



THINK SOCIAL

PROMOTING SOCIAL ENTREPRENEURIAL
MINDSETS FOR A SUSTAINABLE FUTURE

I01 - A4: THINK SOCIAL EDUCATIONAL PACK

MODULE 4. SUSTAINABLE RESOURCES PLANNING. BEYOND PLANNING



Co-funded by
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PROMOTING SOCIAL ENTREPRENEURIAL
MINDSETS FOR A SUSTAINABLE FUTURE





Think Social Up-skilling pathway

Educational pack

Module 4. Sustainable resources planning. Beyond planning



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Table of contents

Objectives and goals	2
Lesson plan	3
Unit 1. Resources in a social business	7
1.1. Concepts and different types of resources in social business	7
1.2. Material resources – Definition, relation and how to obtain them	9
1.3. Non-material resources. Definition, relation and how to obtain them	10
Activity 1. Value creation	12
Additional resources	13
Case study 1. Sustainable manufacturing and merchandising through social and labor integration.	17
Unit 2. Sustainable use of resources in a social business	22
2.1. Understanding sustainability in resource management	22
2.2. Ways to ensure the sustainable management	23
2.3. Measuring the sustainable use of resources in a company: Indicator framework	26
2.4. Benefits of the sustainable management of resources	37
Activity 2. Write your (social) business plan	41
Additional resources	43
Case study 2. Online Farmer’s Market & the sustainable use of resources	46
Unit 3. Assess the resource management to improve the business environment	49
3.1. How to assess the different use of resources in a social business	49
3.2. Assess and learn	53
References	56



Objectives and goals

Main Objective

This module aims to introduce the basic knowledge to ensure the sustainable resources planning. The module will focus on identifying the different resources needed to develop the business idea and how to manage them in a sustainable and social way. It will include tangible and intangible resources as well how use them to improve the management of the business.

Learning objectives

- Explain how to access in a sustainable way to some type of tangible resources;
- Introduce the concept of sustainability in the resources management;
- Explain some techniques that can support the effective and sustainable resources management;
- Introduce how you can use different type of resources to turn idea into action;
- Explain how to analyse the use of your resources and how to use this information to improve the social enterprise management

Learning outcomes

After completion of this module, the learner (you) will know:

- different type of resources to manage a social business;
- how to manage the resources in a sustainable way;
- what are the benefits of sustainable management of resources;
- how to assess the different use of resources;
- use the information on resources management to improve the business environment;

Structure of the module

The content of the module is structure in three units:

Unit 1: Resources in a social business

Unit 2: Sustainable use of resources in a social business

Unit 3: Assess the resources management to improve the business environment

Duration of the module: 4 hours and 30 minutes(see “Lesson plan” for more details)



Lesson plan

Module Title:	Module 4. Sustainable resources planning. Beyond planning	
Unit Title:	Unit 1: Resources in a social business.	
Description of the Learning Activities	Duration (in minutes)	Materials or Equipment Required
Workshop Opening Read and discuss the introductory paragraph of Certo & Miller, 2008, p.267.	10'	Certo, S. T., & Miller, T. (2008). Social entrepreneurship: Key issues and concepts. <i>Business Horizons</i> , 51(4), 267–271. https://doi.org/10.1016/j.bushor.2008.02.009
Activity 1 Understand the distinction between human, social, and political capital (Day & Jean-Denis, 2016, p.63); discuss examples.	30'	Day, S. W., & Jean-Denis, H. (2016). Resource-Based View of Social Entrepreneurship: Putting the Pieces Together. <i>Journal of Strategic Innovation and Sustainability</i> , 11(2), 59–69. http://t.www.na-businesspress.com/JSIS/Jean-DenisH_Web11_2_.pdf
Activity 2 Understand what makes for a comprehensive ecosystem (OECD, 2015, p.3).	20'	OECD. (2015). Capacity building Seminar: Building ENABLING ecosystems for social enterprises - 22-23 April 2015 (Summary Report), 1-18. OECD. Retrieved September 27, 2021, from https://www.oecd.org/cfe/leed/social-entrepreneurship-oecd-ec-cbs.htm .
Workshop close Learn to navigate online resources; use the example of <i>EPALE-Electronic Platform for Adult Learning in Europe</i> .	30'	https://epale.ec.europa.eu/en https://epale.ec.europa.eu/en/content/mooc?page=0 https://epale.ec.europa.eu/en/blog/oer-adult-learning-and-sustainability https://epale.ec.europa.eu/en/resource-centre
Total duration of the unit	1 hour, 30 minutes	



