

MODEL C 2.0



MODEL **C** 2.0

Original creation



Sense-Lab

Coordination of version 2.0



Sponsorship



March 2025

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Manifesto



Critical integration needs to gain ground

We need to advance integrative practices and reflections aimed at enabling a more effective confrontation of inequalities, social injustices, and complex environmental challenges in a critical and responsible way. We have long witnessed the negative effects of the predominance of a prevailing view of modernity that fragments, isolates and disconnects parts of a whole, whether at an individual, social or environmental level.

We see this in ideas and creations focused on temporary solutions or particular interests, in actions and decisions that ignore the deep connections between elements, beings and biomes in all their diversity, in stories told by a single voice, disconnected from many others that intricately shape the same moment and temporal reality, in isolated theories and models rigidly bound to their own certainties, and in so many other phenomena that reinforce this logic of fragmentation.

Faced with this scenario, we have two choices: to accept and reproduce these structures, or to seek ruptures, new perspectives and changes that promote greater awareness, integration, justice, and equity. We need more systemic agents of transformation that act with maturity and that are committed to generating positive impacts. To this end, we need models (and anti-models) that expand our repertoire of action.

This material reiterates our intention, which is to continue contributing to the field of social and environmental impact, supporting organizations and people within the ecosystem! Therefore, we would like to invite you to explore Model C, to reflect, build and commit to a more integrated and systemic approach that recognizes the complexity and interdependence between impact and business, people, and territories, present and future. May Model C be a living instrument, capable of inspiring new questions, strengthening pathways, and driving transformations that truly matter for the world we seek to build.

1

Presentation

We are delighted to present version 2.0 of Model C. Yes, certain things have changed! And after seven years, how could it be any different? The first version, initially conceived in 2016 and launched in 2018, has had various applications, and there have been numerous discussions regarding its diverse uses. The Reference Guide has been downloaded thousands of times, used by over 500 businesses, cited in numerous texts, academic theses, and articles referencing Model C, and has inspired a variety of experiences, both online and in person, particularly in Brazil and its vast impact ecosystem.

Throughout this journey, various improvements have been proposed: updating terms and concepts, refining key dimensions and questions, translating the tool into English and Spanish, and developing approaches and resources to support users in both construction and ongoing management.

We then proceeded to undertake the task of updating through a method that emphasized sharing and collaborative construction. This process incorporated individual interviews, testing and elaboration workshops, technical meetings, and validation meetings. Representatives of more than 30 impact businesses and 14 driving organizations met with us in person (in Oaxaca-Mexico and Manaus-Brazil) and remotely, contributing ideas and comments that brought us to this 2.0 version. We would hereby like to extend our sincere gratitude to everyone for their valuable time and commitment to collaborative efforts.

The content of this Guide is the outcome of a meticulously organized collective effort spanning seven months. This endeavor would not have achieved its scale and quality without the generous support of the Grupo O Boticário Foundation, ICE, Grupo Sabin, Fundo Vale, and AMAZ. We also extend our sincere gratitude to these organizations for their invaluable contributions.

Its evolving design and incremental approach bring progress while preserving its objective to effectively support the maturation of initiatives aimed at positively transforming the world, all without compromising economic viability. It therefore maintains the premise of coherent alignment and integration between impact narratives and commercial and financial logic. The letter C continues to symbolize several key attributes: it represents being **Complete, Collaborative, Connected to Complexity, and Comprehensible**.

We hope your experience with Model C 2.0 is a positive one!

2

Starting Points

What is Model C for?

- To support the assessment, creation, and management of businesses that aim to effectively integrate their productive and commercial operating model with a strategy for generating a positive socio-environmental impact.
- To see impact businesses mature, becoming more capable of achieving their plans and ambitions, while maintaining healthy financial flows and teams.
- To challenge, provoke, and inspire entrepreneurs and teams to critically reflect on how they conceive and manage the businesses they are part of.
- To align impact business teams and partners around their purpose and productive and commercial operating model.
- To create possibilities for more comprehensible communication between the business and its different stakeholders.

For whom?

- For those who wish to create, lead or operate an impact business: entrepreneurs and teams.
- For those looking to reinvent their organization: organizations in transition to the logic of impact business.
- For those who advise and support the maturing of impact businesses: accelerators, incubators, and other intermediaries.
- For those who finance impact businesses: impact investors, funds, among others.
- For those who teach the subject: teachers from educational institutions, mentors, and others.
- For anyone interested in impact management.

3

Basics of Model C

Before we delve into the details of the C Model and its practical application, it's worth introducing a few concepts that underpin the approach.

What is a social and environmental impact business?

There are several possible definitions for the concept of impact business. Generally speaking, we can consider them as initiatives or **“ventures whose aim is to generate social and environmental impact and positive financial results in a sustainable manner.”**

More specifically, for an enterprise to be considered an “impact business, it must meet the following criteria:

- Clearly express its intentionality (mission/purpose) to address a social or environmental issue, at least in part.
- Provide a solution to a real social and environmental problem, with this solution serving as the core activity and the primary justification for the business's existence.
- Generate its own revenue through the commercialization of products and/or services, without relying primarily on subsidies – though it may receive them at different stages of its journey.
- Commit to monitoring and evaluating the social and environmental impacts it generates or intends to generate.

Here, we define impact as any change caused, with varying degrees of influence and intentionality, by one or more organizations and entities within an ecosystem.

Learn more

[1] The reference in the text may be found in the document *O que são negócios de impacto: características que definem empreendimentos como negócios de impacto (2019)*¹. Available at: <https://aliancapeloimpacto.org.br/wp-content/uploads/2020/03/ice-estudo-negocios-de-impacto-2019-web.pdf>

[2] DECREE No. 11,646, of August 16, 2023 (Brazil), which established the National Strategy for Impact Economy and the Impact Economy Committee.

[3] Impact Management Project. Available at: <https://impactfrontiers.org/norms/>

¹ Translation: What are impact businesses: characteristics that define enterprises as impact businesses

What is a business model?

A business model may be defined as an integrative conceptual framework, composed of a set of interrelated components that apply to and often structure businesses, whether impact-driven or not, at the ideation stage or already in the process of maturation. In short, a model seeks to guide decisions and reflections that generate positive scenarios and results for the initiative itself and its stakeholders (including customers).

Various organizational and management frameworks have produced numerous models, often supported by logical and visual structures known as business architecture. This resource describes and connects the main components of a business model, providing a holistic, interdependent, and structured view of an organization (or project, program, etc.) that favors alignment and decisions in favor of desired results.

One of the most widespread business architectures is the Business Model Canvas (or simply “Canvas”), a strategic tool for developing and analyzing business models.

Learn more

[1] Sebrae. *Business Model Canvas: como construir seu modelo de negócio?*². Available at: <https://digital.sebraers.com.br/blog/estrategia/business-model-canvas-como-construir-seu-modelo-de-negocio/>

[2] Pedroso, M. C. (2016). *Modelo de Negócio e suas aplicações em administração*. Available at: <https://www.teses.usp.br/teses/disponiveis/livredocencia/12/tde-03052023-174523/publico/LdMarceloCaldeiraPedroso.pdf>

[3] Osterwalder, A., Pigneur, Y., Clark, T., *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*, 2010. Available at: https://vace.uky.edu/sites/vace/files/downloads/9_business_model_generation.pdf

2 Translation:
Business Model
Canvas: how to build
your business model.

3 Translation:
A business model and
its applications in the
administration.

What is Theory of Change?

