

# 2.1 Ethics and principles for the development of social entrepreneurship

## 2.1.3 Guided e-learning: How can these principles guide our business models?

e-module 2 (Social) Entrepreneurship and cooperatives in theory  
April/2021



# Guided e-learning - Group work

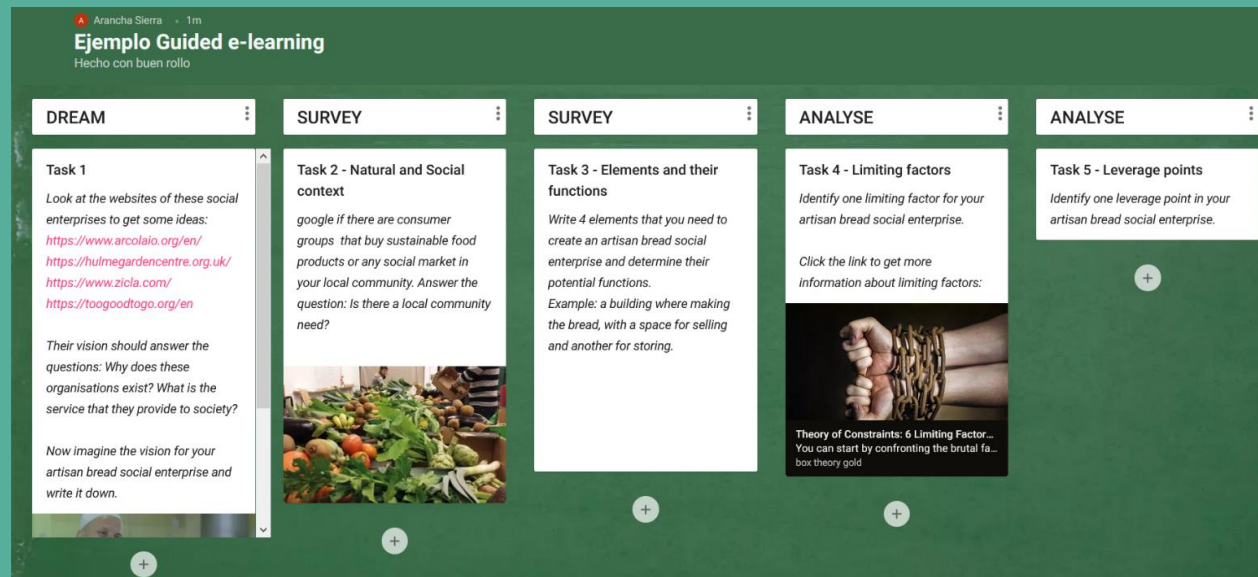


This activity is a guided e-learning that will be carried out in groups of 4-5 students and will address to the creation of a common panel with the answers to the tasks formulated in the following 6 steps.

The supervisor will organise the groups and will create an online panel using the following online tool, an interactive collaboration whiteboard:

<https://padlet.com/dashboard>

Every group will paste posits with the responses to the activities in the correspondent columns and the supervisor will discuss the conclusions in common with all the groups.



# Guided e-learning - Group work

Arancha Sierra · 1m

## Ejemplo Guided e-learning

Hecho con buen rollo

### DREAM

#### Task 1

Look at the websites of these social enterprises to get some ideas:

- <https://www.arcolaio.org/en/>
- <https://hulmegardencentre.org.uk/>
- <https://www.zicla.com/>
- <https://toogoodtogo.org/en>

Their vision should answer the questions: Why does these organisations exist? What is the service that they provide to society?

Now imagine the vision for your artisan bread social enterprise and write it down.

### SURVEY

#### Task 2 - Natural and Social context

google if there are consumer groups that buy sustainable food products or any social market in your local community. Answer the question: Is there a local community need?



### SURVEY

#### Task 3 - Elements and their functions

Write 4 elements that you need to create an artisan bread social enterprise and determine their potential functions.  
Example: a building where making the bread, with a space for selling and another for storing.

### ANALYSE

#### Task 4 - Limiting factors

Identify one limiting factor for your artisan bread social enterprise.

Click the link to get more information about limiting factors:



### ANALYSE

#### Task 5 - Leverage points

Identify one leverage point in your artisan bread social enterprise.

# Introduction

At the core of all the principles lies the common understanding that humans are a part of nature and consequently, it can be stated that social and environmental issues are interconnected.

With this in mind, our enterprises and cooperatives will be of a trans-sectoral and trans-disciplinary nature that reconciles environmental stewardship with business concerns, value creation and community wellbeing.

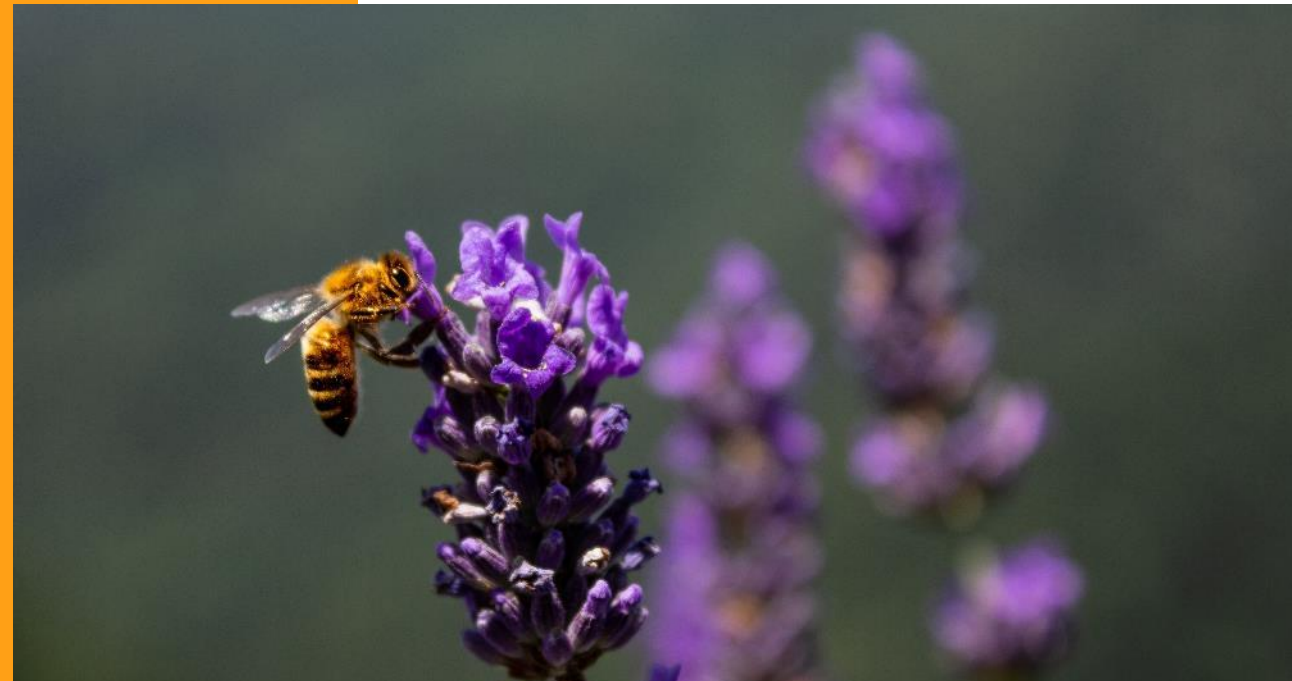


# Introduction

There are multitudes of examples demonstrating a different way of making a business, of being truly sustainable, providing jobs for local people, and buying from other local independent businesses.

