



# Homeless World Cup

## ProSocial Valuation Service



# The ProSocial Valuation Service

## What We Do, Why We Do It

Increasingly, organizations of all types are grounding strategies for value creation in social purpose. Sports, arts, entertainment, events and nonprofit partnerships are being used not only to build brands and businesses but also to create social progress.

But until now, measuring the social value created by an initiative has been a black box. Methods include score cards and other box-ticking exercises which neither capture the full range of social benefits or costs nor enable comparisons across initiatives. The inability to provide decision-makers a holistic view of the good they are achieving has been the biggest obstacle to growing and scaling investments in this space.

To fill this gap and bring the transformative power of big data and big insights to social good programs, thought-leaders in researching and valuing sponsorships, public/private partnerships, cause marketing and non-traditional media, Lesa Ukman Partnerships and Performance Research have teamed up to create the ProSocial Valuation (PSV) Service.

PSV measures a unit of social impact by mathematically translating it into a single, universal currency, introducing transparency, predictability and accountability to the sector.

### **PSV is:**

- **Agnostic.** From cultural heritage to homelessness, we value social capital of all types.
- **Transparent.** We are explicit about what is valued, the value assigned and how we reach our conclusions.
- **Data-driven.** Each assignment of value is supported by primary research.
- **Universal.** PSV introduces a universally understood unit of impact for measuring social capital, enabling comparisons across categories and initiatives.
- **Actionable.** More than a tool for justification, PSV leads to improvements in effectiveness and efficiencies.

# Methodology

## How PSV Calculates Social Capital

We begin the process by defining the inputs, the types of social capital being created. Step two, assigning the outputs, or values, for each type of social capital. To accurately create this index of metrics, we source the latest research, scores of databases, including our own and confer with experts.

Next, we assess the direct outcomes achieved and apply the normalized output values accordingly.

But, not everything that matters can be counted. The inability to measure innovation for example favors risk-averse initiatives, which are rarely the most effective route to solving problems. We thus identified the six intangibles that most influence value and have the power to generate future progress. These are:

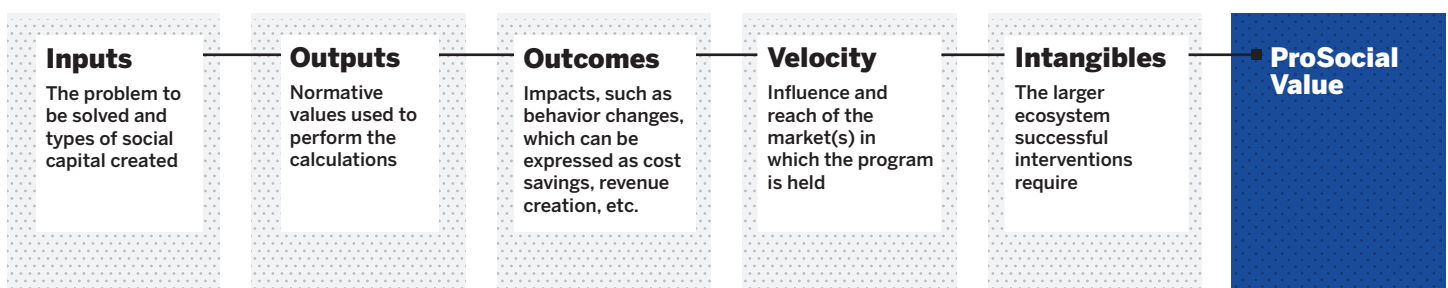
- 1) **Audacity.** Envisioning big and bold solutions like tackling chronic problems over temporary ones, addressing underlying causes rather than merely treating symptoms, etc.
- 2) **Connectivity.** Deeply engaging with the communities being served and creating buy in among the many constituencies who can affect the outcomes, rather than taking a top-down or plug and play approach.

- 3) **Capacity.** Using data to understand trends, predict behavior and improve.
- 4) **Ingenuity.** Disrupting entrenched approaches with innovative solutions.
- 5) **Tenacity.** Leveraging the time, relationships, sweat and resources required to persevere.
- 6) **Diversity.** Generating revenue and support from multiple sources.

PSV's algorithm values intangibles by accounting for velocity, the reach and influence of the market(s) in which the program is held. Every city, country and region is valued on a combination of factors including population and soft power, i.e., the ability to persuade by attraction and persuasion rather than by coercion or force.

