards trust and integrity

There is a growing concern and awareness in the population that a lot of personal data is being stored, that can be abused and limit our freedom. Data can be analyzed and cause rejection for health insurance, and the analysis of activities in social networks can be applied to produce an unfavorable outcome. Ever since June 2013 when Edward Snowden leaked classified information from the National Security Agency (NSA) to the mainstream media, the general public has started to understand that information stored in the cloud isn't private. In Europe, a law was passed which required every website to provide information about their use of cookies. Anyone not financially independent, with aims of being attractive in the work market, has to be cautious about what information they post and what others posts about them – as apparently, anything can and will be used against you at some point in the future.

“Business as usual” has brought us to an almost inescapable system where the lowest common denominator is profit. While revolutions haven't historically been an uncommon phenomena, it is uncertain this time around if a public uprising in a fairly complex system will have any measurable impact on the standard of living. While technology and productivity gains give a theoretical capacity for a much improved standard of living, the inherent desire to maximize profits and a weakened divide

between private and public interests has reduced much of the stability and predictability that once existed.

As a critical mass will come to realize what works and what doesn't work, there will eventually emerge a group of committed individuals with a deep understanding of the many pitfalls which emerge in a new and improved system – then an organization will take form which through strong focus on integrity can earn the trust necessary to spring out as a viable option with the flexibility and momentum to become the trusted backbone for an initiative that once again might unite the people. This will produce an organization, of the people, for the people, through which transparency and education will facilitate a convergence towards trust and integrity at all levels of the organization.

2.5 Network Effects: Integrity Management

Facebook and Amazon are great examples of companies that have successfully managed to capture the value of Network Externalities. Norway had a few successful social networks that quickly were rendered worthless when Facebook entered the market. The value of those networks dropped dramatically when Facebook became the preferred choice hosting both your national and international friends. As users used Facebook to invite friends to events, not joining the network would limit social interactions and eventually converge towards social exclusion. Messenger also served as a free alternative to text messaging with additional features of sharing photos privately and the use of emoticons, further locking in users. Ads were almost non-existent before the IPO and remained non-intrusive after going public, which kept Wall Street happy with regards to revenue growth and future potential. Amazon keeps adding services to their platform, like streaming of music and movies, electronic books for their proprietary Kindle devices, free shipping for Prime users, etc. with the convenience of already being a trusted company for processing payments. Ever since I completed my master thesis “Networked business models and strategies for modern e-commerce: Case study of a generic business concept” (Føleide et al. 2008) in my Innovation and Entrepreneurship degree, it was clear to me that network effects would replace patents as the competitive protection of our millennium.

2.6 Network effects as a competitive advantage

Our current economic structure appears to target our pension funds, as the only longterm funds in our globalized economy – which more than anything resembles a race to the bottom. Our retirement savings are by law required to invest with a diversified, low-risk mandate. This approach give little freedom to build a portfolio of companies that take the triple bottom line (people, planet & profit) seriously, thus indirectly favoring corporations that emphasize short term profit maximizing with no respect for people & planet. Meanwhile the good guys go bankrupt. This negative network effect is

reinforced by pension funds that are struggling to maintain fund growth in response to greater liabilities of an aging population, furthering the vicious spiral.

The US has a work-market characterized with more dimensions than Norway, as anyone can start a non-profit and collect tax-deductible donations. In Norway there is a cap on tax deductions at \$2k, limited to a short list of established non-profits. Many are drawn to the idealism of non-profits in the US, and are happy with everything from job assignments to co-workers, with the exception of the salary. This leads to a dilemma, with an internal soul searching of what matters most: nice co-workers or the higher salary in the for-profit sector. Social Entrepreneurship structured as non-profits with earned income, has a long-term competitive advantage to for-profits as employees become more conscious about societal and environmental concerns. In particular Social Ventures offering a redefined pension fund to their employees can make the case of a higher return on invested time, all factors considered, thus achieving a competition advantage. This redefined pension fund will obtain economics of scale as more social entrepreneurs choose to join, contributing to the network effects, and further strengthening the competitive advantage.