Theory of Change (ToC) is an approach that enables the understanding, structuring, and communication of how an initiative intends to generate and influence social and environmental changes based on its specific strategies and assumptions. The proposal emerged at the end of the 1990s and gained prominence for its ability to clarify the assumptions that shape the impact logic of an initiative.

ToC has since evolved, developed further, and been adopted in various applications. Today, it is understood as a broader approach, a dynamic process that supports the evaluation, communication, planning, and systematization of initiatives aimed at generating and influencing positive social and environmental impacts. It can also be easily translated into a visual product. Its use enables team alignment, clarifies strategic decisions, and highlights the complexity of the cause-and-effect relationship, which is rarely linear. Whether designing a new intervention or reviewing an existing one, ToC helps ensure coherence and transparency in the impact journey of organizations, initiatives, and socio and environmental impact businesses.

Learn more

[1] Move Social. Teorias de Mudança. Available at: <https://move.social/teorias-de-mudanca/>

[2] Ribeiro, A. (2021). Teorias de Mudança: da descrição à integração. Available at: <https://aupa.com.br/teorias-de-mudanca-da-descricao-a-integracao/>

[3] Theories of Change in Reality: Strengths, Limitations and Future Directions. Available at: <https://www.taylorfrancis.com/reader/download/048a7a42-0e84-4a75-b011-4ac99dcb6e69/book/pdf?context=ubx>

[4] Anderson, A. The Community Builder's Approach to Theory of Change – A practical guide for theory development. The Aspen Institute, 2006. Available at: <https://goo.gl/crD6wN>

4 Translation:
Move Social.
Theories of Change.

4

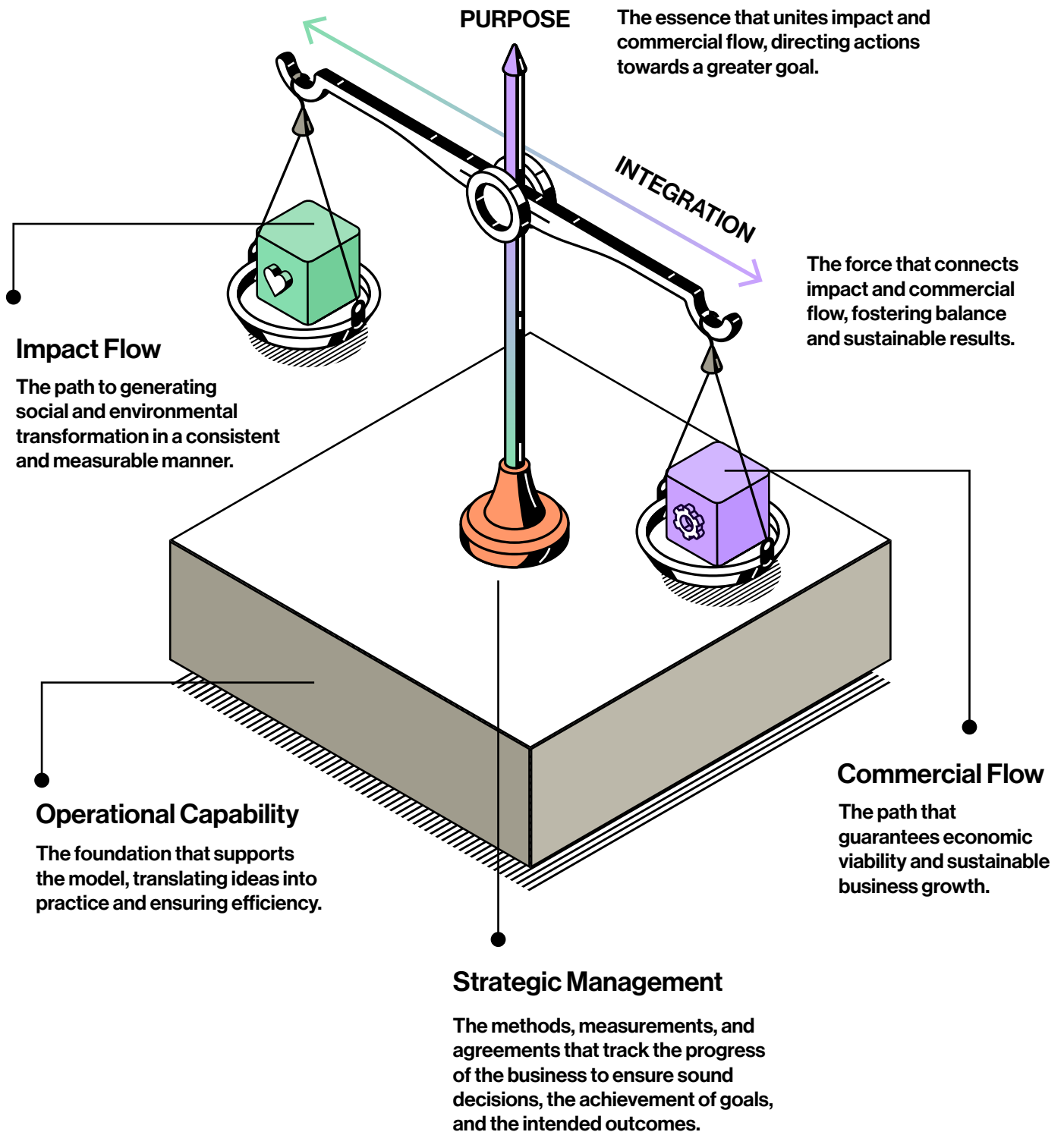
Dimensions

Model C has been recognized for its ability to incorporate business modeling approaches, such as structuring impact logics, in conjunction with references like Business Model Canvas and Theory of Change. As a premise, it is based on the idea that a social and environmental impact business should build its operational dimensions in an integrated, balanced, and coherent manner.

In Model C 2.0, integration continues to be a key feature. The goal is to consolidate the necessary questions for understanding, modeling, and reflecting on social and environmental impact businesses, ensuring a unified and synergistic view of their dimensions. Thus, the logic of how a business sustains itself financially through the commercialization of products or services is intricately connected to the flow of positive transformations it aims to generate. Alongside this, an equally important aspect is the business' operational capacity, bringing together fundamental statements that will support its activities.

One of the innovations in Model C 2.0 relates to the incorporation of strategic management, highlighting the importance of establishing practices, agreements, and metrics to monitor what was outlined in the previous dimensions. This reflection reaffirms the importance of building a structure, however simple, along with strategies and actions to guide decision-making and measure transformations in society, business outcomes, and financial impact.

MODEL C. 2.0



On the structuring dimensions of Model C

Impact Flow

It promotes reflection by analyzing the context and challenges to be addressed, followed by guiding the identification of target demographics or territories for action implementation, aiming to produce positive transformations. Finally, it leads to the identification of expected initial and intermediate changes, together with the intended impact that the business aims to achieve.

