

IO1 Relevant Practices

Case Studies

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Introduction

This document is a compilation of case studies that showcase ‘relevant practices’. The purpose of the relevant practice case studies is to give examples of enterprises that can demonstrate features of FairShares, social/blue economy and Living Labs. It describes the way that they work and the organisational structures they use.

To build each case, the following questions were asked:

- What is the name of the enterprise?
- What is the enterprise’s main activity and purpose?
- What are its values? How are the values expressed?
- What is the social problem being solved - or why is the enterprise needed? (*Relevance*)
- What is the business model - does it work? (*Feasibility*)
- What benefits are created? What behaviour changes are achieved? (*Sustainability*)
- Who are the owners?
- How are decisions made?
- Is it a FairShares enterprise? Can it be described as FairShares or easily convert to a FairShares enterprise?
- Does the enterprise claim to be practising any form of social innovation?

In total, there are 20 relevant practice cases: seven from Germany, four from English speaking countries (supported by a UK-based association), three from Hungary, three from Croatia and three from the Netherlands.

How were the cases prepared?

Each case was selected and written by one of the project partners, then proof-read by Dr David Wren at the FairShares Institute for Cooperative Social Entrepreneurship, Sheffield Hallam University. Cases about members of the FairShares Association were also sent to the member so they could proof-read and comment on the case. Other relevant practice cases were assembled from personal experiences and publicly available information. After proof-reading each case, partners were asked to respond to any questions raised by the FairShares Institute. Lastly, an opportunity was given to partners to update their cases before an evaluation by Prof Rory Ridley-Duff (a founder of FairShares Association Ltd) using the five FairShares values and principles as evaluation criteria. For each of the five values and principles, the FairShares Association’s own guidelines on levels of alignment¹ were used to assess evidence related to each value and principle. Below are the levels used (‘grading key’) as well as a summary of the values and principles.

¹ See http://www.fairshares.coop/wiki/index.php?title=FairShares_Brand#Levels_of_Alignment

FairShares Grading Key

<i>Level 0</i>	There is no evidence that the organisation either promotes or applies FairShares values and principles to its ownership, governance and management systems.
<i>Level 1</i>	The organisation promotes FairShares values and principles but there is little evidence that it applies them to its own ownership, governance and management systems.
<i>Level 2</i>	The organisation applies FairShares values and principles using its own proprietary mechanisms for ownership, governance and management.
<i>Level 3</i>	The organisation applies FairShares value and principles by using FairShares Association IP (such as available model rules or the use of FairShares learning and teaching materials).

To evaluate, each case was read to determine the level of alignment with FairShares Values and Principles. For example, a score of 0 for Principle 1 (P1) indicates no effort to structure the organisation to advance equality and equity between members, stakeholder groups and trading partners, and no discernible mechanism to share wealth created fairly amongst the four primary stakeholders (founders, labour, users and investors). A score of 3 for P1 would indicate the reverse (a substantial commitment to wealth and power sharing, using FairShares Model IP).

FairShares Values and Principles²

1. Wealth and power sharing amongst primary stakeholders

Structuring companies, co-operatives, associations and partnerships to advance equality and equity between members, stakeholder groups and trading partners. Wealth created is shared fairly amongst founders, producers, users and investors to promote mutuality and reciprocity.

2. Specification of social purpose(s) and auditing of impact(s)

Empowering members through the constitution to establish and evaluate social value creation (such as specific improvements to their own, their community's and the wider environment's health and well-being).

3. Ethical review of the choice of goods/services offered

Encouraging members to think carefully about the well-being that their joint enterprise creates (or could create) through designing and offering products and services.

4. Ethical review of production and retailing processes

Developing products and services using production and retailing processes that positively affect members, society and the environment.

5. Social democratic ownership, governance and management

Extending ownership amongst all primary stakeholders who are directly affected by operations so that they have a clear right to participate in decisions on how the (natural, human, social, intellectual, economic and financial) capital they contribute is managed.

After evaluating each principle separately, the score averaged to establish an overall score and the FairShares Level is determined by rounding to the nearest whole number. Table 1 shows the findings for all cases reported.

² For the full description of each value and principle see www.fairshares.coop/fairshares-model

Table 1 - Summary of Findings

Case Name (Filename in DropBox)	Author	FairShares Principle					Average Score	FairShares Level
		1	2	3	4	5		
Croatia-								
01-CAMARG, Osijek	SLAP	2	3	2	2	3	2.4	2
02-SIL, Zagreb	SLAP	2	2	2	2	2	2.0	2
03-MivaART, Belišće	SLAP	2	2	2	1	1	1.6	2
English-								
01-Resonate	SEi	3	3	3	2	3	2.8	3
02-EvolveSix	SEi	3	3	3	3	2	2.8	3
03-AnyShare Society	SEi	3	3	3	3	3	3.0	3
04-Locosoco Group plc	SEi	1	3	3	2	1	2.0	2
Germany-								
01-Gemeinsam eG LK Regensburg	VSBI	2	3	2	1	2	2.0	2
02-MutmacherMenschen Augsburg	VSBI	1	2	2	1	1	1.4	1
03-Next Hamburg	VSBI	2	2	2	0	2	1.6	2
04-StreetLab Paris	VSBI	1	2	1	2	1	1.4	1
05-Betterplace	KHuF	1	2	1	1	2	1.4	1
06-Enterability	KHuF	0	2	1	1	1	1.0	1
07-Sozialhelden	KHuF	1	2	1	2	1	1.4	1
Hungary-								
01-Blue Economy Innovation Cluster	Zold-Atkiv	2	2	2	2	2	2.0	2
02-Simonyi Center (University of Pécs)	Zold-Atkiv	2	1	1	1	2	1.4	1
03-Recycling Factory	Zold-Atkiv	1	1	2	2	1	1.6	2
Netherlands-								
01-Ujuizi International B.V	Elephant	1	2	1	1	1	1.2	1
02-Hoogeloon Care Cooperativ	Elephant	2	2	2	1	2	1.8	2
03-Van Hulley	Elephant	0	1	1	1	1	0.8	1

If you would like a copy of any of the cases for learning and teaching purposes, contact the FairShares Lab administrator at info@fairshareslab.org or FairShares Association Ltd at fairshares.coop@gmail.com.

Cases from the Croatian Partner (SLAP)

Croatia-01-CAMARG, Osijek

The name of the enterprise

CAMARG, Osijek, Croatia. (<https://slap.hr/camarg/>)

Main activity and purpose

CAMARG is an international project aiming to create a sustainable model of marketing high quality agri-food products directly to customers based on the “zero km” concept. There are 13 partners from four countries (Italy, Spain, France and Croatia) involved in creating and testing optimal approaches for each MED region. Slap Association and Regional Development Agency of Slavonia and Baranja (RDA) are the Croatian partners responsible for setting up the sustainable business model in Croatia.

What are the values?

The values of the organisations are: social innovation; knowledge-based solutions; local community benefit; sustainability and democratic governance.

Relevance

CAMARG is seeking solutions to help small, local farmers market their products and become competitive. Many family farms are unable to compete with large international wholesale companies, so young people are leaving their homes looking for employment in other EU countries. This enterprise will especially target young farmers with potential to learn how to use new technologies, network with other farmers and constantly improve their products making them competitive for the specific market niches this project is looking to serve.

Feasibility

The business model is yet to be established and there are two possible options:

- a) Linking local producers with the hotels and restaurants on the west coast of Croatia;
- b) Marketing local products to employees of the largest companies, offering on-line orders with delivery to their work place;

Besides farmers it also involves local craftsmen, small couriers and customers.