And there is a large market opportunity for more. In order for these systems to keep functioning and improving at integrating the value of all life forms, it is also vital to remember our role as individuals.

**Our power in being able to direct our spending according to our preferences, can have a big impact for change.**



*Through the following tools, those principles can guide the creation of a business structure and business model to be as open, autonomous, equitable, democratic, inclusive and accountable as possible.*

# Guided e-learning – Group work



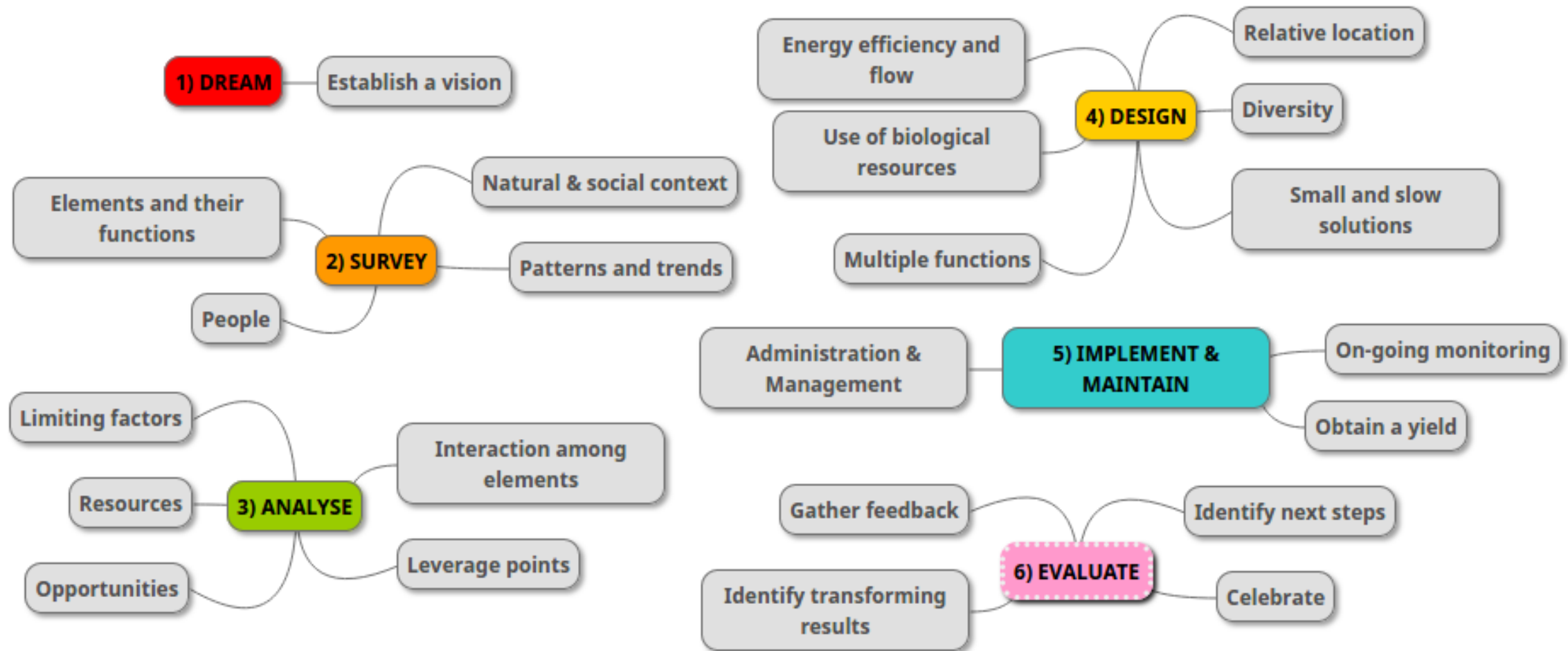
*Imagine that you are very good at making artisan bread and with some friends (the group) you want to create an enterprise that produces artisan bread.*

*You would like to apply the principles and values that you have learnt in the module 2.1.2, i.e. you want to create your social enterprise.*

The following steps will help you to learn how these principles and values can be applied to developing your social enterprise.



# 04 Step 1 - Dream



# 1. Dream

This step is about building awareness and envisioning a future we want.

Business lacking a clear vision tend to break down, people lose sight of the bigger picture and the plan goes off track.

So make sure everyone involved in the project understands and shares the vision. In doing so, it is also easier to convey meaning to the actions, to identify any weak links and adjust any faulty structures in the system.



*Task 1 (20 min): Look at the websites of these social enterprises to get some ideas:*