Commercial Flow

It proposes an initial analysis of market opportunities and the identification of the customers to whom the products and services will be offered. In addition, the dimension provokes the value proposition delivered by the development. It then guides reflection on the internal results expected in the short and medium term and, finally, on the future ambition projected for the business.

Operational Capability

It suggests evaluating and making initial statements about how the internal structure of the business might be organized to make its operations sustainable. It begins with disruptions related to the core activities of the operation and a breakdown of the infrastructure and distribution and sales channels. From another perspective, it provokes reflection on elements related to the team and expected partners and connections. Finally, it explores cost-related projections.

Strategic management

It leads to the construction, even if only initially, of metrics related to the scope of the impacts and the financial scenario of the business. It also encourages reflection on leadership roles and decision-making processes.

On cross-sectional analyses



Integrative analysis

It is driven by a set of questions that explore the coherence and integration between commercial and impact flow. It suggests analyzing impact demographics and clients, the coherence of impact strategies with products and services, and the implications for business growth. It also encourages the projection of future scenarios and the necessary steps to align impact and business ambition.



Risk analysis

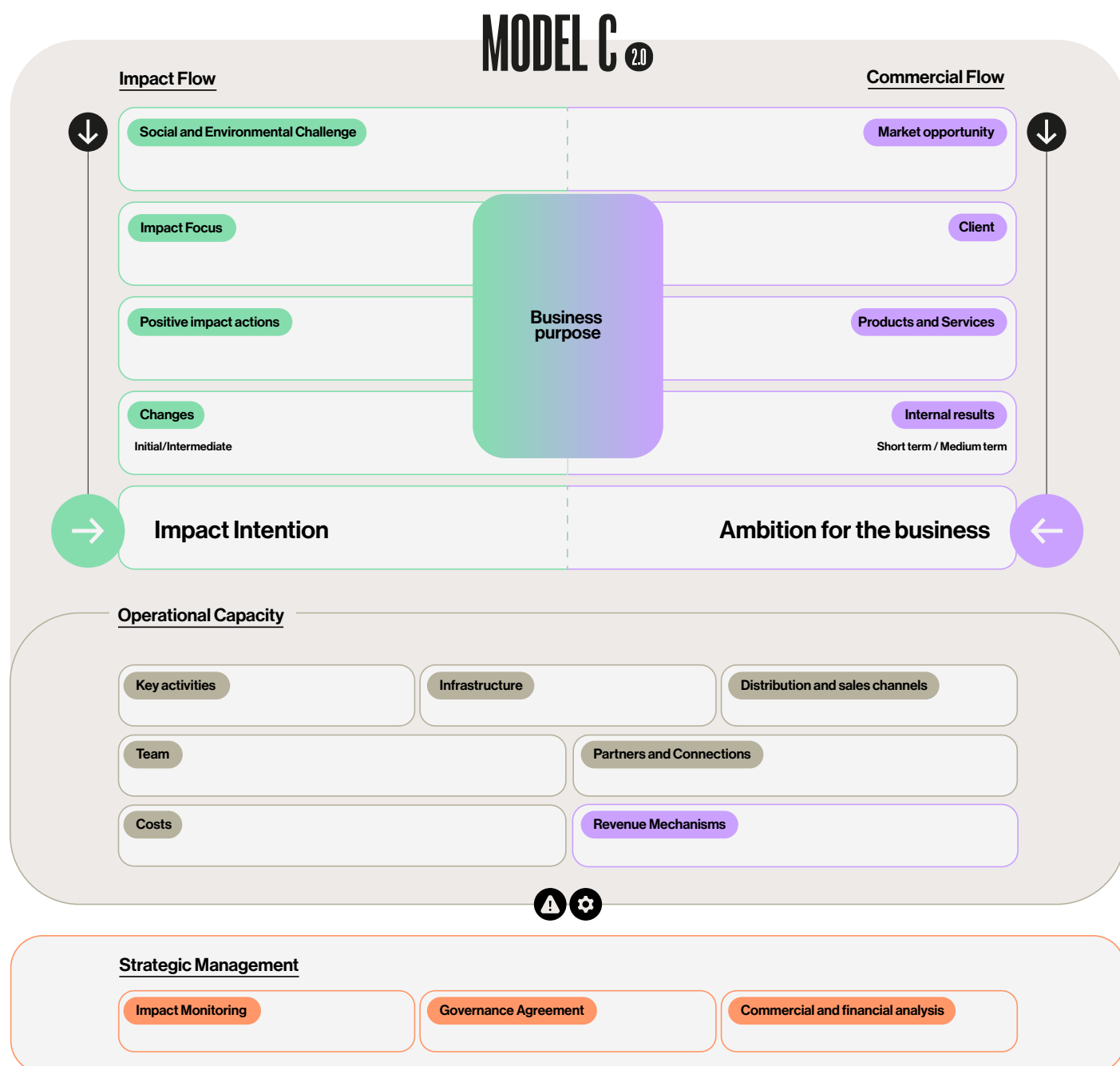
Also based on a set of questions, it seeks to identify and assess the potential challenges that could affect both the social and environmental results and the sustainability of the business. It explores risks related to operations, impact strategies and interaction with the public and territories, as well as assessing possible negative impacts and limitations to growth.

5

Application

and guiding questions

The structure of Model C 2.0 has evolved into a vertical format, emphasizing at the top an integrated vision of impact flow as the first element, intentionally placed before commercial flow. Next, operational capacity is positioned as the foundation that enables the business's intentions to materialize. At the core of all other elements, strategic management supports and anchors the model's structure. Additionally, two icons have been introduced to encourage businesses to reflect on the coherence between their impact expectations and financial sustainability, as well as to conduct a careful analysis of the risks relevant to their operations. The image below showcases the structure of Model C 2.0. The adapted version for completion is available for download [here](#).



As we've already mentioned, **Model C** may be applied by businesses at different stages of maturity, operating realities, and levels of availability for completion. Due to its broad applicability, we have paved pathways that can adapt to different profiles. We suggest that **Model C** be used in a flexible and adaptable manner, aligning with the expectations and availability of each business's team. The model should be positioned in an inspiring, relevant, and practical way that can be utilized according to each profile's needs and readiness.