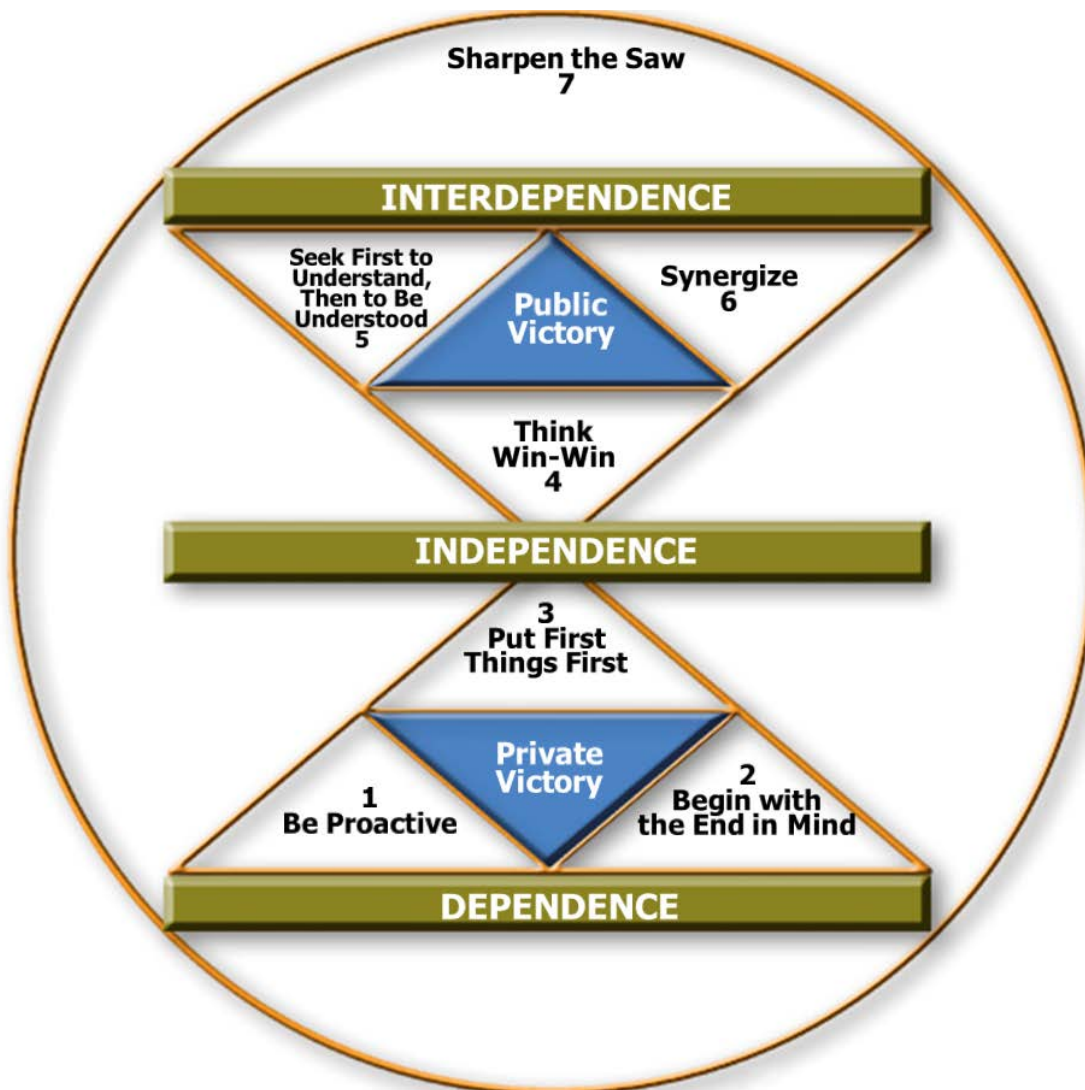
2.7 Network effects as a function of Integrity Management

