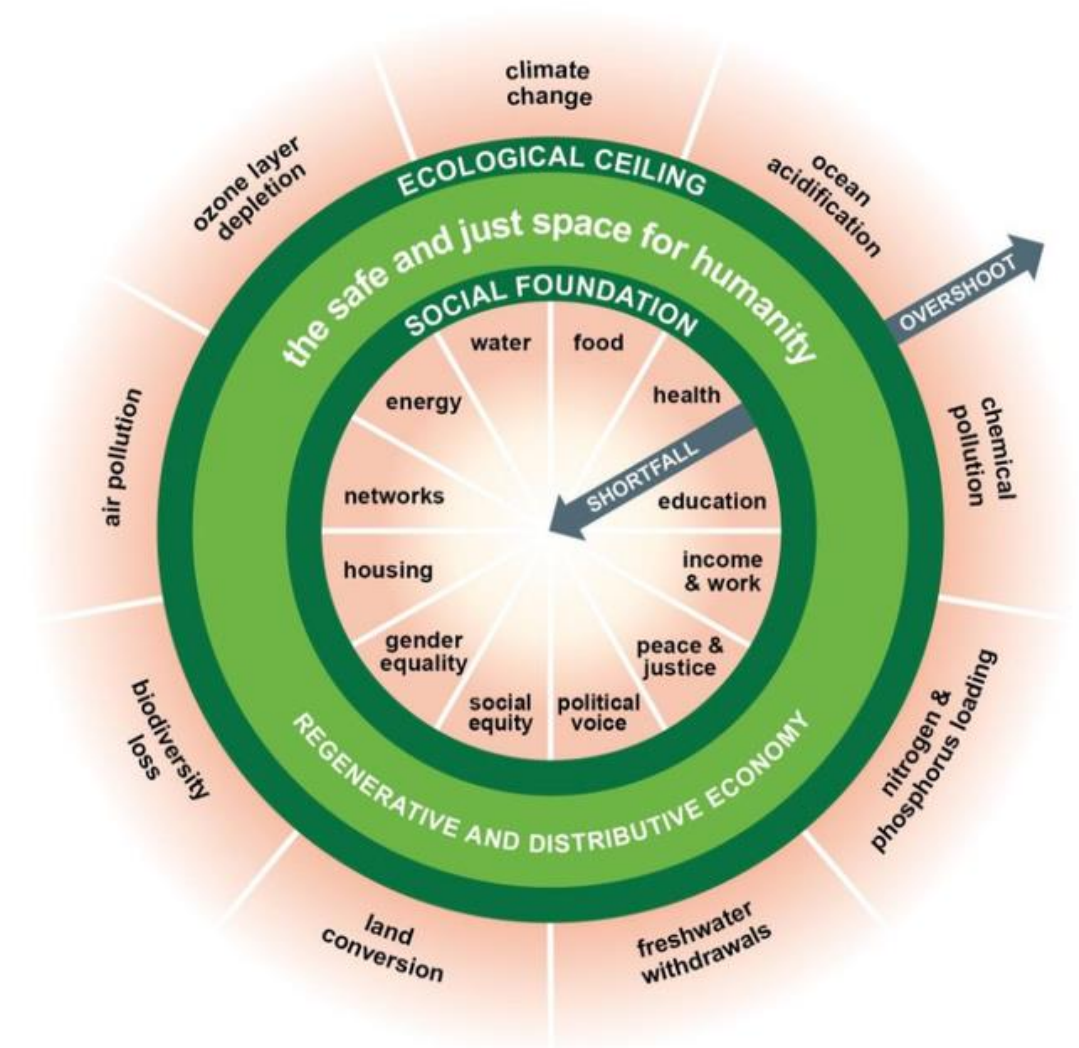
