



# ACTIVITY REPORT 2021



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**WELCOME**



## **WE'RE GLAD YOU'RE HERE!**

This activity report aims to immerse you in Impact Valley's world and everything we achieved in 2021.

Lately, our company has been taking a turn: redefining its values and the projects we want to invest our time in.

With this Activity report, we will give you a tour.

We hope you'll like it!



Impact Valley is a Social Innovation Agency based in Brussels, founded in 2017.

**AUTHENTICITY. RESPONSIBILITY. CREATIVITY.**



# OUR VALUES

## AUTHENTICITY

*"To be authentic is to assert oneself as an individual in a group without fear. To be authentic is to have the courage to expose oneself, to take a stand when we disagree. To be authentic is to assume what life has made of us and accept that it is not perfect"*

We understand that authenticity can only be developed if the organisation allows it. We work on our processes and culture to welcome diversity and be as inclusive as we can.

We acknowledge with humility that we are still on the path of our personal, collective and organisational development. We commit to transparent & open communication. Moreover, we acknowledge that we still have a long way to go before being perfect and that we are no experts. Therefore, we pursue continuous improvements, self-assessment, learning, and growth and we reach out to competent persons to widen & deepen our work.

We work with clients & partners that share our values and vision. We are honest to our stakeholders about our values, who we are, and what we can bring or not bring to them.

# OUR VALUES

## RESPONSIBILITY

*"Responsibility means guaranteeing our stakeholders a job well done, a result that shows love, involvement, rigor, tenacity - in short, consideration for the human being who trusted us, who has chosen to work with us. Responsibility means carefully choosing the words we will facilitate and forming the teams we will work with. Responsibility is recognising that we have a role to play in our societal transformation towards an ecological transition and social justice."*

We are responsible for creating a safe space internally where everyone can contribute to the company's future and unlock their potential.

We give every employee a lot of freedom in the activities they want to pursue and how they want to do it. We hope to make them responsible for their actions, others, and the environment by giving them this freedom.

We contribute to sustainable development goals by leading by example.

We take the necessary risks.

We are agile to implement continuous changes.

We raise awareness on sustainable & inclusion topics.

We are responsible for the impact of our programs. We choose our projects carefully and the companies and teams we want to work with. We consider companies' values and what the project could bring to society.



# OUR VALUES

## CREATIVITY

*"Knowledge is limited. Creativity is illimited. To choose the path of creativity is to trust the power of positive, creative thinking. Choosing creativity is to leave the known to explore the new, the unknown."*

Everyone is welcome to express their creativity to design a new program and improve existing processes. We provide a safe space for its expression.

We foster creativity in our relationship with the external world: by personalizing workshops & hackathons to clients needs.

We are creative in collaborating internally and with clients, partners, and participants. We advocate for "serious & fun". Creativity is at the heart of our workshops: we explore new ways to reach outputs.





# ABOUT IMPACT VALLEY



# IMPACT VALLEY

## Our vision?

*WE MAKE THE WORLD MORE COLLABORATIVE AND SUSTAINABLE*

In order to facilitate the transition towards a sustainable future, it is our firm belief that we need to make ecosystems much more collaborative.

## Our mission?

*WE CONNECT PEOPLE FOR COLLECTIVE IMPACT*

Our mission is to facilitate, train & coach people on co-creation processes by using collective intelligence, knowledge sharing and positive thinking.

## Our solution?

We co-create, together with our clients, innovation programs enabling their employees to work on concrete challenges, generate innovative solutions and accelerate the implementation of those solutions within the company.

We also believe that the necessary transition towards a sustainable economy will take place through a systemic approach. For this very specific reason, we help our clients connect with their own ECOSYSTEM and open their innovation process in order to create collective value for both businesses and society.

**After five years of experience, we have facilitated more than 100 programs for more than 50 large companies in Belgium and surrounding countries.**

# CSR STRATEGY & PRIORITIES

Impact Valley has a CSR strategy and an impact measurement process. Within this framework, we have defined priorities and ambitions. We have 4 for 2022 that we present here. We already have some things developed, and we're also on the road to identifying what is still missing and how we can improve ourselves or start doing better.

