

# Grateful Balance™: A Holistic Approach to Sustainable Development and Positive Impact Assessment



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**GRATEFUL BALANCE™**

**Working Paper**  
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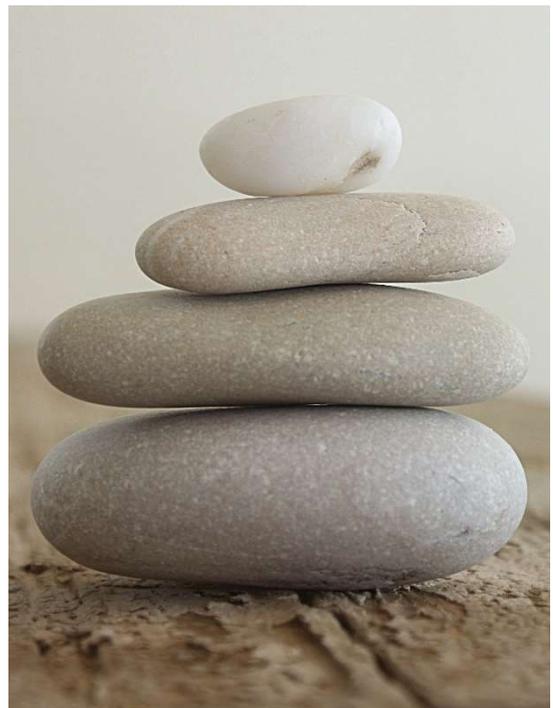
## Grateful Balance™: A Holistic Approach to Sustainable Development and Positive Impact Assessment

### ABSTRACT

The paper presents the idea of "Grateful Balance™" which promotes the infusion of gratitude in organizations, moving beyond a profit-centric approach towards right-profit, where profit is a means for value circulation and equitable sharing.

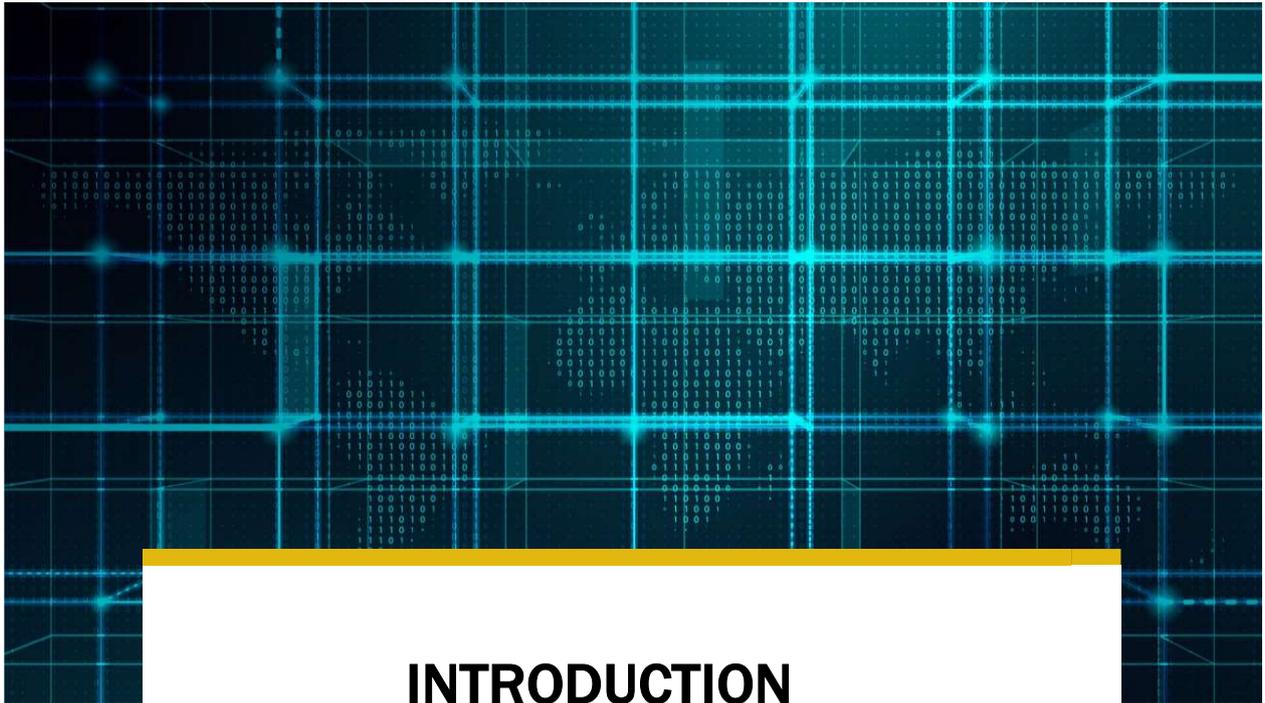
Furthermore, it introduces the "7P Model" which expands the United Nations' Sustainable Development Goals into seven dimensions, emphasizing the significance of individual responsibility in driving meaningful change.