Unit Title:	Unit 2: Sustainable use of resources in a social business	
Description of the Learning Activities	Duration (in minutes)	Materials or Equipment Required
<p>Workshop Opening</p> <p>What means sustainability for you?</p> <p>Ask participants to look for images on the internet which represent the term of “sustainability” for them, each one shares one image with the group and gives reasons why having chosen it.</p>	10’	Mobile & internet access
<p>Activity 1</p> <p>Recap: What does sustainability mean?</p> <p>Trainer shows a short video.</p>	5,	<p>“What is sustainable development?”:</p> <p>https://www.youtube.com/watch?v=7V8oFI4GYMY</p>
<p>Activity 2</p> <p>What is resource management?</p> <p>Trainer asks the following question:</p> <p>Imagine you are stranded on a lonely island. Which three items do you want to have with you?</p> <p>Each participants chooses 3 items and presents them & his/her reasons in the group</p> <p>→ You have just practiced resource management.</p> <p>You have a goal (to survive, not to be bored...) and you must decide how to accomplish that goal with a limited amount of resources.</p>	10’	-
<p>Activity 3</p> <p>What is sustainable resource management</p> <p>1) Trainer input on how to manage resources to foster environmental, social and economic sustainability.</p> <p>2) Brainstorming with group:</p> <p>a) Natural Resources: You have already heard of some examples: What other natural renewable and non-renewable resources can you think of?</p>	30’	<p>Power point presentation</p> <p>Video „What is sustainable resource management?“:</p> <p>https://www.youtube.com/watch?v=kC3VTg-8f0s</p> <p>Flipchart or board to visualize the resources named by participants and categorize them</p>



<p>b) When looking at the examples of how to increase social sustainability: Which one's could play a role to realize your idea / which one's are you especially interested in?</p>		
<p>Activity 4 Case Study</p> <p>Let the participants read the case study of "Marktschwärmer".</p> <p>Divide participants into groups of 4-5 people and let them discuss the following questions:</p> <ol style="list-style-type: none"> 1) Take a customer's point of view: Would you be interested in buying your food at a local food assembly? Why / Why not? 2) Which practices does the network "Marktschwärmer" use to increase a sustainable use of resources? <p>Each group & trainer summarizes the discussion</p>	<p>30'</p>	<p>Case Study Marktschwärmer</p>
<p>Activity 5 What is sustainable resource management</p> <p>Please think of the resources you will need to run your activities: What are your ideas on the use of the resources for your business to increase environmental, economic and social sustainability?</p> <ol style="list-style-type: none"> 1) First, think about it yourself. 2) Exchange with a partner and get/give feedback! 	<p>30'</p>	
<p>Activity 6 Measurement of the sustainable use of resources</p> <p>Using the list of resources and indicators of the following table: Which resources within your enterprise are not (yet) used in a sustainable way. How can you compensate the negative impacts or change the use to a more sustainable way?</p>	<p>20'</p>	<p>List of indicators: See theoretical content</p>
<p>Activity 7</p>	<p>30'</p>	<p>Power point presentation</p>



Benefits of the sustainable management of resources Trainer input & additional examples from “learning material” In groups of 2: Give advice to your fellow entrepreneur on the following 2 questions: a) How does sustainability contribute to his/her business idea’s success? b) How can sustainable aspects of his/her enterprise become visible and be communicated advantageously?		Learning Resource 2: “The Comprehensive Business Case for Sustainability”
Workshop close Summary Time to ask questions	15’	
Total duration of the unit	3 hours	

Total duration of the Module	4 hours and 30 minutes
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Unit 1. Resources in a social business

A social business is a business model focused on generating a positive impact. As such, its primary goal is to bring social change by addressing social, economic, and environmental challenges through inclusive and ethical practices. For a social business to be viable, its framework must retain the not-for-profit form, while, at the same time, setting and achieving specific financial goals. This is feasible by using a mixed variety of resources.

1.1. Concepts and different types of resources in social business

Various concepts are applied in social entrepreneurship and help explain their managerial mindset and the resources that need to be used. Research and empirical data have shown that, for a social business to be self-sustainable, **business-like characteristics** have to be ensured (Yunus et al., 2010, p.310). This means that, even though a social business determines a certain social objective and strives to achieve it, it cannot neglect to find the means to recover its full costs. The social entrepreneur/investor/shareholder cannot benefit from any profit apart from the initially invested amount, as their focus is on the collective benefit. However, for a social business to be able to address societal challenges, it needs to manage its resources sustainably.