<https://www.arcolaio.org/en/>

<https://hulmegardencentre.org.uk/>

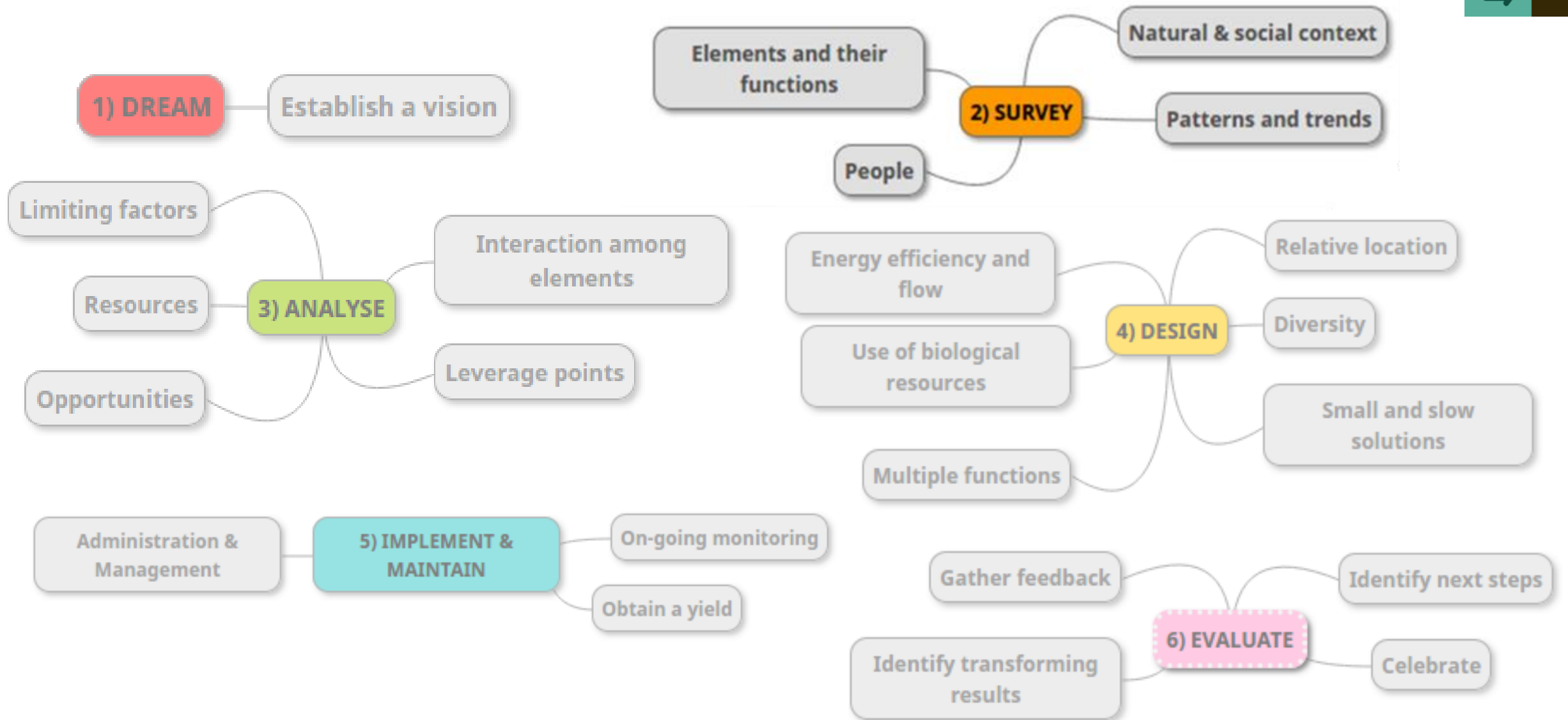
<https://www.zicla.com/>

<https://toogoodtogo.org/en>

*Their vision should answer these questions:  
Why does these organisations exist? What is the service that they provide to society?*

*Now imagine the vision for your artisan bread social enterprise and post it in the panel.*

**ADDITIONAL TOOLS:** Dragon Dreaming enables this process through a “[Dream circle](#)” whereby participants answer the “Generative question”: “What should this project be like so that I can say it has been the best time spent?”. This way, everyone can either identify equally with the vision and will commit to it 100% or openly say that is not their cup of tea.



## 2. Survey (1)

This step is about listening, observing and researching.

### A. Observe the Natural and Social context

Observing the natural and social context is key to identify what will work and how to fit the business into its surroundings. What resources are available locally? How do people behave? How are the spaces being used? What does the local community need?

In order to find your niche, this research should also include exploring your inner landscape. What are you good at? What do you enjoy?



*Task 2 (20 min): google if there are consumer groups that buy sustainable food products, shops that sell organic food, bakeries that sell artisan bread in your local community, places where people can buy your artisan and sustainable bread.*

*Answer these questions: What have you found? Do you think there is a local community need for your artisan bread enterprise?*

## 2. Survey (2)

### B. Identify the elements and their functions

An element is a component of your business.

Examples may include: shop, store, office, people, presentation material (boxes, jars and labels, packaging), supplies, product information, marketing, transport, time for delivery, customer feedback processes, intellectual property rights, etc.

After identifying the elements, determine their needs and all their potential functions, not just the functions you seek



*Task 3 (20 min): Think and write 4 elements that you need to create an artisan bread social enterprise and determine their potential functions.*

*Example: a building where making the bread. How much space do you need? What functions will this building have? It can also have a space for selling and another for storing.*

## 2. Survey (3)

### C. Look for patterns and trends

In any system, patterns and trends emerge over time and these all flow from underlying structures.

By spotting patterns, we can determine which structures in our system need adjusting.

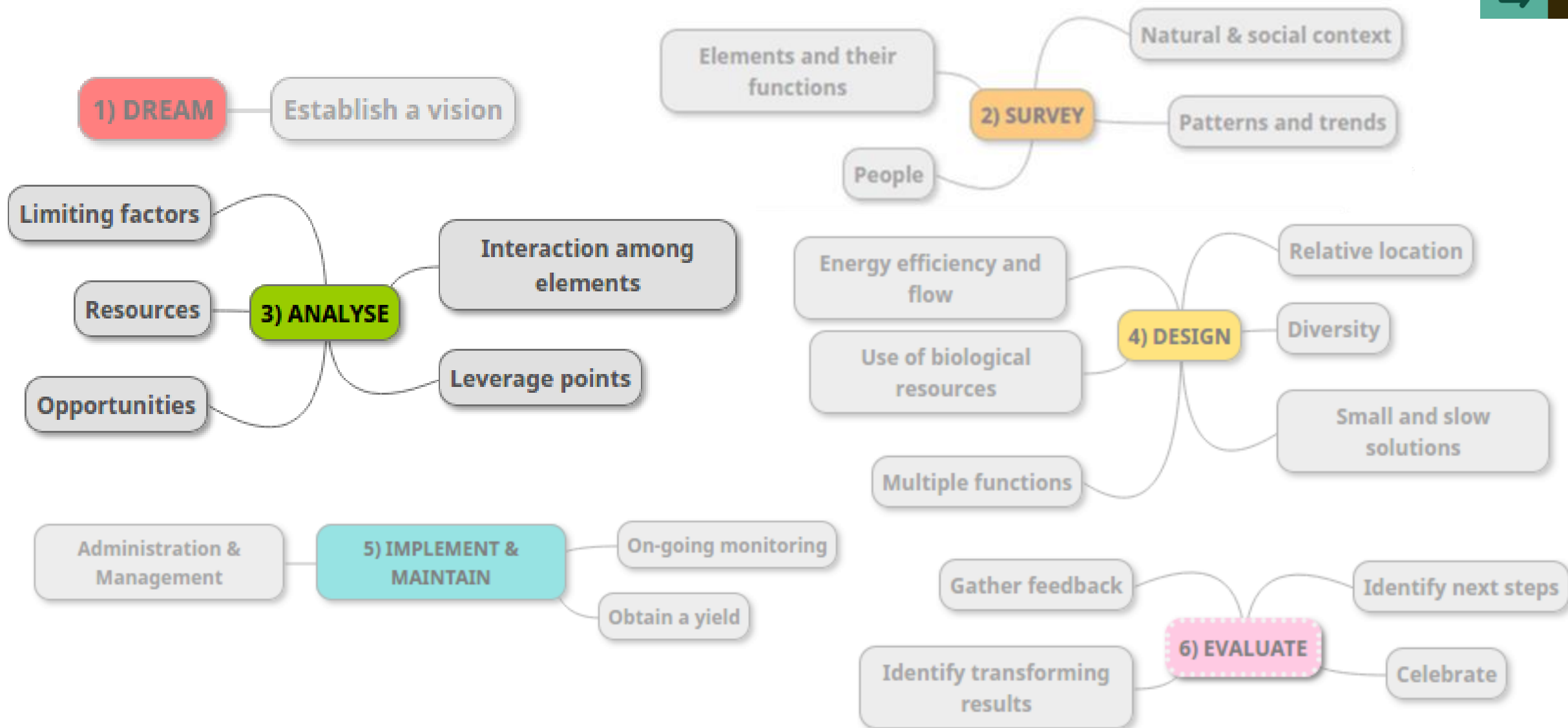
This will be useful when the social enterprise is running.

