

# L'économie du Donut

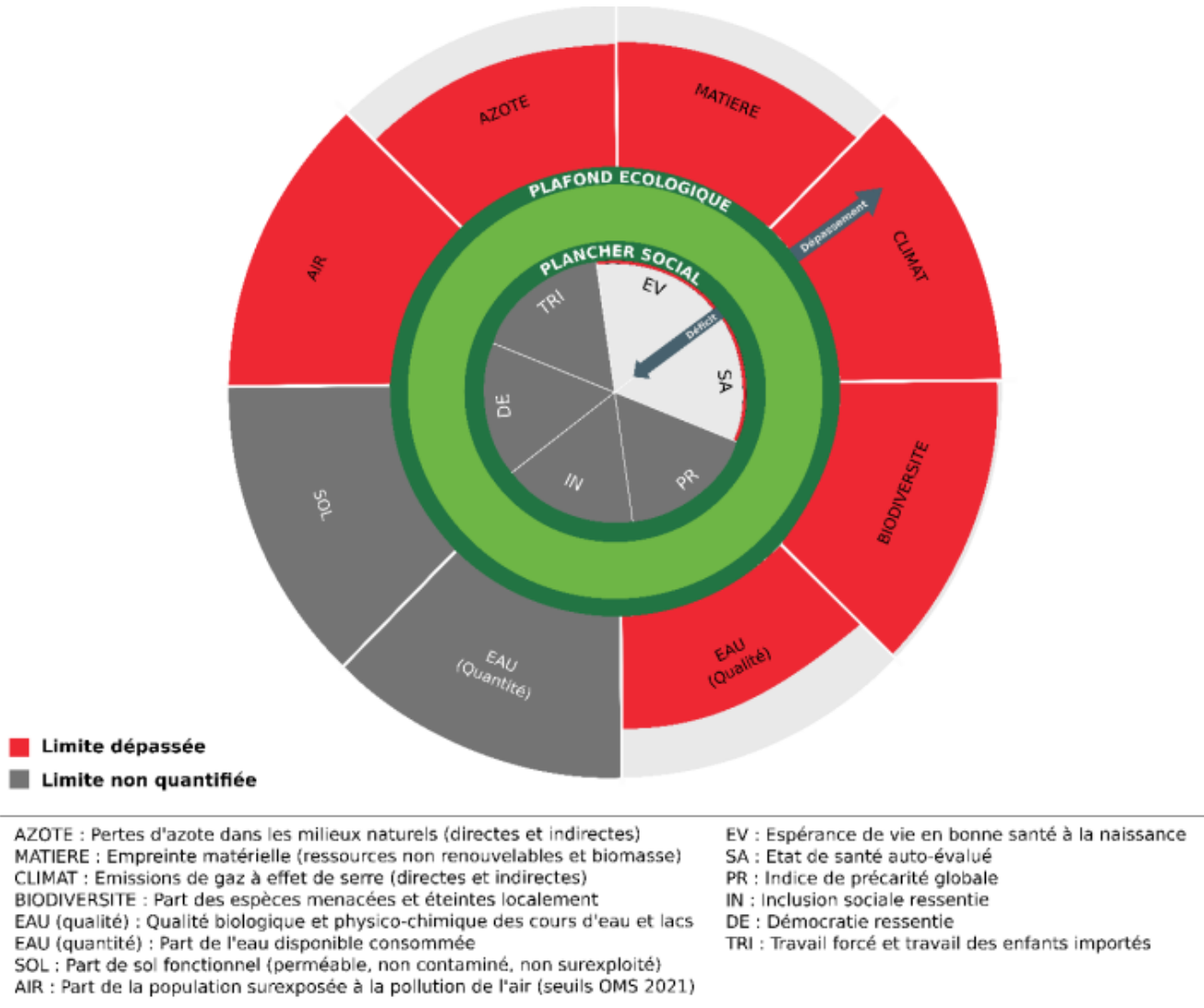
11 juin 23 – Festival Objectif Terre

**après**  
VD LE RÉSEAU DE L'ÉCONOMIE  
SOCIALE ET SOLIDAIRE

  
**EPER**  
Pain pour  
le prochain.



# Le Donut du Grand Genève



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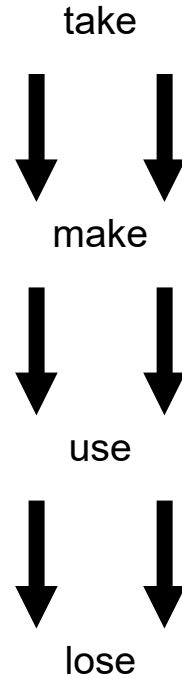
**Le Donut est une boussole : il montre la direction à emprunter collectivement sur le territoire en intégrant les impératifs sociaux en prenant acte des limites planétaires**

**Le Donut est également un baromètre : le suivi de son évolution (et de ses 14 indicateurs permet de nous rappeler la hauteur des défis écologiques et sociaux qui nous attendent.