## SUSTAINABLE PROGRAMS

Our programs are designed with a human-centered approach and in an inclusive and accessible manner. We like to co-create them with all critical stakeholders involved so they answer needs. We put in place a feedback loop, so we constantly learn and improve from what we do. We're consulting facilitators and partners and learning from resources to strengthen our programmes.

For example, we and some facilitators were trained to recognize and manage unconscious biases (ours and participants) and ensure a safe space for our workshops.

We also engage in measuring our impact (positive and negative), so we don't look in the other direction but face our actions.

For example, we track:

- Level of satisfaction of all the stakeholders,
- Level of understanding, learning of innovation methodologies,
- Inclusive group dynamics,
- Ability to land on a concrete proposition for the lobbying phase. We have a series of criteria that we like to use: [link](#).
- We want to continue co-creating and evaluating ourselves every 1- 2 years according to our workload to orient our work.

## TRAINING

We believe everyone has value to add to developing a better, fairer and more sustainable world. We want people to contribute to their full potential. Therefore, we are aware of the competencies present in our network, and we thrive to use them at their best. We acknowledge good work and help stakeholders develop their skills through training and knowledge sharing. Moreover, we support stakeholders in the development and/or re-orientation of their careers. We believe that people development is crucial and enables the co-creation and development of meaningful and innovative ideas.

We organise training for our network, with our network, by our network. We learn all together.

# CSR STRATEGY & PRIORITIES

**Impact Valley has a CSR strategy and an impact measurement process. Within this framework, we have defined priorities. We present here the priorities that will be activated during our collaboration.**

## ECONOMIC VIABILITY

We keep our attention and priority to making our business viable. The first step towards sustainability is ensuring the company can continue to function and positively impact. We are constantly listening to the needs of our clients and society to adapt our programs and business model.

We try developing lean policies to make our work efficient. We are working on our work processes to support continuous improvement and go from informal to formal kind of working. The more we structure ourselves the easier it will become for people to contribute, enter the community, understand and leverage their potential, etc.

We do not re-invent the wheel or overprocess new ideas. We look for the best practices out there and aim at leveraging them..

## WELL BEING

We are passionate about people. We are also fully aware that well-being is the starting point to anything, and if we expect people to do good, they need to feel good. The well-being of our employees, clients, and all stakeholders is thus our uttermost priority.

Thanks to a bottom-up approach, flexible work-life balance, open & authentic communication, regular meetings, and informal talks with our internal teams, we try to reach it. With our external partners & clients, we also communicate regularly, listen and understand their needs and wants carefully, and act on them.

Moreover, we always anticipate all the adverse effects our programs could have on all the stakeholders. For example by listening to their feedback and intuitions on our designs.

Our hackathons and workshops are a place of both open-mindedness, safeness, and inclusiveness. Working on our stakeholders' well-being affects the satisfaction of our stakeholders, which is essential to us and our business.



## OUR KEY COMPETENCIES

Here are, in our opinion, the key competencies needed to weather the current crisis and emerge stronger and more resilient and that we try to embody in our day-to-day.

### AGILITY

Being agile calls for anticipating what is to come and knowing how to adapt quickly. It means being active, reactive, and proactive. During the first lockdown, we digitalized in a few weeks our methodology and all our activities.

### EMPATHY

This involves displaying empathy by putting oneself in the shoes of the employee, client, or any other stakeholder in the (value creation) ecosystem. We always consider our clients' needs before designing any of our programs, we don't push anything: it is about consumer- centricity.

### COLLABORATION

Synergies between actors is essential to resolve the pressing challenges of this era. Together we are stronger. We value and maintain our ecosystem of actors. Thanks to our ecosystem our programs are more qualitative.

# OPERATIONAL TEAM



**NICOLAS  
DETHIER**  
ASSOCIATE PARTNER



**JULIE  
MARICQ**  
ASSOCIATE PARTNER



**ALEXANDRE  
PHILIPPE**  
ASSOCIATE PARTNER



**OCÉANE  
CARENOU**  
COLLABORATOR



**CHRISTELLE  
JUAN**  
SUPPORT SALES



**JEROME  
MARICQ**  
SUPPORT SALES

# FACILITATORS



CHRISTELLE



EMILIE



JULIEN



JULIEN



LAURENT



BASTIEN



MARTIN



CHLOE



SEBASTIAAN



SEBASTIEN

# THE ROLE OF THE FACILITATOR

**We see the role of the facilitator as one that:**

- Is an expert in the process,
- Ensures and embodies neutrality throughout the process,
- Creates a space in which people feel comfortable sharing,
- Has sensitivity to diversity and inclusion issues and training on concepts to address power dynamics and microaggressions,
- Brings forward the experience and knowledge present in the group (and ensures inclusion and time sharing),
- Synthesizes and helps the group learn and build from the sharing.