**ADDITIONAL TOOLS:** [Active listening](#) is central to most aspects of our lives. Yet, we tend to be pretty bad at it whenever we distract ourselves and interrupt the speaker with unwanted advice, attempts to finish the sentence, judgments or even just thinking about what to say in response.

Active listening involves listening with all senses without interrupting a person's chain of thought, mirroring - that is reflecting back to the speaker what they said in your own words - which helps both clarify ideas and concepts, and awareness of body language.

The numerous relationships and networks developed daily within an entrepreneurial context benefit from this in many ways, from building trust and increased productivity to avoiding miscommunication and minimising conflicts. In addition, learning how to truly listen will enhance our ability to listen to nature and ourselves.





# 3. Analyse (1)

This step is about identifying the functions required to meet the needs of the people, the land and the business.

## A. Interaction among your elements

The needs and functions of your elements generate interactions either in an energy chain or network.

Identify as many connections as possible, as having a clear web of existing elements, will help you during the design phase where you can then proceed to put them together in such a way that the relationships happen without too much effort.

*A simple example: an orchard needs protection from fire, a good water supply, weeding and removal of rotten fruit → The roof of the warehouse can capture rainwater which can be used by the geese and to process fruit and → Then, if the warehouse is uphill from the orchard, gravity could assist in getting water to the fruit trees. → Geese in addition can eat weeds and rotting fruit, mow the fire break and provide droppings as a natural fertilizer. This closes a loop of inputs and outputs within the system which means there is no waste and no cost of bringing in resources/time/money from outside.*



# 3. Analyse (2)

## B. Identify limiting factors

Identifying the key limiting factors will then allow you to design strategies to overcome them. Sometimes, the removal of just one limitation will dramatically change the outcomes. Some limiting factors can be modified, others will have to be accepted and turned into potentials.

In general, limiting factors can be physical or non-physical and include: legislation (e.g. planning, conservation, etc.), ownership, cultural issues, lack of wheelchair access, people, etc. Unused skills of team members, outputs from sister companies, online sales, lack of marketing plan, supply of local resources or volunteer time, pandemic, are also limiting factors.



*Task 4 (30 min): Identify one limiting factor for your artisan bread social enterprise.*

*Click the link to get more information about limiting factors:*

<https://www.boxtheorygold.com/blog/theory-of-constraints-6-limiting-factors-to-your-business-success>



# 3. Analyse (3)

## C. Identify Leverage Points

Leverage points of a system are those you can tweak in order to adjust the whole. For example, your organization is seeking to reduce pollution in a certain natural habitat. In this case, one leverage point would be increasing public awareness about harm flowing from the pollution. By promoting public awareness, you can benefit from a collaborative effort and a much stronger overall impact.

A new employee who is stirring up negativity and draining morale is an example of a people-problem. Replacing that person would be your leverage point. Similarly, if the scaling up of your startup is not happening fast enough, you might need to offer more variety in your product to increase the utility or perhaps there is a weak point in your sales process. Other common examples of leverage points include expanding communication systems and changing the rules that govern a system.

Once you identify your leverage points, you can come up with a plan about how to act upon them.

*Task 5 (30 min): Identify one potential leverage point in your artisan bread social enterprise. First, watch this video to understand a world of systems:*



*Then, read these online articles about leverage points to get more information:*

<https://medium.com/converge-perspectives/identifying-leverage-points-in-a-system-3b917f70ab13>

<https://intenseminimalism.com/2015/12-leverage-points-to-bring-change-to-a-complex-system/>

## 3. Analyse (4)

### D. Resources

Make a note of any valuable, free or cheap resources available within the system of the local context. *“One man's trash is another man's treasure”* so networking with other organizations might lead to agreements to reuse and exchange resources.

One example is **Kalundborg Symbiosis**, a Danish public-private local partnership, where partners provide, share and reuse energy, water and materials to create shared value (click on the image and visit their website)



**Task 6 (15 min):** Make a brief research about the wastes of the bread industry.

<https://bakerpedia.com/baked-wasted-food-waste-commercial-baking/>

Look also at the following article and answer these questions: Which are the wastes? Could they be reused? or, how could they be avoided?

<https://www.anthropocenemagazine.org/2020/03/heres-how-bread-waste-could-be-repurposed-for-the-food-industry/>

The answers can also help you to better define your mission or the return to society of your social enterprise.