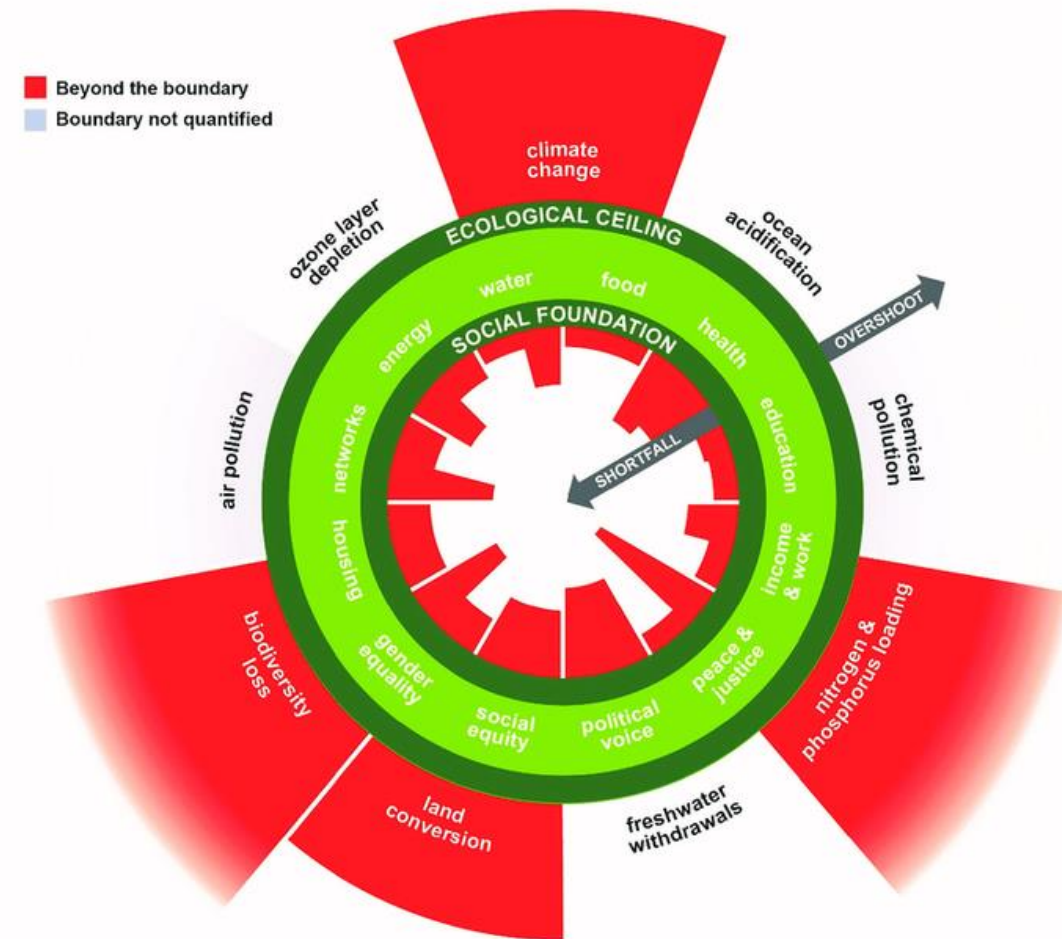