As we go through life we are faced with many decisions. The transition to being an adult is characterized by our ability to take responsibility for our own actions. For instance, a sexual intercourse can for instance lead to pregnancy, regardless of how many levels of protection are applied and how one might agree on abortion upon failure of other prevention methods. Once hormones kick in, actually going through with the abortion can prove challenging. So the right thing to do for the unborn child is to reserve such intercourse for a partner with whom one foresees decades of happiness together, providing conditions for a beneficial childhood in accordance with the Golden Rule: “Do to others what you would want them to do to you” (Luke 6:31). Integrity has become increasingly challenging, as pressure on youth to escape the pool of virgins keeps intensifying. “Right is right even if no one is doing it; wrong is wrong even if everyone is doing it” are the words of Augustine of Hippo (b. 354 AD), which remains as true today as it was back then. Our actions and our ability to withstand negative influences determines the development of our definitions of right and wrong, and becomes part of our character. Some find themselves doing the right thing for the right reasons, with the result still being wrong. Like non-profits that are more or less corrupt, kept alive by donors who keep giving at the yearly gala without asking critical questions, and those who give money to homeless drug addicts instead of giving them food, shelter, love and attention. Overwhelmed by all the need and suffering out there or due to an underdeveloped capacity for empathy, many end up in the category of doing the right thing for the wrong reasons – like doing charity work to polish a CV.

As illustrated below, Stephen Covey describes in his book “The 7 Habits of Highly Effective People” (Covey 1989) that every path starts with dependence. This is the phase of private victory, which will lead to independence. As beings with free will, we can

choose to remain there or move on to the next phase of public victory. If done properly, a state of interdependence will emerge with the synergies that come from interpersonal relationships. Going through these 7 steps can be thought of as building a pyramid. The bigger the foundation, the more effort is put into each step, the longer time is spent on each step, the greater the probability for public victory with a stronger ability for self-realization. These habits are there as a reminder that you're in charge (1), that it is good to have a plan (2), that the correct order is work first, then play (3), that everyone can win (4), it is wise to listen before you talk (5), together is better (6) and that balance feels best (7). Upon mastering these habits, one has a good foundation to succeed as an entrepreneur with an innate ability to find latent opportunities in the market without needing external stimuli.

Figure 2.2: The 7 Habits Paradigm



According to Schumpeter, the entrepreneurial motivation can be observed in 3 ways: The dream of establishing a "private kingdom", the desire to realize oneself and the joy

of creation to channel one's own ingenuity and creative energies (Schumpeter 1978). A brief overview of history shows that innovations of recent times are more sustainable than what one "could get away with" in the past. The heightened societal consciousness has a positive domino effect, in the sense that societal trends become a driving factor of what types of products, services and business models gain market traction. Schumpeter describes 3 characteristics that an entrepreneur needs to possess in order to succeed: An entrepreneur must use their intuition and develop the ability to envision the results of one's own efforts before embarking on the challenge, free up energy, space and time as well as mental freedom from daily demands and have the strength necessary to overcome any resistance of juridical, political, geographical, cultural, economic and social origin (ibid). Social Entrepreneurs are motivated by the desire to be a force of positive change, with a strong sense of integrity – keen on doing the right thing. The challenge is to channel all this energy through constructive channels, learning the many pitfalls of building a successful organization. These individuals have in a proactive way accumulated experiences that help strengthen their sense of self-efficacy (Føleide 2013). Many have found themselves at critical cross points through life, faced with important decisions of choosing between safety and certainty, or maintaining the course of integrity with personal reminders like "good things come to those who wait" and "patience is a virtue".

