RIO+B
IMPACT & LEGACY
EXECUTIVE SUMMARY

This report is born out of the experience of Rio+B, and its objective is to inspire the Cities Can B movement to keep on expanding globally. It is a result of a research sponsored by IDRC (International Development Research Centre), in partnership with FDC (Fundação Dom Cabral) and Academia B.

The guiding question of this report is: What is the legacy of Rio+B? Rio+B was set up in 2015 to convince companies to evaluate and improve their social and environmental performance and thus contribute to a more sustainable Rio de Janeiro. Only three years later a total of 119 companies did the B-Corp Quick Impact Assessment, 43 companies participated in workshops aiming to provide insights so they could improve their performance, and 27 companies did a re-assessment of their performance at the end of the process. The whole initiative used pro-bono work worth U$ 500.000,00 and generated free media worth U$ 285.000,00. However, judging Rio+B only on these impacts would be short-sighted, as the experience has motivated other cities to engage with Sistema B, bringing sustainable development to cities around the world.

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INTRODUCTION

B Corps – or Benefit Corporations – are companies which use the power of business to solve social and environmental problems.¹ One of the central characteristics is to put the social mission into the statutes and documents of incorporation, which anchors sustainability into the DNA and legal requirements of the company. Individual and certified B Corps meet the highest standards of social and environmental performance, public transparency, and legal accountability. The driving force behind this movement is B Lab, a non-profit organization, which was founded in 2006. As of January 2018 there are 2.427 B-Corps active in more than 50 countries.

The idea of B-Corps was brought to Latin America in 2012 by Juan Pablo Larenas, Gonzalo Muñoz, María Emilia Correa e Pedro Tarak and runs by the name of Sistema B. In Brazil activities started, out of the efforts of Marcel Fukayama, in 2013 and one of the major milestones was the certification of Natura as B-Corp.

The city of Rio de Janeiro is a landmark site for the global sustainability movement. It hosted the Earth Summit 1992 (The United Nations Conference on Environment and Development). Another important achievement was the Climate Change Convention, which later led to the Kyoto Protocol and most recently to the Paris Agreement. Also Agenda 21 a non-binding action plan of the United Nations with regard to sustainable development has its roots in Rio.

In 2012, Rio took stock on the achievements along the last 20 years, hosting Rio+20 (United Nations Conference on Sustainable Development) and publishing “The Future We Want” – reaffirming the United Nation´s commitment towards more sustainable forms of development. At Rio+20 a special emphasis was given to the role of cities and their impact on

sustainable development. In this context, Rio is part of movements such as C40\(^2\) – a leading global network of cities committed to address climate change – as well as 100 Resilient Cities – a group of cities working to become more resilient to the physical, social and economic challenges of the 21\(^{st}\) century.

“Our struggle for global sustainability will be won or lost in Cities”
Ban Ki-moon, Secretary-General of the United Nations in 2012

Beyond the global sustainability discussions, Rio de Janeiro stood in the international limelight due to the 2014 FIFA World Cup in Brazil where some of the most prominent matches were played at the famous Maracanã Stadium. Another mega-event were the 2016 Summer Olympics hosted by the city.

Members of Sistema B in Rio de Janeiro, in particular Luísa Santiago, Luciana Nery, Gabriela Valente, Florencia Estrade, Alda Marina Campos, and Tomás de Lara wanted to use these mega-events, especially the Olympics as a leverage to foster sustainable development of the city. Inspired by B Lab’s Best for NYC, Sistema B proposed a project called Rio+B to the city’s resilience unit. As Tomás de Lara explained in an interview: “It is a project trying to engage the private sector of Rio de Janeiro to self-evaluate its social and environmental impact. Via the program’s evaluation, leaders from the private sector will commit to doing better business to improve the well-being of citizens and the environment and, hence, contribute to a positive legacy of the Olympics.”\(^3\)

The objective of this report is to evaluate the impact and legacy of Rio+B during the years of 2016 and 2017, and formulate recommendations for other cities, which might want to replicate the initiative. The argument starts with the presentation of the Impact & Legacy Model, which will in a second step be

\(^2\)See [www.c40.org](http://www.c40.org) and [www.100resilientcities.org](http://www.100resilientcities.org) (both accessed 12.01.2018).
\(^3\)Taken from [http://sistemab.org/an-interview-with-tomas-de-lara-rio-de-janeiro-has-major-challenges-on-all-dimensions/](http://sistemab.org/an-interview-with-tomas-de-lara-rio-de-janeiro-has-major-challenges-on-all-dimensions/) (accessed 30.10.2017).
used to present the Rio+B initiative and its immediate outcomes as well as its long-term legacy. In the final summary we present the most important learnings from Rio+B, so that other initiatives in other cities around the world can build on its experience. Cities CAN B such as Santiago+B and Mendoza +B are still in progress, continuing the objective of being relevant to its territories and citizens, hence, those learnings will integrate further future studies.
THE IMPACT & LEGACY MODEL