Sustainability

This model aims to demonstrate the power of gathering a network in order to create a sustainable business model. It must involve local stakeholders and offer them a solid governance model, based on integrity and responsibility. It also promotes high quality local standardised products as well as having the potential to scale up in line with the demands of other markets.

Who are the owners?

There is a wide stakeholder group involved. At this point the founders are Slap Association (<https://slap.hr/>) and RDA (<http://rtpp.rkk.hu/en/rdaslaven.html/>), but also Modra nit (a marketing agency - <http://modranit.hr/>) as the social enterprise responsible for running the business. The governance model also involves the farmers and customers.

How are decisions made?

At this point decisions are made within the project partners but when the FairShares Model is established it will be shared with other relevant stakeholder groups.

Is it a FairShares enterprise?

Not yet, but it is in the process of creating a FairShares enterprise involving all key stakeholders.

Social Innovation?

For Croatia, this is a new way of organising small producers and linking them to the potential markets. Also, the on-line platform including different stakeholders is also fully innovative.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Croatia-01-CAMARG, Osijek	SLAP	2	3	2	2	3	2.4

Comments: Definitely 2, could be a 3 depending on the active use of FairShares IP

Croatia-02-SIL, Zagreb

The name of the enterprise

Social Innovation Lab (SIL), Zagreb, Croatia. (<http://socinnovationlab.eu/>)

Main activity and purpose

SIL was established in 2011 as a regional hybrid organisation that promotes the concept of social innovation in the countries of the Western Balkans. SIL acts as a platform for innovative business and social solutions that contribute to benefits to the community as a whole, and is the venue for the meeting of knowledge, ideas and practices of various sectors and social spheres.

What are the values?

The values of SIL are: innovation; inclusion; community benefit, and; networking.

Relevance

SIL is constantly looking for new social challenges - it is involved in many local communities looking for creative and innovative solutions. Their approach is inclusive and participatory.

Besides offering new approaches and methodology for solving various social problems, SIL is also heavily involved in advocacy and policy issues concerning the eco-social economy.

Feasibility

SIL is involved in several international initiatives and is running several EU funded projects. At the same time, their experts are providing guidance and mentoring to local governments in participatory approaches to various social issues and cultural heritage protection. So far there is an appropriate balance between project funding and market orientation.

Sustainability

In the long run, SIL plans to be less project-oriented and more market-oriented, primarily targeting cities ready to open city labs. Also, SIL is specialised in the protection of cultural heritage (especially old forts and abandoned industrial facilities) turning them into multi-purpose cultural/tourist sites whilst trying out democratic governance models.

Who are the owners?

The founders are three women from Croatia, Serbia and Macedonia. The team is also strengthened by the Regional Advisory Board made up of 10 experts from the region as well as FairShares Lab members.

How are decisions made?

Being registered as an NGO, decision-making is spread between the assembly, governing board and executive director (who is also one of the founders).

Is it a FairShares enterprise?

At this point, it is not a FairShares enterprise but there are many elements of the FairShares model in SIL’s foundation. For example, this includes: cooperation with a wide range of stakeholders; using a participatory methodology in field work. There is an interest to learn more about the benefits of running the business as a FairShares enterprise.

Social Innovation?

FairShares Labs (<http://fairshareslab.org/>) is fully dedicated to promoting the concept of social innovation and supporting the development and application of social innovations in many local communities throughout the region. At the same time, SIL is involved in education, creating different tools and methodologies and making them available to students and professionals in many economic and social areas

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Croatia-02-SIL, Zagreb	SLAP	2	2	2	2	2	2.0

Comments: Definitely a 2, could be 3 if stakeholders are enfranchised through ownership and social auditing using FairShares IP.

Croatia-03-MivaART, Belišće

The name of the enterprise

Social Cooperative MivaART, Belišće, Croatia.

(<https://www.behance.net/gallery/9280011/Mivaart-products-catalogue>).

Main activity and purpose

SC MivaArt is organised by the Association for Mentally Disabled Children and Youth Bell in the town of Belišće, covering several surrounding local communities. The main purpose is to create income generating opportunities for their beneficiaries and to empower them for independent living. While the association is a non-profit civil organization providing all sorts of services for their beneficiaries, the social cooperative is to create employment opportunities. Association Bell has also organised and equipped the Centre for Independent Living “Citadela” at the recreational site at the Drava river. Within the educational centre there is also 0.5 ha of certified organic garden, fully adjusted to disabled people.

What are the values?

The values are: solidarity; equal opportunities; community development and creativity.

Relevance

MivaArt creates employment opportunities for mentally disabled youths and at the same time generates an income for the association. Through several projects they are creating an inclusive environment for their beneficiaries, organising public events (cultural, educational, tourism) and providing services for the local community.

Feasibility

MivaArt is developing a variety of business activities: an organic garden, handmade souvenirs, medical herb products, cycling campsite, catering for local events, ironing service for local hotels and restaurants, tailors shop, and social service provision for the elderly and disabled. Some of the activities are viable and others are subsidised through projects funded by the Ministry of Social Welfare, and EU funds.

Sustainability

There is a potential for developing tourism services within the campsite providing B&B, different recreational facilities and offers for organic food from their garden. They are in the process of strategic and business planning, to have a more market-oriented approach to making their business activities more sustainable.

Who are the owners?

1. SC is mainly owned by its founders (employees of Association for Disabled Youth “Bell” and family members of their beneficiaries)
2. There are several members – local citizens who are selling their products through the social cooperative.

How are decisions made?

There are democratic procedures involving the Managing Board and Manager (who is not in the owners/founders' group). There is also a direct link to Association "Bell".

Is it a FairShares enterprise?

No, except expressing a good will and demonstrating a high level of motivation to convert to a FairShares enterprise.

Social Innovation?

Association Bell is active in inclusive volunteering, organising a local volunteer centre, which is very progressive for that small local community. Also, they offer incubation facilities to several local CSOs and community, Roma and youth initiatives. Association Bell has created one of the first de-institutionalised models of independent living for the mentally disabled youth.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Croatia-03-MivaART, Belišće	SLAP	2	2	2	1	1	1.6

Comments: Could not see any commentary on actual production/sales, only choice of products and governance.

Cases from the English Partner (SEi)

English-01-Resonate

The name of the Enterprise

Resonate Beyond Streaming Ltd - branded as Resonate (<https://resonate.is>)

Main activity and purpose

Resonate is a platform co-operative that provides a music streaming service. Their landing page articulates their mission in terms of 'remaking streaming' by championing artists and serving passionate music fans. The purpose written into Clause 5 their constitution includes (a) "to provide members with a music exchange platform, which enables the promotion, distribution, sale and/or exchange of music and related products and services" and (g) "to support the Platform Cooperative eco-system by financing organisations established to provide support and assistance to those wishing to found Platform Cooperatives."

What are the values?

The values of the founders are guided by a commitment to music artists and fans, based on a full understanding of the way existing music streaming sites underpay artists and deny them ownership of the supply chain that makes their music available. In their governance, Resonate operates as a member-owned multi-stakeholder co-operative with five member groups (Founders, Collaborators, Music Makers, Fans and Supporters). The founders express their commitment to platform co-operatives through Seedbloom - a sister business that provided the technology for buying Supporter shares in the platform (during their crowd campaign) when people joined as collaborators, music-makers or fans. The source code for their site will be made Open Source as soon as feasible.