Integrity Management is best achieved if incentives are tied up to a long-term goal, like a retirement celebration anywhere in the world at age 67 with fireworks at the exact birth time for members of a redefined pension savings program. Currently, the pension system in Norway is designed for citizens to earn a decent retirement through more than 40 years of employment. We know that the marginal value of money with respect to happiness is limited (Diener et al. 2004), and brain research on longevity shows that maintaining an active lifestyle is important also after retirement (Diamond 2001). Even though I've been passionate about entrepreneurship for now 20 years and with every opportunity to go solo as a pioneer web developer in the 90s, it is my ability to manage the integrity of the decisions I make which has allowed me to avoid the path of least resistance. I have for instance realized that growing globally with all of the cultural differences in the various markets would be a tremendous challenge without venture capital. The alternative is to build relationships internationally, which I have now done for more than a decade. More importantly, I've come to understand the dark side of money while realizing that there are many others out there who care about the cause. They would happily collaborate under the umbrella of an Impact Management University with the purpose of uniting Social Entrepreneurs and Social Ventures to restore order under the threats of climate change and water scarcity. The eternal focus of a time banking pension fund might represent a big enough vision to unleash unprecedented network effects, such as saving for our retirement in beneficial technologies and systems instead of gigantic conglomerates utilizing outdated technologies.

3. Methods

3.1 Sample selection and data collection

It was the year of 2015 when I wrote a master thesis on how information technologies have come so far that we can construct a pension fund built purely on time (The Carma Fund), tracking positive externalities from each and everyone of us throughout a rich life until age 67. Empowered by this mighty idea I set course for Trondheim to find the right environment to start implementing the necessary pieces to realize this idea within 20 years. I found this applied course “Project Entrepreneurship” to be the perfect springboard to jump-start my master thesis with some preliminary data collection to validate my suspicion of Trondheim being the right city to get started. The Best Nordic City for Studying (BNC) quickly became an initiative I wanted to dive deeper into, with Jaya Thomlison as my contact person. She is the most entrepreneurially active person at Trondheim Municipality, who could put me in contact with others of interest. Her first introduction was Anne Reinton at Trondheim Municipality, since her responsibility within the BNC coalition was Campus- and City Development – and I had a particular interest in exploring the future of Dragvoll. The interview caused me to change course, and rather focus on student volunteering. I would reach out to Maiken Vasset Størkersen leader of The Welfare Council to arrange for a meeting, which resulted in an interview with second in charge Kathrine Nilsberg since she was more involved on the topic of student volunteering. I also interviewed Magnus Bjerke who currently holds the part-time position responsible for BNC on behalf of The Welfare Council. I’ve talked to Hans Petter Kleppan who wrote most of the case documents for The Welfare Council while serving as second in charge last year, and I’ve presented first draft of this paper to the ICT (Information, Communication and Technology) group at Sintef. NTNU and Sintef are both partners in the EU funded project SOCRATIC, a Social Creative Intelligence Platform for achieving the Sustainable Development Goals (SDGs). The research group has a particular focus on social inclusion and user empowerment. I was invited to present the new student organization Water.Gift NTNU at a seminar about Social Innovation hosted by SOCRATIC. Additionally I attended an event put on by Mid-Norway Chamber of Commerce and Industry (NiT) titled: “How to build attractive student housing?”. There I met marketing and property manager Wenche Nyeng at SiT Housing, who introduced me to student housing welfare officer Ronny Geiger to discuss social inclusion. At the event I also met Johannes Smidt, an architect at Agraff AS who could tell me that they investigate social inclusion in what they call the Agraff Lab – so we agreed to meet to discuss this topic further, and also talk about a concept from Dragvoll which I call “Smart University”. *Research-based Innovation Methodologies in Computer and Information Science* is another class I’ve been doing this spring, with a particular focus on what can be done to improve social inclusion among university students. The same day we presented our finding to the class Interaction Designer, Erica Löfström was there to present a new research methodology she calls “Provotyping” (Provokative Prototyping). I’ve invited her to do a “provotyping experiment” after a suggestion by Administrative Director of SiT Knut Solberg to investigate Teknobyen, where 116 students share one kitchen. Our particular area of study was how social eating could improve social

inclusion. Continued efforts towards my master thesis might result in this “provotyping experiment” manifesting itself as Smart Student Housing projects, with Johannes Smidt as the architect.