**



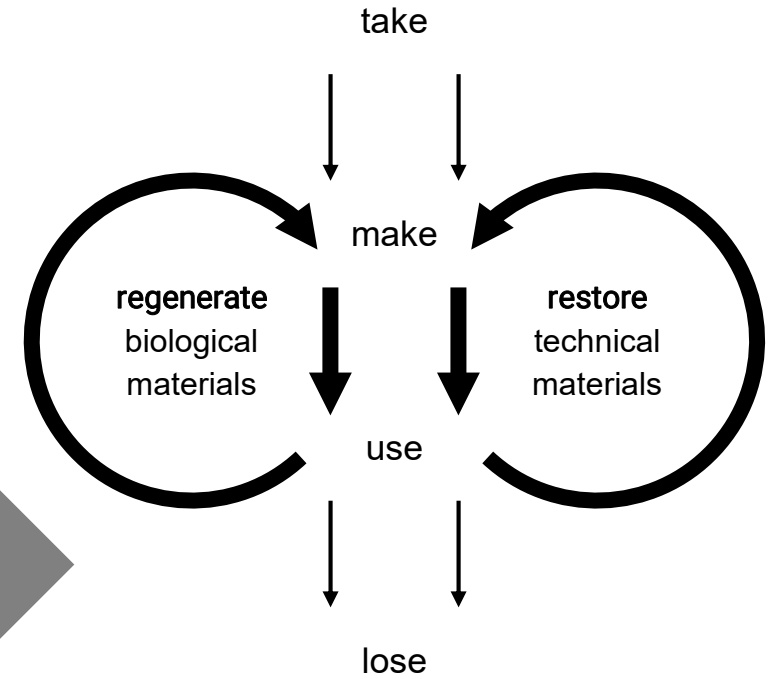
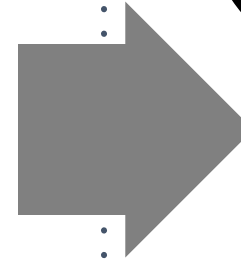
# Le Donut pour les entreprises

To change  
the future,  
change  
the  
dynamics



**Degenerative**

Running down Earth's life-supporting system



**Regenerative**

Working with and within the cycles of the living world

It's time to go beyond seeking 'sustainability'.

It is no longer enough to aim to be "100% less bad", in the words of the designer Bill McDonough.

Given the scale of degradation of the living world, it is now essential to repair, reuse, restore, and regenerate.