POST-GROWTH VALUE CREATION AT MOEs AND SOEs

Jonneke de Koning | Marlon Burgerhof | Jos Bijman | Kaj Morel

WHAT IS THE PROBLEM?



One of the key drivers is behaviour at the enterprise level, shaped by a **purpose of maximizing shareholder value**

Achieving human wellbeing within planetary boundaries requires enterprises to adopt a **societal purpose**

SOCIETAL PURPOSE AT RISK IN CONVENTIONAL OWNERSHIP

The fall from favour of Danone's purpose-driven chief

Ousting of Emmanuel Faber underlines challenge of pursuing profits and ESG goals



Advocate of a new 'humanist' capitalism © FT montage / Getty

Unilever chief admits Kraft Heinz bid forced compromises

Focus on maximising shareholder return 'distracts companies', says Paul Polman



Unilever chief Paul Polman censured financial analysts for not asking him a single question about climate change, diversity or human rights on earnings calls © Bloomberg

The Body Shop to cut 300 head office jobs and almost half of UK stores could close

Administrators tell staff seven shops will shut immediately with more to follow as business battles to survive



The Body Shop entered administration last week. Photograph: Vuk Valcic/ZUMA/Rex
The Body Shop is to cut 300 jobs at its head office while almost half of its 198 stores in the UK could close with the loss of hundreds more jobs as the business battles for survival.