To examine the enthusiasm for an Impact Management bootcamp I attended an event by a Mid-Norway Chamber of Commerce and Industry (NiT) group called *Young Arena*. A group of young members mostly represented by recent graduates. Ingrid Moen has for the past year held the title as event coordinator, responsible for 160 yearly events with more than 10.000 participants. She has also had the administrative responsibility for Young Arena, a network for younger members with an interest in social and business related topics in Trondheim. Lars Langø will adopt this role moving forward. During the monthly event First Thursday I got to talk with both of them and others, which made me conclude that there is both an interest in the upcoming 2017 Impact Management bootcamp and a willingness to participate in planning and execution.

Julien S. Bourrelle and Vytautas Hermansen have already expressed an interest in coming onboard as speakers and event planners for the 2017 Impact Management bootcamp. Julien has been at NTNU Board of Directors, NTNU doctoral candidate organization and is the author of “The Social Guidebook to Norway”. Julien has extensive public speaking experience and would fit well for a talk on cultural barriers. Vytautas is a master student at NTNU School of Entrepreneurship with an interest in the psychology behind entrepreneurial team compositions and the path to success. Both Vytautas and I know Eric Edmeades who came to Trondheim for Entrepreneur Exhibition 2015, whom is a possible speaker. Director of Sustainability at NTNU, Annik Magerholm Fet could give us an introduction to the Sustainable Development Goals. And president of International Student Festival in Trondheim (ISFiT) Kristine Bjartnes, whom I met while presenting Water.Gift at a social innovation seminar, could give us an introduction to their upcoming theme: Discrimination.

3.2 Selection of theories and methods

The goal as defined in “Qualitative Researching” (Mason 1996) for a qualitative study, is to provide convincing arguments. In order to strengthen the arguments, a case study approach was chosen to highlight the contrasts between flaws in the existing system and the potential in a well-organized system focusing on lifelong learning. This has set the premise for choosing theories and methods, based on an assumption of fruitfulness and relevance to the two research questions. A qualitative approach was decided upon due to the emerging nature of impact entrepreneurship, as there is not sufficient data available to justify a sole quantitative approach. While comparing impact entrepreneurship with more established organizational forms of managing resources, qualitative research might be used to quantify both positive and negative externalities on the triple bottom line (people, planet & profit). While impact entrepreneurship with a triple bottom line form the basis for this study, the particular focus is still on how the introduction of an Impact Management bootcamp can bring about synergies and collaboration with an emphasis on personal development and safety through personal relationships. This allows the Impact Management University to emerge as a well-

organized initiative where we look out for each other, allowing members to get the same sense of security as citizens in Norway have had so far.

For 23 years I've been passionate about self-development and as I'm finishing my 17th year in higher education, there should be no question about my obsession for lifelong learning. Having experienced various cultures and educational systems up close both in Norway and abroad, it becomes natural for me to do comparative research by default. My long-standing passion for topics that would be covered in the Impact Management University, combined with numerous articles and action research projects I've produced in the past, brings about a natural insight into the challenges at NTNU and how this program can be the 6th element which unites the great talent here in Trondheim towards a strong position in the field of sustainability.

The case study methodology therefore empirically includes as much all the experiences I've accumulated since my arrival in Trondheim August 2015, as the interviews I've conducted amongst those related to the initiative Best Nordic City for Studying. One example is a presentation at a Lightning Talks event by the leader of the computer science student association, who stressed the importance of taking care of yourself. Her talk: "Treat. Yo. Self." resonated strongly with experiences I've had myself taking on demanding leadership roles while studying, further confirming the need for a bootcamp which specifically teaches students to manage stress and strike a delicate balance between many external demands. As I plan to adopt the action research methodology for my master thesis, the case study methodology became the natural choice as a preparatory investigation.