The following Impact & Legacy Model has been constructed based on the groundbreaking work of the W.K. Kellogg Foundation. In the late 1990s and beginning of 2000s the Kellogg Foundation developed a logic model following it’s mission to “help people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations”. The logic model helps to picture how an organization does its work and brings the underlying assumptions about the intended change process to the fore. The developed model analyses planned work in terms of inputs and activities and its relation to intended results. It provides a road map by describing the sequence of events, which need to occur to transform objectives into reality.

While the logic model links intended outcomes to inputs, it does not reflect on the general purpose of the organization. Therefore, we complemented the logic model with the work of Simon Sinek, who tells us that employees, clients and other important stakeholder are not motivated and engaged by what and organization is doing, but why an organization does what it does. Only where there is a clear vision, there can grow a legacy.

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5 Ibid, p. III.
Table 1: Components of the Impact & Legacy Model and their key questions

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**Vision**

“Why does your organization exist, and why should anyone care?”

Simon Sinek

The word vision has various meanings. You might start with the ability to perceive with your eyes, going on to the meaning of a very beautiful object or person, having a dream or supernatural revelation and getting to the psychological meaning of foresight. More than 37 million people assisted Simon Sinek’s TED talk on “How great leaders inspire action”. His message: Key to inspire others is a vision, which others share and consider their own. One of his examples is Martin Luther King, who had the vision that all humans are made equal and that we want to live in a society in which race was not influencing on how people are treated and how they are supposed to live their lives. In fact, it was not so much Martin Luther King’s vision, he just articulated a vision, which many people hold true, including white Americans.
Or as Mahatma Gandhi said: “It’s not the man that makes the vision; it is the vision that makes the man”.

Muhammad Yunus founded the Grameen bank in Bangladesh in 1976, introducing micro-credits to mostly female entrepreneurs. By doing this he helped more than two million people out of poverty and was awarded the peace Nobel prize in 2006. All this was in line with his (and others) vision of the “total eradication of poverty from the world”.

These examples demonstrate that a vision is a driving force for change, making the world more just, improving the lives of others. It provides a moral compass on what matters most and how decisions should be taken towards this goal, especially useful in complex environments and change processes. Being a compass it points to an ideal state of being, which in most cases cannot be achieved 100% in our lifetime – therefore it points to utopia.

The utopian nature of the vision can be seen in the “I have a dream” speech given by Martin Luther King in Washington D.C. on the 28th of August 1963. The dream clearly points to something, which at the time (and unfortunately still today) seems to be utopian.

“Where there is no vision the people perish”
Proverbs 29:18

**Objectives**

*If you don’t know where you’re going, how are you gonna’ know when you get there?*
Yogi Berra

Objectives describe the problems your project is attempting to solve or the future state of affairs we want to achieve. Once you have a vision, you can formulate objectives, specific statements of what you set out to accomplish.
Usually, the vision is broken down in strategic objectives, which are then implemented by a series of projects.

Objectives describe the concrete changes you aim to achieve by your projects. In order to have more strategic clarity, it is recommended to focus on 3-5 objectives, which will orient your long-term strategy (1-6 years from now).

**Resources & Inputs**
Which resources and inputs do you need in order to obtain your objectives? How much money, staff, partners, volunteers, time, etc. do you have at your disposal? Which are facilities you need to run your project? Without adequate resources, it will be difficult to achieve your goals.

**Activities**
Activities answer the question: How does the project make use of the resources and inputs? It comprises of processes, tools, events, technology, and services, which are necessary to implement the project. Important key questions, which need to be answered are:

- Which are the beneficiaries of our activities and which other stakeholders are impacted?
- What mix of activities have the best chance of reaching your objectives effectively?
- When is the best moment of achieving your objectives?
- Where should your activities take place?
- How to control budgets?
- How will activities be evaluated in terms of effectiveness and efficiency?

**Outputs (> 1 year)**
Outputs evaluate the **immediate results** (> 1 year) of your activities. They are usually described as the scope or size of services and products delivered. This might be the number of people trained, hours of training received,
number of tools produced, number of partners adhering to your project, amount of funding raised, etc.

**Outcomes (1-6 years)**
Outcomes are specific changes in the beneficiary’s behaviour, attitudes, knowledge, skills, status and level of functioning. In this regard you might want to differentiate between short term (1-3 years) and longer-term outcomes (4-6 years). Outcomes refer to the resources and inputs you have defined earlier.