# PEER LEARNING

Facilitation is a job in constant evolution. It's about humans, interactions, and situations. It's work that we have to do in the community, to support each other and learn from each other.

Experts surround us, people with their own sensitivity, personality, and interests. It's essential for us that working with us means that everyone can use their skills and way of expression to the fullest and learn from each other.

Concretely,

- We participate in training together
- We invite members of the community to organise training on their expertise,
- We share resources on our communication channels,
- We connect people,
- We organise conversations,
- We grow together.

# OUR ECOSYSTEM

**At Impact Valley, we have been working for years to build a robust Ecosystem. It is one of the assets we value the most. Every time it's relevant, we connect these actors.**

As a sustainable innovation agency, it was essential to be part of the Belgian meeting point for sustainability, the network **The Shift** that allows us to connect with big companies and their challenges regularly.

Years of fruitful exchanges with our client **Cisco** led us to be a real actor in the tech network of the company.

We believe in the power of agility; therefore, we particularly developed our network of startups. We are laureate of the **REB - Réseau Entreprendre Bruxelles**, we are connected to a network of CEO.

We are close to **Ashoka**, a member of **Be. Impact**, a **See U** Project, a preferential partner of **HUBU** & a cooperator of **CitizenFund**. We are fed with the energy, enthusiasm & unique state of mind of social entrepreneurs and associations members.

We are the initiators of the consortium **Matters.brussels** that gather sustainable actors in Brussels ready to support change-makers with a pool of shared resources.

We regularly on our projects, leverage the expertise of **Greenfish** consultants or independent CSR experts like **Katrien Rennemeier**.

A flourishing ecosystem is an ecosystem that doesn't forget to include the public sector. Therefore we developed privileged relationships with **Actiris**, **Innoviris**, **Hub.brussels** & **Finance.brussels**.

We are trying to diversify our network to work with organisations with different public approaches, etc., still in alignment with our values: **Femmes Fières**, **XR4Heritage**, **BeGreator**, **Backstage**, **MOJO**, **Boost programme by La Fondation Roi Baudoin**...

# OUR CLIENTS

Since 2017, we organised more than 100 programmes.

accenture



BE!  
PLANET!