Finally, we assess each intangible by its rank and weight relative to the other five, its individual score and its contribution to outcomes.

### Process: Smart + Heart



# Homeless World Cup

## A Pioneering Social Movement

Founded in 2001 by Mel Young and Harald Schmied as a revolutionary approach to alleviate the global problem of homelessness through sport, the Homeless World Cup (HWC) uses direct empowerment to affect change in the lives of homeless people. It also raises awareness of homelessness and creates positive attitudinal shifts among viewers as a result of their encounters and consumption of media coverage.

The HWC Foundation works year-round with programs in more than 450 locations through a network of National Partners across the globe. Each National Partner has the exclusive right to represent its nation at the annual Homeless World Cup Tournament.

The Tournament experience is transformational for participants, giving a marginalized group of people the opportunity to travel, meet peers facing similar challenges and a platform to represent their country in front of a supportive audience. It also challenges negative stereotypes of homelessness and enlists new advocates to the cause.

Since its founding, Homeless World Cup has been supported by an unrestricted grant from UEFA and has impacted the lives of nearly one million homeless people worldwide.

**This ProSocial Valuation, which covers the 2016 impact of both the HWC Foundation and the HWC Tournament in Glasgow, tells a powerful story of the organization's social impact. The HWC Foundation created \$364+ million in social capital through the year round, worldwide programs of its National Partners. The HWC Tournament in Glasgow created \$13 million in social capital. In addition, social capital was generated by Tournament sponsors.**

■ **The Homeless World Cup Foundation**, a Scottish-based nonprofit which works with National Partners in 74 countries, acts as an umbrella body for the network of charities that conduct year-round street soccer leagues for men, women and children experiencing homelessness. It shares research and good practices surrounding homelessness, develops policy recommendations, and is a global advocate for those who lack a voice: the homeless and socially disadvantaged.

■ **The Annual Homeless World Cup Tournament**, an aspirational event for the participants in the National Partner programs. Played in a different country each year, its impact is felt by both participants and viewers, on-site and on TV.

# Homeless World Cup Foundation

## In Numbers

### Participation

52 Weeks      450 Locations      74 Nations      80,000 Players      2,821 Volunteers

### Homeless World Cup Participating Countries

#### Africa

Burkina Faso  
Cameroon  
Egypt  
Ghana  
Ivory Coast  
Kenya  
Liberia  
Malawi  
Mali  
Namibia  
Nigeria  
Senegal  
South Africa  
Togo  
Uganda  
Zambia  
Zimbabwe

#### Asia & Oceania

Australia  
Cambodia  
Hong Kong  
India  
Indonesia  
Israel  
Japan  
Kyrgyzstan  
Philippines  
Singapore  
South Korea  
Timor-Leste

#### Europe

Austria  
Belgium  
Bosnia and Herzegovina  
Bulgaria  
Croatia  
Czech Republic  
Denmark  
England  
Finland  
France  
Germany  
Greece  
Hungary  
Ireland  
Italy  
Lithuania  
Luxembourg

#### Netherlands

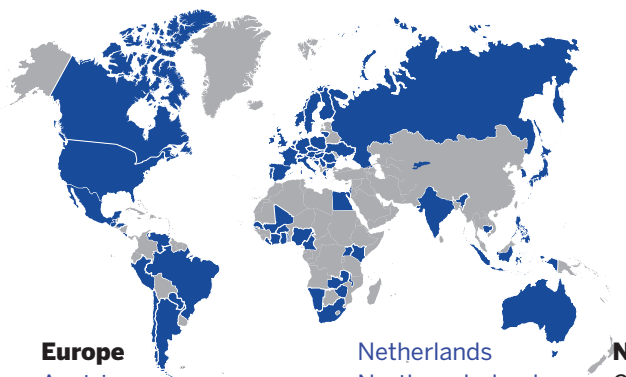
Northern Ireland  
Norway  
Poland  
Portugal  
Romania  
Russia  
Scotland  
Serbia  
Slovakia  
Slovenia  
Spain  
Sweden  
Switzerland  
Ukraine  
Wales

#### North & Central America

Canada  
Costa Rica  
Grenada  
Guatemala  
Haiti  
Honduras  
Mexico  
USA

#### South America

Argentina  
Brazil  
Chile  
Paraguay  
Peru  
Venezuela



# Homeless World Cup: Glasgow 2016

## In Numbers

### Participation

7	58	47	482	341	370
Days	Teams	Nations	Players	Games	Volunteers

### Fans in Attendance

80,000

#### Coverage

All 341 men's and women's games were broadcast live in HD. Feature content was also created daily. Facebook streams enabled engagement; the men's final had 35,000+ comments and more than 626,000 views.