Retail & Consumer

Ben & Jerry's Unilever fight shows risks of ceding control

By Richa Naidu and Ross Kerber

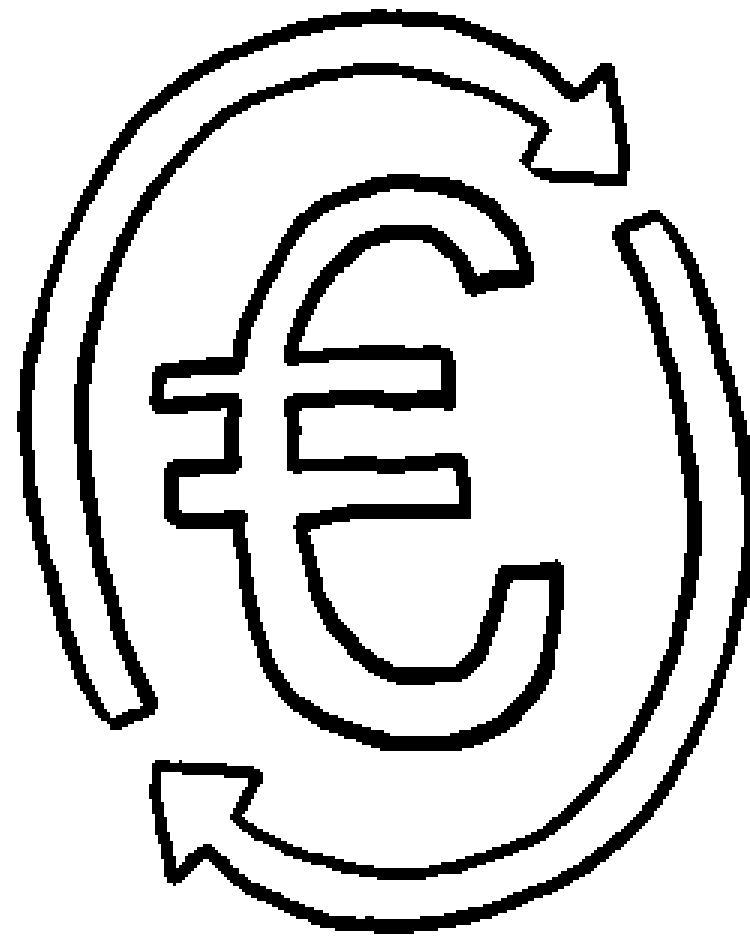
August 16, 2022 11:31 AM GMT+2 · Updated 2 years ago



Ben & Jerry's, a brand of Unilever, is seen on display in a store in Manhattan, New York City, U.S., March 24, 2022. REUTERS/Andrew Kelly/ File Photo Purchase Licensing Rights

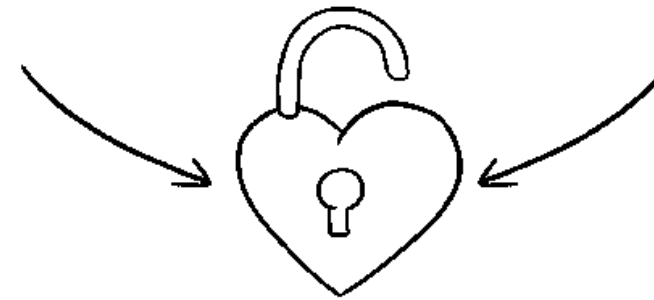
LONDON/BOSTON, Aug 16 (Reuters) - Ben & Jerry's legal battle with Unilever (ULVR.L) sheds light on an issue affecting a growing number of purpose-led brands: how to maintain their identity after being bought by a major consumer company.

OWNERSHIP STRUCTURE



Who receives the earnings?

Financial rights



Who makes the decisions?