**Impact (> 7 years)**
Impact represents the intended (and unintended) change occurring in organizations, communities and systems as a result of your initiative.

Impact relates to the objectives you set out at the beginning of the change process.

**Legacy**
The legacy connects to the vision of the project. One might differentiate four types of legacy: Material, natural, cultural and spiritual legacy.

**Material legacy** – Our traditional understanding of legacy is material, most commonly encountered in it’s legal form: an amount of money or property left to someone in a will. Within a family kids inherit material legacy from their parents. This might include buildings, money, artwork, etc.

**Natural legacy** – A natural legacy is left, for example, when a country protects a piece of land as a natural park.

**Cultural legacy** – The cultural legacy includes Einstein’s theory of relativity, Kant’s categorical imperative, Mozart’s music, so all abstract and more conceptual knowledge, which has been created and is passed down to future generations.

**Spiritual legacy** – Which values do you want to pass down to your children and grandchildren? Which values would you defend despite immense sacrifices? To come back to the examples used before,
Martin Luther King suffered in prison, survived a knife-attack and was discriminated against. But his belief in the equality of man was stronger than all the sacrifices he needed to endure.

Understanding the Impact & Legacy Model helps us now to evaluate Rio+B’s Impact and Legacy in the next section.
RIO+B IMPACT & LEGACY

Rio+B was born in May 2015 at a meeting discussing Rio de Janeiro´s resilience strategy. After heavy rainfalls caused a natural disaster in Rio de Janeiro in 2010, the city set up the Operations Center (COR - Centro de Operações Rio) – a technological center designed by the city to help articulate support across city departments in regard to big events, disasters and crises in general. At the end of 2013 Rio de Janeiro was selected to be part of the project of 100 resilient cities supported by the Rockefeller Foundation, which developed the resilience diagnostics as well as Rio´s Resilience Strategy. From the beginning Rio+B was inserted in the resilience strategy of the city. In the following section, we´ll describe the Impact & Legacy model of Rio+B, which emerged from the interviews, documents and reports we analysed.

**Vision**

An important inspiration for Rio+B was Best for NYC, looking to identify the best companies for (not of) New York City. The project was presented in 2015 to the Rio Resilience Strategy group, which decided to replicate the initiative and so Rio+B was born.

“The purpose was to bring social and environmental consciousness to the companies, who would accept the invitation to evaluate their impacts.”

“Rio+B helps companies become aware of their socio-environmental impact on the Metropolitan Region of Rio de Janeiro.”

So the concrete vision was to contribute to the development of Rio de Janeiro, by enhancing the understanding of the corporate sector of their social and environmental impacts, assuming that a higher consciousness would motivate companies to improve their performance and thus contribute to a more

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sustainable city. On a more abstract level, the vision might be resumed by: cities play an important role in the global sustainable development agenda. Private enterprises play an important role in the life of cities, so engaging them in sustainable development initiatives will have a positive influence on the city. The vision should be accomplished by a self-assessment, a series of workshops as well as collaboration between the companies which empower companies to contribute more effectively to the development of their region.

**Objectives**

The original idea was that the City of Rio de Janeiro invites companies to analyse their social and environmental impact by using the metrics provided by Sistema B and thus have a basis to develop more sustainable business practices. The impact logic runs that more sustainable business practices improve the well-being of local citizens and the environment. The project was first presented on a workshop on “New Economies” promoted by Rio Resiliente on the 29th of August 2015. When the city officially launched their resilience strategy in May 2016, Rio+B was already mentioned as one of the strategic projects.

One strategic objective of Sistema B was gaining visibility and attracting more companies to consider a B-Corp certification in the future. Initially the aim of Rio+B was to measure the impact of 500 companies based in Rio de Janeiro, so that the city could use the data to improve the general business environment.

**Resources & Inputs**

Financially, Rio+B was enabled by the support of the BMW Foundation, which also brought other partners such as the Latin-American Development Bank (CAF – Banco de Desenvolvimento da América Latina) and the League of Intrapreneurs.

Sistema B provided its metrics and B-Corp Quick Impact Assessment, a platform which allowed companies to evaluate the following aspects: a)
governance, b) relations with employees, c) community relationships, e) environmental impacts as well as f) client relationships. The platform was enhanced by g) circularity indicators developed by the Ellen McArthur Foundation. The questionnaire in total had roughly 70 questions and took about 2 hours to respond for a senior executive.