Self-Sustainability in Social Business

The owners or shareholders of a social business cannot gain more financial return than what they have initially invested. While a social business does not distribute its profits (dividends) to its shareholders, it is required to reinvest these profits (surpluses) in its target social issue and target group of beneficiaries; this way, it maintains its commitment to society and the common good, as it uses the profit to “expand its outreach, to improve the quality of the product or service it provides, and to design methods to bring down the cost of the product or service” (Yunus et al., 2012, p.455). A social business has similar characteristics to a traditional one: it operates in a particular market, provides specific products and/or services to customers, pays expenses and gains revenue. By redirecting this revenue to its societal purpose, the social business sustains itself: “It is a no-loss, no-dividend, self-sustaining company that sells goods or services and repays investments to its owners, but whose primary purpose is to serve society and improve the lot of the poor” (Yunus et al., 2010, p.311). In this context, social businesses need to operate on a *shared value* framework.



Source: <https://businessjargons.com/social-entrepreneurship.html>

Shared Value in Social Business

By responding to social challenges and improving the lives of social groups, a social business seeks to *create value*: this means that, when it reaches the point where it can *account for all the resources used* during its development, it can increase its utility to society (Day & Jean-Denis, 2016, p.64). When a business gains profit, it *captures economic value*. Choosing value creation over value capture, a business will ultimately lack sustainable value capture and will not be able to reinvest in its endeavours; similarly, to choose value capture over value creation, a social business will fail to provide for its beneficiaries (Day & Jean-Denis, 2016, p.64). For a business to be self-sufficient, social entrepreneurs need to apply the *shared value* concept in their activities and combine or interchange value creation with value capture (Day & Jean-Denis, 2016, p.65). In this way, they will ensure meeting social needs and responding to social challenges by redirecting their profit to scaling up the business.



Figure 1. Shared value in social business

Source: <https://www.ecomena.org/corporate-shared-value/>

Types of Resources in Social Business

With the *shared value concept* in mind, a social business needs to find, combine, and manage properly different types of resources to achieve self-sustainability. This is a process that has to be designed carefully, as it needs to combine tangible (material) resources and organizational capabilities necessary for the success of the business. More specifically a social business needs to raise *social, human, political, and financial* capital, as well as find ways to develop and manage them properly (Day & Jean-Denis, 2016, p.62). The accumulation of different forms of capital will increase the company's capacity to achieve the desired outcome.

1.2. Material resources – Definition, relation and how to obtain them

Material resources are public or private financial resources that can be used in each operative stage of a social business. The ways to obtain material sources vary, depending on the company's scaling-up process:

- a) resources can be accumulated during the **developing phase** of a social enterprise and help establish it in its proper market;
- b) they can be generated from certain activities that bring **income**;
- c) they can be the result of **investments**;
- d) they can be the result of **public policies** designed to motivate and facilitate social entrepreneurship.

In Europe, a variety of **institutions** is known to provide social businesses with financial resources: depending on the country and the implemented policies related to social entrepreneurship, these institutions may be public or private, governmental, or local, as well as foundations and networks devoted to social enterprises or social economy (Borzaga et al., 2020, p.72). The variety in institutions equals a variety in the forms of resources and the ways



that they can be obtained: support can be in the form of **of grants, subsidies, competition awards**, or even **consultancy services** offered to start-up and sustain a social business; support can also come in the form of fiscal advantages and other motivating policies. Whether private or public, all these types of resources are non-repayable.

Material support can also come in the form of **hubs and incubators** that provide shared working spaces, networking opportunities, and mentorship to start up or accelerate a business venture. Such support can be paid by a monthly fee or by a share (equity stake) of the company (McKinney, 2019). By using hubs and incubators/accelerators, small and inexperienced businesses are provided with the infrastructure and the knowledge that is necessary for their growth. They also save costs and learn to maximize their resources.

Another form of resources comes from **income-generating activities**: the social business produces goods or services that can turn a profit for self-sustainability and growth (Borzaga et al., 2020, p.77). When this sort of commercial income is insufficient to ensure the desired outcome, social businesses can also seek donations or establish membership fees. Often, social businesses can also benefit from crowdfunding- the (usually) online appeal for funding where anyone can contribute small amounts of money. Overall, the most appropriate way to build up and manage material resources in social entrepreneurship is to combine different types of financial assistance and acquisition.