Nonetheless, considering the testing we have conducted, we believe it is important to suggest certain pathways to guide the completion process. To this end, we worked with three criteria:

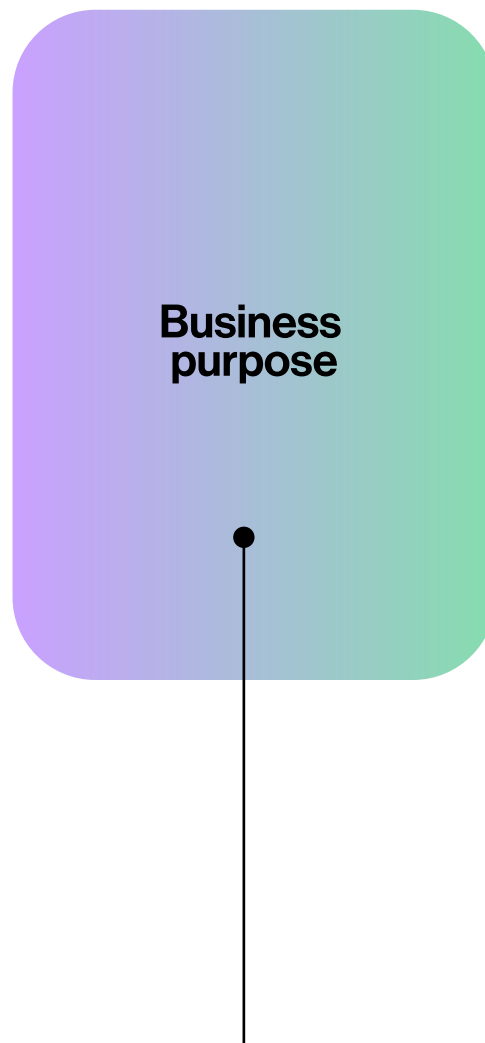
- **Maturity of the business and its teams**
- **Familiarity with modeling tools**
- **Availability of those involved in the process**

On this basis, we propose two general paths of use:

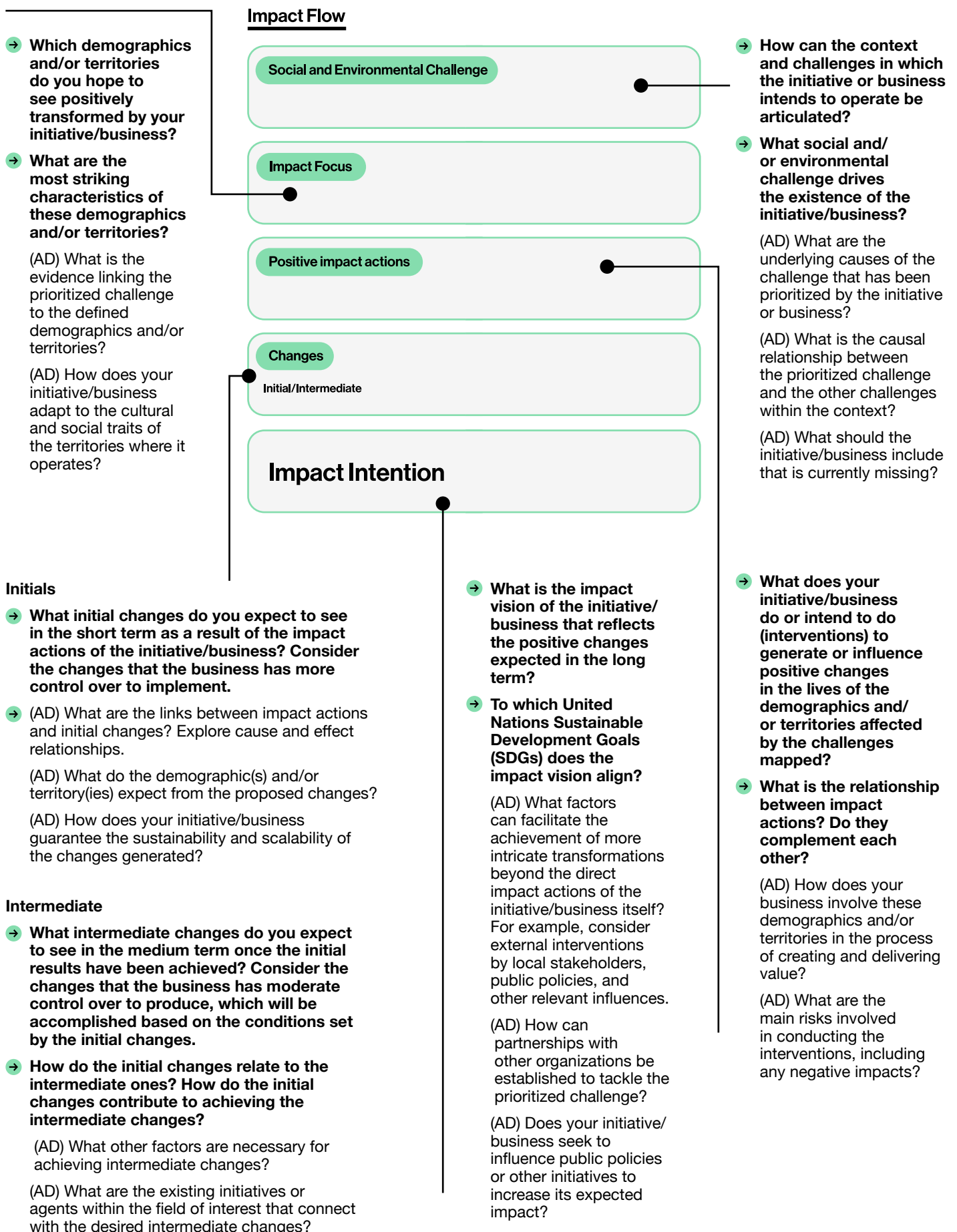
- **If you are starting a business and/or have little familiarity with modeling and/or little availability for implementing the process, we recommend starting with the general questions.** This path will provide a valuable reflective process and generate material with strong potential to represent your impact business.
- **If you are maturing a business already in operation and/or have familiarity with modeling and/or a comfortable willingness to build,** we suggest exploring the **general questions** and delving into the **additional questions (AD)**. This will allow you to revisit strategic issues, broaden your thinking and build a very detailed final image of your impact business.

Shall we begin?