# 3. Analyse (5)



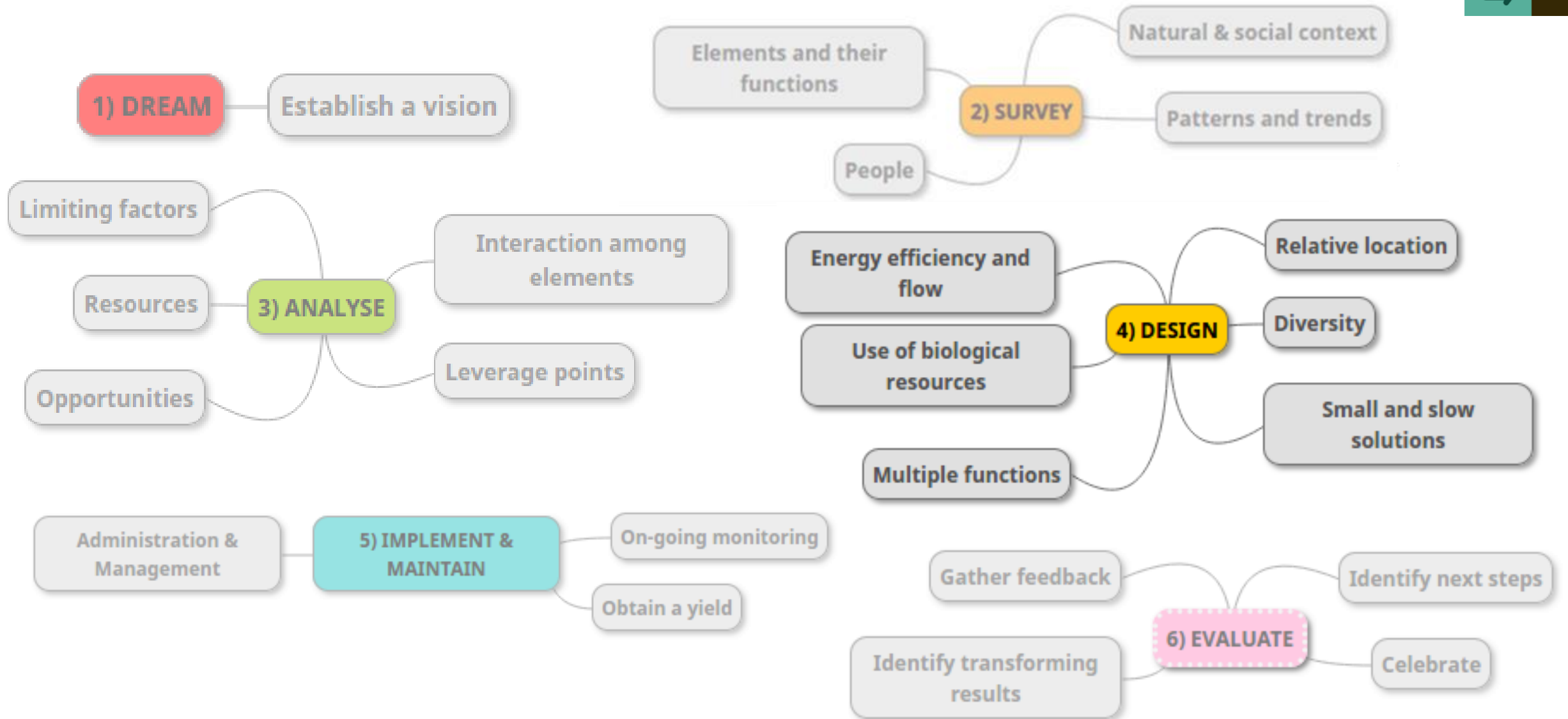
## E. Opportunities

Opportunities are a combination of different circumstances external to the organization at a given time that offer a positive outcome, if taken advantage of.

**ADDITIONAL TOOLS:** The [INPUT/OUTPUT analysis](#) is useful to connect elements by listing on one side what are their needs (inputs) and how can they be met by the system on the other, and how can their outputs be beneficial and used in order to avoid waste/pollution.

The [SWOC analysis](#) helps you analyse the pros and cons of your options. It stands for Strengths, Weaknesses, Opportunities and Constraints/ Challenges. While the [PESTLE analysis](#) helps to find out the Political, Economic, Technological, Legal and Environmental factors that might influence our project to reach its vision. Internal operational aspects and stakeholders should also be taken into consideration.

In this stage, Dragon Dreaming aims to facilitate the emergence of collective intelligence, through joint setting of the [Goal and SMART Objectives](#) (specific, measurable or memorable, accepted or achievable or affordable, realistic or responsive, and time-bound), through the Generative Question: “What needs to happen to enable 100% of our collective dream to come true?” The ideas generated finishes with the writing of 6-8 objectives. A poll is then conducted in answer to the Generative Question: “Which objective, if given attention to first, will facilitate the achievement of the other objectives?”.



## 4. Design (1)

**DESIGN:** this step is about assembling conceptual, material and strategic components into a plan.

### A. Enable Multiple Functions

Each element in the design should be used to perform a range of functions. Services and products can be modular and durable so the customers can tailor their purchase. Transport, tools and equipment can be shared with other suppliers, businesses or projects as much as skills and efforts in promoting sustainability.

Physical resources will be recycled or reused as much as possible. Lastly, traditional hazard prevention measures can be complemented by building a culture of care, clear signals, clean workplace, good relations with workers.

Note however that not all the functions can be performed all the time.



**Task 7 (5 min):** Good practice. Click in the image and answer the question.

*Which is the aim of this social enterprise?  
What they do promote?*



## 4. Design (2)

### B. Energy Efficiency and Flow

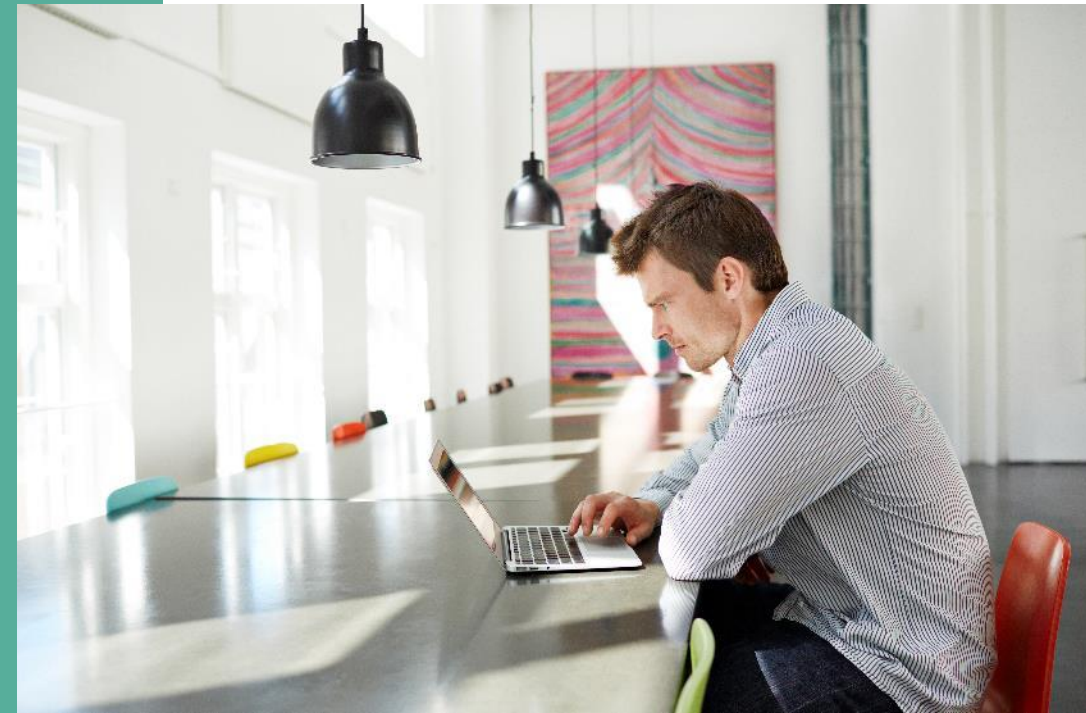
Use existing physical, social and biological capital to their maximum energy potential in order to minimise the need for imported energy inputs