Voting rights

MEMBER OWNED (MOE) AND STEWARDOWNED (SOE) ENTERPRISES



Sources: EURISCE (2023), De Goeij (2023), NCR (2024), Purpose (2024), We Are Stewards (2024)

POST-GROWTH VALUES = ECOLOGICAL – SOCIAL – PARTICIPATIVE

COMMON GOOD MATRIX 5.0

VALUE	Social		Ecological	Participative
	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
STAKEHOLDER				
A: SUPPLIERS	A1 Human dignity in the supply chain	A2 Solidarity and social justice in the supply chain	A3 Environmental sustainability in the supply chain	A4 Transparency and co-determination in the supply chain
B: OWNERS, EQUITY- AND FINANCIAL SERVICE PROVIDERS	B1 Ethical position in relation to financial resources	B2 Social position in relation to financial resources	B3 Use of funds in relation to social and environmental impacts	B4 Ownership and co-determination
C: EMPLOYEES, INCLUDING CO-WORKING EMPLOYERS	C1 Human dignity in the workplace and working environment	C2 Self-determined working arrangements	C3 Environmentally-friendly behaviour of staff	C4 Co-determination and transparency within the organisation
D: CUSTOMERS AND OTHER COMPANIES	D1 Ethical customer relations	D2 Cooperation and solidarity with other companies	D3 Impact on the environment of the use and disposal of products and services	D4 Customer participation and product transparency
E: SOCIAL ENVIRONMENT	E1 Purpose of products and services and their effects on society	E2 Contribution to the community	E3 Reduction of environmental impact	E4 Social co-determination and transparency

GOED GELD VERDIENEN

- Pre-study PhD Research on the role of ownership structure and purpose in post-growth value creation
- Research Question: How do MOEs and SOEs with a societal purpose, create ecological, social and participative values in the Netherlands?

PARTNERS



We Are Stewards



GOED GELD VERDIENEN

Case-studies, main data collection method: semi-structured interviews

MOE

MOE & SOE

SOE



Consumer cooperative

Producer cooperative

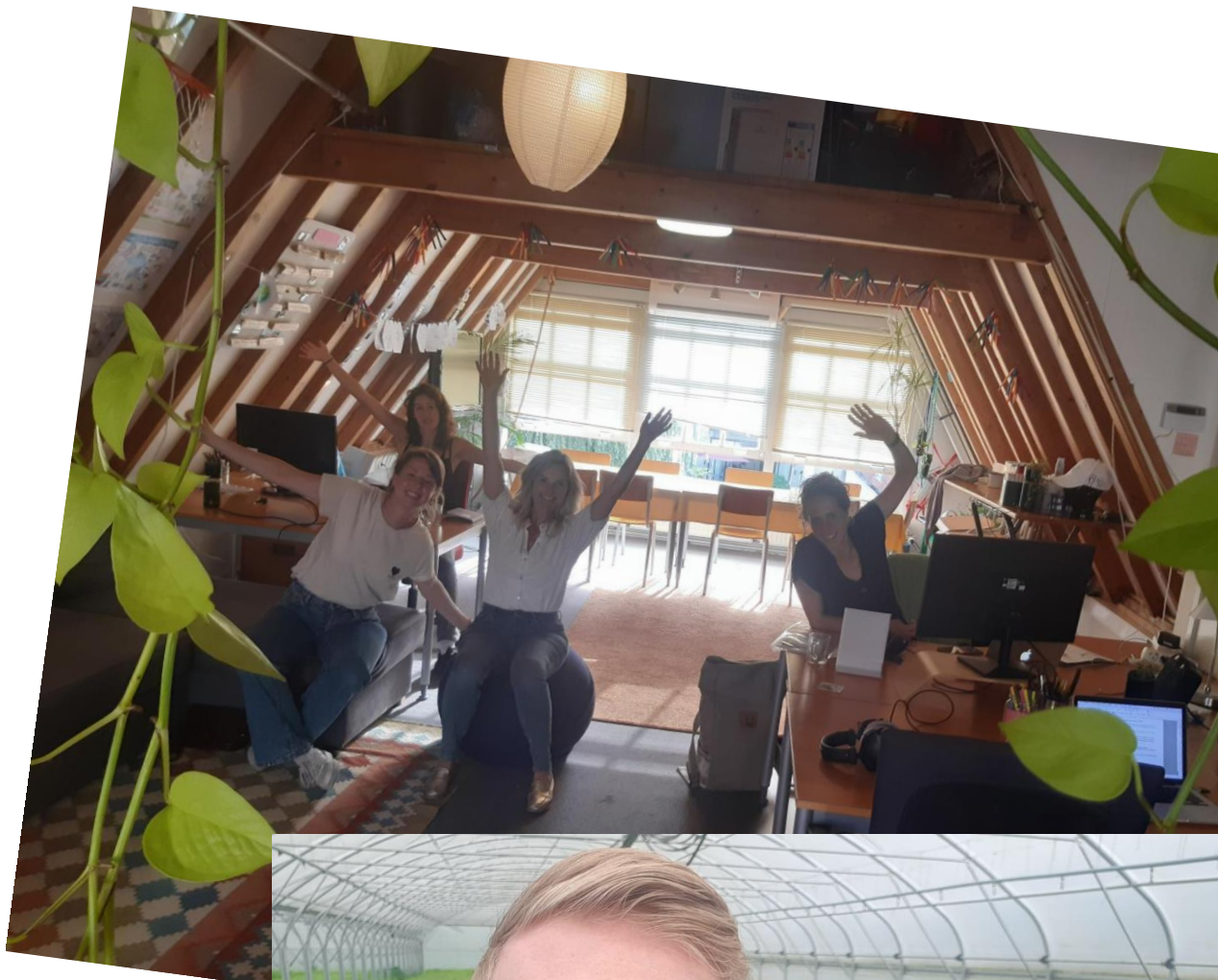
Multistakeholder cooperative
& steward-owned