1.3. Non-material resources. Definition, relation and how to obtain them

Non-material resources may refer to **social capital** (Day & Jean-Denis, 2016, p.63): they can be resources that derive from a social business's public image and communication strategies, as well as by its interactions and its networking capabilities. A company's social image is the way that the company is perceived by the public. Through their social image, companies can gain trust and support from various actors, including donors, consumers, or even volunteers, and grow in proportion to their networking capabilities (Day & Jean-Denis, 2016, p.63). A way to improve networking capabilities while tackling social image issues is to participate in conferences (McKinney, 2019). In the context of a conference, it is easier to connect with people and gain or share knowledge.

Non-material resources also refer to **human capital** –the qualified personnel recruited and trained to effectively run the company's activities and help reach its objectives. Research on the ways to scale up a business has shown that *effective human resource management techniques* do not only ensure smooth operating; they also increase the organisation's social impact (Day & Jean-Denis, 2016, p.63).

Another form of non-material resources is **political capital** or, in simpler terms, the company's ability to navigate the political scenery of its locality: by building alliances and lobbying, a company can actively participate in political processes and gain a *competitive sustainable advantage* (Day & Jean-Denis, 2016, p.63).



Imagine human, social, and political capital as basic elements in a system of **interactions!**

In this system, the available resources and the result of their use depend on all the interactions that take place in the whole process, as seen in the figure below:

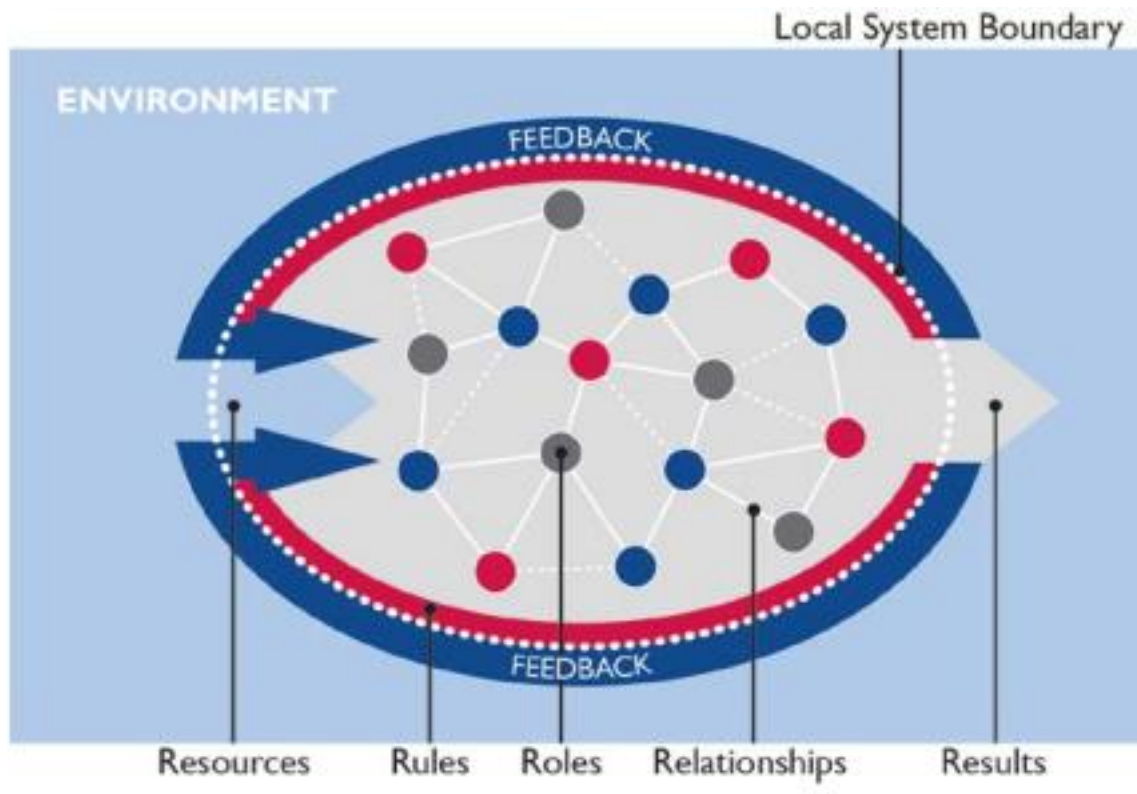


Image source: USAID, 2016.