Relevance

Musicians are underpaid by music companies. With the switch from music sale royalties to streaming systems, musicians often receive only a fraction of 1% of the sale price of their music after music labels and music distributors take their cut. Within Resonate, musicians receive a higher proportion of income from streaming (see 'Stream to Own') as well as 45% of the distributable profits of the co-operative. Fans also receive a patronage refund of 35% of distributable profits (see 'Bonuses + Votes').

Feasibility

Resonate operationalise their values through a 'stream to own' system: fans pay an increasing amount with each stream of a music track until the 9th time they stream. After this, they own the track and can play it as much as they like. This system pays much more to musicians for initial streaming by fans. Fans can expect to pay less than half the cost per month compared to Apple Music / Spotify for about 2 hours streaming per day. The co-operative is young (less than 2 years old) but given full coverage in press and blog entries, there is considerable activity to build and promote their new approach.

Sustainability

Resonate describe their business strategies on their website (See <https://resonate.is/strategies/>). The basic business model is ‘pay for every play’, with tiny amounts for the first stream 0.002, then doubling each time up to the ninth stream, after which the fan owns the track (and pay roughly the same price as a download). By contrast, it takes 150 streams on Spotify to equal the cost of a download. They promote the site by developing relationships with music blogs and seeking coverage in the press.

Who are the owners?

The company has five member groups: founders, collaborators (Labour - internal), music-makers (Labour - external), fans (Users) and Supporters (Investors). All member groups have voting rights in General Meeting.

How are decisions made?

The rule book provides for General Meetings ‘off-line’ through video conferencing, and online collaborative decision-making technologies. All classes of member (except supporters) can propose resolutions, participate, speak (after 3 months) and vote (after 6 months) in General Meetings. Founders are exempt from the 3 and 6 month rules on speaking and voting. An executive team / CEO can negotiate contracts and enter into them with board approval.

Is it a FairShares enterprise?

Yes - Resonate adapted V2.1 FairShares Model Rules for Cooperatives and registered their cooperative under Industrial and Provident Society laws in Ireland. They display the FairShares Logo on the constitution filed with the regulator and provide [a page where they describe how they implement their co-operative values through use of the FairShares Model](#).

Social Innovation?

Yes - the ‘stream to own’ system is highly innovate and their mission is to reframe how music streaming services operate, and champion both artist and fan ownership of the music industry. Platform co-operatives are also regarded as an innovation because they switch from a local to global audience and present a new form of co-operation where the common bond is around the product rather than relationship to the co-operative (as a worker or consumer).

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
English-01-Resonate	SEi	3	3	3	2	3	2.8

Comments: Registered FairShares Cooperative in Ireland.

Resonate’s Business Model

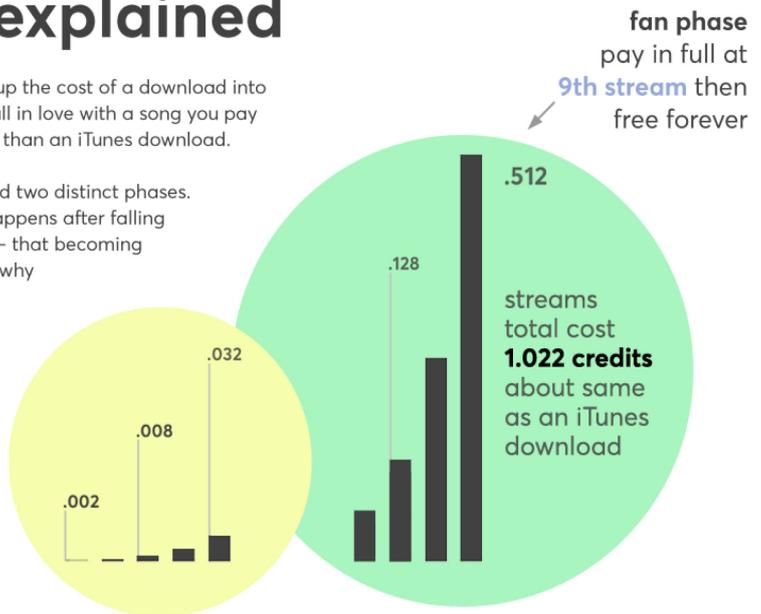
stream to own explained

Stream to own is new but fairly simple – we break up the cost of a download into 9 plays. In the beginning it’s super cheap. As you fall in love with a song you pay a bit more to support the artist. In total, a little less than an iTunes download.

Looking closer at this “pay as you go” model we find two distinct phases. **Discovery** is about exploring new artists and **fan** happens after falling in love with their music. It represents a **basic truth** – that becoming a fan leads to wanting to support the artist. This is why we also refer to it as **stream to support**.

discovery phase →
listen **five times**
for around **7 cents**

2 hours a day for
around **\$2-\$4**
per month



Resonate’s Ownership and Governance Model

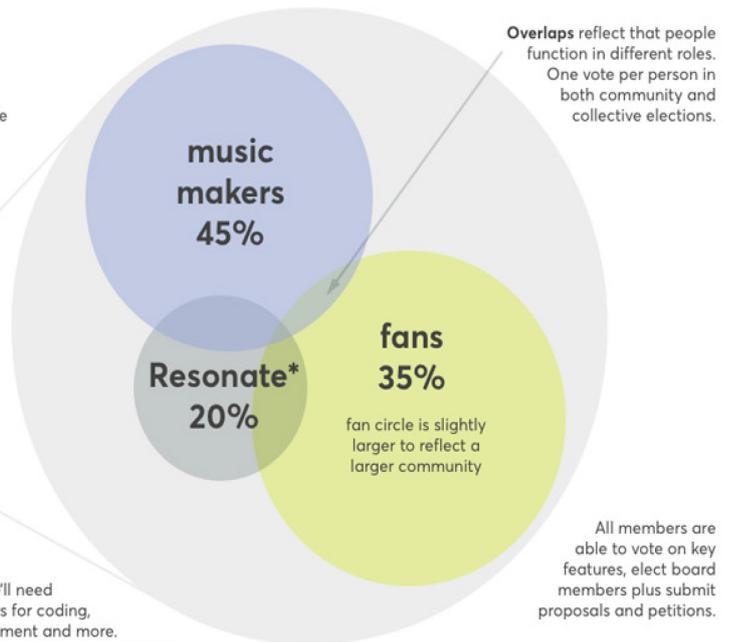
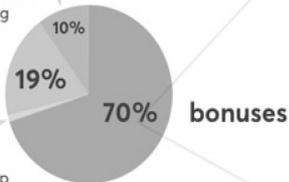
bonuses + votes

Supporter shares. Investors receive a pro rata share of this, up to 8% of their total investment.

Outer circle represents Resonate as a complete **collective** and inner circles represent various **communities**. Some votes are community specific, others for the entire collective.

Reserve fund. Standard for multi-stakeholder co-ops, used for emergencies and buying back investor shares.

The 1% community reinvestment fund. Seeds the next generation of coop apps and startups. Administered on the blockchain by Seedbloom.



***Resonate** has a big block as we’ll need a **large** community of volunteers for coding, marketing, community management and more. Volunteers are **first** to receive bonuses before paid staff.