Institutional support was provided by the city of Rio de Janeiro, the League of Intrapreneurs, pares, Ellen McArthur Foundation Brasil, nbs and Fundação Dom Cabral. Business associations such as Sebrae, cebds, Rio Negócios, ACRio, and goma as well as engagement partners such as phi, Pacto do Rio, Rio Eu Amo Eu Cuido, Casa Fluminense, CIEDS and GIFE lend support to the project. In-kind support was given by Catalejos, caos communication & design as well as pedro segreto.

Activities
The Rio+B team disseminated and discussed their project at more than 50 events, before opening the B-Corp Quick Impact Assessment in order to motivate companies to participate. Particular events were done at the Museu de Amanhã (the Museum of Tomorrow) with 90 CEOs, an event with Peace Nobel Prize Winner Muhammad Yunus, as well as press events with global brands such as Coca-Cola and L’Oreal.

The following activities were executed in order to assist companies:

1. **B-Corp Quick Impact Assessment** – Companies respond to the online questionnaire provided by Sistema B and the Ellen McArthur Foundation and automatically are provided with a global benchmark analysis.

2. **Rio+B Laboratory** – a group of selected companies participated in five workshops, which aimed to develop more sustainable business practices.
3. **Re-evaluation** – the group of companies, which participated in the Rio+B Laboratory, re-evaluate their impact assessment to see if they have improved their performance.

**Outputs (<1 year)**

Outputs describe the immediate results of the mobilized resources and realized activities of Rio+B. Here are some numbers describing the outputs produced by Rio+B:

- A total of **119 companies did the B-Corp Quick Impact Assessment**;
- Topics such as *hazardous waste, audited financial statements and recycling* showed significantly lower results compared to international benchmarks and thus appeared as priorities on which to enhance performance.
- Topics such as number of Paid Days Off, Workers of Underemployed Groups and paid primary caregiver leave for salary work showed significant higher results compared to international benchmarks. One hypothesis justifying these results are Brazil’s worker-friendly labour laws. In any case, these results might be used to communicate in which aspects the companies in Rio de Janeiro have leading practices.
- **43 companies participated in the workshops** in the beginning, 33 stayed until the end;
- **27 companies re-evaluated their performance** with the B-Corp Quick Impact Assessment. Some of them gained a more critical view of their own assessment and thus noted lower results at the second evaluation. Other companies could demonstrate improvements. In total 19 companies improved their scores, 4 companies maintained their scores and 7 companies recognized lower scores.
- **Two participating company** – ASAP and PARES – was accredited B-Corp status in 2017 and 2018 respectively.

- **Free media worth U$ 285.000,00** reporting about Rio+B.

- **Pro-bono work worth U$ 500.000,00**.

- The following cases present some anecdotal evidence that companies significantly advanced their social and environmental performance due to their engagement in Rio+B.

**Case 1: 6D**

6D is a communication and design agency founded in 2003. Assisting an event by Tomas de Lara, one of the partners was introduced to the B-Corp Impact assessment and the possibility to become a B-Corporation. Combining profits and social impact made a lot of sense to the management team and so they decided to participate in the Rio+B laboratory.

“We don’t need to think about business and social impact separately, this made a lot of sense to me”.

Tola Faria, Partner 6D

The participation of 6D was motivated by becoming a B-Corp and not necessarily to contribute to a more sustainable Rio de Janeiro. Based on their B-Corp Impact Assessment the company started to work on its governance and employee engagement front. It created a participatory management committee, sharing information and decisions with the whole team. This in turn, improved the motivation of staff and lowered turnover by 50%. The company is planning to collect organic waste and improve their energy efficiency. Reflecting on the experience Tola Faria resumes:

“Rio+B was more inspirational and less about concrete results. I think it would have been useful to think of a process in which you have good chances to be accredited B-Corp in the end. This would be a great motivation to participate!”
Case 2: Pares
Alda Marina Campos, founder of the consulting company Pares, was invited in 2014 to be on the board of Sistema B Brazil. She had years of experience in sustainability, but had not yet done a B-Corp assessment for her company. The networking experience was highly beneficial for her. Alda was invited to become part of the “Responsible Leaders” network of the BMW Foundation, became a co-leader at the League of Intrapreneurs and Associated Professor at Fundação Dom Cabral. Pares was also certified as B-Corp at the beginning of 2018 as a result of Rio+B Laboratory.

Case 3: Coca-Cola
Coca-Cola’s Shared Value Director, Pedro Massa, was part of the Rio+B Board and wanted to use the opportunity to run a benchmarking using the B-Corp Impact Assessment. The company wanted to know, if a B-Corp certification would make sense in the future. One of the attractive features of the B-Corp assessment is the possibility of certification. Being a certified B-Corp and putting this on Coca-Cola products would definitely be attractive to consumers. However, the process showed that some of the requirements of becoming a B-Corp are potentially irreconcilable with the Coca-Cola System, which involves not only the Coca-Cola Company but also bottlers in various parts of Brazil.

