Part 1: The Doughnut and Universities
Kindly supported by
The 2023 Festival of Social Science

Exploring society together
Evolve Futures

Today’s workshop is part-funded by Evolve Futures.
Evolve Futures Business Support

• Hatty Hopkinson – Impact Partnership Development Manager
• Contact: h.hopkinson@exeter.ac.uk
• Contact Evolve Futures: CIOŚbusinessSupport@exeter.ac.uk
• Post-EU funding for business support in Cornwall & Isles of Scilly.
• Training – start-ups, sustainability, inclusion.
• Grant applications
• Bespoke research
• Visualisation
• Net zero planning
Eligibility for Funding

• If you fall into these categories, please sign our paperwork, so we can get funding for you.
• Business or organisation of any size – charity, CIC, self-employed
• Entrepreneurs – ‘considering setting up a business’
• A base in Cornwall or economically active in Cornwall
• Please sign the paperwork!
• Thank you ☺
To find out more about business support from the Growth Hub please scan this QR code:
Part 1: The Doughnut and Universities

9.35-9.55: Kate Raworth – 7 ways to think like a 21st Century economist

9.55-10.40: Decision making in Cornwall

10.40-10.50: Break

10.50-11.30: Doughnut Economics in the curriculum

11.30-12.00: Feeding back to the Global Donut Day community
Decision making in Cornwall

Negative consequences

Unknows

Long Lasting or Extensive Positive Impact: 5
Short Term or Limited Positive Impact: 4
No Impact or Neutral Impact: 3
Short Term or Limited Negative Impact: 2
Long Lasting or Severe Negative Impact: 1
Decision making in Cornwall

**Water Resources**

Will the project deplete or recharge ground or surface water levels? This will include anything that changes demand for water in a given area. Is this effect temporary or ongoing?

Will this project increase or decrease the amount of water needing to be treated? This includes any water entering the sewerage system from homes or through additional runoff from caused by factors such as soil compaction and additional hard standing. Is this effect temporary or ongoing?

**Prosperity**

Will this project increase or decrease the number of employment opportunities for local residents? If so, how many jobs are likely to be created or lost and will the majority of these employment opportunities be short term, seasonal and / or low paid?

Will this project improve or degrade overall working conditions in existing employment? This may include pay levels, job security and / or job satisfaction. If so, how many people will this directly affect, and will this change be long term?
How can this place help bring humanity into the Doughnut?

If we unroll it...

We can create a space for exploring possible futures we want, through four lenses.
**Doughnut Unrolled**

How can our place become a home to thriving people in a thriving place while respecting the wellbeing of all people and the health of the whole planet?

**SOCIAL FOUNDATION**

**Local aspirations**

How can all the people of our place thrive?

**Global responsibilities**

How can our place respect the wellbeing of all people?

How can our place respect the health of the whole planet?

**ECOLOGICAL CEILING**

How can our place be as generous as the wildland next door?

Derived from DEAL doughnuteconomics.org
What place does DE have in the curriculum?

What impacts might integrating DE into teaching have across the four lenses?
Part 2: The Doughnut and Business
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Part 2: The Doughnut and Business

1.15-1.45: Erinch Sahan, DEAL Business Lead

1.45-2.35: LEGO Serious Play and business design

2.35-2.45: Break

2.45-3.15: Building a local network: Learning from the Amsterdam Doughnut

3.15-3.30: Next steps
Exploring the ‘Doughnut Design for Business’ through the LEGO® SERIOUS PLAY® Method

Ruth Cherrington, Dani Farrow, Peter Lefort
Intended learning outcomes

At the end of this session, you will have had the opportunity to:

- Learn about other businesses in the room and why they are interested in the topic
- Explore the current design of your business
- Consider action towards unlocking new possibilities and transformative ideas
Most businesses find they are limited by their design.

We should introduce refillable perfume bottles – but bringing consumers on board needs investment, and the payback period on that capital expenditure is too long.

Senior executive, major beauty brand

I've been asked to create a range of regenerative clothing – while being expected to deliver the usual 15% profit margins from the outset. Impossible.

Head of innovation, major clothing brand

We prototyped an expandable shoe – it was going to be profitable, but wouldn’t have hit our usual margins, so we dropped it.

Ex-senior executive, major footwear brand
Redesign of business

Essential part of a regenerative and distributive future.

- **Degenerative**
- **Divisive**
- **Regenerative**
- **Distributive**

**Business as usual** designed to maximise margins and dividends

**Business redesigned** to unlock regenerative & distributive possibilities

- Commons & communities
- Public services
- NGOs & charities

University of Exeter
Deep within every business are layers of design that profoundly shape what it can be and do in the world: its Purpose, Networks, Governance, Ownership, and Finance.

We would like to explore the current design of your business through the LEGO® SERIOUS PLAY® Method.
LEGO® SERIOUS PLAY®

• Began as an experiential process designed for use in guided workshops with adults
• Prompt dialogue and encourage reflection, as well as develop problem-solving skills and use of imagination
• This innovative approach to interaction is a valuable asset in business as well as education
• Helps participants open up through the approachable medium of play
LEGO® SERIOUS PLAY® process

Step 1: Facilitator poses the challenge
Participants are asked to build and create stories in response to a challenge.

Step 2: Individuals build a model
Each participant builds a 3-D model in response to the challenge that has been posed.

Step 3: Individuals tell their story
Each participant shares the meaning and story of their model with the rest of the group.