David Holmgren says *“the easiest way to double efficiency of a car is to take an additional passenger”*

Before discarding ideas, technology, machinery or computers to buy a new model examine ways to update/expand and increase their efficiency



*Some offices can be made more efficient by natural resources such as natural lighting, solar or sun-heating. By maintaining the order process prompt and a closer contact with our customers we can reduce the storage of fresh products.*



# 4. Design (3)

## C. Use Biological Resources

Maximise the use of biological and physical materials and consider the full life of the product

Search for biodegradable alternatives that can be used as mulch or compost at the end of their first use

Consider only biodegradable packaging instead of plastics or inefficient fuel-dependent materials



**Task 8 (10 min):** Read this article and answer the question.

<https://packagingeurope.com/food-packaging-balancing-functionality-and-sustainability/>

*What is the key advantage of using paper-based solutions for food packaging?*

*You can get information about use of biodegradable packaging here:*  
<https://www.european-bioplastics.org/>



### D. Value the Diversity

Diversity in nature builds resilience and helps to identify easily what works well in specific contexts and conditions

A farm would aim to include a variety of species of food plants, pollinators, animals and workers

This principle works in business when we value a diverse range of supplies, skills, techniques and technologies, thus leading to opportunity for multiple initiatives and innovation. Diversity must also be functional



*To learn more about the potential to deliver systemic benefits for nature, people and businesses in the Agrifood Sector, consult these websites:*

<https://capitalscoalition.org/project/teebag-rifood-for-business/>

[https://www.iucn.org/sites/dev/files/content/documents/bbf\\_small\\_enterprise\\_training\\_en.pdf](https://www.iucn.org/sites/dev/files/content/documents/bbf_small_enterprise_training_en.pdf)

*Some examples of small business that apply biodiversity conservation:*

[https://www.intracen.org/uploadedFiles/int racenorg/Content/Exporters/Sectors/Fair trade\\_and\\_environmental\\_exports/Climate change/IUCN\\_role\\_of\\_govt.pdf](https://www.intracen.org/uploadedFiles/int racenorg/Content/Exporters/Sectors/Fair trade_and_environmental_exports/Climate change/IUCN_role_of_govt.pdf)

## 4. Design (5)

### E. Relative Location

It is important that elements interact positively and efficiently with each other and are seen as a part of a functioning whole rather than in isolation

Therefore, the yields and wastes of each element can be made to fulfil the needs of other elements; thus, creating a healthy, energy-efficient system

For example, buying organic vegetables through a box scheme provides low cost, fresh vegetables, supports local organic growers, and saves resources by avoiding food miles



*Task 9 (10 min): Look at this social enterprise:*

<https://www.organiclea.org.uk/>

*They provide local fresh organic vegetables to consumers. What is their vision regarding the access to land?*



## 4. Design (5)

### F. Small and slow solutions

Your enterprise or cooperative should operate at a scale appropriate to the environment, economy and business sector with regard to sourcing, distribution and interaction in the wider economy.

Small scale solutions and activities allow to test the market, are more likely to be adaptive to local needs, respectful of nature and able to see the consequences of actions. Incremental changes can be more easily understood and monitored.

Short-term benefits can provide enough interest and motivation while waiting for the medium and long-term yields that small and slow solutions provide.

### *The “Slow Food” movement*

*Since it was founded 30 years ago, Slow Food has defended small-scale traditional food producers and raised awareness among consumers at the grassroots level. Its aim is to create a more responsible food system, based on the pleasure and sharing of good, clean and fair food.*

*They were born to prevent the disappearance of local food cultures and traditions, counteract the rise of fast life and combat people’s dwindling interest in the food they eat, where it comes from and how our food choices affect the world around us.*