English-02-EvoluteSix

The name of the enterprise

EvoluteSix: <https://evolutesix.com/> (registered at Companies House as Dojo4Life Ltd)

Main activity and purpose

EvoluteSix is a coaching and personal development company registered using FairShares Model Rules for Companies V2.1 (see <https://evolutesix.com/fair-share/>). The purpose of the company as stated in the Articles is: “to advance the widespread practical adoption of evidence-based neuroscience and developmental psychology research; and of organisational designs and practices which improve systemically the capacity of organisations to create environmental, human, social and financial capital; to promote the development of financially, socially and environmentally responsible entrepreneurship.”

What are the values?

Values are expressed (both verbally and in the written constitution) that represent a commitment to fairness, inclusion and appropriate rewards for different capital contributions (human, social, financial). This is achieved through a written commitment to holacracy (self-managing groups) and requisite organisation design (which focuses on fixing ‘systems’, but not people).

Relevance

The company started life as Dojo4Life Ltd - a Dojo is a space for meditation and personal learning. Founder Graham Boyd was a corporate turnaround specialist who used his coaching skills to form effective teams of people capable of helping a company to recover. In Evolutesix, staff offer “a complete system of methods and a safe place to develop your capability so that you can make a difference to your life, your business, and the world.”

Graham Boyd lost confidence in the way companies are run because of his experience as a turnaround specialist (traditional companies are ‘unfixable’ because their constitutions are archaic). Adopting a FairShares constitution with commitments to multi-stakeholding, equitable participation and fair rewards is part of an effort to redesign companies that are enabling for offers people. An articulation of Graham’s thinking and intentions was broadcast in an Ellen McArthur lecture during the ‘2017 Disruptive Innovation Festival’.

Feasibility

The company has founder, labour, user and investor members who offer the following:

- Development coach
- Development training
- Holacracy
- Integral coaching programme
- Peer to peer coaching
- Personal development
- Professional development coach
- Self-development

- Self-management programme
- Social development coaching
- Sociocracy

Marketing takes the form of ‘Fireside talks’ (online) to attract new members. There are online face-to-face discussion and coaching sessions with Evolutesix team members. It is unclear how this business model generates cash, but the website allows classes to be ‘added to cart’.

Sustainability

The awareness raised by the platform among communities will be permanent. They will become aware of what resources already exist locally and to what extent they can sustain their own economy. The increased communal activity will lead to further community-based ventures that will seek to enhance the quality of life for community members.

Who are the owners?

The company was established by three founders, and it admits Labour and User members. At the time of writing, only founder members had invested money.

How are decisions made?

The Articles of Association commit the company to holacracy and a specific form of self-managed governance by member groups (hence the attractiveness of FairShares four member classes). Holacracy can have nesting (for ‘lower’ and ‘higher’ level decision-making), but the expectation is that everyone participates as equals at their level.

To be a board member, you need a particular level of ‘dialectic fluidity’ (a test that measures your capacity to handle uncertainty and future scenarios based on uncertain knowledge). Subject to that test, anyone can stand to be a Director under the constitution.

Is it a FairShares enterprise?

Yes - Evolutesix used FairShares Model Rules v2.1 to constitute the company, displays the FairShares logo on the rules filed with the regulator and provide information on its website.

Social Innovation?

Yes - the founder regards the combination of holacracy and requisite organisation combined with FairShares as a way to involve people more fully in decision-making and counteract the culture that pervades companies that can be bought and sold. They are committed to a different philosophy of organisation, run by skilled decision-makers within a holacracy.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
English-02-EvoluteSix	SEi	3	3	3	3	2	2.8

Comments: Proprietary voting rights favours Founders and Labour.

English-03-AnyShare Society

The name of the enterprise

AnyShare Society: <https://anyshare.coop>

Main activity and purpose

AnyShare makes it easy to share skills, things, and ideas within any group or community. Each 'sharing network' is created by a subscriber who can join the co-op. The purpose written into their constitution is "to develop technologies that eliminate scarcity by unlocking the hidden abundance of resources available amongst our members through systems for buying, selling, trading, gifting, renting, borrowing and collaborating with their friends, community and fellow members".

What are the values?

The values of the founders are guided by commitments to sustainable development (they cite the environment as a fifth stakeholder and commit profits to environmental projects). They market themselves explicitly as 'the complete co-operative' (see <https://anyshare.coop/coop>) with co-operative values and principles written directly into the company objects (their Bylaws).

Relevance

The founders have a distinctive critique of modern society based on its failure to provide technologies for effective sharing, and over-reliance on market-type exchanges. They allow members to control exchange types. Sharing networks might be set up for gifting, or for buying and selling (or a combination). By enabling members to choose exchange types, they seek to overturn the dominance of commodity trading.

Feasibility

The business model is based on attracting subscribers who pay a fee to host a sharing network (payable monthly or annually). Capital is also raised by offering subscribers a chance to pay an additional \$50 fee to become a member (many do). The founders created a similar site previously called Mass Mosaic and attracted 17,000 subscribers. They are now migrating their users to AnyShare.coop.

Sustainability

The long-term sustainability of the AnyShare model is based on the number of subscribers, but has potential for additional services by interfacing its technology cheaply with the 'Internet of Things'. For example, a person at home might press a button on a panel to post a social care or health care 'want' or 'have' to an AnyShare site (perhaps run by a social care service). If this level of automation is achievable, the possible uses of the technology will grow exponentially. Sites will change from those where users consciously list their wants and needs to automated postings that regulate the provision of community services.

Who are the owners?

The company was established by four founder members, and the constitution provides for employee, user and investor members. Created and registered in the USA, it was supported in its development by FairShares Association Ltd in the UK.

How are decisions made?

The Articles of Association give founders a level of control until a member threshold is reached. Once reached, co-operative governance is provided for within the rules. In practice, the CEO and CTO (Chief Technology Officer) make decisions around development of the software platform. However, platform users (subscribers) run their platforms as discrete communities and operate a peer-to-peer system for transactions that take place on them.

Is it a FairShares enterprise?

Yes - AnyShare Society adapted V2.1 FairShares Model Rules for Companies and registered Bylaws for a Delaware C Corporation in the USA. They use the logo to show their commitment to FairShares and provide a comprehensive set of help pages explaining how they implement the FairShares Model.

Social Innovation?

Yes - the founders regard a cooperatively owned and managed sharing economy as a social innovation that will (eventually) counter the privately (investor-)owned sharing economy of AirBnB and Uber. They are blue innovators too through use of AnyShare technology at Arcosanti, an architectural project in Arizona, USA.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
03-AnyShare Society	SEi	3	3	3	3	3	3.0

Comments: US Company, but supported out of the UK by FairShares Association.

English-04-Locosoco Group plc

The name of the enterprise

LocoSoco Group PLC (www.locoso.co) which owns 75% of LocoSoco Ltd.

Main activity and purpose

Locoso.co is a sharing platform with a system for creating 'stores'. In the first iteration, LocoSoco is showcasing its own store. Its purpose is to enable communities to take power of their own economy by maximising the supply of fast moving consumer goods (FMCGs) that are ecologically sustainable. The platform will allow for the creation of more stores which can be existing businesses or new collaborations within each community to share, buy, sell, swap, hire, rent, lend or bulk purchase. Financial transactions can take place online and messaging between users is also built in.

What are the values?

The driving value is to change the way that business is done so that money and wealth is retained by communities rather than flowing to the owners of capital. Their website (<https://locosoco.wpengine.com/about/>) claims that their mission is "to ensure that LocoSoco's customers and partners are properly rewarded by sharing the ownership of the supply chain that they are fundamentally a part of." Their mission is "to make community ownership easy to use and inclusive of everyone."