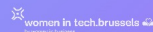
IKEA



odoo



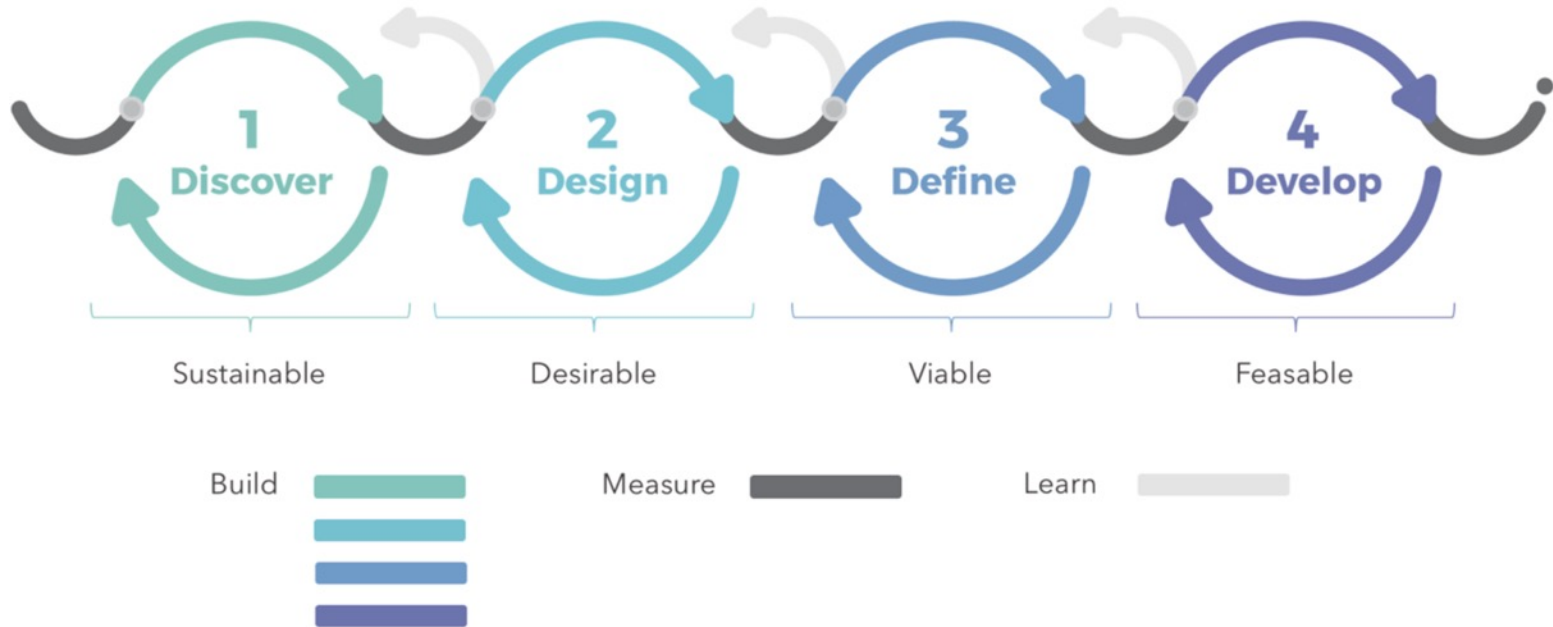
SOFINA





# **HOW WE WORK: COLLABORATION, METHODOLOGY & TOOLS**

# 4D METHODOLOGY



# OUR METHODOLOGY

Inspired by the “**Design Thinking**”, “**Lean startup**” and “**Golden Circle**” approaches, this unique simplified methodology is based on a 4-step process where each outcome highlights one of the criteria.

The **Discovery phase** will end with a clear understanding of the sustainable challenges and potential impact.

The output of the **Design phase** will be your value proposition.

The **Definition phase**, you need to end up with an economic model.

And the **Development phase** should generate the first prototype of your solution.

Around our 4D methodology, we have consolidated the best tools and proven techniques to create an easily accessible toolkit – The **Sustainable Innovation Toolkit** – that embraces societal priorities as well as the fundamentals of innovation.

From a one-day to a one-year journey, we are using this methodology to create unique innovation programmes, focused on experimentation and co-creation.

To do so, we collaborate with a network of facilitators that is composed of on-demand freelancers. Thanks to their social entrepreneurial and collective intelligence skills, they are able to personalise, use and transfer to any audience.

*More info on the methodology and our toolkit in the appendix.*

# COLLABORATIVE TOOL

Organizing remote events requires strong collaborative tools to ensure collective intelligence & collaboration. We choose 2 type of tools to recreate online a favourable working atmosphere. Those tools will allow use cases to centralize all their reflections & thoughts to keep everyone in the loop!

## COMMUNITY MEETING



## TEAM CO-CREATION



*We adapt the tool we use to the clients. We are open to explore other tools (Mural, Butter, Padlet, etc.)*

# 5 KEY STEPS

All of our programmes always go through this 5 steps for their delivery.





# TYPES OF PROGRAMME

OBJECTIVE : MAKING THE WORLD MORE COLLABORATIVE AND SUSTAINABLE

## MINDSET SHIFT

- Sustainable innovation training
- Inspirational sessions
- Citizen hackathons

### LEARNING

- Design Thinking methodologies
- Brainstorming Techniques
- Collective Intelligence principles
- Sustainable Development
- Diversity & inclusion principles

## INNOVATION 4 SUSTAINABILITY

- Skill-based volunteering activities
- Thematic entrepreneurial or intrapreneurial hackathons for citizens or collaborators

### LEARNING

- Customer-centricity
- Design Thinking methodologies
- Entrepreneurial Spirit
- Team Collaboration
- Connection with local NPOs
- People engagement

## SUPPORT CHANGE

- “Deep dive on your challenge” programme
- “Disseminate your CSR strategy” programme
- Define your vision/mission/values
- Define the action plan of your team/network/...