Measuring positive impact, particularly through Environmental, Social, and Governance (ESG) metrics, is highlighted as crucial for organizations and individuals to assess the effectiveness of their sustainability initiatives. The paper emphasizes the need for robust data collection and analysis to track progress and make data-driven decisions.



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*"Let us rise up and be grateful, for if we didn't learn a lot today, at least we learned a little, and if we didn't learn a little, at least we didn't get sick, and if we got sick, at least we didn't die; so, let us all be grateful." – Buddha*



## INTRODUCTION

The historical juncture we currently navigate often appears intricate and challenging to prognosticate. The digital transformation and the advent of artificial intelligence are profoundly reshaping entire sectors, with substantial implications for human capital. We cannot overlook the fact that these new technologies are not mere tools but are recalibrating the centrality of humanity, upon which hinges the necessity for responsible and sustainable behavior.

Every social organization is now bestowed with a new responsibility—to reposition the human being at the core of its processes and to reinstate the dignity inherent to the human role as the ultimate purpose. This objective should permeate the two evolutionary trajectories of any organization: innovation, energized and enriched by the tenets of sustainability, and sustainability, accelerated and fortified by the inherent potential of innovation.

Assuming this mantle of responsibility entails that organizations prepare their human resources with the requisite skills and mindset to adapt their business models and leadership styles to novel social, physical, digital, innovative, and sustainable contexts..



## THE MEASURE OF GRATITUDE

To secure their future prosperity and genuine well-being, companies and organizations, fully cognizant of their influence over people, must commit to instilling a profound sense of gratitude in their stakeholders. Simultaneously, individual stakeholders must reciprocate with gratitude, favoring only those companies and organizations capable of infusing profound meaning into all facets of existence.

The resultant transformation shall entail:

1. A harmonious and coherent evolution, akin to a sphere, aligned with the 17 Sustainable Development Goals (SDGs).
2. A focus on the development of human capital.

Brands that authentically embody this vocation and boldly embrace these principles shall emerge as **Grateful Brands®**. In essence, this transition will signify a departure from an exchange-based economy, characterized solely by the pursuit of self-love and brand esteem (as encapsulated in the concept of a Love Brand, as theorized by Kevin Roberts). Instead, it will herald an era of regeneration and reciprocity, founded upon the aspiration to engender gratitude—a testament to the benefits received and the readiness to reciprocate.

In our recognition of the human being's inherent fragility, we must desist from using others as mere means and instead regard them as the ultimate end of our endeavors. Marketing strategies of companies, akin to any other organizational endeavors, must, therefore, advance towards their business goals while concurrently preserving humanity.