### Public Sentiment<sup>1</sup>

94%

Positive

### Online Audience and Engagement<sup>2</sup>

30,700,000+

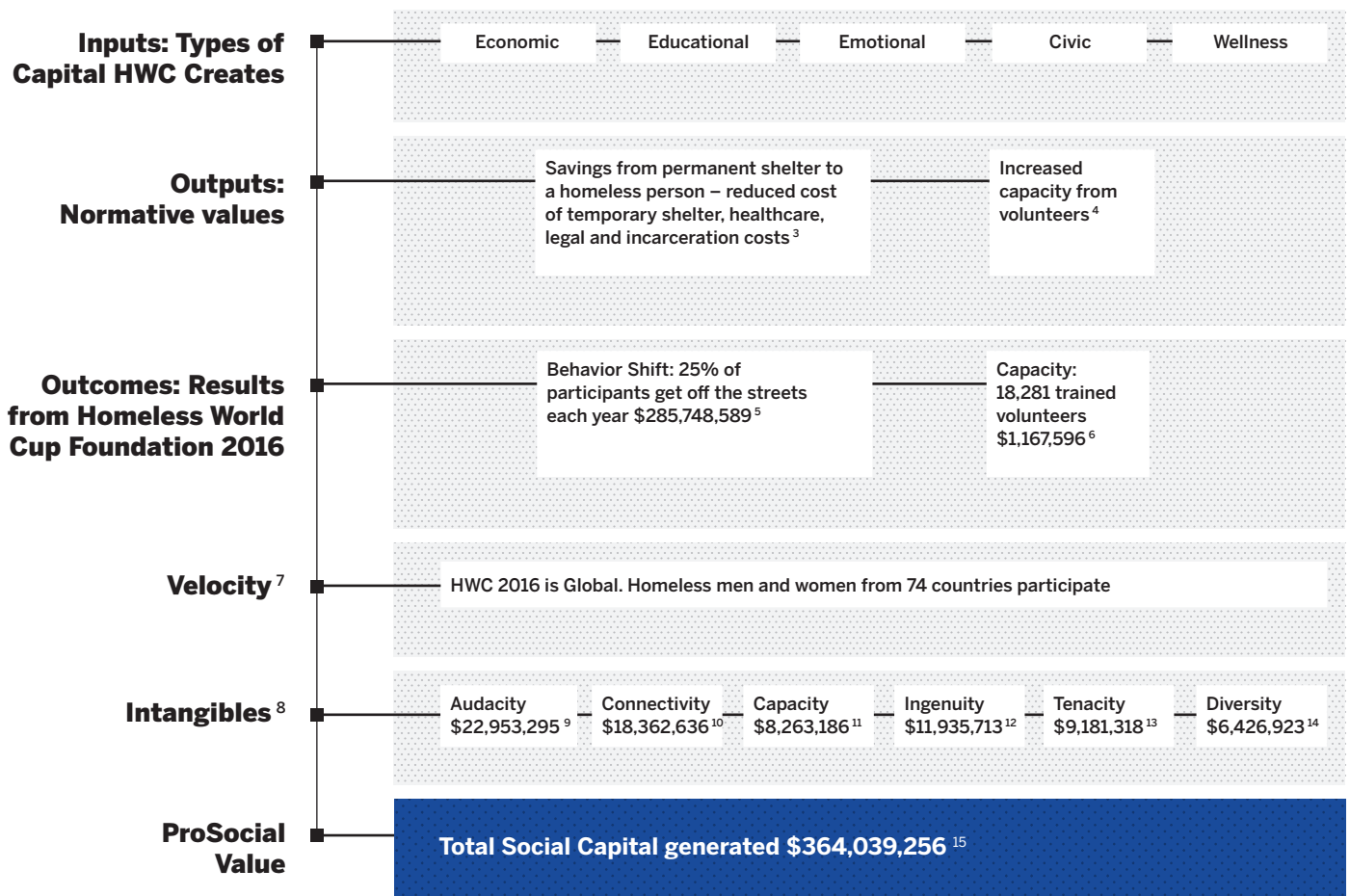
Viewers of Homeless World Cup TV .....	4,000,000
Live viewers on YouTube and Facebook .....	2,000,000
View of video clips on Twitter, Facebook, YouTube .....	1,200,000
Viewers of HWC features, mostly on Facebook .....	500,000
Page impressions on YouTube .....	23,000,000
Likes and Follows, HWC 2016 Social Media .....	100,000+
Number of countries from which HWC was viewed .....	158
Viewers who were male .....	80%
Viewers aged 18 to 34 .....	70%
Viewers connecting from a mobile device .....	70%