### LEARNING

- Engage people
- Key components for a functional team
- Knowledge transfer
- Collective intelligence

Key components : SAVOIR ETRE. SAVOIR FAIRE. SAVOIR APPRENDRE



# OUR PROJECTS

# HACKCOVID

5 days hackathon

2021

## Proof of concept

Organizing an "Impact" hackathon

## Highlights

During the first lockdown in April 2020 & again in February 2021, we organized an **online hackathon**

**for Brussels citizens to find solutions to urgent challenges related to improving the post-crisis situation in Brussels.** We personalized our methodology to be able to fit the challenges on circular economy, diversity & inclusion, and more, topics. We managed to generate qualitative outputs. Today, 1 project is now launching on the market, many more are in development and it was a real life-changing experience for a lot of citizens that took this hackathon as training on innovation methodologies, new ways of thinking, and a safe space to connect with others.

<http://www.hackcovid.co>



## Training

2018 -2021

### Proof of concept

Monitoring & Facilitating a project on the long term : 3 years Journey with Cisco

### Highlights

We collaborate closely for 3 years now with Cisco Belgium. Each year, we help CISCO identify, train and support 10 people during a one-year transformation program. Talents enter what we call a "Train-The-Trainer" program in which we do a skill-transfer. We make them facilitators and support them in the organization of their own internal hackathon for clients in person or online. It is a way for Cisco to improve trust with their client, develop business with them and develop intrapreneurial mindset internally. Collaborators discover with us Innovation

methodologies and collective intelligence postures.



## Skill-based volunteering

**2020-2021**

### Proof of concept

Skill-based sponsorship programme

#### Highlights

**It makes sense for collaborators and their institutions (as part of their CSR activities) to volunteer by providing skills & expertise to make NPOs project move forward.**

We co-designed a programme based on our 4D innovation methodology enrolling several NPOs & their challenges for collaborators to solve.

The multidisciplinary team in knowledge and skills made it possible to bring new perspectives and ideas for solutions to NPOs.

A facilitator supported each group in collective intelligence and in innovation methodologies. The day is paced by plenary sessions for sharing of experience & energy.

Go further: <https://www.impact-valley.com/2021/04/01/ec-empowering-woman-social-hackathon/>



## Series of CSR workshops

2021

### Proof of concept

Empower CSR ambassadors across all department and all countries to internally foster a CSR strategy

### Highlights

We designed a remote programme based on the following methodology:

- 1. Awareness/ popularization of the CSR strategy: Acknowledge the gap between the « as is » and the « to be ».
- 2. Share & Decide as a group what should become the priority & the first step to take.
- 3. Design individual actions & present them to the rest of the group & ETEX top management.

Go further: <https://www.impact-valley.com/2021/04/20/etex-csr-journey-case/>



## 3 days hackathon

2021

### **Proof of concept**

A hackathon to engage & train your collaborators by solving their internal challenges.

### **Highlights**

Davidson started their journey with us during a 3-days hackathon during which they helped solve one NPO's challenge.

Following this event collaborators expressed a desire to be themselves trained on the innovation methodology & collective intelligence processes they witnessed.

We are talking about training and knowledge-sharing with one goal in mind: empowering the collaborators and making them actors of the future of their company.

Therefore, Davidson decided to combine training on innovation methodology and the resolution of a business case:

### **How might we build the Davidson of the future while preserving Davidson's values & resources?**

During a 2-days hackathon following the 4D's methodology.



**BNP PARIBAS**  

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**FORTIS**

**Skill-based volunteering**

**Since 2020**

**How might we connect with local communities, exchange good practises and give our time and energy remotely?**

We organise a remote programme composed of 2 key moments:

- A kick-off: to deep dive into the NPO's world: who are the beneficiaries, what is the focus problem, what are the challenges we gather to solve,...
- A focus time: to build, answer, co-create with the NPO.

A clear methodology exists, and groups are supported by a facilitator to ensure the delivery of a qualitative output that will create positive impact within the NPO.

Go further: <https://www.impact-valley.com/2021/02/09/bnppf-a-case-of-remote-volunteering-work/>





## 3 days hackathon

2021

### CHALLENGE:

How might we support entrepreneurs during the crisis? To rethink their business model, adapt their services and products, and spark connections with their fellow entrepreneurs.