Non-material resources can also be found **online** (McKinney, 2019). Multiple platforms offer knowledge on social entrepreneurship. Through experience and thorough research, these resources offer valuable information on social ventures and social innovation. Often, they provide access to relative readings and/or tools that can facilitate operations or management (see, for example, Virtue Ventures, 2021). More importantly, online resources usually present success stories that can be used as an example of know-how and effective planning.



Google-it!

- Does your idea already exist?
- How have others succeeded in the same type of business?

Conclusions

Managing all these different kinds of capital requires organisational capabilities that allow proper assessments and promote successful operation. For a business project to succeed, organizational capabilities must combine all the available resources into a sustainable plan for the company's success and growth. By combining value creation and value capture, organization capabilities will establish a competitive product or service in the market that generates income, they will ensure outside support and financial aid, and they will ultimately be able to reinvest surpluses in the business venture.



Activity 1. Value creation

Module Title	Module 4. Sustainable resources planning. Beyond planning
Unit Title	Unit 1: Resources in a social business
Activity Title	Value creation
Type of resource	Activity sheets
Activity code	A4.1
Type of learning	Blended learning
Duration of Activity	70'
Learning outcomes	How to create value with your business plan.
Aim of activity	This activity aims to design a realistic plan where capacity meets demand, where you can set proper expectations, and where you can put the right resources on the right use, in the right timeframe for sustainability purposes.
Materials Required for Activity	<p>https://uol.de/f/2/dept/wire/fachgebiete/innovation/en/download/Manual_Sustainable_Business_Canvas_EN.pdf</p> <p>http://www.4lenses.org/part2/performance_criteria_applied</p> <p>https://www.site.virtueventures.com/resources</p> <p>Videos:</p> <p>https://www.youtube.com/watch?v=wwShFsSFb-Y</p> <p>https://www.youtube.com/watch?v=7O36YBn9x_4</p>
Step-by-step instructions	<p>To implement this activity, the facilitator should introduce the following steps:</p> <ul style="list-style-type: none"> • Step 1: Ask your audience to read the materials provided for this activity and watch the available videos (20'). • Step 2: Ask your audience to answer the following questions in the provided activity sheet (30'): <ul style="list-style-type: none"> Describe your value proposition (your product, the service you wish to provide, etc.) What is your target group of customers? Which problem are you trying to solve/address? Which resources and skills do you need for the fruition of your project? Is your business plan adhering to sustainability principles? How?



	<p>Describe your plan's positive impact on society and the environment. Which partnerships could help scale and grow your impact? How can you minimise costs in your business operation?</p> <ul style="list-style-type: none"> • Step 3: Discuss problematic areas revealed through this activity (20'). •
Handout	<p>Value proposition (Product/Service): Target audience (customers): Problem to be solved/addressed: Necessary resources: Necessary skills: Available resources: Resources to be obtained: Accordance between the business plan and Sustainable Development Goals (SDGs): Positive impact on society: Positive impact on the environment: Partnerships needed for development: Ways to minimise your costs:</p>

Additional resources

Module Title	Module 4. Sustainable resources planning. Beyond planning
Unit Title	Unit 1: Resources in social business
Title of Reading Material / Video	<p>“Social Business Model Canvas: Resources” (Strategy Made Simple. (2020). <i>Social business model canvas: Resources - YouTube</i>. https://www.youtube.com/. Retrieved September 24, 2021, from https://www.youtube.com/watch?v=k3C_iPdBxxw.)</p>



Image Source: <https://ied.eu/blog/sustainable-development-goals-and-the-2030-agenda-how-ied-supports-sdgs/>

Introduction to the resource

This is a video that can be used as a tool to understand how business works and what kind of resources you need for a successful business plan with a social impact. Briefly and clearly, the creators of this video first present the different categories of resources -human, intellectual, physical, and financial (00:15'). Then, the video analyses the case of a brewing company, *Toast Ale*, that is committed to reducing food waste by collecting leftover bread from food industries and upscaling it thanks to an adjusted recipe and the proper brewing equipment (3:53'). Through this process, *Toast Ale* reduces the environmental impact of brewing and produces a quality product, while adhering to sustainability principles. Thanks to its responsible practices, *Toast Ale* secures loyal customers and a competitive advantage in the market, all the while using sustainable resources for marketing, packaging, and distribution that also enhance local communities. For these reasons, *Toast Ale* benefits from strategic partnerships that ensure its viability and evolution through a model that minimises expenses and secures revenue.