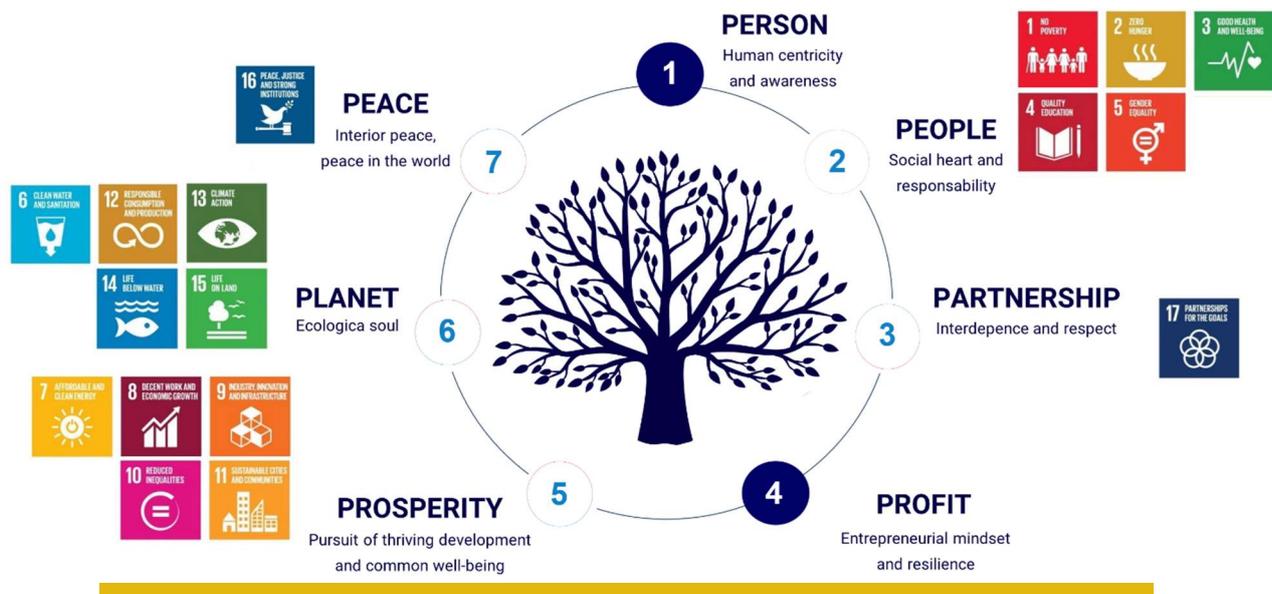
## BEYOND SDG'S: THE 7P MODEL

As we find ourselves at the midpoint of the Agenda 2030, it becomes imperative to summon individuals, organizations, and leaders to unite in pursuit of the Sustainable Development Goals (SDGs) outlined by the United Nations. This clarion call is underpinned by the urgent need to cultivate fresh mindsets and behaviors that facilitate the implementation of these 17 ambitious goals.

The current juncture demands a profound recalibration of our approach, a time for us to rethink, act, and live with an unwavering commitment to sustainability. It beckons the emergence of a novel economic paradigm founded upon the principles of human responsibility and right-profit—a concept we designate as the “**Spherical Economy™**”.

The SDGs have been thoughtfully grouped into five distinct "P's": Planet, Peace, People, Partnership, and Prosperity, each representing a strategic framework composed of national objectives. In our Spherical Economy model, these "P's" expand into seven, as we introduce two additional dimensions of paramount importance:

1. **Person:** This dimension underscores the significance of the individual as the linchpin of change, bearing sole responsibility for their actions. It forms the bedrock upon which the new model is erected.
2. **Profit (or Right-Profit):** Here, we draw a distinction between profit and prosperity. Profit should not be vilified; rather, it should be perceived as a means to generate value not solely for accumulation but also for circulation and equitable sharing.



## THE 7P MODEL

This expansion gives rise to the "7P" model, where the inclusion of the Peace dimension, fortified by human responsibility, imparts a new dimension to our evolving our model from mere circularity into sphericity. This transition ushers non-linear, three-dimensional growth, rendering the 17 SDGs solid, harmonious, balanced, and contemporary – truly spherical.

In accordance with the 7P model, organizations are mandated to cultivate a heightened awareness of their role in effecting change, prompting introspection and the translation of this introspection into positive-impact projects that, in turn, contribute to right-profit. To facilitate this transformative journey, organizations must engage in critical self-examination by addressing the following questions:

- 1. Person:** What is the intimate aspiration of the organization and how does it translate in its mission and vision?
- 2. People:** How does the organization promote employee diversity, inclusion and well-being?
- 3. Partnerships:** How does the organization create connections to reach social or environmental targets?
- 4. Profit:** How does the organization create value also to share and not just to accumulate?
- 5. Prosperity:** What is the most functional condition for an effective improvement of the organization?
- 6. Planet:** What are the policies and actions adopted by the organization to reduce the environmental impact?
- 7. Peace:** How does the organization promote peace and justice in its sphere of influence?