### SOLUTION:

We organised a **3-days remote hackathon**. We collected entrepreneurs' challenges during the subscription. We clustered them and created the teams. Each team was supported by a collective intelligence facilitator and expert in innovation processes. The teams went through our methodology **Discover** (the challenge in detail) **Design** (a solution adapted) **Define** (the business and impact model of the solution) & **Develop** (a pitch to convince an audience). The programme was scattered with networking and connection moments.

### IMPACT:

Each team ended up with a pitch presenting the concrete project they imagined to solve their challenge. We've put extra focus (**online context**) to create a safe space and a real team dynamic so the projects and collaborations between entrepreneurs could continue.



## 2 days hackathon

2021

### Challenge

Improving people's experience visiting Le Forem centres and maintaining the link with beneficiaries who no longer visit them due to the COVID crisis.

Several divisions had worked on similar solutions: Wi-Fi hotspots, an application available on all mobile devices bringing together all the institution's services and information.

Impact Valley intervened to create alignment between them.

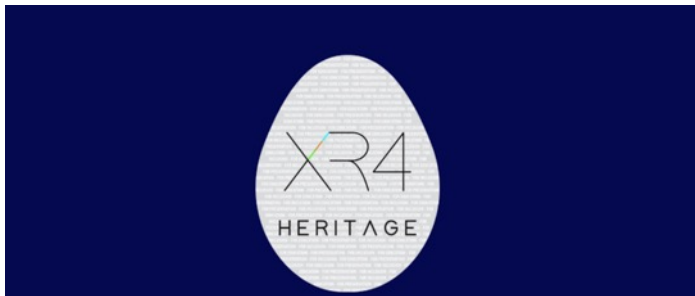
### Solution

Impact Valley supported the steering committee formed to merge all the projects with the tools provided by the 4D methodology to:

- Align and create the team,
- Help them to organise themselves in an agile way,
- Bring the best of each project to generate a single solution: the best for the users.

A two-day hackathon was organised to generate a unique solution. The hackathon concept was chosen because it is one of the ways, and in this case the best way, to move forward quickly, to generate energy and motivation to allow for a beautiful co-creation.

In between these moments, Impact Valley supported the steering committee with individual coaching, sharing of best practices, strategic advice and tools, and facilitation of meetings.



## Innovation hackathon & coaching

2021

XR4Heritage is a heritage enhancement programme based on the phygital use of emerging technologies.

We organised for the programme a hackathon to boost the solution finding of the participants after an inspirational module.

We then coached the teams to further develop their ideas into functioning prototypes and engaging pitches ready to be presented during the Stereopsia event.

Go further: <https://xr4heritage.com/>



## Citizen facilitation

Since 2020

We participated to the facilitation of several citizen consultations:

- Neder-Over-Heembeek
- Saint-Gilles
- European Commission

Go further: <https://particitiz.eu/>



## Training

2021

**We trained a cohort of 10 collaborators to become Innovation facilitators.**

### **1 - Experimentation**

We start the training programme with an immersive experience (a day of ideation around an internal or external challenge to Actiris).

### **2- Theory and Practice**

We dive for 3 days (or 6 half-days) into the innovation methodology needed to become an innovation coach by leveraging collective intelligence. Thanks to this training, future facilitators have all the tools to design their own innovation programme and select the most appropriate techniques to support participants.

In parallel to this field experience, participants follow several workshops (4 half-days) on project management, communication, online collaboration tools and recruitment. These workshops are designed to meet the concrete needs of the participants and can therefore be adapted.

### **3 - Coaching**

In parallel, "one-to-one" sessions are organised (the equivalent of one day, i.e. +- 1 hour per participant) to coach participants on very specific and previously identified needs. Participants will also have access throughout the programme (and after) to a library of documents containing all our tools and key resources.



# OUR IMPACT



54 CLIENTS FROM  
PRIVATE AND PUBLIC COMPANIES



1.500 INTRAPRENEURS AND  
ENTREPRENEURS REACHED



MORE THAN 100 INNOVATION  
PROGRAMS DELIVERED



28 INNOVATION FACILITATORS IN OUR  
NETWORK



1.000 CHANGEMAKERS IN OUR  
COMMUNITY



30+ SOCIAL START-UPS ACCELERATED



16 NEW INNOVATION TECHNIQUES  
INVENTED



1 OPEN INNOVATION  
LAB CREATED



11 PARTNERSHIPS WITH CHANGE-  
LEADERS

# LET'S CONNECT!

Send us kind words, questions, or invitations.