Relevance

The problem is that communities are not making full use of the resources that they already have, so that people have to purchase new goods when they could borrow or share from their neighbours. Furthermore, the profits from FMCGs are going to large supermarkets that export wealth from local communities, rather than going to local retailers and customers who keep the wealth generated local. By operating as a local community, they can make economies of scale work for them. Whilst goods and services can be bought from outside the communities, Locoso.co returns most of the value created to retailers and customers so they can strengthen their community economy.

Feasibility

The business depends on an easy to use platform (which it is). The platform is funded by taking 10% of the wholesale to retail mark-up as a fee (from each transaction). 70% of the mark-up is returned to retailers and customers in LocoCoin (a virtual currency). Marketing will be key to achieve critical mass in the take up of the platform. Initial investment to pay for the IT set up and the marketing will be raised through share issues.

Sustainability

Awareness raised is built into the platform with the intention that the impact of communities will be long lasting. They will become aware of what resources already exist locally, what value eco-products can bring to the community, and to what extent they can sustain their own economy. The increased communal activity will lead to further community based ventures that will seek to enhance the quality of life for community members.

Who are the owners?

The company is a PLC and so will be owned by the shareholders. Retailers and customers will become shareholders on making a qualifying contribution. The founder, James Perry will retain control and act as the CEO at least until the model is firmly established.

How are decisions made?

Day to day management will be in the hands of the CEO. However, there is an advisory board who will work with the CEO to help in the management of the company. Governance and the adherence to FairShares values and principles will be guided by a social audit process, initially run by SEi (Social Enterprise International Ltd), to carry out a dialogue with users of the platform and other stakeholders to ensure that agreed values and principles are implemented. The process will produce an annual social audit report.

LocoSoco Group plc is a holding company. Users of the platform will be encouraged to create their own stores, and eventually to form their own sub-companies held by LocoSoco plc. They will have some autonomy to agree their own values and principles. The company will also invest in other companies that adopt FairShares values and principles.

Is it a FairShares enterprise?

Partly, but not completely. The company and the CEO agree with the principles of FairShares and will work with the social audit process to ensure that FairShares principles are adhered to. The constitution of LocoSoco Group plc is proprietary. Investments in companies within the platform will be based on adherence to FairShares principles and cultural norms and will be promoted in company dealings. The plc legal structure will always mitigate against the company from being a full FairShares company for as long as public (institutional) investors expect market-driven returns.

Social Innovation?

Many aspects of the platform are innovative, particularly the selection of FMCGs that are eco-friendly and promote sustainability. The emphasis of the company is on using IT to create a change in community behaviour, and the promotion of sustainable consumption.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
English-04-Locosoco Group plc	SEi	1	3	3	2	1	2.0

Comments: Information on the platform shows a clear commitment to multi-stakeholding.

Cases from German Partners

Germany-01-Gemeinsam eG LK Regensburg

The name of the enterprise

Gemeinsam eG is a social (not for profit) cooperative in the district of Regensburg Bischof-Rudolf-Str. 6, 93152 Nittendorf, www.gemeinsam-eg.de

Main activity and purpose

The central task of the Gemeinschafts eG Sozialgenossenschaft (Social coop) in the district of Regensburg is to safeguard and improve the provision of services for its members in economic, cultural and social terms, taking into account the role models of citizens, municipalities today and in the future, and the economy and society in structural change. The purpose is support income and the economy as well as the social and cultural behaviours of the members through a social cooperative business. The cooperative organises and delivers services for the members in supply, mobility, health, care, communication, arts and culture.

The objectives are, as well as improving the living and employment conditions of the members, supporting the regional circular economy and the attractiveness of the region. Other tasks are education and training activities for the members. The main businesses are social scouts (advisors in social businesses), advice in application affairs, presentations, webinars and coordination of cultural events.

What are the values?

Values are grounded in improving the overall services in economic, cultural and social matters through common activities.

Relevance

The bad demographic situation in rural areas is affecting: quality of life; general services; employment, health care; social services, culture, education and mobility (connection with the urban areas).

Feasibility

The business model seems to be working well. The main tasks are the support of legal persons (such as B. Municipalities, organisations and companies) as members in improving the services as well as the financial basis, involving natural persons as citizens and customers to make the services more customised.

Sustainability

The cooperative is quite new and long-term results are not yet published. There is insufficient information to assess its sustainability strategy at present.

Who are the owners?

The owners are members of the social cooperative, who are mainly legal private and public bodies with the interest of supporting the cooperative but also natural persons.

How are decisions made?

Decisions are made by the annual general assembly, a board of two members as well as a supervisory board. The decision process is democratic.

Is it a FairShares enterprise?

There is evidence of multi-stakeholding - the social cooperative has some members who are employees, and some investors (who hold cooperative shares), which are also available to customers/consumers. It is close to the norms for a FairShares enterprise or is easily transferable.

Social Innovation?

The social cooperative is part of the social cooperative innovation movement in Bavaria which is supported and funded by the Bavarian regional government. It claims to be socially innovative in the way it is improving regional services as well as involving the relevant stakeholders and customers as shareholders.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
01-Gemeinsam eG LK Regensburg	VSBI	2	3	2	1	2	2.0

Comments: No information on production/consumption processes.

Germany-02-MutmacherMenschen Augsburg

The name of the enterprise

MutMacherMenschen, Salomon-Idler-Str. 39, 86159 Augsburg, Germany

<http://www.mutmachermenschen.de>

Main activity and purpose

MutMacherMenschen is a non-profit social cooperative of, with and for people in the recovery process after a mental crisis. It produces goods and delivers services by people with mental disabilities and people with other disabilities. Its main products are carpentry items like wooden wild-bee-hotels, cajúns and the rental of a mobile clay-oven.

What are the values?

Cooperation, support and inclusion of disabled people, support for independent living and participation in work.

Relevance

The cooperative looks to solve the lack of inclusion of people with disabilities, in society and the job market.

Feasibility

The business model appears to work well, but the members of the cooperative are not employed in the cooperative. Financial investors can become members. Employed persons are not members. Employment happens in two options: part-time regular employed and some only in the kind of getting “additional income” additionally to a so called “unemployment pension” for people with disabilities.

Sustainability

The cooperative is quite new, long term results are not yet published. Insufficient information on its sustainability strategy is available to make a judgement.

Who are the owners?

The owners are members of the social co-operative, who are natural persons with and without disabilities but also legal bodies (organisations) which are sympathetic with the interests of the co-operative.

How are decisions made?

Decisions are made by the annual general assembly, a board of five members as well as a supervisory board of 6 people. The decision process is democratic.

Is it a FairShares enterprise?

With regard to supporting people with mental illnesses or disabilities, it is a FairShares enterprise. In the case of the services and products from carpentry works, users/customers do not seem to be involved. It seems it could easily be converted in to a FairShares enterprise.

Social Innovation?

The social cooperative is part of the social cooperative innovation movement in Bavaria which is supported and funded by the Bavarian regional government. It claims to be a socially innovative in the way it organises the contribution of socially segregated people with disabilities to be able to partake in decision making and ownership processes.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Germany-02-MutmacherMenschen Augsburg	VSBI	1	2	2	1	1	1.4

Comments: No evidence yet of an active multi-stakeholder model, but the enterprise is committed to cooperative principles.