Still, the case study methodology has some limitations. The focus on particularities makes it unsuitable for scientific generalizations (Hamel et.al. 1993; Yin 2003). Although it contains elements of the general, there aren't enough to reach inductive conclusions, nor has that been the intention. The concern has merely been the viability of the singular case and causal relationship with the general surroundings. As with any type of qualitative technique, the case study methodology is subject to interpretation and bias. Sarantakos (2005) points out that this may weaken the objectivity, validity and reliability of findings and consequently the conclusions. However, this has not been forced upon the study *a priori*. To a large extent, margins of subjective error can be delimited with scientific rigor, openness (peer review) and triangulation. Triangulation techniques will be applied in future research projects. All references come from reliable sources and are open to peer review. Any cognitive dissonance experienced while reading this study may be interpreted as a sign of healthy skepticism, and as a supporter of the scientific method, challenges to this work and feedback on weaknesses yet uncovered will be much appreciated.

4. Case: Impact Management University (IMU)

4.1 Impact Entrepreneurship Concept – IMU

The general idea is to build on the Singularity University movement and create an Impact Management bootcamp which will form the basis for who gets to attend the Singularity University bootcamp in Denmark. Having this external carrot will be critical for bringing to life that intrinsic motivation, as we take our participants on an inner journey in preparation for leveraging exponential technologies. Such an event is thought to bring awareness and interest in the topic of Impact Entrepreneurship and inspire students to actively get involved in solving Global Grand Challenges.

4.2 Beneficial Intelligence: Impact Management

In my paper “The role of Information Technologies in improving Universal Access to Clean Water” (Føleide 2015) I describe how the current and developing Water Crisis has its roots in poor governance. Innovation Management for improving access to clean water therefore relates to the improvement of governance. Integrity is defined as “doing the right thing, even when nobody is watching”. It means that the most effective form of governance is when conditions are put in place for encouraging and rewarding integrity. The Carma Fund, at the core, is designed as an Integrity Management system through development of Beneficial Intelligence. Beneficial Intelligence (BI) is a term I coined (in a recent application for a PhD in Leadership at BI Business School) which is measured by Beneficial Quotient (BQ). BQ is determined by what mix of IQ, EQ and SQ the individual possesses with the general idea that one isn’t stronger than one’s weakest link. IQ is the traditional measure for intellectual processing of logic and abstract thinking. EQ (Emotional Quotient) is the measure for emotional intelligence, the ability to understand emotions of others (empathy) and one’s own emotions, combined with the ability of using this insight to influence others. SQ (Spiritual Quotient) is a measure for personal integrity, and the ability to apply high IQ or high EQ for a better society – not just personal gains. Someone who believes in reincarnation (either consciously or subconsciously) is more likely to care for personal relationships at a deeper level, with the understanding that there is a mutually beneficial relationship in many interactions from past lives, the native state of existence in-between lives and future incarnations. Likewise, there is a greater appreciation for our planet for the function it has served in past lives and its preservation for future incarnations. Those who do not explicitly believe in reincarnation, existence before life and continued existence after death often choose to call themselves humanitarians to feel good about themselves. Traditions, culture and existing relationships of trust are preserved with an acknowledgement of the underlying societal value. Then there are those who optimize within what they believe, so in the absence of believing that there is anything before life and after death,

life itself becomes meaningless (nihilism). With the understanding that we all will die, an obsession about immortality might develop, and most are materialistic in search for something that gives life meaning and purpose. The accumulation of wealth beyond what can be personally consumed gives little meaning without kids to carry on the family name, who can inherit the legacy that remains. Those without faith are less inclined to have a positive outlook on the future, and can easily panic in an economic downturn as they see a bigger percentage of their wealth crumble. Without faith in forces and intelligence beyond that of what is purely of material nature, there is also zero respect for Karma which means that no effort is made to analyze the consequences of one's own actions. Rather they operate with an understanding that the game operates solely on a survival of the fittest basis, further fueling the inner need for accumulating wealth. Extreme cases might be characterized as narcissistic psychopaths with Asperger's syndrome for those who come close enough to experience how far they are willing to go. These individuals have often obtained respectable titles in the society, as doctors, lawyers, researchers, psychologists, etc. which are generally skeptical and conservative.