#### Corporate Sponsors

- Tesco, Official Supermarket
- Exsel, Official IT & Communications Partner
- Glasgow Life

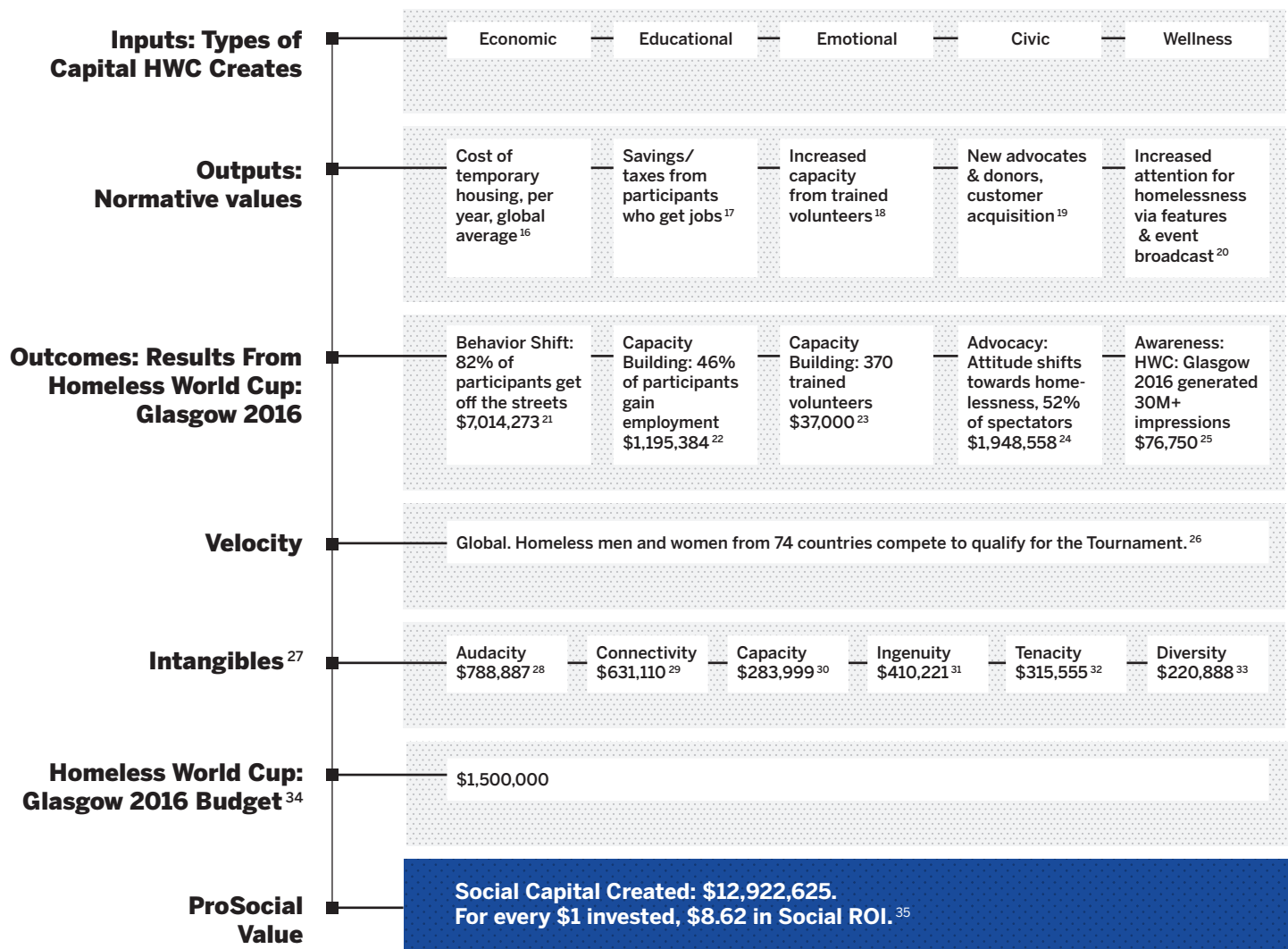
# Valuation Map

## Calculating the Social Capital Created by Homeless World Cup Foundation in 2016



# Valuation Map

## Calculating the Social Capital Created by Homeless World Cup: Glasgow 2016





# Contribution of Glasgow 2016 Sponsor Social Capital Created by Tesco, Official Sponsor

## Our Approach

Decisions about which companies to do business with, invest in and where to work are increasingly entwined with a company's investments in communities, people and planet. Getting an accurate read on how much good a company is doing minimizes greenwashing and goodwashing. To calculate the amount of social capital a sponsor creates, PSV does not include the sponsorship rights fee itself. This is because the HWC: Glasgow 2016 Tournament would have happened with or without Tesco so the sponsorship fee is insufficient on its own to increase Tesco's social value impact. Instead, we value the added benefits brought by Tesco's activation independently of the event itself.

## Tesco Initiatives

Some 1,200 Tesco employees from 24 stores participated in its HWC programs. Roles included:

- Hosting team meet & greets. For example, Tesco's Barrhead Road store hosted the eight footballers from Namibia. Store employees noticed some team members played in flip-flops and overnight raised funds to outfit the team with new kits.

- Tesco volunteers delivered meals and bottles of water to the players and coaches.
- Tesco assigned a full-time Community Champion to escort each of the teams throughout their seven-day stay.
- In-store fundraising raised £24,000 for the HWC Tournament.
- Marketing and communications by Tesco, a FTSE 100 company, celebrated street soccer as a mainstream competition. Efforts included:
  - Erecting HWC: Glasgow 2016 displays and posters in-store, putting the issue of homelessness in front of 3,500,000 shoppers over four weeks.
  - Dedicating a "fun" weekend to HWC & Football in-store; some 500,000 shoppers participated in these activities.
  - Postings on the Facebook and Twitter accounts of participating stores.
  - Coverage in *Tesco Magazine*, which is distributed to all stores (500,000 circ.).

## Outcomes <sup>36</sup>

	Value
Built awareness of homelessness via in-store communications and online and print media, est. reach 6,000,000+ .....	\$6,000