Germany-03-Next Hamburg

The name of the enterprise

Nexthamburg e.V. (City-Lab, Living Lab), Bäckerbreitergang 14, 20355 Hamburg, Germany, <http://www.nexthamburg.de>

Main activity and purpose

Nexthamburg is an open City Lab (Living Lab) which aims to provide a platform for all stakeholders (natural and legal persons) to create, share and develop ideas, projects and businesses for improving the urban development in any cases of living issues. They offer a scenario for the future, based on data and background information, to start a discussion about the future of the city and its inhabitants. They offer an idea database, data stories as well as offering a real and virtual place for cooperative work.

What are the values?

The values are centred on improving the quality of life in the city of Hamburg and offering a platform for social cooperation.

Relevance

Any social or urban problem identified by any kind of stakeholder.

Feasibility

There is no business model. Next-Hamburg is financed by donations and public/private grants. After being a pilot project of urban development in Germany from 2009 till 2012, it was financed by the federal Ministry for Transport, the building and urban development project was transferred to an association of activists in urban development.

Sustainability

More than a thousand ideas were presented, led and discussed. How many projects have been realised is not visible on the website. The platform is still active and highly valued in Hamburg.

Who are the owners?

The owner is a not-for-profit association.

How are decisions made?

The decisions are made in a democratic process.

Is it a FairShares enterprise?

It is not registered as FairShares enterprise but offers some similarities. The members of the association are founders, and volunteer members provide labour. Citizens and legal bodies in Hamburg are user members providing the ideas developed on the platform.

Social Innovation?

The enterprise offers a user/customer driven opportunity for urban development and sharing competences and responsibility for the city.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Germany 03-Next Hamburg	VSBI	2	2	2	0	2	1.6

Comments: Evidence of multi-stakeholding, idea production, but not actual production or consumption.

Germany-04-StreetLab Paris

The name of the enterprise

Streetlab (Living Lab), 17 rue Moreau, 75012 Paris, France, <http://www.streetlab-vision.com/>.

Main activity and purpose

The company aims to improve the autonomy, mobility and quality of life of visually impaired people and seniors. To carry out its mission, Streetlab drives its actions and reflections around four main axes: co-design, evaluation, rehabilitation and awareness.

Streetlab is committed to tackling public health issues affecting nearly 2 million people by helping industry to respond to new market opportunities. They offer a Home-Lab, an artificial street, driving simulators, low vision centre and simulator.

What are the values?

Values are rooted in improving the inclusion process for people with visual impairments and improving their autonomy.

Relevance

There is currently segregation and exclusion of people with visual impairments because of the lack of suitable technical support systems, accessibility, appropriate design and public awareness.

Feasibility

The business model seems to be working well since 2011. On the website a large network of more than 20 team members/shareholders are listed.

Sustainability

The benefits are for up to 2 million customers in France, with visual impairments being able to live with more autonomy and social participation.

Who are the owners?

The owners of the company are 6 legal persons representing a bank, scientific institutes, public authorities and the association of the blind people in France.

How are decisions made?

Information about this has not been published.

Is it a FairShares enterprise?

The owners represent the different stakeholder and shareholder groups, people with visual impairments are also employed as experts in the company. A user database represents the final consumer. So, it appears that the stakeholders needed for a FairShares company are present, and that it could transfer, but there is no evidence that employees or users are co-owners at present.

Social Innovation?

The company offers a user/customer driven development of services, design and technical products for the autonomous living of people with visual impairments.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Germany-04-StreetLab Paris	VSBI	1	2	1	2	1	1.4

Comments: Social purpose, with little evidence of multi-stakeholder ownership or governance. Some user-led design.

Germany-05-Betterplace

The name of the enterprise

betterplace.org, <https://www.betterplace.org/de> (German) and www.betterplace.org/en (English)

Main activity and purpose

Betterplace.org is a fundraising website where social businesses and projects can collect donations and promote their work. They also provide coaching in fundraising for businessowners.

What are the values?

Betterplace.org was the first platform which could be used by non-profit organisations of any kind to get donations for their projects. Donators do not have to look for projects on many different websites but can use one central register to find interesting projects.

Relevance

It draws attention to different social projects, especially those with little public interest, and helps in funding them.

Feasibility

It is a non-profit organisation, funded with donations and corporate cooperation. 2.5% of the donations always stays with betterplace.org to pay for bank charges. The operation of betterplace.org is not covered by the 2.5%. Ongoing costs such as rent, staff, electricity or coffee is paid through private sponsors, corporate cooperation and voluntary donations to betterplace.org.

Sustainability

There is scope for more attention and donations for many different (smaller) projects, not just those who already have a lot of public attention and can afford campaigns.

Who are the owners?

Betterplace.org has funders, not shareholders because it is registered as a charitable, non-profit corporation.

How are decisions made?

It is a new way of decision-making without hierarchies, all team members are equal in position and decide together.

Is it a FairShares enterprise?

betterplace.org goes some way to meeting FairShares standards when it comes to founders, workers and customers. There are no investors (in the private company sense) but funders are not all interested in acting sustainably or socially.

Social Innovation?

It is the first online platform to get public attention for social projects, which it makes it much easier to acquire donations for social projects.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Germany-05-Betterplace	KHuF	1	2	1	1	2	1.4

Comments: Conditions conducive to a FairShares Non-Profit Association, but the culture is not yet egalitarian at the multi-stakeholder level?

Germany-06-Enterability

The name of the enterprise

Enterability. Berlin, Germany, <http://enterability.de/>

Main activity and purpose

Enterability helps people with severe disabilities to become self-employed and supports them in remaining in the market. For many people with severe disabilities, self-employment is the only

way to (re-) participate in working life. They know about the needs of entrepreneurs with disabilities and financing solutions the state offers. With this knowledge, they can help these people create their own business.

What are the values?

Helping and supporting people with disabilities through start-up counselling to build their own business.

Relevance

People with disability who want to become self-employed often meet prejudices which, for example, can lead to the denial of loans. Self-employment is not seen as an equal alternative for people with disabilities, so they often do not get the support needed.

Feasibility

Enterability is a subsidiary of Social Impact gGmbH, which is a non-profit organisation itself. Enterability does not have its own legal form and it is completely funded by the State Office for Health and Social Affairs Berlin.

Sustainability

Enterability helps to integrate disabled people into working life. This helps them to make an income, independent from the state’s financial aids and it can reduce prejudices against the disabled. If more people with disabilities run successful businesses it will raise awareness, reduce unemployment and increase employers’ trust in those people’s abilities.

Who are the owners?

Enterability’s manager is Manfred Rademacher, the business manager of Enterability and Social Impact is Norbert Kunz.

How are decisions made?

Decisions are made together in a democratic way, which is part of the company’s philosophy and the structure has few hierarchies.

Is it a FairShares enterprise?

As a project providing services, the opportunity to be a FairShares enterprise is limited. The businesses they help to start can be FairShares businesses.

Social Innovation?

The project is innovative when it comes to self-employment as an option for disabled people. In Germany it is common to offer special workshops for the disabled instead of integrating them into the regular job market.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Germany-06-Enterability	KHuF	0	2	1	1	1	1.0

Comments: P1 not possible as a project not a legal entity, P2 is taken from parent organisation.

Germany-07-Sozialhelden

The name of the enterprise

Sozialhelden, <https://sozialhelden.de/en/>

Main activity and purpose

The purpose is to draw peoples' attention to social problems in society and to find simple solutions for them. Furthermore, the project aims to encourage people to start their own projects to change the situation in their personal environment.

What are the values?

The most important values are to work on eye-level so that everybody can express and realise his/her ideas, and everybody helps others in doing so. The projects carried out have to help a certain group in society. These group do not have a minimum size but every person that is reached by the project is worth working on it.