These cases show that the process did indeed provoke companies to reflect on their social and environmental performance. However, in the interviews appeared a more human element – meeting other people that shared the same values and mind-set as they all believed, that business can be a force for the common good. The following quotes demonstrate this clearly:

“I met a lot of people and got to know about inspiring projects which share the same mind-set and values. I was particularly surprised to see the force of Sistema B in Latin America when I went to the Sistema B meeting in São Paulo. There were people from Chile, Argentina, Medellin, and other regions sharing the same vision. Being part of this network creates a lot of trust and we immediately started asking: what can we do together?”
Tola Faria, Partner at 6D

“Rio+B brought interesting reflections and networking. The more people engaged in this agenda, the better.”
Laura Peiter, Coca-Cola

“We understood that cities change because of citizens who have a genuine interest in the region. Bringing these change makers together might just be big.”
Guillermo Navarro, Mendoza+B

If you have lived in Latin America you know that trust-building is an essential and long-term process, as people usually don’t trust each other right from the beginning. By identifying people with similar values, participants in the Rio+B Laboratory immediately started trusting each other. Therefore, within the Rio+B but as well in Sistema B network, projects might advance quicker and collaboration is much easier, as compared to the general business environment.

In order to find the people sharing the same values, several interviewees pointed to the important role of Tomas de Lara and Gabriela Valente. They acted as networker, multiplier and polliniser, by visiting various events, spreading the word and building bridges between initiatives all across Latin America. Working together with Luisa Santiago, Luciana Nery, Florencia Estrade, Alda Marina Campos and others, important institutional actors such as the BMW Foundation also joined the network and provided encouragement, support as well as funding.

In sum there are various outputs, which can be observed:

1. Spreading the news about the B-Corp movement;
2. Motivate an unusually high number of companies to do a B-Corp Business Impact Assessment;
3. Getting some companies certified as B-Corps;
4. Identify and engage people interested in developing their city;
5. Identifying “multipliers” such as Tomas de Lara and Gabriela Valente, who inspire other regions to bring Rio+B into their cities;
6. Identify and engage important players in a regional and global network, such as Ellen McArthur Foundation, BMW Foundation, League of Intrapreneurs etc. that support and promote a Cities CAN B movement. This network now helps to take the Rio+B experience on the next level.

Outcomes (1-3 years)

From January 2018 till May 2018, Rio+B stayed “on hold” due to a lack of funds. In discussions, Sistema B leaders in Brazil considered it a strategic project and a new edition is planned in the second half of 2018 together with the 37 participating companies and with potential support of Sebrae – a major institution in Brazil supporting small and medium sized companies. Additionally, Rio+B helped Sistema B to get more visibility and engaged people which haven’t heard from B-Corps before. As Gabriela Valente resumed: “Cities CAN B is a way to disseminate the B-Corp movement within cities. One outcome is that Sistema B is involved in sustainable development projects of the city. It is an excuse to invite companies to do an impact assessment and potentially improve their performance and in future become certified.”

The experience of Rio+B influenced and inspired other cities to develop similar initiatives. Within a year from the last workshop, two cities – Santiago de Chile and Mendoza – are already running similar projects.
“Sistema B Argentina was always interested in bringing Rio+B to our country”
Guillermo Navarro

In Argentina, Mendoza+B works out of the regional ministry of economy, infrastructure and energy within the Innovation and Sustainable Development department. They learnt from Rio, that companies worked on their agenda without a clear vision to contribute to the common good of the city. Therefore, they started to map existing initiatives, which are invited to be part of a bigger movement looking to improve the city. Guillermo Navarro explains: “We don’t want to create something new, we want to work with what is already out there.” The goal is to have the broadest possible diversity in terms of public administration, industry associations, NGOs, SMEs and citizen groups. Mendoza+B also started identifying some regional development challenges, such as water, social inclusion, renewable energy and waste. After two years of preparation, the official launch happened on the 9th of May 2018.\(^\text{10}\) Until now their work is financed the local Ministry and some B-Corporations. They are in talks with the BMW Foundation and FOMIN from the Inter-American Development Bank.

\(^9\) See also http://www.prensa.mendoza.gov.ar/se-presento-la-iniciativa-mendoza-b/ (accessed 03.03.2018).
Leonardo Maldonado unites several roles – as of March 2018 he was CEO of Sistema B in Chile, co-leading Santiago+B and also CEO of a company improving innovation ecosystems. During a strategic reflection on Sistema B Chile the leadership team spotted an opportunity to bring Rio´s experience to Chile and invested in creating Santiago+B.