Social Entrepreneurs often have a keen interest in self-development with a high degree of self-efficacy (Føleide 2013) and a wide array of experiences. They normally fit well with the characteristics of the top layer of Maslow's Pyramid of Needs (Maslow 1943): morality, creativity, spontaneity, problem solving, lack of prejudice and acceptance of facts. It is therefore natural to assume that Impact Entrepreneurs would be interested in getting together with other Impact Entrepreneurs to improve their Beneficial Intelligence. Impact Management University (IMU) seeks to facilitate these connections and improve individual Integrity Management with the comfort and security that IMU can bring to this growing profession. Alumni of Impact Management bootcamp will be given access to an initiative called Impact Management University (IMU) with curriculums specifically designed to find inner peace for doing "the right thing" in an open and collaborative manner characterized by a win-win-win understanding. A personal win, a win for the counterparty and a win for the society.

5. Analysis

5.1 IMU's market fit

Singularity University has been a major phenomenon for the longest time with its focus on exponential technologies, having just recently gained awareness in Norway with Anita Schjøll Brede as the first Norwegian alumni. Anita was the first person to organize Global Impact Competition Norway, where 5 finalists were invited to attend a Singularity University bootcamp in Denmark. In Denmark, their Global Impact Competition has become insanely popular – attracting finalists from Finland, Sweden and Norway. All talks are being live streamed, when 70 impact entrepreneurs get together for an update on exponential technologies. While passionate about the impact of exponential technologies, we would start every morning with meditation and one event even featured an ethical debate.

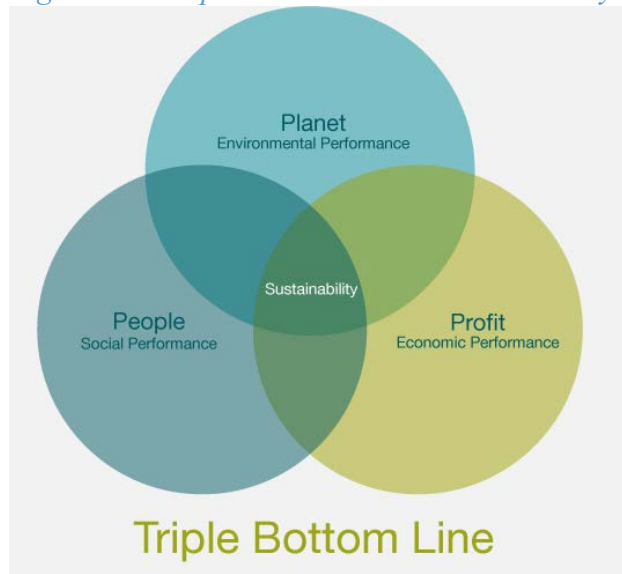
Impact Management University would have a more down to earth approach, focusing on the importance of governance and trust. Time management, stress management, emotional awareness and talk about what entrepreneurial integrity actually entails – would be part of such a bootcamp in Trondheim. Having been in Trondheim since august, there is no doubt in my mind that many students come here

with the goal in mind to make a positive contribution to society. For more than 100 years NTNU has provided a solid foundation for students to grow and evolve through a series of extra-curricular activities. Impact Entrepreneurship puts Sustainability at the core, as illustrated in figure 5.1, in search for the balance of forces that benefit everyone. Sustainability is one of NTNU's 4 focus areas. The United Nations talks about 17 Sustainable Development Goals. They've now upgraded the Triple Bottom Line (3 P's)

to a Quintuple Bottom Line: People, Planet, Prosperity, Peace and Partnership (5 P's). Striking a delicate balance between 3 dimensions without falling through the cracks was hard enough, so finding a balance between 5 dimensions might seem daunting and nearly impossible.