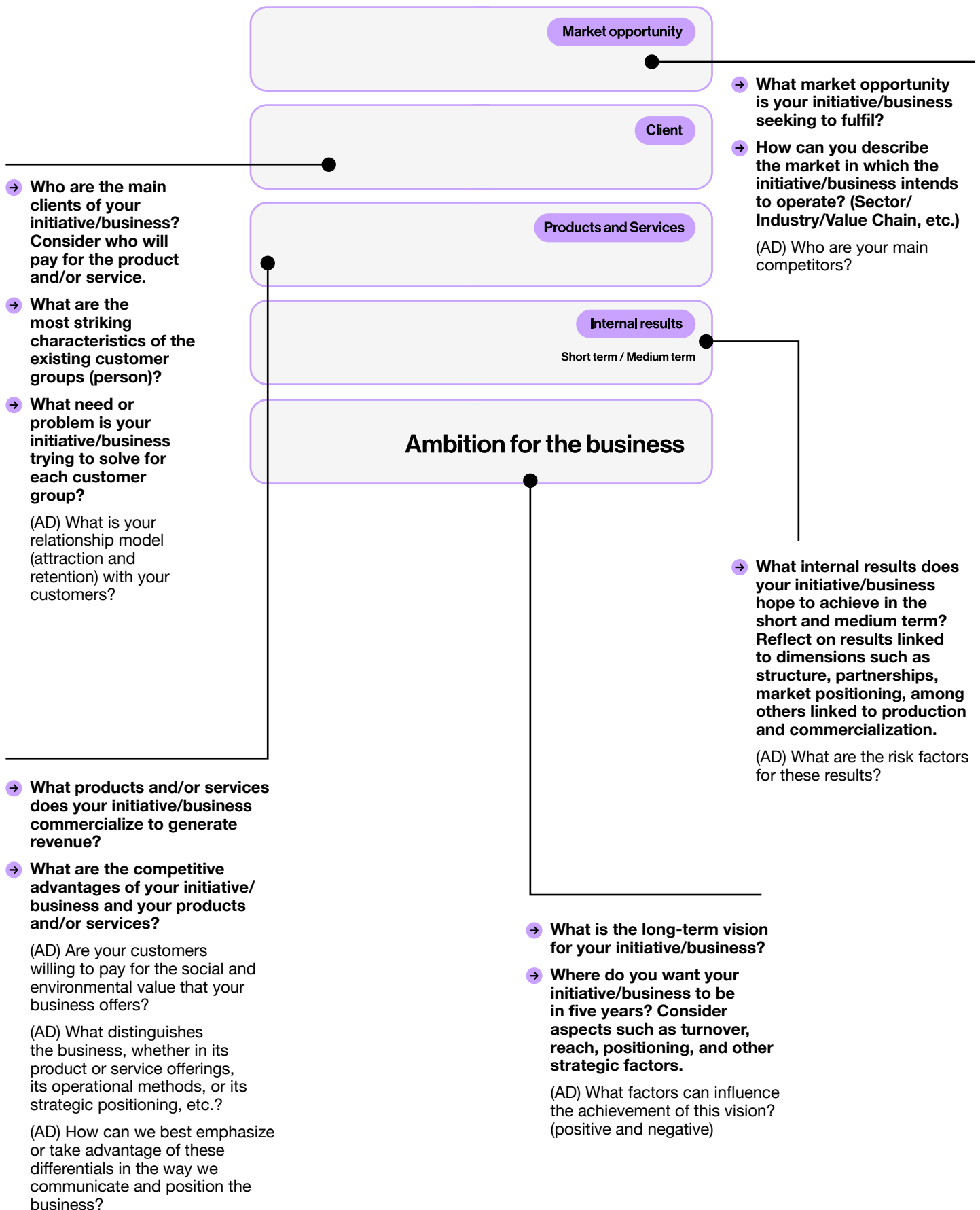
Intentionally, we suggest that **Model C** be started with the **Impact Flow**. If the business already has a purpose statement, we recommend it be recorded. This initial definition can guide the completion process, but it is important to consider that the process itself may refine it. Upon completing **Model C**, revisit the purpose statement to ensure its coherence and alignment with the reflections developed.



What is the reason for the existence of the initiative/
business that demonstrates its intention and
commitment to making a positive impact on society?



Commercial Flow



- **What are the key activities related to the commercial stages of the business? Consider the activities of production, execution, distribution, and sales.**

(AD) How do you ensure the efficiency and quality of these activities?

(AD) What are the main certifications linked to your operation and which make sense for the initiative/business?

- **What physical and digital infrastructure does your initiative/business use?**
- **Is this infrastructure sufficient to achieve the objectives of the initiative/business in the short term?**

(AD) Is your infrastructure compliant with standards and regulations?

(AD) Does your initiative/business use clean and efficient technologies?

(AD) What are your plans for investing in infrastructure to support business growth?

- **How do your products and services reach customers?**

- **What distribution and sales channels do you use?**

(AD) Do your distribution and sales channels align with your proposal for social and environmental impact? How can you influence them?

(AD) Are the relationships with distribution and sales links equitable? What improvements could be made?

Operational Capacity

Key activities

Infrastructure

Distribution and sales channels

Team

Partners and Connections

Costs

Revenue Mechanisms

- **What functions are necessary for the implementation of your initiative/business?**
- **What is your team's hiring model?**
- **How does your initiative/business promote diversity and inclusion within the organization?**

(AD) What skills and experience are required for each position?

(AD) How do you train and promote the professional growth of your team?

- **What are the core costs of your business? Consider fixed and variable costs.**

(AD) What costs are essential to guaranteeing the quality of your products and/or services and the social and environmental impact your business aims to achieve?

(AD) Are there any invisible or underestimated costs that could jeopardize the long-term viability of the business?

- **What are your business's sources of income?**
- **What is the optimal revenue mechanism for the viability of your business?**

(AD) What are your business's income generation strategies?

(AD) What funding opportunities are available, including philanthropic funding?

Learn more
To find out more, we recommend accessing [Innovation in Impact Business Models: A practical guide to reconciling revenue and impact](#)

- **Who are your main partners, suppliers, and connections? What roles do they play?**

(AD) Which partnerships are necessary to enhance the proposed impact?

(AD) Does your initiative/business participate in collective action initiatives (networks, alliances, etc.) that are aligned with and committed to your vision of impact?

→ **What are the essential and viable indicators to accompany the changes your business wishes to see? (differentiate between initial, intermediate and impact changes)**

→ **What are your main impact goals?**

(AD) How is your business structuring itself to implement the Impact Monitoring Plan?

(AD) How will your business communicate its achievements to partners and stakeholders?

→ **Who are the leaders of your business and what are their roles?**

→ **What is your business's management and decision-making model?**

(AD) How does your business team and other stakeholders interact with decision-making processes?

(AD) Does your business have an advisory and fiscal board? Consider other similar instances.

→ **What are the main financial and commercial indicators?**

→ **What are your main commercial and financial goals?**

(AD) How do you communicate your commercial and financial results to partners and stakeholders?

(AD) What are the main criteria used to analyze the financial sustainability of your business?