All shares of LLC owned
by a foundation

All shares of LLC owned
by a foundation

Limited partnership

DOING RESEARCH



PURPOSE; why does the organization exist?

MOE



To produce sustainable food together.



To facilitate, organize, and innovate first-line healthcare of good quality, against responsible costs, with the satisfaction of the caregivers, aimed at all residents and passers-by in Zeeland.

MOE & SOE



To work from an anthroposophy-inspired vision to preserve and heal the earth and to through promoting the production and availability of life-giving foods and to truly cooperate in economic life through associations.

SOE



To explain complex matters clearly by communicating visually.



To contribute to a progressive society with well-founded advice and smart solutions.



To stimulate people in their pursuit of happiness. The basis of this is to include people in the surfer way of being. Being a surfer is more than practicing the sport, being a surfer is living with nature, looking for new experiences and contacts, being physically and mentally healthy, and don't get in the way of that pursuit of happiness!

POST-GROWTH VALUES		
E	S	P
X	X	
	X	
X	X	
		X
	X	X
X	X	

BEST PRACTICES IN PG VALUE CREATION

#63	ECOLOGICAL #17	SOCIAL #30	PARTICIPATIVE #16
A: SUPPLIERS (#10)	<ol style="list-style-type: none"> 1. reducing energy through deposit schemes (1) 2. supporting suppliers in the transition towards Demeter certification (1) 	<ol style="list-style-type: none"> 1. long-term commitment and personal contact in supplier relations (2) 2. supplier checks before start of purchasing (1) 3. actions to improve animal dignity (1) 4. only products with organic standard (3) 5. fairer distribution of money across the supply chain (2) 6. no upfront payment demands, listing fees or required advertising payments (1) 7. short / local / direct supply chains (2) 8. agreements based on trust instead of control (1) 	
B: OWNERS (#18)	<ol style="list-style-type: none"> 3. profit donation to a good cause (2) 4. investing in societal projects (2) 5. investing in a new economic system (1) 6. investing in biodiversity (2) 7. sustainability case > business case (1) 	<ol style="list-style-type: none"> 9. control of voting rights (6) 10. profit is primarily invested in the enterprise (6) 11. member financing (2) 12. value exchange with financial service providers (banks) (2) 13. profit sharing with employees (2) 14. direct crowd-funding for stakeholders (1) 15. funding and reserve building via entrepreneurs' cooperative (1) 16. wage cap (2) 	<ol style="list-style-type: none"> 1. conscious choice of ownership structure (6) 2. self-governing organization (1) 3. multistakeholder cooperative (1) 4. producer members (1) 5. capital members (1)
C: EMPLOYEES (#13)	<ol style="list-style-type: none"> 8. providing organic products at work (2) 9. vegetarian lunch (1) 10. beach-clean-up part of tasks (1) 	<ol style="list-style-type: none"> 17. connecting culture (6) 18. intrinsic motivation (6) 19. job crafting (2) 20. employee wellbeing (4) 21. self-determined working arrangements (1) 22. diversity & inclusion (3) 	<ol style="list-style-type: none"> 6. employee members (1) 7. transparency in internal documents (1) 8. distributed decision-making (2) 9. worker-council plus (1)
D: CUSTOMERS (#14)	<ol style="list-style-type: none"> 11. reducing impact of packaging (2) 12. stimulating sufficiency (2) 13. accepting nature's fluctuations and shapes (2) 	<ol style="list-style-type: none"> 23. providing access to product/services (3) 24. prioritizing customer needs above profit (3) 25. long-term customer relationships and personal contact (1) 26. customers with shared values (1) 27. cooperation with other enterprises (3) 28. improving industry standards (3) 	<ol style="list-style-type: none"> 10. customer members 11. customer events (1) 12. customer volunteering (1) 13. dialogue between farmer and customer (1) 14. civic-council (1)
E: SOCIETY (#8)	<ol style="list-style-type: none"> 14. removing plastic waste from the environment (2) 15. reciprocity towards the environment (3) 16. taking good care of animals (1) 17. reduce environmental impact (3) 	<ol style="list-style-type: none"> 29. purpose aiming to contribute to the common good (6) 30. building a community with volunteering members (1) 	<ol style="list-style-type: none"> 15. contribution to knowledge (3) 16. communicating ideals (2)

BEST-PRACTICES IN ECOLOGICAL VALUE CREATION

@ MOEs and SOEs

examples

Starting from a sustainability instead of a business case



Investing in Biodiversity



Accepting nature's fluctuations and shapes



BEST-PRACTICES IN SOCIAL VALUE CREATION

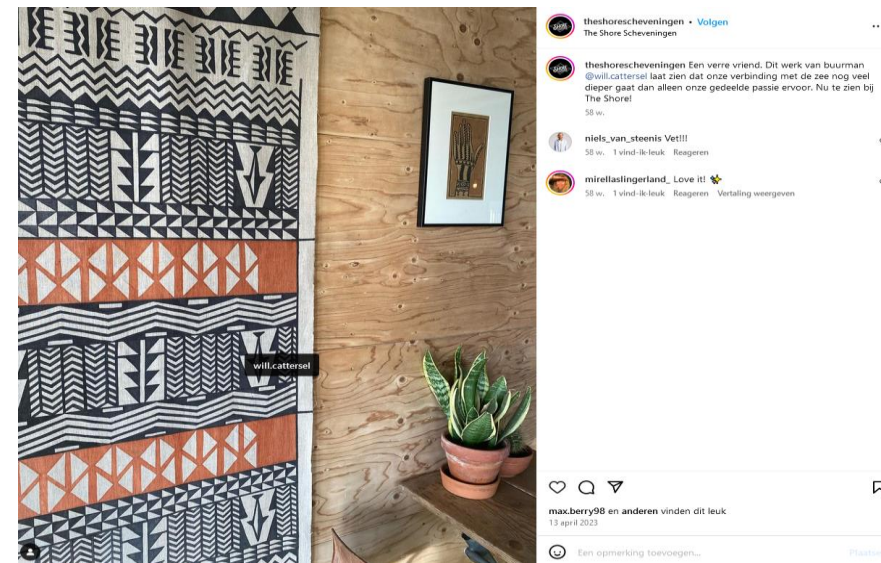
@ MOEs and SOEs

examples

Long-term and personal contact with suppliers



Profit is primarily invested in the enterprise



Building a community of volunteers



BEST-PRACTICES IN PARTICIPATIVE VALUE CREATION @ MOEs and SOEs

examples

Self governing organization

Co-determination for customers

Contribution to knowledge



CONCLUSIONS (work in progress)

Casestudies show PG value creation among enterprise with a societal purpose and MOE or SOE ownership structure

Combing MOE & SOE ownership structures might be reinforcing; democratic governance with no financial rights for those with control rights



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