In establishing ecosystems of innovation Leonardo developed a methodology, which leverages the existing players by giving them reasons to talk to each other and to start collaborating. As he explains: “If you look at innovation ecosystems you always have start-ups, universities, co-working spaces, investors. You can improve the system if people start to talk to each other. When existing players start collaborating you can take them on the next level.”

Santiago+B is applying this methodology to the city. In Leonardo´s view the problem is this: nobody is in charge of the city and people delegate upwards. If the city is fantastic – great. If the city is bad, the mayor should do something about it. This represents a “service-providing” view of the city, in which the local authorities are in charge of providing a great city. But only if people understand that the city is the sum of their actions, they start to get involved. If you can get involved a sufficient number of people – you change the city. If a city perceives itself as a group of users – the process does not work.

Rio+B was a great example of this happening on a small scale and it created a precedent. If the city authorities were asking: “Where have you already done something like this?” – they could point to Rio. Now how do you engage many people in this endeavour? Leonardo responds: “You need an epic story around the common good. People need to feel it´s worth the effort to collaborate with others and do a bigger project than their own.” The first thing, for Leonardo, is to create a story that makes people belong – his example? Dunkirk: Churchill got everyone involved to get in their boats and help their boys to get out of France. Leonardo warns of the pitfalls of traditional collaboration techniques. “Usually what you do is to get stakeholders in a
region to run a diagnostic in order to identify what is wrong with a region. Then it organizes your head in terms of priorities and you end up saying that the most important thing to happen is “X”. Once you reached that point you have destroyed any passion the people had for their region. We go no priorities, everyone is welcome, how many other change makers can you bring along, what can we do together to build on your passion... By doing this you have new power in the projects that already happen and potentially some new projects being formed.”

In sum the most important outcomes from Rio+B were:
- Motivating Mendoza and Santiago to adopt a similar initiative;
- Creating a precedent to show that a Cities CAN B initiative can be done;

**Impact (> 7 years)**
As Rio+B started in 2015 it is early days to speak of impact. However, we see that the initiative is replicated in other cities and initial discussions are held within the network to create a Cities CAN B methodology, which can be scaled internationally. Cities which have already shown some interest, are: Quito (Ecuador), Paysandú (Uruguay), Cordoba (Argentina), Medellin (Colombia) and Vancouver (Canada).

The main impact is to have created the idea of Cities CAN B, turning the experience of Rio and other cities into a methodology, which helps cities around the world to engage with local change makers around the vision of sustainable development.

“We knew that it would be a pilot project which would bring learnings to other Latin-American and global cities”

**Legacy**
While it is definitely too early to judge the legacy of Rio+B the project might get credit in the future as being the first of its kind trying to align social and

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environmental challenges of cities with the social and environmental performance of companies. Rio+B could become similar to what the World Business Council for Sustainable Development did at Rio 92 by engaging the corporate sector in the sustainable development agenda – engaging the corporate sector in the sustainable development agenda of cities.

Beyond the engagement with the corporate sector, Cities CAN B is certainly a potential candidate to institutionalize a methodology, which helps citizens to turn their city into a better place to live.
LEARNINGS FROM RIO+B and recommendations for other cities

Unfortunately Rio+B suffered hard financial as well as political setbacks. This is due to a variety of reasons, most of which are beyond the circle of influence of the Rio+B team, in particular considering the political turmoil and corruption scandals in Brazil in general, and in Rio de Janeiro, in particular. Due to the impeachment of President Dilma and the local elections in Rio, political priorities changed drastically and the important link between Rio’s Resilience strategy and the activities of Rio+B got lost. This lead to the fact that the team concentrated on working with the private sector, instead of broadening participation with other local actors. However, this already holds a first learning for any group, who wants to initiate a cities CAN B movement: don’t just collaborate with the present local government! Government changes and if you depend on the goodwill of the ruling party alone, your initiative might be short-lived and only hold until the next election. One possible solution is to collaborate with initiatives, which hold any government accountable to the local development, such as Bogota Como Vamos, Nossa São Paulo, Rio Como Vamos, the Social Progress Initiative and others.