Strategic Management

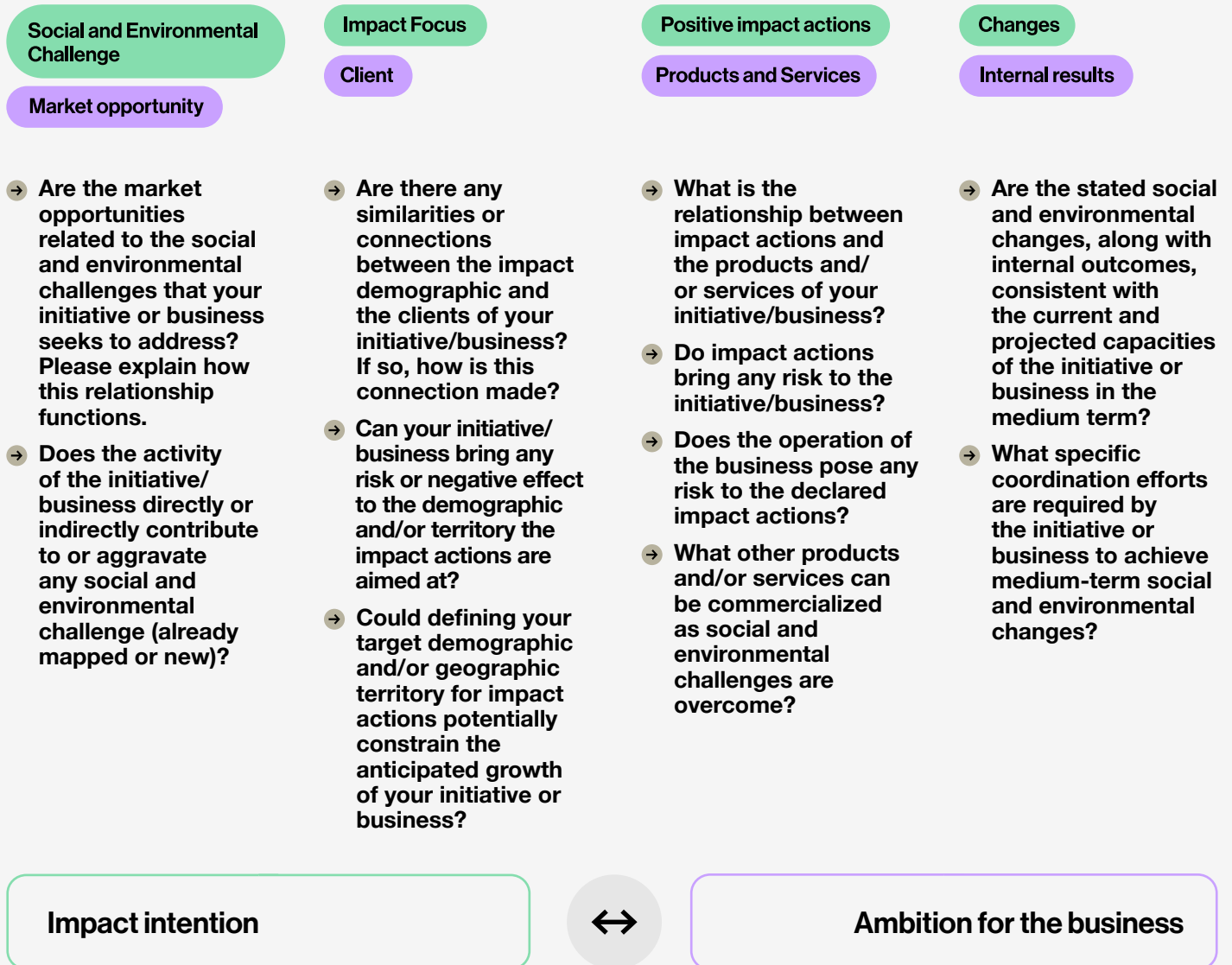
Impact Monitoring

Governance Agreement

Commercial and financial analysis

Transversal reflections

Integration between Impact and Commercial Flow



- What is the ideal integration scenario between the vision of impact and the ambition projected for the business? What kind of coordination needs to be take place for this to happen?

Risk analysis



- What are the most significant risks that could jeopardize the ability of your initiative/ business to achieve the desired socio-environmental impact in the long term? How does your initiative/business plan to overcome these obstacles?
- What are the main barriers that could impact the viability of your initiative/business's commercial flow, and how are you preparing to tackle them?
- Are there any risks related to stakeholders that could jeopardize the ability to generate impact and keep the business model viable?

7

Recommendations

The energy of idealization and the maturing of leadership

The person or group that creates an impact business carries the vision, motivation and enthusiasm that drives its existence. In the beginning, it is natural for this figure or group to take on multiple roles, putting immense energy into making things happen. Over time, as the business matures, new people arrive, roles are redistributed, and the structure is strengthened which is essential for the initiative to endure. How can we ensure that this mobilizing energy is maintained over time? We suggest that filling in Model C is also a time to revisit this motivation, connecting it to the transformations that the business seeks to generate. The leadership(s) need to evolve along with the initiative, balancing inspiration, and construction, making room for other voices while keeping alive the essence that motivated its creation. What mechanisms do you have in place to feed this energy and cultivate enthusiasm within the team? How can the business remain connected to the motivations that gave rise to it, while growing and changing?

Collective and participatory process

Filling in Model C should be a collective and participatory process, involving either everyone, or a representative group of those who contribute to the business. Increased collaboration tends to result in higher quality ideas and proposals. Set aside dedicated time to work through the model in depth and try to ensure that people are actually present for this collective construction. Bear in mind that this group work involves three essential dimensions: the content (the Model C itself), interpersonal relationships (ensuring an atmosphere of respect and active listening) and the process (defining an efficient workflow).

Gender, race, and territory

Committing to producing a positive socio-environmental impact implies taking action to reduce social inequalities. As already presented in version 1, Model C offers an opportunity to integrate issues of gender and race equity, aligning with the Sustainable Development Goals (SDGs) and taking a transversal approach that can be incorporated by any organization, regardless of its focus. To achieve this, it is important to consider the following points:

- The gender and race agendas must be consistent and coherent, reflecting a real commitment to social transformation.
- Take care of the content and the way you communicate and commit to deconstructing stereotypes that can alienate and silence groups during the process.
- Watch out for power dynamics that can manifest as interruptions, obvious explanations, or misappropriation of ideas.
- Diversity should be measured by the real possibility of incorporating the ideas of everyone present in the construction, not just by presence but lacking the space and willingness to listen to all parties.
- Consider the specificities of gender, race and socio-territorial characteristics when defining your demographic, adapting proposals and strategies, as necessary.

Integrated approach to social and environmental issues

Utilizing Model C necessitates the adoption of a comprehensive approach that fully incorporates both social and environmental aspects. Faced with a climate emergency and so many inequalities, we cannot dissociate what happens throughout the territories: environmental racism reveals how historically marginalized groups are the most impacted by ecological degradation. When defining the intentions and impact statements of your business, it is essential to connect the well-being of communities with the preservation and regeneration of nature, ensuring that environmental and social benefits go hand in hand.

Tips for facilitators

During the review process, we heard from various parties about the importance of facilitation in the meetings to fill in Model C. The facilitator's role goes beyond presenting the elements of this guide: it is essential to understand the context in which Model C fits and the particularities of each group, its stage of maturity and main challenges. Based on this – and taking into account the time available – it is up to you to adapt the guidelines so that they are more effective and aligned with needs. Here we suggest a route, but please note that it is not the only one. The strength of Model C lies in its flexibility to adjust to different realities without losing its essential purpose: to strategically integrate the commercial and impact flow, strengthening businesses so that they are able to face the social and environmental challenges of our time.

8

Annexes

Monitoring and evaluation plan

The **Impact Monitoring and Evaluation Plan** allows the business to monitor the effects of its actions over time. It helps to verify whether the business is moving towards the impact intention, providing essential information for strategic adjustments, and strengthening the coherence between intention and result.

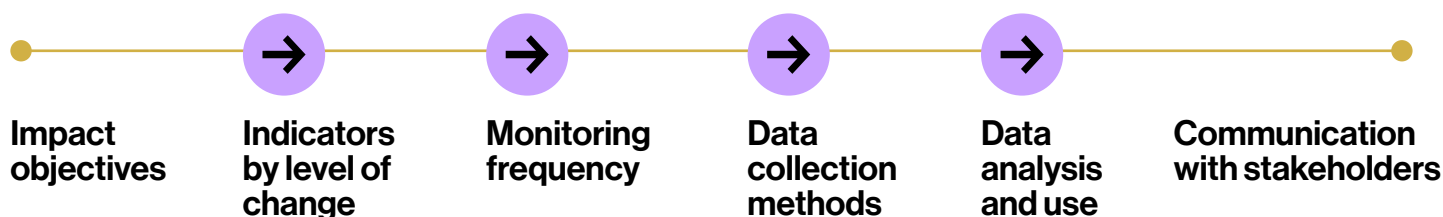
To ensure effective monitoring, it is essential to identify specific indicators for distinct levels of transformation: initial changes (short-term results with greater business governance), intermediate changes (results that create intermediate conditions for achieving impacts) and impacts (deeper and more systemic transformations).