## Degenerative



Landscape degradation



Built-in obsolescence

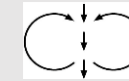
## Sustainable



Zero deforestation



100% recyclable



## Regenerative

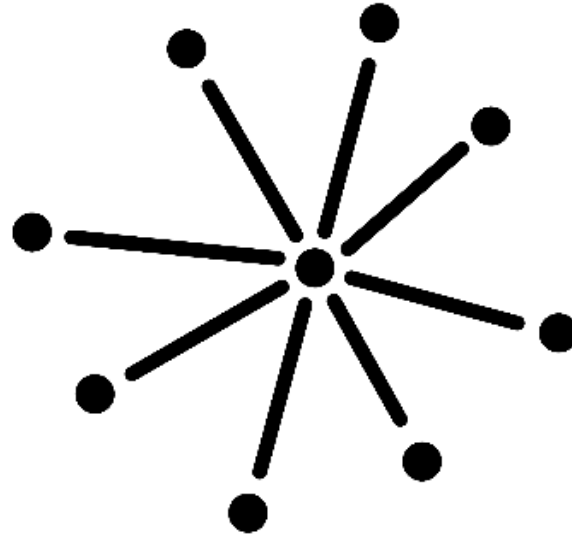


Landscape restoration



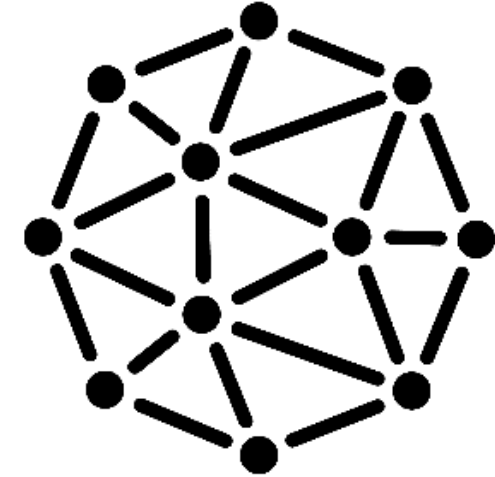
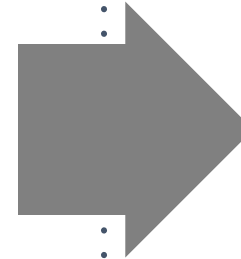
Repair & modular design

To change  
the future,  
change  
the  
dynamics



**Divisive**

Capturing opportunity and value  
in the hands of a few



**Distributive**

Sharing opportunity and value  
with all who co-create it

Business must become more than just 'inclusive'. It is not enough to provide merely the minimum that people need for a decent life.

The global scale of inequality and marginalisation calls for businesses that are committed to sharing value and opportunity with all who co-create it.



**Divisive**



**Poverty wages**

**Inclusive**



**Living wage**



**Distributive**



**Living wage and profit share**



**Aggressively enforced patents**



**Technology partnerships**



**Open source design**



Transformative ideas are too often held back by current thinking and culture.

New possibilities arise from a new mindset.

“We cannot solve our problems with the same thinking we used when we created them.”

– Albert Einstein

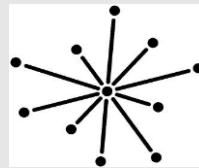
## What can block transformative ideas?

Outdated processes

Rigid financial targets

Short-term thinking

Culture of hierarchy



**Degenerative**

**Divisive**

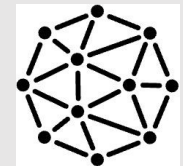
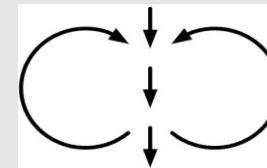
## What can unlock transformative ideas?

Suspending practicality

Broad perspectives

Long-term thinking

Culture of courage



**Regenerative**

**Distributive**

Doughnut Design for

Business

## **Part 3. Know your business design**

# **Step 1. Explore business design**

1

## Visualise futures

In this first activity, you will explore how your business will belong to a thriving future economy. This will require it to pursue the most ambitious ideas to become regenerative & distributive. Let's call these transformative ideas.

You can identify these ideas via quiet reflection, or a group discussion. The next slide provides a canvas to capture these ideas.

## Towards regenerative and distributive business: generating transformative ideas

Visualise a thriving future economy that is regenerative & distributive by design. Your business is part of it.

What are your most ambitious ideas for getting there?