“We see other cities interested in replicating Rio+B such as Mendoza (Argentina), Medellin (Colombia), Santiago de Chile (Chile) and Quito (Ecuador). However, each city will design what most makes sense to their individual demands. What we have are the essential ingredients, which are a) engagement with the public sector, b) evaluating the companies impact and engaging them in the local challenges, and c) some local B-Corp group involved in the project.”
Gabriela Valente

For any city, which is interested in starting a cities CAN B initiative, Rio+B provides a series of learnings, which we grouped within the same Impact and Legacy Model stages:
**Vision Stage**

Recognizing the impact and potential legacy of Rio+B one might argue that the initial vision was too low in scope. Contributing to the development of Rio de Janeiro, by enhancing the understanding of the corporate sector of its social and environmental impacts did not involve other important actors such as citizen groups, NGOs and others in the local development agenda.

In the interviews we realized that the vision to contribute to the development of the city in which you live and work connects like-minded and proactive people. The joined vision facilitates trust and collaboration. However, you need a team of people starting and facilitating the process. Rio+B would not have been possible without the brilliant and often voluntary work of Gabriela Valente, Tomás de Lara from Sistema B, Alda Marina Campos, Florencia Estrade from the League of Intrapreneurs, Luciana Nery from the City of Rio de Janeiro, and Luísa Santiago from the Ellen McArthur Foundation. The future learnings from Santiago and Mendoza will hopefully discover on how to use the vision to add further stakeholders from the public administration, NGOs and citizen groups. The more representatives from each sector, the lower the risk that an important actor is missing.

For future initiatives it will be easier to connect to the “Cities CAN B movement” which holds the vision to contribute to the sustainable development of cities around the globe. The purpose here is bigger and extends beyond the limits of any particular city or the private sector.

**Objectives Stage**

The initial objective of Rio+B was to motivate 500 companies do the B-Corp Quick Impact Assessment. In total 246 companies started and 119 completed the assessment and 33 finished the Rio+B Laboratory. A total of 19 companies recognized improvements by redoing the assessment at the end of the Rio+B laboratory. While one might argue that the numbers are low,
Rio+B has shown that it is possible to engage companies and to improve their performance.

Building on this Mendoza and Santiago decided to extend the scope of stakeholders to be engaged and shifted their focus away from the private sector. Therefore, their objectives are different and focus initially on identifying initiatives, which foster local sustainable development and on which to build on.

Especially Santiago does not focus on a process, which helps to identify priorities as the process might demotivate some actors. Rio+B e.g. identified toxic waste as a priority for the corporate sector in Rio. However, no group was formed to deliver on this topic. So be aware that the use of a diagnostic might destroy motivation within the network you are about to build.

Applying Santiago’s logic to Rio+B one might start with identifying good business practices, which might be shared within a Rio+B Laboratory helping companies to improve their financial as well as social/environmental performance. This focus might be chosen instead of, or complimentary to, starting with the B-Corp Quick Impact Assessment and the League of Intrapreneurs might be a particular useful partner in this regard.

**Resources and Inputs Stage**

Funding was one of the main challenges faced by Rio+B in respect to resources and inputs. Especially in the final stages the project had to rely a lot on volunteering and pro bono work. Especially the executive team suffered towards the end of the project, as they did not get compensated for their work.

In terms of funding interviewees suggested the following:

- Establish a clear budget for your initiative and develop fall-back plans in case you cannot assure funding.
- Try to create services for the public sector, which you can charge, such as e.g. workshops and public hearings.
- Work in collaboration with the public sector, such as they do e.g. in Mendoza.

Other useful advice we received by the interviewees:
- Try to get a representative group of companies. E.g. if the city’s passion in fashion and textile, make sure you have some major players of this sector on board.
- Find out if the city is facing a particular issue, e.g. water. Having a group of companies working on that might leave a clearer connection between company performance and the well-being of the city.

Activities Stage
The Rio+B team engaged in many activities to motivate companies to participate and to inspire and capacitate the Rio+B Laboratory participants to enhance their performance.

A first challenge was to engage companies and convince them to do the B-Corp Quick Impact Assessment, participate in the Rio+B Laboratory and re-evaluate their performance.

The far majority of companies participating in the B-Corp Impact Assessment were small and medium sized companies. The only bigger players were Coca-Cola and L’Oreal. Due to this imbalance some workshop dynamics and knowledge-sharing practices did not work as intended, as the maturity of the participants discussing sustainability was either very basic or very advanced.

Another recommendation is to enhance the B-Corp Impact Assessment by issues, which have a particular relevance to the city, or at least, make the connections between a particular city’s agenda and the Impact Assessment more visible. This fosters an understanding that the process is beneficial to the companies as well as to the city. For measurement you might want to connect with existing movements, such as the Social Progress Index, Rio Como Vamos, Nossa São Paulo and others. Sistema B could provide a Quick
Impact Assessment, which combines its current metrics (which allow benchmarking) with city-specific metrics (e.g. Rio Como Vamos).