Relevance

Each of the different projects solves a different social problem and has a different target group. The main goal is to activate people to start their own projects by showing that successful projects do not need huge financial support and marketing.

Feasibility

The projects are funded with donations or with government budget (for example EU funding).

Sustainability

Most of the projects help people with disabilities in everyday life or help others understand the situation of those with disabilities. This raises awareness, helps destroy prejudices and creates an inclusive society. By encouraging others to start similar projects the effects become multiplied.

Who are the owners?

The founders are Raúl Krauthausen and Jan Mörsch.

How are decisions made?

The whole team gets involved in decisions in a democratic way.

Is it a FairShares enterprise?

Sozialhelden has the goal of working with people with diverse backgrounds and abilities and they are interested in keeping their projects sustainable, but until they are offered membership and integrated into governance, they cannot be described as fully committed to FairShares. Since they are a not-for-profit orientated company, they could only consider converting to a FairShares Non-Profit Association.

Social Innovation?

The enterprise runs social projects that help to raise awareness for different social problems. The innovative part in their activities is that they want to help others to start similar projects independently from Sozialhelden's projects.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Germany-07-Sozialhelden	KHuF	1	2	1	2	1	1.4

Comments: There is an egalitarian culture, but no evidence of actual multi-stakeholder ownership and governance.

Cases from the Hungarian Partner

Hungary-01-Blue Economy Innovation Cluster

The name of the enterprise

Kék Gazdaság Innovációs Klaszter (Blue Economy Innovation Cluster), Hungary,
<http://klaszterportfolio.hu/tartalomkezelo/impresszum>

Main activity and purpose

The Blue Economy Innovation Cluster was founded in 2011 by the University of Pécs and some local companies committed to the Blue Economy concept. The purpose of the cluster was to strengthen the economic, social and environmental status of the region and the local SMEs by generating projects and cooperation.

What are the values?

The main values expressed were to minimise waste and maximise local cooperation, thereby creating economic and social wealth. The purpose of the cluster was to build on the values of the local SMEs, knowledge bases (like the university) and put together their unique knowledge. By reinforcing their cooperation and in this way giving birth to unique innovations.

Relevance

Clusters were supported by the EU and the Hungarian government, because of their strengthening power for local and regional economies, with a special focus on developing SMEs. The cluster searched for regional SMEs that operated in the field of environment or green/blue economy and tried to build cooperative projects based on the values of the different SMEs. This way entrepreneurial activities were strengthened.

Feasibility

The business model worked in this way, the SMEs who found the cluster and its values interesting, were able to join the cluster as an “internal member”. These internal members had to pay a fee, that funded the management of the cluster to develop new projects and cooperation. These new projects were built from the competencies of the members and were sold to other actors. In this way the members could earn income from these projects that were generated by the organisation.

Sustainability

The long-term aim was to strengthen the innovation and entrepreneurial spirit in the local SMEs in the field of blue economy.

Who are the owners?

ECOsynergy Ltd and the University of Pécs, Faculty of Business and Economics were the idea owners and the management organisations.

How are decisions made?

Decisions were made by the Board of the cluster. The board was elected from the internal members by the internal members.

Is it a FairShares enterprise?

Potentially, because the basic idea was coming from the concept of the blue economy and social entrepreneurship, and governance and management involves both ‘internal’ members and ‘external’ investors.

Social Innovation?

The spirit and the mentality are a complete fit into the FairShares model, and the commitment to blue economy ensures constant attention to innovations in the management of both nature and the economy.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
01-Blue Economy Innovation Cluster	Zold-Atkiv	2	2	2	2	2	2.0

Comments: Clear potential to become a 3) if integrating FairShares IP into their work.

Hungary-02-Simonyi Center (University of Pécs)

The name of the enterprise

Simonyi Business and Economics Development Centre (Simonyi BEDC) – University of Pécs Faculty of Business and Economics, Hungary - <http://simonyibedc.ktk.pte.hu/about-us>

Main activity and purpose

Simonyi BEDC was developed by a few young associate professors at the University of Pécs Faculty of Business and Economics. Their main purpose was to develop activities within higher education to support young entrepreneurs and idea owners (students and outsiders) to consciously build an enterprise from their idea. To develop a vision for students to “think out of the box”.

What are the values?

The main values are innovation, entrepreneurial mind set, new knowledge and skills at university program.

Relevance

The South Transdanubian region of Hungary is lagging other parts of the country and the EU. Unemployment is high and only a few big companies are present. The University of Pécs, as the local knowledge base, should change its education structure in a way to develop programs helping youngsters to create value. The small Simonyi team developed a program that is built

into the education program of the university that strengthens the entrepreneurial thinking of these students.

Feasibility

The programme is built into the modules offered by the university to students. The idea generation and business model building are done by student groups, mentored by associate professors. Simonyi BEDC cooperates with venture capital companies, so if an idea seems to be marketable, they can get financial background.

Sustainability

The long-term aim was to strengthen innovation and entrepreneurial spirit and thinking in young students and adults. To show them that “thinking out of the box” is a bit harder than following the masses, but the results can be much better. Three years after its inception, Simonyi BEDC is now famous among students, so it was then built into the Master programme of the University.

Who are the owners?

University of Pécs, Faculty of Business and Economics developed Simonyi BEDC.

How are decisions made?

Decisions are made by the managing director of the BEDC and the dean of the faculty.

Is it a FairShares enterprise?

The spirit and the mentality of the programme fit the FairShares Model but the legal basis and the real sharing of power and decision-making does not include either labour or users. But it could be possible. It is worth investigating the change to a FairShares project.

Social Innovation?

None reported.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Hungary 02-Simonyi Center (University of Pécs)	Zold-Atkiv	2	1	1	1	2	1.4

Comments: Lack of meaningful power sharing with Labour and Users needed to raise assessment to Level 2.

Hungary-03-Recycling Factory

The name of the enterprise

Maltese Electronic Device recycling company for disabled people.

Main activity and purpose

The company operates as a recycling point, where used and broken electronic machines and vehicles are separated into parts of raw materials. Some of the parts can be re-used, some can be sold for recycling and only some parts are waste. In this company, only disabled people are hired, because they are able to do this activity.

What are the values?

The company re-integrates disabled people into the labour market and enriches their lives. It recycles and minimises waste. This is a very good example of blue economy to create value from waste and minimise environmental pressure and harm. At the same time, the company builds social and economic value, by employing disabled people.

Relevance

Disabled people are not welcomed in the world of employment, because it is hard to find places that fit their capabilities. In this way they are normally excluded from normal employment and they feel they are useless. Giving them a job that creates value can give meaning to their lives and means better living conditions as well. Additionally, recycling electronic waste is good for the environment and for the local economy.

Feasibility

Companies and individuals who have electronic waste (for example appliances, TV, laptops, etc.) must normally pay if they want to dispose of them. The Maltese company offers to take it for free. Afterwards, at the factory, the employees separate the materials and sell the re-useable parts and raw materials. The money is spent on the labour costs of the disabled employees and the rent of the factory.

Sustainability

The two key benefits are re-integration of disabled people into society and the recycling of electronic waste. The company was funded for its first year by a Hungarian tender, but now it generates enough money to be sustainable. The managers of the company started new activities in 2017. They created “Recreation” - a small manufacturing shop that creates jewellery from the electronic waste parts and sells it to public by using [Facebook as a social media tool](#).

Who are the owners?