Ultimately, this introspective journey circles back to the "Person" dimension, underscoring the pivotal role of individual responsibility in driving meaningful change.



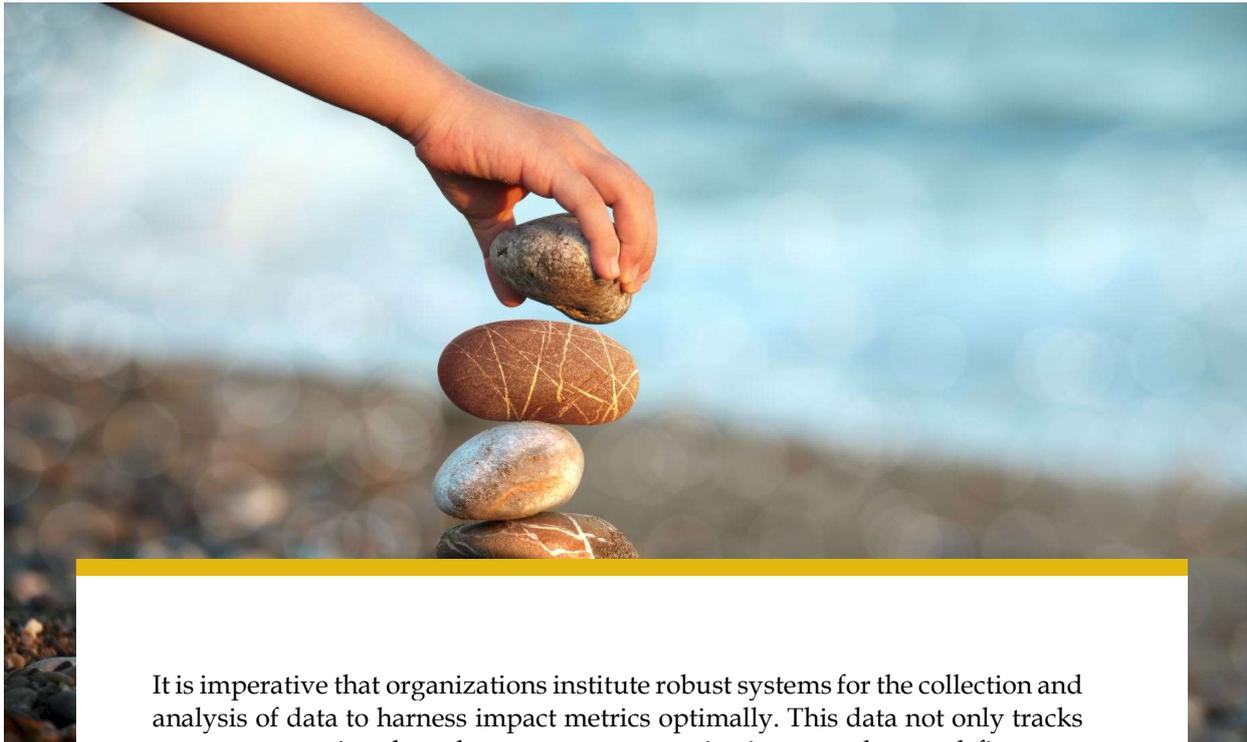
## MEASURING POSITIVE IMPACT WITH GRATEFUL BALANCE™

In the interconnected world of today, the measurement of positive impact arising from initiatives has assumed paramount importance for both organizations and individuals. The meticulous tracking and analysis of diverse Environmental, Social, and Governance (ESG) impact metrics have become indispensable for comprehending the effectiveness of these endeavors.

By rigorously tracking and analyzing these positive impact metrics, organizations and individuals alike stand to gain invaluable insights into the efficacy and trajectory of their ESG initiatives. These metrics furnish quantitative benchmarks to gauge the extent of impact, pinpoint areas for enhancement, and facilitate informed decision-making aimed at fostering enduring and beneficial change in society.

**Grateful Balance™** emerges as a tangible and measurable yardstick employed to monitor and evaluate the progression of an organization's ESG objectives. This assessment serves as precise metrics that encapsulate the positive transformations an organization is instigating in society or the environment.