Changed perceptions towards homelessness among est. 10,000 staff and shoppers .....	\$500,000
Created est. 1,600 donors & volunteers via in-store fundraising, public events & staff programs .....	\$156,000
<b>Total</b> .....	<b>\$662,000</b>

# Valuation Notes

## The Fine Print

Being homeless negatively impacts individuals and households who experience it. Costs include diminished physical and mental health, employability and social inclusion.

Homelessness also burdens society. Malcolm Gladwell's 2006 *New Yorker* article, 'Million Dollar Murray', follows roofless Murray, living in the streets in Reno, Nevada. Two police officers add up the costs of Murray's ambulance calls, intensive care and hospital stays, and prison time, and conclude that after 10 years of homelessness, these expenditures made Murray a 'million dollar man'.

However, the costs of homelessness are as varied as the causes. For example, people who are homeless because of mental health challenges typically require more services and longer-term assistance than those experiencing homelessness as a result of job loss and poverty. When looking at costs across 74 countries, the task of assigning becomes even more challenging. Recent research from Denmark indicates that the nature of homelessness can be distinct in countries with radically different welfare systems. Example: poverty-caused homelessness is very unusual in Denmark, in marked contrast with the USA.<sup>37</sup>

PSV errs on the side of conservative.

- We only include outcomes backed by independently verified research. For example, we verified five outcomes for the HWC Tournament but only two outcomes for the HWC Foundation. Yet we know that National Partner programs build capacity among participants and shift attitudes toward homelessness bringing greater advocacy to the cause. However, we did not include these outcomes in our valuation of the HWC Foundation since they could not be verified by independent research.
- We value social capital generated within the first year of the event, not over 10 years or a lifetime.
- We do not include tertiary outcomes. For example, intuitively we know that when a homeless person is able to find permanent shelter, there are savings derived from fewer abandoned shopping carts, improvement in educational outcomes of people who get a home and increased productivity/fewer absentees by family members once a loved one is off the street.