It is also important to differentiate between monitoring and evaluation. Monitoring should be continuous, following the implementation and immediate effects of the work, while evaluation is conducted at specific times, when there is a need to delve deeper into issues of interest to the business and verify progress towards the intended changes.

To build it, we suggest the following flow:

- **Assume the statements related to the impact flow** – Specify what statements are made in Model C about the changes and transformations that the business seeks to generate.
- **Select key indicators for initial, intermediate and impact changes** – Identify metrics to measure progress at the different levels.
- **Establish data collection methods** – Define how and how often information will be collected.
- **Create a system for analyzing and using the data** – Determine how the lessons learnt will be used to improve business performance.
- **Plan communication with stakeholders** – Ensure that the results of monitoring and evaluation are shared in a clear and beneficial way with staff, investors, partners, and other strategic demographics.

Below is a suggested structure for the Monitoring and Impact Assessment Plan:



Activity Plan

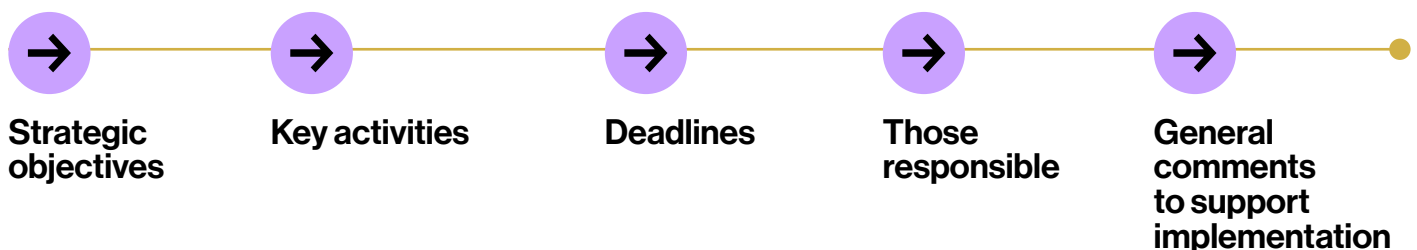
The **Activity Plan** translates the business strategy into concrete actions, structuring what was stated in Model C into practical steps and distributing responsibilities within the team. It ensures that each dimension of the model is effectively incorporated into the business routine, facilitating the execution and monitoring of planned initiatives.

To build it, we suggest the following flow:

- **Define strategic objectives** – Establish clear objectives for each dimension of Model C.
- **Map essential activities** – Identify the main activities that will have to be carried out in order to achieve the strategic objectives defined for your initiative/business.
- **Set deadlines and those responsible** – Define who will be responsible for each activity and the deadline for its completion.
- **Create a follow-up system** – Monitor progress and review actions whenever necessary.

We recommend that the plan be recorded in the tool most suited to the day-to-day running of the business, ensuring that the whole team has access to it and understands its contribution within the set of planned actions.

Below is a suggested structure for the Activity Plan:



Analyzing Gaps and Opportunities

To delve deeper into the issues addressed in Model C regarding the analysis of socio-environmental challenges and opportunities, we suggest that businesses conduct this analysis in an integrated and strategic manner. Our proposal is based on the **Impact Gaps Canvas**, developed by **Daniela Papi-Thornton** at Oxford University's Skoll Centre for Social Entrepreneurship. This tool is practical and effective for mapping social challenges, understanding existing solutions and identifying the gaps that still need to be filled to achieve the desired impact.

Gap and Opportunity Analysis is essential for an impact business to understand its context. It makes it possible to identify the challenges faced, the solutions available and the gaps that still exist, making it possible to focus on real needs and avoiding redundancies.

To conduct the analysis, we suggest the following flow:

1

Map challenges and problems – Identify and clearly describe the challenges that your business aims to solve. What are the causes? Who is most affected? Where do they occur? In addition, analyze how these challenges have evolved over time and how they might change in the future.

2

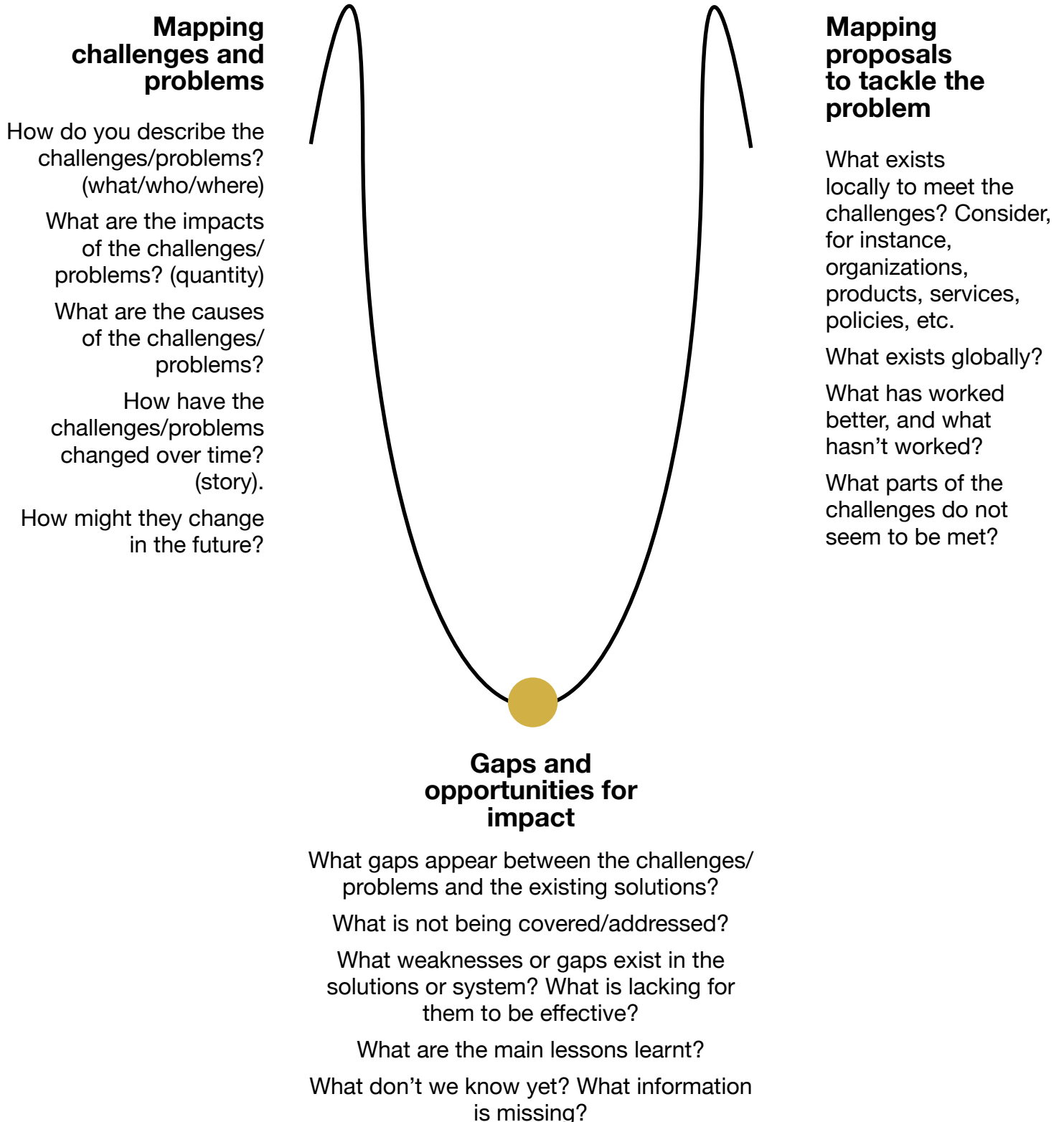
Identify gaps between challenges and existing solutions – What gaps still exist between the challenges faced and the solutions already implemented? What is being overlooked or insufficiently addressed? What weaknesses are there in the current solutions or in the system as a whole?