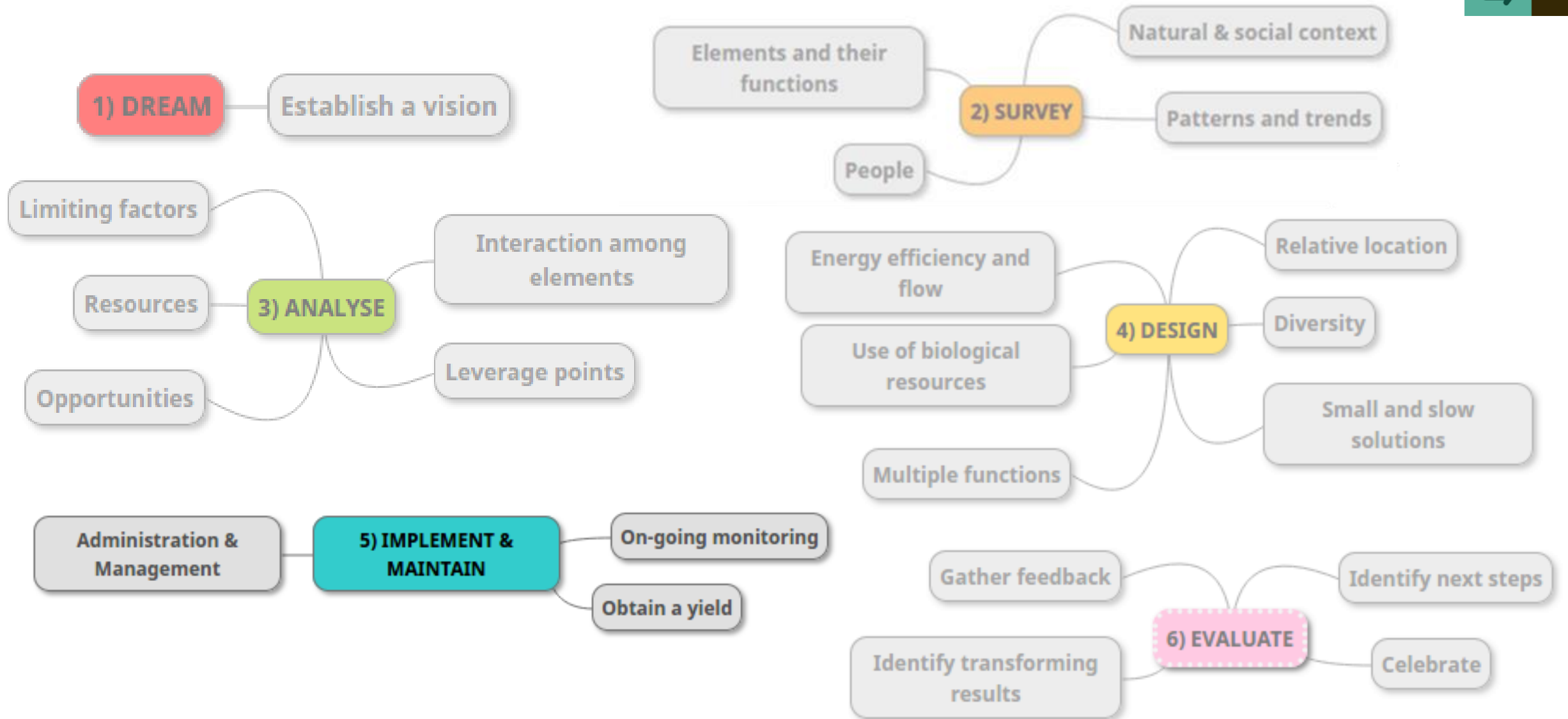
<https://www.slowfood.com/>

*They celebrate the “Terra Madre Day” throughout the world*



#TerraMadre #SlowFoodforChange  
**OUR FOOD  
PLANET  
FUTURE**

# 23 Step 5 - Implement and maintain



# 5. Implement and maintain (1)



This step is about carrying out the tasks planned, working creatively with conflicts, learning how to manage stress and risk and extending the limits of personal and collective potential.

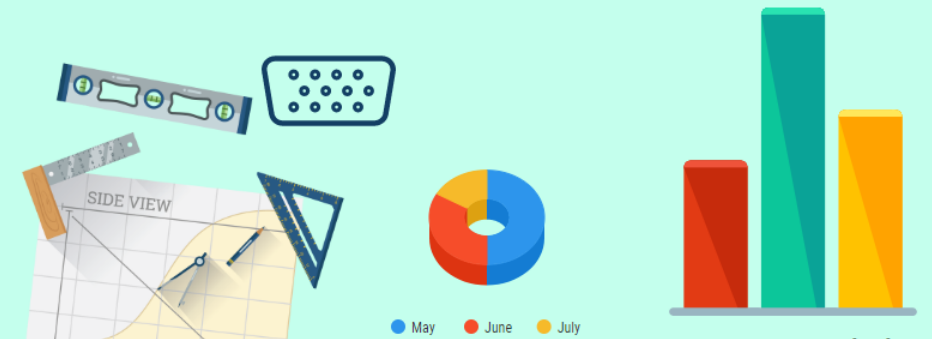
## A. Administration and management

This step requires good planning and scheduling. It is about knowing what you need to do, when, how and where. This implies knowing exactly which systems/elements go in first (priority ranking), what is the timing needed, what are the costs of implementation over time, etc.

The order you follow will depend on availability of skills, labour, money, time, etc. Many small successes make you feel good & create added enthusiasm, so break down big jobs down into smaller tasks. Plus, giving workers the possibility to choose from a variety of tasks (unless there is a strict time frame) enhances motivation and productivity rather than boredom from repetitive work.

*An excellent way to implement and maintain a project, especially if it is a community project, is to organise regular work parties or “perma-blitzes”, as named in permaculture. Food to share and a sociable atmosphere can encourage regular work, volunteering and support.*

## Project Planning and Scheduling



# 5. Implement and maintain (2)



## B. On-going monitoring

Monitoring ensures your project develops well and your investments of money, time and energy bear fruit. It is also about adapting to changes: Are we still on time? Are our costs still covered? Do we need to adapt our planning? Are we actually still realizing the original dream or have we been so busy that we have blindly moved into a completely new direction?

Monitoring can take many forms: direct observation, electronic monitoring of thermal performance in buildings, numbers of visitors, employee satisfaction etc.



# 5. Implement and maintain (3)



## C. Obtain a yield

In order to obtain a yield there are a few factors to consider in addition to a good business plan and systems design: a reduction of stress on each element in the business; if people are cooperating and working for the good of the business; safety in the workplace; being actively networking; allow time to explore growth opportunities as they appear. To maximise the productivity of a system consider all business layers and zones (e.g. family and friends support, promotion in personal circles; associations, etc.).



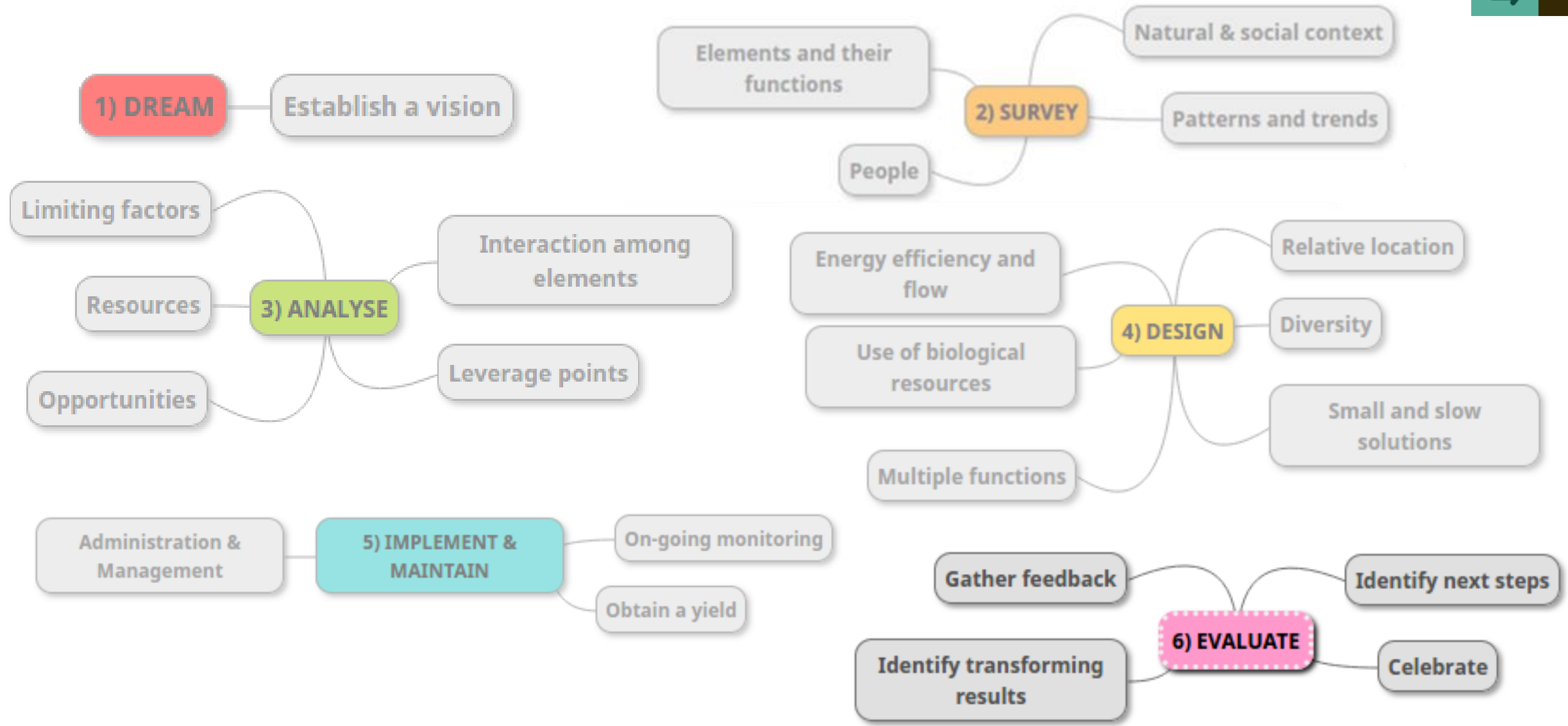
3. Obtain a yield

"You can't work on an empty stomach"