When assessing the effectiveness of an organization's initiatives, programs, or projects, **Grateful Balance™** assumes a position of paramount significance. This metric serves as the linchpin for evaluating how effectively an organization is advancing its objectives, as they quantify the tangible outcomes of its endeavors on the targeted population or environment. **Grateful Balance™** can encompass both quantitative and qualitative dimensions, illuminating the efficiency and effectiveness of an organization's initiatives.



It is imperative that organizations institute robust systems for the collection and analysis of data to harness impact metrics optimally. This data not only tracks progress over time but also empowers organizations to adapt and fine-tune their programs as needed. A meticulous data collection and analysis regimen serves as the bedrock, ensuring the veracity of information and the judicious application of metrics to steer data-driven decision-making.

As an illustrative example, consider the Positive Impact KPIs associated with the "Regeneration of squares through the work of socially excluded individuals" project. Grateful Balance™ encompass metrics such as the number of shrubs and seedlings planted, the diversity of species introduced, the volume of water conserved, the count of socially excluded individuals employed, and the hours dedicated to training.

Moreover, **Grateful Balance™** extends to the Sustainable Development Goals Alignment. It scrutinizes the alignment of a social initiative with the United Nations' Sustainable Development Goals (SDGs), considering its contribution to eradicating poverty, fostering quality education, promoting decent work and economic growth, and nurturing sustainable cities and communities. This alignment metric is further refined within the 7P Model Alignment, focusing on Person (reflecting human responsibility) and Right-Profit generation.

In conclusion, the fusion of these principles and metrics encapsulates a holistic approach that we must adopt to set a course correction in motion. Through this comprehensive strategy grounded in human responsibility and right-profit, we can aspire to blend progress, economic prosperity, social inclusivity, and environmental sustainability into a harmonious and enduring reality.



## ASSESSING THE SOCIALLY INCLUSIVE REGENERATION OF PIAZZA DELLA SCALA - MILANO

The study explores the measurement of Grateful Balance™ resulting from the Regeneration of Piazza della Scala - Milano, on yearly based activity, which engages socially excluded individuals in urban revitalization efforts. The study evaluates the impact through the lens of Environmental, Social, and Governance (ESG) factors, examining the project's effects on sustainability, community well-being, and ethical governance. The findings reveal that this innovative project positively impacts ESG factors, suggesting a promising avenue for addressing social exclusion while contributing to broader sustainability goals.

**Objectives:** Regeneration of Italian cities, starting from the squares, enhancing the green and opening important paths of social inclusion.

**Problem Statement:** Italian cities are unable to enhance their squares because, once regenerated, they are not periodically maintained. There are many individuals unable to participate fully in economic, social and cultural life, looking for work who can take care of the maintenance of urban squares.

**Key stakeholders:** Companies, Public Administration, Everyone

**Key impact themes:** No Poverty, Good Health and Wellbeing, Decent Work and Economic Growth, Industry Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Climate Action, Life on Land.

### Methodology

**Data Collection:** Data was collected from the Regeneration of Squares project, local authorities, and community members. The data includes information on project design, implementation, and its effects on the environment, society, and governance.

**Metric:** The metric defined to assess this project is the **Grateful Balance™**, which is based on Sustainable Development Goals Alignment: This metric assesses the alignment of a social initiative with the United Nations' Sustainable Development Goals (SDGs). It considers factors such as the contribution towards poverty eradication, quality education, decent work and economic growth, sustainable cities and communities.

**KPI:** Include the number of shrubs and seedling planted, number of species entered, number of cube metre of water saved, number of individuals socially excluded employed, or number of hours spent on training.

## Environmental Balance

The environmental impact was assessed by considering factors such as:

- Improvement in air quality.
- Biodiversity preservation.
- Reduction in water consumption.
- Energy efficiency.