Hungarian Charity Services of Malteses.

How are decisions made?

Decisions are made by the local/regional decision makers of the charity services based on the suggestions of the company managers.

Is it a FairShares enterprise?

It is not a FairShares enterprise, but the basic idea is coming from the concept of blue economy and social entrepreneurship. The spirit and the mentality could fit with the FairShares Model and evolve into it.

Social Innovation?

Officially not, but unofficially yes.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Hungary-03-Recycling Factory	Zold-Atkiv	1	1	2	2	1	1.4

Comments: Solid social business model, but inclusion needs to develop further to reach Level 2.

Cases from the Netherlands Partner

Netherlands-01-Ujuizi International B.V

The name of the enterprise

Ujuizi International B.V. i.o., Netherlands, <http://cheetah.ujuizi.com/>

Main activity and purpose

Creating tools for inclusion (combining biotechnology, agronomics, space technology and ICT).

What are the values?

The values are expressed in all activities and communications are: equality, interdependency, autonomy, balance.

Relevance

Inequality, cushioning the effect of Wicked Problems (food insecurity, water scarcity, flooding, climate change, migration) on emerging countries (Bottom of the Pyramid, BoP).

Feasibility

Set up of beneficiary subsidiaries in Southern countries with whom we participate as equal partners in Public-Private Partnerships aimed at the creation of tools for a specific problem in the Southern country. Thus, co-creating an applications development eco-system making use of satellite/remote sensing data, algorithms and processes for the benefit of the bottom of the pyramid in developing countries.

Sustainability

Creating an equal level playing field.

Who are the owners?

Firman Wahyudi (Indonesia), Valentijn Venus (The Netherlands), and Nikolet Zwart (The Netherlands) together hold the shares in the holding company. The holding company owns 49 % of the shares of the subsidiaries, the other 49 % is held by a research institute in the South that offers ICT education. The remaining 2% is held by an external lawyer/referee. The director(s) of the Newcos is/are former PhD Student(s) trained in the West, getting a salary and the opportunity to acquire shares in the subsidiary (after 1 year of reaching performance criteria, 2 % per year, up to 8 % in total after 5 years).

How are decisions made?

The Board of Directors of the holding company consists of a legal, financial and technology officer and decisions can be made by each board member individually within his/her own field and together for general decisions. All important decisions require unanimity of board members and/or of the shareholders.

Is it a FairShares enterprise?

The organisation has several elements of a FairShares Company - although the final target group is not (yet) represented. Whilst there is evidence of Labour enfranchisement and representation except in subsidiary companies, the holdings are nowhere near the level recommended/expected in a FairShares enterprise (30-45%).

Social Innovation?

Yes.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
Netherlands-01-Ujuizi International B.V	Elephant	1	2	1	1	1	1.2

Comments: Interesting structure, but insufficient Labour and User enfranchisement or wealth sharing to achieve Level 2.

Netherlands-02-Hoogeloon Care Coopertiv

The name of the enterprise

Zorgcoöperatie Hoogeloon (care cooperative), Netherlands - <http://zorgcooperatie.nl/>

Main activity and purpose

Since 2005, the inhabitants of Hoogeloon have joined forces to organise the care in their own village itself. Their goal is that older people can continue to live in Hoogeloon, even if they need more intensive care. So, they stay involved with the village and the village with them. They now provide various additional services in the areas of care, housing and well-being. From a weekly joint meal to day care and care villas for people with dementia. They succeed thanks to a good cooperation many enthusiastic volunteers and care professionals from Joris Zorg.

What are the values?

These are defined as:

- Maintaining the vitality of the village
- Increasing the mutual solidarity of the residents of Hoogeloon
- Maintaining and developing care, services and facilities in the village

Older people and people with reduced mobility, even with increasing care demand, should have the possibility of staying in Hoogeloon.

Relevance

Care services and facilities disappear out of the village. Care-dependent people must leave Hoogeloon due to the lack of services and facilities.

Feasibility

The Cooperative is composed of an Association and a Foundation (Samen Anders Zorg). Furthermore, the cooperative has a collaboration agreement with the recognised care provider Sint Joris. There is a government link between the board of the Association and the board of the Foundation. It is not always clear for the members what belongs under which part of the Cooperative. The agreement with the care provider is not very transparent. The board has a vulnerable position due to this construction.

Sustainability

Older people and people with reduced mobility, even with increasing care demand, should have the possibility to stay in Hoogeloon.

Who are the owners?

Owner of the Care Cooperative is an Association. The members select the board of the Association. Samen Anders Zorg offers several services.

How are decisions made?

Members determine the policies of the cooperative in member meetings and appoint the board. The board executes the policy and is accountable to the members.

In order to make use of the services, the following conditions apply:

- It is a minimum of six months.
- When using a service with immediate effect, one buys by paying the contribution of the current year and also the contribution of the previous year.

Members of the society are deemed to be members. Certain services can only be recognised if both partners are members, such as Zorgthuis services, Garden Maintenance and Day care.

- Non-members pay €1.50 more when they use the hot meal service.

Is it a FairShares enterprise?

Partially, through some power and wealth sharing, a multi-stakeholder legal arrangement and partial social democratic governance. It is not clear if Labour (care givers) are members and have a voice in governance. With use of FairShares Model IP, and clearer provisions for both Labour and Users to contribute to multi-stakeholder governance, the enterprise could evolve to Level 3.

Social Innovation?

Not officially.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
02-Hoogeloon Care Cooperativ	Elephant	2	2	2	1	2	1.8

Comments: Committed to cooperative principles with recognition of two groups (funders and users). What about Labour?

Netherlands-03-Van Hulley

The name of the enterprise

Van Hulley, Netherlands - <https://www.vanhulley.com/welkom>

Main activity and purpose

The enterprise offers internet retailing of clothing and fashion items with high levels of quality recycled textiles making boxer shorts. The boxer shorts are made by women who want to work but who do not have the necessary qualifications for their ambition on the labour market. At Van Hulley they get working experience. A day and a half every week they go to school to study for a diploma by the end of the year. From there, they can start realising their dreams.

What are the values?

Re-integration in the labour market of poorly educated women

- Stimulating women to learn and improve skills
- Recycling of worn clothes
- Sustainable and responsible production

Relevance

At Van Hulley the women acquire work experience and follow a training program. They go to school one and a half days a week to get their entrance ticket for continued and further vocational training (MBO). The municipality and Van Hulley intensively supervise them itself.

Feasibility

Customers send their worn shirt to Van Hulley and the disadvantaged women transform the shirts in to hand-made boxer shorts. The enterprise (Ltd) is in collaboration with the municipality.

Sustainability

The sustainability strategy is based on re-integration into the labour market of low educated women and recycling of worn clothes. It works well, but it does not generate enough money. They make no profit.

Who are the owners?

Jolien Wijkstra - Creutzberg

How are decisions made?

Private company with regular structure – decisions made by the owner/shareholder. Workers have some power over what and how they produce, and users invest by sending old clothing to the company, but they are not formally enfranchised through the company constitution, governance or social auditing processes.

Is it a FairShares enterprise?

No, but there is potential to evolve into a FairShares company.

Social Innovation?

Not officially.

Scoring

Case Name (Filename in DropBox)	Author	FairShares Principle					Overall Score
		1	2	3	4	5	
03-Van Hulley	Elephant	0	1	1	1	1	0.8

Comments: Conventional social business, and some limited Labour involvement in production decisions.

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Methodology for Creating a FairShares Lab (Full Report)

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