Source: [https://permacultureprinciples.com/principles/\\_3/](https://permacultureprinciples.com/principles/_3/)

**ADDITIONAL TOOLS:** The implementation stage is also where things can most easily seriously go wrong. Tools such as [Active listening](#), [Nonviolent Communication](#), and [Check-in circles](#) help facilitate group processes like conflict resolution, emotional management and empowerment as the way we communicate with other people is key. They all involve taking time to listen, talk and share among team members and people involved how they feel about the process and the role they play in it.

# 27 Step 6 - Evaluate



# 6. Evaluate (1)

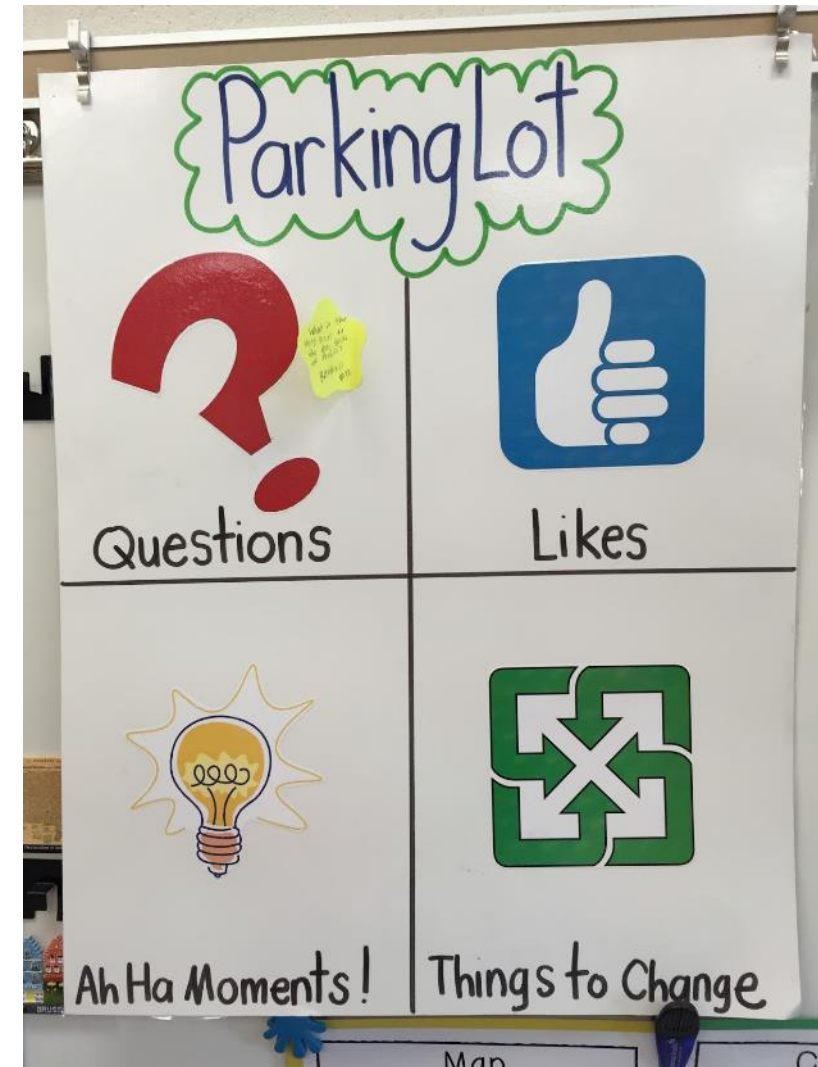
This step is about the response coming from the whole system, the people, the processes and feedback.

## A. Identify transforming results

The key at the end of the cycle is intended as reflection, recognition of effort, acknowledgment of the skills, results and wisdom acquired. Similarly, evaluating the work and its practical results will tell you how you did, how you can improve your practice and whether there were any unnecessary costs or energy losses.

## B. Gather feedback

What is the feedback from clients, stakeholders, employees and other people involved? Is the design helping to achieve the business' goals while meeting the needs of the people and the environment? What are the design's benefits to the community/region?



# 6. Evaluate (2)

## C. Identify the next steps

Once you have both internal and external feedback, you will be able to identify the next steps to take to maintain and improve the process, the design, the impact and the relationships among people, and to develop specialised products and services. Diverse channels can be used for promotion and feedback, both online and in person. Accepting feedback represents a chance to connect better with your customers.

## D. Celebrate

Celebration is vital as it recognises the efforts put in and it gives the boost to start a new round of the project cycle. The process never really stops as you learn from experience and react to changing circumstances.

**ADDITIONAL TOOLS:** Evaluation tools include **survey questionnaires, context indicators, interviews and focus groups**. Effective ways to gather feedback from multiple actors are also **celebration gatherings**.

Dragon Dreaming Celebration gatherings focus on the following Generative Questions: “How can we gather people together in a way that is fun, interesting and motivates them to be part of what is happening? How can we create an environment that nurtures those involved and their connections?” Examples of celebrations can include: storytelling, dancing, singing, rituals (celebrating individual, community, earth) and, of course, good food.



# Additional resources

Additional resources to the ones already mentioned in the chapter include: [School for Social Entrepreneurs](#), [Changemaking](#), [Biomimicry](#), [Doughnut Economics](#), and [REconomy](#).

Many enterprises and cooperatives are examples of businesses who have managed to successfully apply most of the principles inspired by Permaculture, Dragoon Dreaming, and Systems Thinking into their operations: [GroCycle \(UK\)](#), [Zicla \(Spain\)](#), [Cooperativa L'Arcolaio \(Italy\)](#), [Abundant Earth Workers' Cooperative \(UK\)](#), [CatEnR \(France\)](#)

More examples, specific case studies, inspiration and resources can be found on: [Ecopreneurs for the climate](#), [B The Change](#), [Coop](#) and [The Blue Economy Innovations](#).



# TRAIN-CE-FOOD project

<https://trancefood.si/en/home-english>

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