What will your business start doing & stop doing?

Draw inspiration from many voices:

- the living planet - her forests, rivers, air & soil
- employees, customers, supply-chain workers
- activists, local communities, future generations
- industry leaders, junior colleagues, technical experts

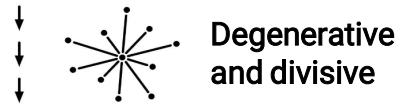
Go beyond what's currently feasible.

Go where the business has greatest impact.

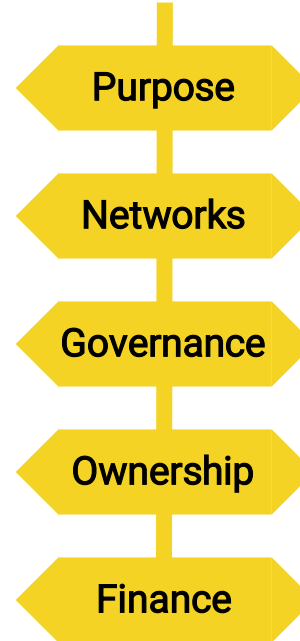
Deep within every business are layers of design that profoundly shape what it can be and do in the world: its Purpose, Networks, Governance, Ownership, and Finance.

This is the deep design of business - as inspired by author & theorist Marjorie Kelly.

Let's explore all five layers.



How much value  
can we extract  
through this  
enterprise?



How many benefits  
can we generate  
through this  
enterprise?

# 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?



Degenerative and divisive

## Profit driven business



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.

Regenerative and distributive



## Purpose driven business

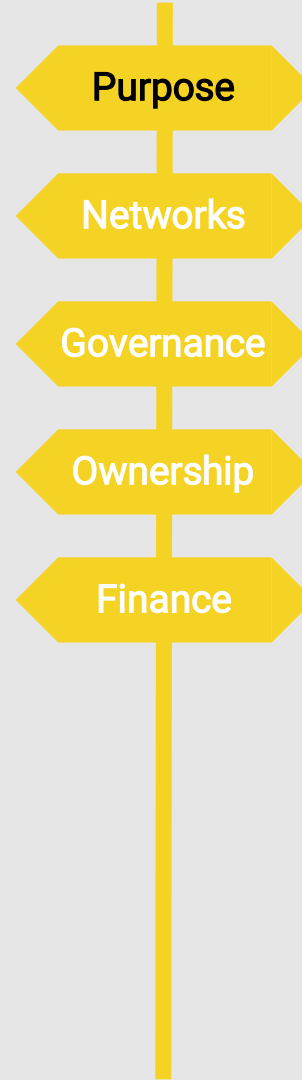
Mission statement

Products & services

Operations & supply chain

Disruptive innovations

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.



# Networks

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

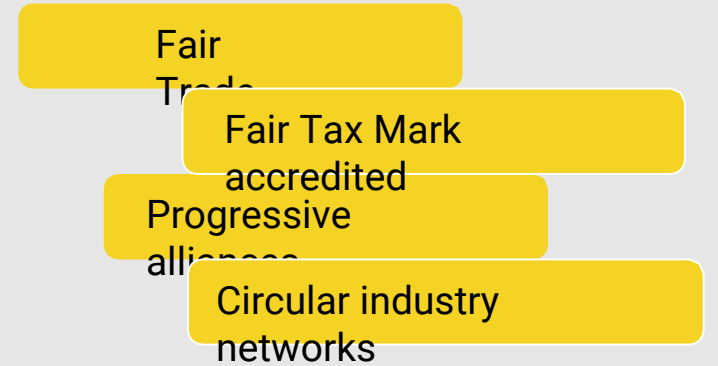
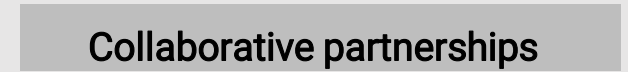
What new connections does it need to create?

What outdated relationships must now be left behind?