**Activity:** Planting and maintaining shrubs and seedlings (yearly based)

**Output:** Enhancing urban green

### Activity Metrics:

Category	Type	UoM	Baseline	SDG
Environmental Impact	# of tall trees planted	n	90	13, 15
Environmental Impact	# of shrubs and seedling planted	n	5,000	13, 15
Environmental Impact	# of species entered	n	10	13, 15
Resource consumption	# of cbm of water saved	cbm	300	12, 13
Innovation	Economic Value invested in R&S	€	12,000	9

### Output Metrics:

Category	Type	UoM	Baseline	SDG
Environmental Impact	# of square meters of regenerated urban green	sqm	4,000	13, 15
Resilience	# of people who regularly stop in the square yearly	n	2,000,000	11

### Outcome metrics:

Category	Type	UoM	SDG
Environmental Impact	# of ESG certified packages sold	n	17

## Social Balance

The social impact was evaluated through:

- Employment and skill development opportunities for socially excluded individuals.
- Surveys and interviews with community members.
- Changes in community cohesion and well-being.

**Activity:** Employing socially excluded individuals (yearly based)

**Output:** Increase in Social inclusion and changes in community well-being

### Activity Metrics:

Category	Type	UoM	Baseline	SDG
Growth and development of people	# of individuals socially excluded employed	n	6	1, 2, 8
Growth and development of people	# of hours spent on training	h	36	4
Growth and development of people	# of working hours	h	3,500	8
Growth and development of people	# of medical examinations during the year	n	2	3
Human Rights	# of disabled individuals employed	n	2	10

### Output Metrics:

Category	Type	UoM	Baseline	SDG
Social Inclusion	# of socially excluded individuals who secure employment	n	6	10

### Outcome Metrics:

Category	Type	UoM	SDG
Social Inclusion	# of ESG certified packages sold	n	17

## Governance Balance

The governance assessment examined:

- Transparency and accountability of project management.
- Compliance with ethical guidelines.
- Collaboration with local authorities and stakeholders.

**Activity:** Enhancement of local Companies also in the Green and Social sectors

**Output:** Produce certified documentation of the positive impact on citizens' lives

### Activity Metrics:

Category	Type	UoM	SDG
Stakeholder engagement	Concession from the Municipality	file	17
Stakeholder engagement	Contract with work cooperative	file	17
Stakeholder engagement	Contract with certified supply chain	file	12
Transparency	# of notarized contracts in blockchain	n	17

### Output Metrics:

Category	Type	UoM	SDG
Transparency	Certification of positive impact produced	€	16

## Grateful Balance™

**Activity:** Valorisation of the project

**Output:** Calculation of Right-Profit generated by the project

### Activity Metrics:

Category	Type	UoM	Value	Financial proxy	Value (€)	SDG
Environmental Impact	# of plant species entered	n	10.000	Cost of plants	45.000 €	13, 15
Innovation	Economic Value invested in R&S	h	130	Hourly cost of R&D department	12.000 €	9
Growth and development of people	# of individuals socially excluded employed	n	6	Cost of cooperative service	45.000 €	1, 2, 8
Growth and development of people	# of hours spent on training	h	36	Cost of training	4.000 €	4
Growth and development of people	# of medical examinations during the year	n	6	Cost of medical examinations	1.000 €	3
Human Rights	# of disabled individuals employed	n	3	Cost for inclusion of disabled individuals	5.000 €	10
Transparency	Certification of positive impact produced	n	1	Cost of ESG certification	8.000 €	16
<b>Project's Value (Right-Profit)</b>					<b>120.000 €</b>	

### Output Metrics:

SDGS	Impact
Goal 1: No poverty	85%
Goal 2: Zero hunger	70%
Goal 3: Good health and well-being	70%
Goal 4: Quality education	80%
Goal 8: Decent work and economic growth	70%
Goal 9: Industry, innovation and infrastructure	78%
Goal 10: Reduced inequalities	83%
Goal 11: Sustainable cities and communities	78%
Goal 12: Responsible consumption and production	65%
Goal 13: Climate action	80%
Goal 15: Life on Land	80%
Goal 16: Peace, justice and strong institutions	70%
Goal 17: Partnerships for the goals	78%
<b>Total SDGS Impact</b>	<b>76%</b>

7P	Scoring
PERSON	41%
PEOPLE	49%
PARTNERSHIP	96%
PROFIT	48%
PROSPERITY	38%
PLANET	48%
PEACE	96%
<b>Total 7P Impact</b>	<b>59%</b>

**Grateful Balance™  
leverages data-  
driven insights to  
drive meaningful  
transformations,  
reshaping the  
landscape of  
societal  
improvement and  
empowering  
change-makers.**



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