# Statement Notes

## Footnotes

1. Performance Research, *Social Listening Analysis of 2016 Homeless World Cup*, July 2016.
2. QTV Sports Media Audit of 2016 Homeless World Cup, September 2016.
3. Valued at \$14,287 per person which is the weighted average in savings from shelter, healthcare, jail nights and legal support across the 74 countries where the Foundation's National Partners operate. Sources: McKinsey Global Institute, *A Blueprint for Addressing the Global Affordable Housing Challenge*, October 2014; various government program websites; World Health Organization Program WHO-CHOICE data adjusted using effective consumer price inflation in the 74 countries by applying annual inflation data from World Bank; EU commission on prisoner rights; Council of Europe Annual Penal Statistics SPACE I Annual reports; country-specific national jail authority websites. Reduction in healthcare needs and jail times based on 7 studies by various agencies including the American Medical Association, Observatory on European Homelessness, Housing department of the City of San Francisco, Vanderbilt University and the (US) National Centre for Biotechnology Information (NCBI).
4. Each trained volunteer is valued conservatively at \$100 (in the US and Europe) deflated by the average Purchasing Power Parity deflator in the 74 countries. Based on cost of volunteer training modules offered by nonprofit training institutes including the Red Cross, Volunteer Scotland, and Volunteer England. The costs of one day training modules range from \$100 to \$400 based on location and type of training.
5. 25% based on the weighted average number of participants making social progressions in the programs run by the National Partners in the 74 countries. Data collected as part of HWC Foundation survey.
6. The National Partners trained 18,821 volunteers — 16,000 of these were participants in the programs and 2,821 were non participants.
7. Velocity represents the momentum a program creates using PSV's proprietary weighted index of population, soft power and social media reach in the market(s) a program occurs. Ranges from 0 to 1. Sources: *The Soft Power 30. A Global Ranking of Soft Power*, 2016; *Overall Best Country Rankings (U.S. News)*; *Elcano Global Presence Report 2016*; *The World Factbook: Country Comparisons*, 2016 (CIA); and *We Are Social's Compendium of Digital Statistics*, 2016.
8. Intangibles are valued by a combination of outcomes, velocity and the individual rankings and weighting of each Intangible. PSV's range for Intangibles is based on analyzing average share of intangible assets on the balance sheets of major publicly traded companies on the New York, London, Tokyo, Shanghai and Bombay stock exchanges, Euronext (Amsterdam), Deutsche Boerse (Frankfurt), and BM&F Bovespa (Sao Paulo). The companies cover 50% of the total global market capitalization.
9. Audacity: Homelessness is a growing global challenge; more than 100 million people are homeless worldwide. HWC Foundation brings an alternative approach to tackling the issue, supporting marginalized populations. In at least 30 countries, HWC Foundation is responsible for the creation of programs for the homeless.
10. Connectivity: HWC's ability to engage participants is reflected in that 94% of players report having a new motivation for life. Beyond the homeless participants, HWC also engages other stakeholders, including local National Partners in each country. Stanford Graduate School of Business impact study, *Homeless World Cup: Social Entrepreneurship, Cause Marketing and a Partnership with Nike*, 2010.
11. Capacity: HWC surveys its National Partners across a number of dimensions including demographics of and impact on participants and volunteers; commissions and disperses primary research on best practices; maintains the Homeless Library which serves as a resource for information on homelessness and potential interventions worldwide.
12. Ingenuity: HWC introduced a new approach to tackling a long entrenched social problem.
13. Tenacity: HWC is scalable globally and demonstrates steady growth, adding new markets and countries with National Partners to the program each year.
14. Diversity: Multiple funding sources including private foundations; corporate sponsors; government partners and fan donations.
15. Social capital valued only includes research-backed, independently verified primary impacts. For a discussion of what was not included, see Valuation Notes.
16. Valued at \$17,747 per person which is the weighted average in savings from shelter, healthcare, jail nights and legal support across the 47 countries with teams competing in the Homeless World Cup: Glasgow 2016 Tournament. Sources: McKinsey Global Institute, *A Blueprint for Addressing the Global Affordable Housing Challenge*, October 2014; various government program websites; World Health Organization WHO-CHOICE data adjusted using effective consumer price inflation in the 47 HWC countries by applying annual inflation data from World Bank; EU commission on prisoner rights; Council of Europe Annual Penal Statistics SPACE I Annual reports; country-specific national jail authority websites. Larimer, Mary E., PdD, Malone, Daniel K., MPH, Garner, Michelle D., MSW, PhD et al., *Health Care and Public Service Use and Costs Before and After Provision of Housing for Chronically Homeless Persons With Severe Alcohol Problems*, JAMA, 2009.
17. Assumes weighted average earnings of \$10,783 per person per year based on PSV analysis of minimum wage legislations and GDP per capita in the 47 countries participating in HWC: Glasgow. Source: Country-specific websites; World Bank.
18. Ibid., see footnote 4.
19. Advocacy value based on average cost across business categories to acquire a customer, \$66, in the US deflated by the average Purchasing Power Parity deflator in the 47 countries participating in HWC: Glasgow, *Top Franchises in Every Industry*, Entrepreneur Magazine, May 2013.
20. PSV values an impression at \$0.0025. Awareness increases are primarily driven by media coverage of the Tournament, social postings and sponsor activation but also include promotional videos by celebrity ambassadors, high-profile billboards throughout Glasgow and Tournament pitches in Glasgow city center.