[Hello@impact-valley.com](mailto:Hello@impact-valley.com)





# OUR NEW PROJECT 2021: INNOVERSITY



WELCOME

WE PRESENT

# INNOVERSITY

A proposition for more Diversity, Equity & Inclusion in the Innovation sector.

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# Our observations as Impact Valley

- Inequalities are growing in Belgium.<sup>1</sup>
- &
- We are not able to ensure a 100% safe space during our facilitation: Microaggressions still happen & we feel not enough trained to handle them.
- Solutions coming out of our innovation journeys are not inclusive enough.
- We, most of the time, work with homogenous groups of people (white, abled, educated).
- We want to track & measure more our impact regarding Diversity, Equity & Inclusion.

Do we participate in the reproduction of oppressive systems?

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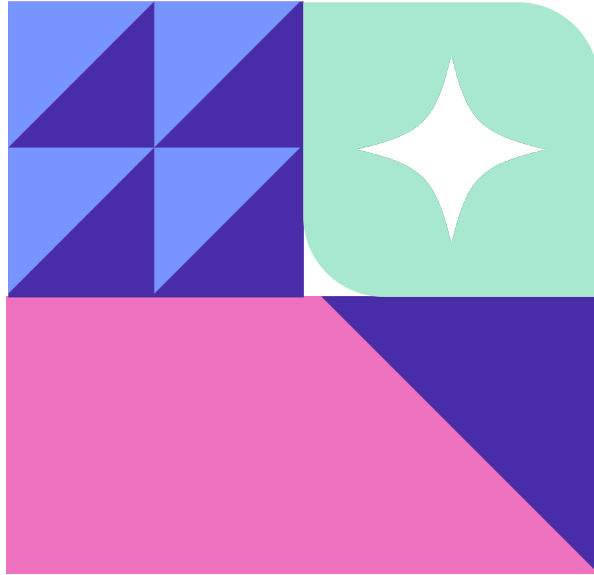


# WHY this project exists



- It is our responsibility. We have our role to play in creating new narratives for the world of tomorrow.
- Through creativity, representativity, and safe spaces for inclusion.
- Only then, collective intelligence can foster collective positive impact.

We want to become future-proof & help through innovation future-proofing our partners & clients.



Innoversity participates in the movement of bringing justice and equity to the frontstage and imagining a new narrative.

Innoversity brings an inclusive climate, where people are fully engaged in a thriving, innovative organisation.



HOW?

# Our solution

## Start with ourselves

- As a learning organisation, we listen, learn, experience, and challenge ourselves on the questions of diversity, equity & inclusion.

## Create a network

- We create a network of key actors to raise awareness and empower people on justice and equity conversations.
- We advocate for organizations to value expertise in DEI correctly.

## Inclusive & sustainable innovation

- Training on processes and postures that consider the human potential to co-create.
- Facilitating safe spaces and potential growth.

## Rethink the scope

- We rethink with organisations the scope of their challenges.



WHAT?

An abstract graphic on the left side of the slide. It features several overlapping shapes: a light green semi-circle at the top left, a blue semi-circle below it, a purple square with a dark blue starburst pattern in the center, a pink rounded rectangle to the right of the purple square, and a blue semi-circle at the bottom. The text 'Concretely, we do' is overlaid on these shapes.

# Concretely, we do

## TRAINING

On Diversity & Inclusion concepts and how to integrate this knowledge during our facilitations

## QUESTIONING

Our methodology, our processes, our programmes to identify the gaps.

## SHARING

With our clients, partners and the persons interested



Concretely, we  
will propose

#### CULTURAL & STRUCTURAL CHANGE

- Challenge the scope of your innovation challenges
- Create safe space in your teams (connection to yourself and to others)
- Challenge your innovation processes (recruitment, etc.)
- Increase the level of self-awareness within teams

#### INNOVATION PROGRAMMES

- Follow a step by step innovation methodology that also challenge the inclusivity of the solution you develop
- Support teams & processes with DE&I trained facilitators

#### FOLLOW UP

- Measure & make you recommendations
-