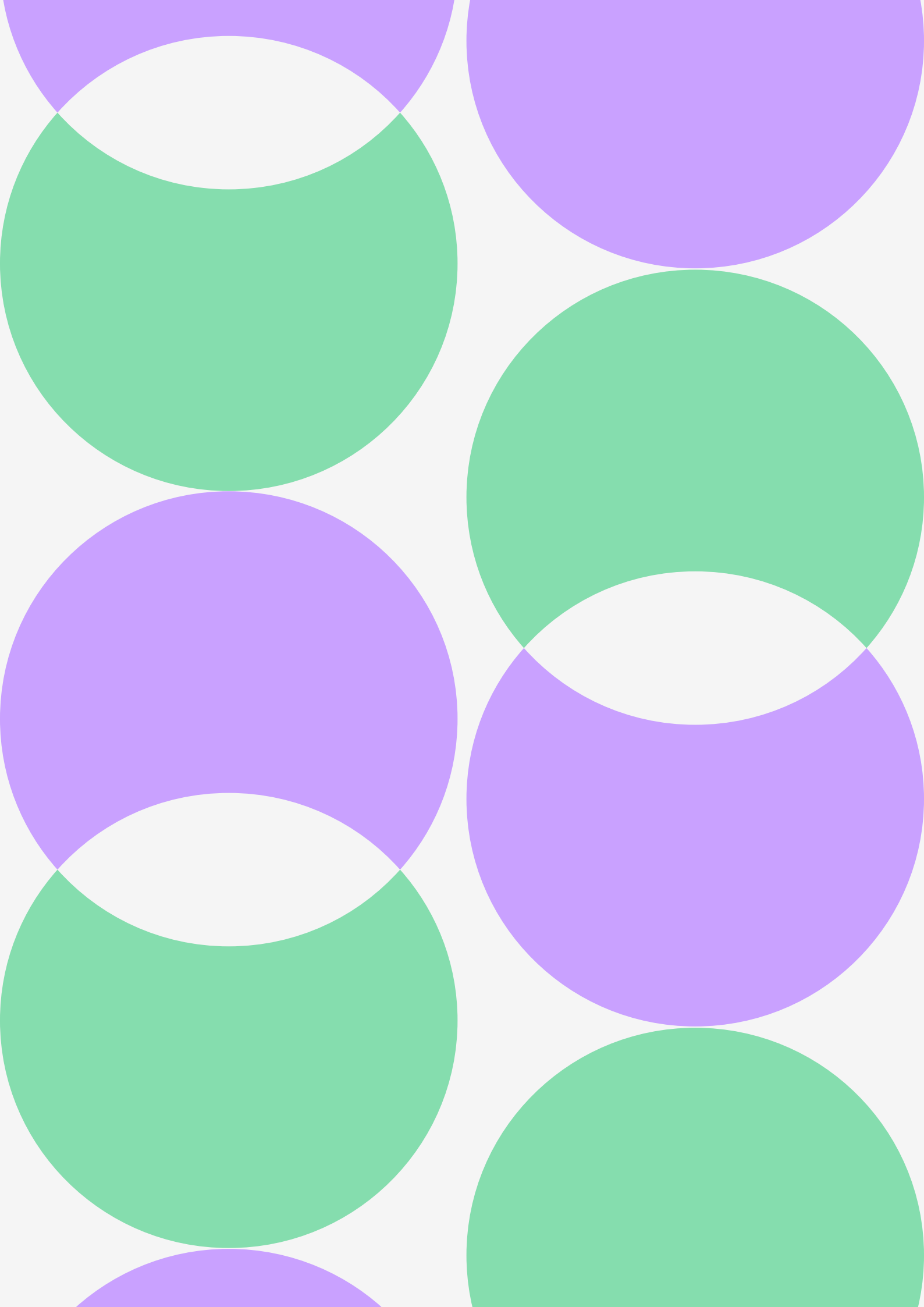
3

Map existing initiatives and responses – Survey the organizations, services, products, and policies that are already working to solve these challenges, both locally and globally. Which of these approaches have proved effective? What still needs to be addressed in a more robust or innovative way?

Below is an adapted version of the **Impact Gaps Canvas** to help you conduct this analysis.

Canvas of impact gaps and opportunities





MODELO C 2.0

Original Creation



Coordination of version 2.0



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Vitoria Junqueira

Organizations and businesses taking part in the Model C testing workshops:

Oaxaca (Mexico)
SEP/2024

Partnership with Latimacto and the Government of Nuevo León, in the Impact Minds 2024 program.

Manaus (Brasil)
OCT/2024

Partnership with Idesam and Impact Hub Manaus in the program of the 3rd Amazon Impact Investment and Sustainable Business Festival.

Graphic design and layout

Victoria Carvalho

Model C website

Marcus Vinicius

Partner organizations

Sponsorship



Operation

Latimacto, Impact Hub Manaus,
Governo de Nuevo León (México)

We would like to thank and mention here all the people and organizations who also helped to create and make possible the first version of Model C, back in 2017. These are as follows:

Design and technical development

Alice Navarro Castello Branco
Andreas Ufer
Antonio Ribeiro
Daniel Brandão

Critical review

Adriana de Almeida Salles Mariano
Anke Manuela Salzmann
Carlos Augusto Wroblewski
Fernando Campos
Samir Hamra

Support for guidance on race and gender

Walquíria Tiburcio

Sponsors

ICE – Instituto de Cidadania Empresarial
Fundação Grupo Boticário de Proteção à Natureza

Operational support

Unibes Cultural

Collaborating organizations

A Banca
Sinapse Virtual
Pickcells
Mancha Organica Ltda
Araucária+
Velejando Por Um Mundo Melhor
Moralar
Instituto Feira Preta
Canalbloom
Movimento Choice
Incubadora Tecnológica De Empreendimentos
Criativos E Inovadores De Campina Grande (Itcg)
Porto Digital
Instituto Gênesis
Inovaparq

MODEL C 2.0



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