



Miller Center

for Social Entrepreneurship

Name of social enterprise: Innovation Works

Mission statement: to reduce Baltimore's neighborhood and racial wealth divide by teaching and accompanying members of disinvested communities to build and own successful social enterprises that create sustainable neighborhood economies and result in better family living, more resilient communities, and a safer, more vibrant city.

Webpage: <https://www.iwbmore.org/>

Headquarters: Baltimore USA

Location of research: Baltimore USA

Prior Miller Center engagement

- 2019 GSBF project <https://www.millersocent.org/portfolio/innovation-works/>
- Miller Center 2020 Annual Report <https://www.millersocent.org/annual-report-2020/> and video <https://www.youtube.com/watch?v=I7NwtEGWSak>
- 2020 GSBF project: a replication playbook (to be released January 2021)

Regardless of the pandemic, the fellowship will run in 2021. We have designed 2021 action research projects to be conducted via remote engagement (e.g., via Zoom) without the immersive component of travel to the field. However, with the deployment of Covid vaccines, domestic US placements are probable, although their configuration and timing is contingent upon local conditions and university travel policy. The video component of this project is contingent upon field work. For more information, please attend a GSBF info session.

Background: Innovation Works is a domestic US social enterprise accelerator, and a strategic partner of Miller Center. It facilitates mutually beneficial cooperation among neighborhoods, entrepreneurs, social innovation assets, and investors with the common goal of building sustainable neighborhood economies in Baltimore. Innovation Works and Miller Center are revising and contextualizing Miller Center's GSBI® methodology to better serve urban American social enterprises. This action research project embeds fellows with Innovation Works, and builds upon prior years of collaboration, including curriculum development and the 2020 GSBF project of a replication playbook.

The challenge: To work collaboratively with Innovation Works to devise a strategic communication plan and develop communication resources to further its mission.

Action research products needed:

1. A strategic communication plan, including on audience analysis, key messages, impact metrics, and an implementation plan and timeline.
2. Two documentary videos that communicate Innovation Work's theory of change (a short and long video)

3. An improved social impact assessment model, reflecting Innovation Work's theory of change in the context of neighborhood community economic development efforts.

Student skills needed: Communication strategy, marketing tools, marketing plans, videography, interviewing.

Keywords: strategic communication, impact assessment, social entrepreneurship, social enterprise acceleration, urban American poverty.