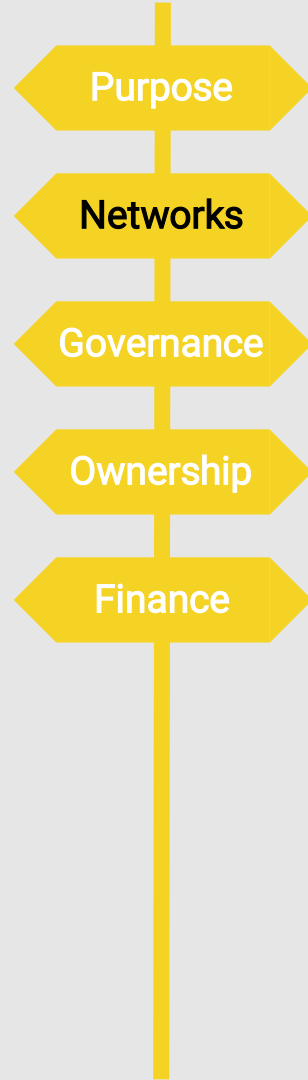
Short-term, pressured, commodified relations.

Membership of regressive lobby groups that block change.



Long-term, committed and impact-focused relationships

Joining progressive alliances that promote transformation.



# Governance

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?



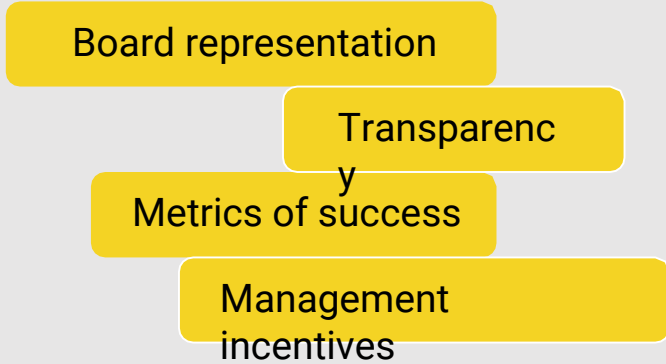
## Governance in service of finance



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.



## Governance in service of purpose



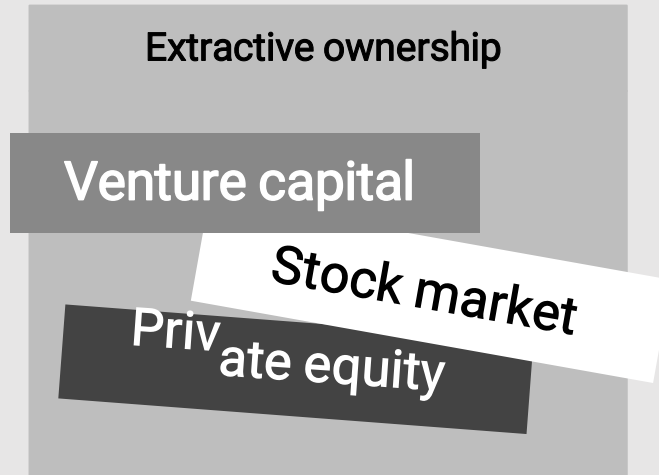
This is enabled by designs such as: multi-stakeholder boards, including employee representation, and giving a voice to nature; full transparency; and rewarding management for social and ecological impacts.

# Ownership

Who owns the business?

What are their interests and expectations?

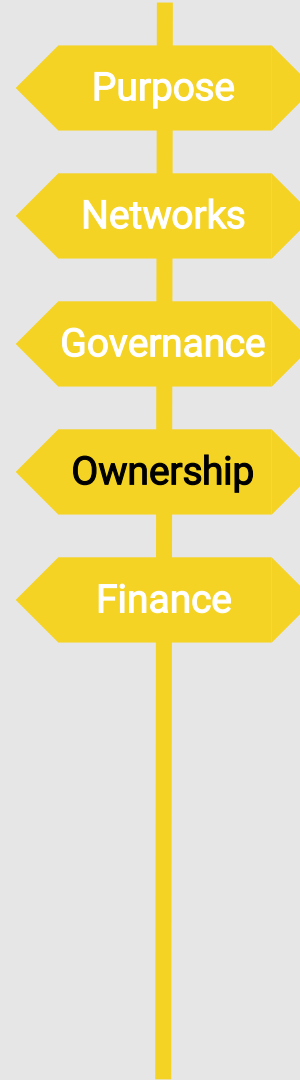
To what extent can the owners change or undermine the intended purpose of the business?