# Statement Notes Footnotes (Continued)

21. Stanford Graduate School of Business impact study, *Homeless World Cup: Social Entrepreneurship, Cause Marketing and a Partnership with Nike*, 2010.
22. Ibid.
23. The organizing team trained a total of 370 volunteers from multiple countries including Scotland, India, USA.
24. HWC changes attitudes via volunteer programs that put people in direct contact with HWC participants and staging the Tournament (attitude shifts among half the attendees). Attitude shifts verified by Performance Research, *Social Media Listening Analysis of 2016 Homeless World Cup*, July 2016 and supported by prior HWC research, including: Karg, Sherry & O'May, *Spectator Attitudinal Change of the Homeless World Cup*, Journal of Sport & Society, 2011.
25. Four of the five most popular HWC: Glasgow 2016 videos were feature stories rather than play on the pitch, according to QTV Sports *Homeless World Cup 2016 Audience Report*. This reveals longer-term consumption lifecycle than most sports content which rarely extends beyond the live broadcast.
26. Ibid., see footnote 7.
27. Ibid., see footnote 8.
28. Ibid., see footnote 9.
29. Ibid., see footnote 10.
30. Ibid., see footnote 11.
31. Ibid., see footnote 12.
32. Ibid., see footnote 13.
33. Ibid., see footnote 14.
34. Source: Homeless World Cup, 2016.
35. Social capital valued only includes research-backed, independently verified primary impacts. For a discussion of what was not included, see Valuation Notes. This sum does not include additional social capital created by sponsors of HWC: Glasgow 2016. For example, see Tesco, p. 9.
36. Sources: Post-event interviews with Tesco executives; posts on Facebook pages of individual Tesco stores; other social media posts by Tesco employees; Tesco press releases and internal publications.
37. Benjaminsen, Lars and Knutagård, Marcus, *Homelessness Research and Policy Development: Research from the Nordic Countries*, European Journal of Homelessness, Vol. 10, No.3, 2016.

Note: Full copies of all research referenced in this Valuation can be found at [www.PSVsourcebook.com/HWC2016](http://www.PSVsourcebook.com/HWC2016)

# About

## Performance Research & Lesa Ukman Partnerships, Creators of the ProSocial Valuation Service

### **Performance Research**

Founded in 1985 by Jed Pearsall and Bill Doyle, Performance Research has been the global leader in measuring the true impact of corporate partnerships with sports leagues and events, entertainment properties and nonprofit organizations.

The success of the business is based on one simple element: Truth. Supported by unbiased, primary research, the company tells the story about achievements and opportunities.

Applying the same principles of objectivity, thoroughness and clarity, Performance Research is replacing ad-hoc, anecdotal accounts about the value of Pro Social Investments with fact-based measurement to methodically uncover the economic value of doing good.

[www.performanceresearch.com](http://www.performanceresearch.com)

### **Lesa Ukman Partnerships**

With the launch of IEG in 1983, Lesa Ukman created an industry and a movement that changed marketing for good and forever. The analytics she and her colleagues created to select, value and optimize ROI in sponsorships are now used by the worldwide marketplace.

In 2016, she founded Lesa Ukman Partnerships, a return to her entrepreneurial roots and to her lifelong passion for accelerating investments in social good.

Through the ProSocial Valuation Service, which calculates the amount of social capital a program creates for communities, she and her colleagues are enabling organizations that do and fund good, to harness the power of new technologies and big data to do more good and make more of a difference.

[www.lesaukman.com](http://www.lesaukman.com)