Anyone who has ever taken upon themselves a leadership role knows how demanding that can be, and my interviews confirm the need for an Impact Management bootcamp and a better system for mentoring. The market is also big, now that NTNU has become the biggest university in Norway with long traditions in student volunteering.

Figure 5.1: Triple Bottom Line – Sustainability



5.2 Critical strategic considerations for a successful adoption

During Lightning Talks put on by the student associations Abakus (Computer Science) and Online (Informatics), the leader of Abakus Kristine Steine entered the stage to share her talk: “Treat. Yo. Self”. She stressed the importance of taking care of yourself while trying to deliver in all other areas, and how many are not doing a good job at that. She would be a great person to bring onboard to front this initiative, but sadly her time in Trondheim is over as she will focus on building a career with her first job this fall.

Strong anchoring in our Student Parliament, The Welfare Council, Triple Helix and Online is a good start, and a doable one – as I’m a member of all these associations. They’re a good place to start while reaching out to other groups on campus and making sure that BNC comes onboard. Another unique opportunity is to build on the Singularity University movement which is growing in Norway, with Anita Schjøll Brede as the first alumni having brought 5 finalists to Denmark for a wonderful Singularity University bootcamp. In order to become a finalist in Denmark, participants had to grade each other at the end of each day, feeding into a pool of data the jury would crunch to select the top 5. Instead of picking 5 finalists based on applications, we can do our own Impact University bootcamp with a focus on the 11 Global Grand Challenges which Singularity University operates with. We can then select who gets to attend the Singularity University bootcamp in Denmark, and for the finals back in Norway for the opportunity to make a presentation for head of Innovation Norway Anita Krohn Traaseth.

5.3 Concluding remarks and further research

Norwegian University of Science and Technology (NTNU) has until 2023 decided to focus on 4 strategic areas: Energy, Health, Oceans and Sustainability. My master Entrepreneurship, Innovation and Society is listed as relevant to sustainable development, while there still seems to be a lag on relevant jobs in the field of sustainable development. The work market is not what it used to be with a dramatically reduced oil price,

Figure 5.2: Strategic Research Areas



which serves as a wakeup call for many students to the realization that our future has to be sustainable. Considering that one out of four focus areas for NTNU pertains to sustainability and that NTNU is the only university in Norway with its own Deputy Rector for Innovation, it is a likely scenario that NTNU will support this new student organization Impact Management University. IMU seeks to put on the event Impact Management bootcamp 2017 encouraging students in Trondheim to remain post graduation to channel their passion towards Impact Entrepreneurship, with a particular

focus on developing solutions to the 17 Sustainable Development Goals. Preliminary findings show that there is an interest and a willingness to participate in putting on a successful bootcamp, so that the event has the necessary anchoring to experience the growth Singularity University have enjoyed since 2008. Unlike Singularity University, which features specialized speakers on the topic of exponential technologies in a 10-weeks acceleration program, Impact Management University has a greater potential for exponential growth as a student organization. While Singularity University require alumni to set up Global Impact Competitions in their home country, IMU just require students who wish to do a bootcamp at their own university.

Impact Management University will have a particular focus on the Best Nordic City for Studying initiative, to ensure that the goals of all 17 partners are served – with the necessary long-term vision and ability to execute, so that initiated projects for developing solutions to the 17 Sustainable Development Goals will retain passionate students in Trondheim. If the Impact Management bootcamp is a success, then I expect events like Impact Weekend Trondheim (hackathon) to emerge and our very own Impact Hub Trondheim (co-working space).

In my master thesis I'll do further research on how to retain students in Trondheim in the field of Impact Entrepreneurship, and investigate further into what strategic positioning will make the Impact Management bootcamp successful. For my master thesis I've chosen the action research methodology, which takes a step further in actually inviting others to join as event planners, secure venues, invite speakers and make plans for a thriving alumni community.

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