“You need to differentiate between what is Sistema B and what is Rio+B. Any movement Cities CAN B needs to be genuinely about the city. If you put a lot of emphasis on the B-Corp assessment and certification, you’ll lose the city.” Alda Marina Campos, Founder of Pares

Taking the example of Santiago, another important activity is to create an “epic story” of the common good that motivates already existing change makers to start a conversation and potentially work together.

**Output Stage**

Rio+B was very successful to disseminate Sistema B in Brazil and to engage companies in the B-Corp Quick Impact Assessment. The initiative was a perfect excuse to engage with the private sector.

Considering the corporate motivation for certification, another possibility might be to run a “B-Corp Accelerator Program” which focuses on helping companies to get a B-Corp certification, as some of the case-study companies were not motivated by contributing to the sustainable development agenda of Rio de Janeiro. Sistema B might profit from focussing directly on the corporate interest of becoming certified.

To engage in a more meaningful way with the public authorities one suggestion we received was the following: Think of a deliverable to the city, a final report, and an event, something to show what the local network has achieved.

**Outcome Stage**

Initiatives such as Rio+B do not spread naturally to other regions. Someone has to spread the word, engage people from other regions and show what is possible. Having a polliniser such as Tomas de Lara and others is essential. Additionally, inviting people to the Sistema B meeting in São Paulo was
essential for them to understand, that this movement is not limited to Rio de Janeiro, or to Brazil, but that they are part of something bigger.

Maybe in 20 years the “Cities CAN B” movement holds some more recommendations about impact and legacy. Considering Mendoza +B and Santiago+B we see the following features emerging, when setting up a Cities CAN B initiative:

1. Map the existing eco-system: Who are active change makers? What are they doing? How can they be engaged? Engage all sectors and be as inclusive as possible.
2. Leverage the existing eco-system: Create an “epic story” about what the common future could look like, help existing initiatives grow and get actors to talk to each other.
3. Challenge the eco-system to do better, show them what happens with/without innovation.
4. Take the necessary time. Mendoza+B took 2 years to prepare before they publicly launched the project.

Hopefully, these insights and reflections help other cities in launching their Cities CAN B initiative.
CONCLUSION

The objective of this report was to analyse the impact and legacy of Rio+B and to share experiences with other cities, which might want to implement a similar initiative.

Considering it’s vision to contribute to the sustainable development of the city of Rio de Janeiro by engaging the private sector in improving its social and environmental performance, Rio+B has proven its concept. It motivated 119 companies doing the B-Corp Quick Impact Assessment and helped 19 companies improve their performance by participating in the Rio+B Laboratory. Judging only this, however, would be short-sighted as Rio+B gave birth of the idea of “Cities CAN B”, a vision of contributing to sustainable cities all around the world. The seed planted in Rio de Janeiro is already growing in Mendoza (Argentina) and Santiago (Chile) with other cities in the pipeline.

The challenge today is not only to engage the private sector in local sustainable development initiatives; the challenge is to develop a methodology, which can scale “Cities CAN B” on a global level. All this thanks to Rio+B!

Many insights have been generated by Rio+B: the importance of funding, engaging a diversity of stakeholders, and motivating companies to participate. Also, we already see a very different engagement process happening in Mendoza and Santiago. We summarized these learnings and new approaches in this report to help other cities implement similar initiatives to foster their local sustainable development.

One must be aware that it is early days talking about the legacy of Rio+B, considering that everything started in 2015. Also, not everyone might agree with the Impact & Legacy Model presented. This report is work in progress, potentially being part of co-creating a methodology to scale Rio+B into “Cities CAN B” to be replicated around the world. What the Impact & Legacy Model
shows, is that Legacy derives from Vision and Impact from (intended and unintended) Objectives. It helped to visualize how the seed Rio+B held the potential of “Cities CAN B”, even when its vision, objectives and output and outcome were limited. In this sense we hope that this report makes a solid contribution, to create more sustainable cities around the world, better quality of life of its inhabitants, and citizens much more engaged in co-creating the city they desire.
ANNEX 1: Research Methodology

This report was produced based on a review of documents and websites regarding the Rio+B movement, active participant observation at one of the workshops of the Rio+B laboratory (25.04.2017), 7 interviews, as well as an analysis of more than 80 posts on the Rio+B facebook site.

Interviews

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<td>15.12.2017</td>
<td>Gabriela Valente</td>
<td>Co-Leader Rio+B</td>
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<td>26.02.2018</td>
<td>Florencia Estrade</td>
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<td>Tola Faria</td>
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<td>Leonardo Maldonado</td>
<td>Santiago+B e CEO Sistema B Chile</td>
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