Owners pressures the business to focus solely on growing margins and dividends, even if this undermines the business's focus on social and ecological goals. Only financial interests are represented in the ownership mix.



Many ownership models enable businesses to focus on regenerative and distributive results, including ownership by employees, cooperatives, stewards, communities, multi-stakeholders and impact investors.





# Finance

Where does finance come from, and what does it demand?

What are the margin and dividend expectations?

What are the rules on reinvestment & profit allocation?

What's considered a fair return for investors?



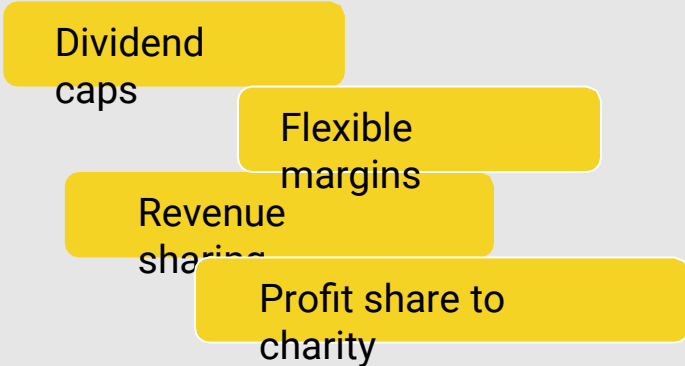
## Finance serving financial returns



When the quarterly report is king, companies focus on short-term growth in sales, profits and market share. This sets the limits and possibilities for businesses. It can block new ideas and strategies, and prevent much-needed investment in regenerative and distributive strategies.



## Finance serving purpose



There are many ways to ensure that finance serves purpose, such as through: flexible margins; dividend caps; funds for transformative ideas; profit distribution to employees and charities, revenue sharing with communities, and pricing based on impact.

# Benefits of redesign

Purpose

Exploring deep design is critical for:

- aligning internal processes with business purpose
- enabling new partnerships and engaging stakeholders
- channelling investment into transformative ideas
- locking-in legacy and protecting mission
- becoming regenerative and distributive by design

Networks

Governance

Ownership

Finance



Think about what holds back transformative ideas and how design changes can enable them.

The points here can help identify ways in which your current design can block your ability to pursue your most transformative ideas, and ways redesign can unlock them. See more examples in subsequent slides for further ideas.

# Consider these to explore business design

Consider these to identify how your design might be holding you back

- Is there a gap between stated purpose & day-to-day reality (culture, operations, impacts)?
- Are you able to enter very long-term & committed partnerships (e.g. with suppliers)?
- Which stakeholders are represented on your board, and which should be?
- Which stakeholders are missing from ownership mix?
- How do expectations on margins & returns shape your priorities & possibilities?



Consider these to identify ways your design can evolve to enable you

- What would your purpose be from a Doughnut Economics perspective?
- Can you redefine your partnerships in line with your purpose (e.g. long-term contracts, pricing that enables purpose)?
- Which stakeholders can be represented on your board to better navigate trade-offs between ecological, social & financial goals? (e.g. workers, planet)?
- Can ownership change to better align with your purpose (e.g. employee or steward ownership, change voting rights among owners)?
- How might expectations on margins & dividends be reshaped to unlock your most transformative ideas?

**Contactez-nous pour toute question !**

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solidaire**

info@apres-vd.ch  
www.apres-vd.ch

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