Step 4: Questions and reflections
The facilitator and participants crystallize key insights and ask clarification questions of the models.
LEGO® SERIOUS PLAY® etiquette

• Lead you through each step of the process
• This will involve a question / challenge to which your model is the answer
• No answers are wrong - all answers are good!
• Trust your hands - think with your hands
• Use the model to tell a story
• Listen with your eyes and your ears
• Feel free to ask questions!
LEGO® SERIOUS PLAY®

Technical skills
• to acquaint participants with the key aspects of the LEGO® SERIOUS PLAY® method

Bricks as metaphors
• to introduce participants to the use of metaphors

Listening & story telling
• Having been listened to – individuals are more inclined to take ownership of the consequent actions
Bricks as metaphors

What might this brick mean if it were a metaphor for something else?

- The Sky
- Hope
- A lobster
- Superman
Technical build

Build a model of yourself and your interests
(1 minute 30 secs + 8 mins to share)
Purpose

Why does this business even exist?
What purpose does it serve in the world?
How is that purpose manifest in its operations?
How is that purpose manifest in its products or services?

Profit-driven business, such as fast fashion, aims to make and sell products as cheaply and quickly as possible - often resulting in social and ecological exploitation.

Purpose focused on benefits for people and the living world can be expressed through the founding mission, operations and supply chains, core products and services, and by disrupting and innovating in the industry.
Purpose

Build a model to show why your business exists.
(2 mins + 8 mins to share)

Consider how its purpose embedded in its operations, products and services.
Networks

What relationships does the business hold - with its customers, suppliers, staff, governments, communities and partners?

What new connections does it need to create?

What outdated relationships must now be left behind?

**Extractive relationships**

**Commodified relationships**

**Tax avoidance**

**Regressive lobby groups**

Long-term, committed and impact-focused relationships

Joining progressive alliances that promote transformation.

**Degenerative and divisive**

**Regenerative and distributive**

**Collaborative partnerships**

- Fair Trade
- Fair Tax Mark accredited
- Progressive alliances
- Circular industry networks

Long-term, committed and impact-focused relationships

Joining progressive alliances that promote transformation.
Networks

Add a brick to your model to show a connection within your network (30 secs + 8 mins to share)

0:30

• What is the nature of the relationship e.g. customers, suppliers, staff, governments, communities and partners?
• What new connections does your business need to create?
Governance

Focused on maximising margins and dividends for shareholders and owners. Quarterly reporting drives short-term pressure to deliver growing sales, growing market share, and growing profits.

Who is on the board, with a voice in decision-making?

What are the company rules and culture?

What are the metrics of success?

How openly are annual accounts reported?

This is enabled by designs such as: multi-stakeholder boards, including employee representation, and giving a voice to nature; full transparency; and rewarding management for social and ecological impacts.
Governance

Build a model to show:
• who owns your business,
• how decisions get made and
• what are the metrics of success.

(2 mins + 8 mins to share)
Transformative ideas

Think about what holds back both the generation and implementation of transformative ideas.

The questions here can help identify ways in which your current design can block or enable your ability to pursue your most transformative ideas.

**Purpose**
- What is the gap between your company’s stated purpose and its day-to-day culture and actual operational impacts?
- Are there limits to the way you can change or fundamentally transform your core products or services?
- Are there transformative ideas you cannot pursue because it is considered unfeasible or is not a strategic priority?

**Networks**
- How collaborative are you able to be with your industry peers, suppliers and broader commercial partners?
- Can you always pursue long-term, committed and open partnerships?
- Which networks are you in, and which do you support? Are you able to advocate for regenerative and distributive transformations through these?

**Governance**
- How does your board navigate trade-offs between ecological, social and financial goals?
- Which stakeholders do, or don’t, have a say in key decisions?
- How do decision-making processes treat transformative ideas that challenge the status quo?
- How transparent are you able to be about impacts, operations and finances?

**Ownership**
- How does your ownership shape the kinds of strategies and ideas your business is able to pursue?
- What expectations do owners have on the ecological, social, and financial performance of the business?
- For how long are the owners committed to the business? How does this impact your planning?

**Finance**
- How do expectations on margins determine the kinds of ideas your business can pursue?
- How do processes and requirements for capital expenditure determine your ability to invest in transformative ideas?
- How do dividends and exit expectations enable or hinder the ability of the business to pursue transformative ideas?
Discussion and reflection

• Interrogating the current design of your business can help you to better understand the advantages and limits of how to operate.
• Too often, we accept the design of our businesses as they currently are.
• But they can and do change, sometimes very significantly.

Next, we will explore what value a network in Cornwall could bring for you.
Supporting each other in Cornwall
STRATEGY

1. POPULARIZE + ACTIVATE
   - Connect + Make Visible
     1. Partnerships / strategy
     2. Community management
     3. Communication & platform

2. STRENGTHEN + FINANCE

3. LEARN + INTEGRATE
   - Yearly Donut Festival
   - Connection with DEAL and local (international) networks
   - Impact management
CHANGE NETWORK APPROACH
GO WHERE THE ENERGY IS
Triple helix

Government  Corporates  Knowledge institutions
1% creators 9% followers 90% lurkers
Change network

- Government
- Corporates
- Knowledge institutions
- Communities
- SMEs and start-ups
- Networks and NGO’s
Part 3: The Doughnut and Community
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6.00-6.30: Introduction to Global Donut Day
6.30-7.20: Stepping into the Doughnut
7.20-7.30: Break
7.30-8.00: Mapping Falmouth & Penryn into the Doughnut
8.00-8.30: Moving forwards
8.30-9.00: Feeding back to the Global community