What will you get from using this resource?	This video provides an easy way to appreciate sustainable models in business planning. Through a success story serving as an example, the video shows how you can manage your resources responsibly and produce a quality product at the same time. In the description of the video, the creators also provide a wide range of resources available online.
How can you use this resource to develop your own social enterprise?	<p>Key lessons:</p> <ul style="list-style-type: none">• There are different kinds of resources that can be used in a business plan. If you educate yourself on all of them, you can properly use them to succeed in the social business world.• You can maximise the resources' value by adhering to Sustainable Development Goals (SDGs): circular economy reduces waste and adds value to reused resources.• Responsible and ethical practices improve your company's image and secure loyal customers: socially and environmentally conscious customers pay attention to a company's principles and practices!• Strategic partnerships ensure your competitive advantage in the market: partnerships can lead the way to advantageous transactions.• Strategic partnerships ensure your company's viability: partnerships will reduce company risks.
Debriefing questions	<p>After having watched this additional resource, answer the questions below:</p> <ol style="list-style-type: none">1. Can you use/ reuse/ upscale the product of a different industry?2. Which Sustainable Development Goals (SDGs) can your business reach?3. What is your value proposition?4. What can you do to expand the social impact of your business (e.g. openly share your ideas/recipes/tools with others)?5. Are there any ways to minimise the use of non-renewable resources and, therefore, your environmental impact?6. How can your marketing reflect your company's sustainable goals and principles?7. What is your social value proposition?8. Which partners would be ideal to scale and grow your impact?
Link to the resource	https://www.youtube.com/watch?v=k3C_iPdBxxw



Think Social Up-skilling pathway



Case study 1. Sustainable manufacturing and merchandising through social and labour integration.

Module Title	Module 4. Sustainable resources planning. Beyond planning
Unit Title	Unit 1: Resources in a social business
Case Study Title	Sustainable manufacturing and merchandising through social and labor integration.



Name of the organisation / social enterprise / best practice guidelines:	A Puntadas E.S.
What is the story behind this case study?	<p>A Puntadas was born with the help of a pre-existing programme that was designed to help women at risk of social exclusion: <i>PRM-Women's Reintegration Program</i> (A Puntadas, 2021a). PRM is a non-profit association that organizes workshops on sustainable textile manufacturing, design, and marketing, with the scope to help women find jobs in this sector. A Puntadas used this resource to establish itself as a textile company in Elche, Spain: it produces quality products through ethical and environmentally friendly practices.</p> <p>A Puntadas was created in 2011 to train underprivileged and marginalized people, help them develop both professional and</p>



	<p>personal skills, and ensure their inclusion in society and the workforce (A Puntadas, 2021a). The company's vision was not only to provide social and labour inclusion; it also wanted to create its products through socially responsible and economically sustainable practices, and, in the long run, contribute to the improvement of society and the environment.</p> <p>After ten years of successful operation and meaningful contributions to society, the company is known for running under responsible, ethical, and inclusive standards, and constitutes a solid example of sustainable practices with a social impact. A Puntadas also supports cooperatives and at-risk groups in developing countries (See, for example, a product sold to support the Massai community in Kenya: ADCAM, 2021: https://bit.ly/3CWPznN). Furthermore, it promotes equality, social rights and inclusive policies by supporting collectives like Elx LGBTI-Ajuntament d'Elx, or donating to initiatives that fight poverty, like Alicante Gastronómica. Thanks to its social impact and its constant commitment to improving the world, A Puntadas is funded by both public and private grants and subsidies.</p>
<p>Link to the case study</p>	<p>https://www.apuntadas.es/</p> <p>https://www.facebook.com/apuntadas.social</p> <p>https://www.programadereinsercion.es/en/</p> <p>https://www.fundacionjuanperanpikolinos.org/</p>
<p>Why is this a good example for you to follow?</p>	<p>A Puntadas is a good example of how to best use available resources to create a successful company with a social purpose. As is often the case with social enterprises, A Puntadas started from a pre-existing non-profit organization that was already providing the proper training and infrastructure for textile manufacturing and marketing to underprivileged and marginalised women. To secure its viability, the company also formed a strategic partnership with <i>Fundación Juan Perán – Pikolinos</i>, a foundation committed to sharing business knowledge and funding (A Puntadas, 2021a). By ensuring the <i>ongoing support</i> of experienced professionals, A Puntadas improved its organizational structure and all relative operations that lead to successful entrepreneurship (Futurpreneur, 2021a). In other words, A Puntadas managed to utilise both material and non-material resources with the help of the proper mentorship.</p> <p>By focusing on social innovation and sustainability practices, A Puntadas established itself as a responsible and ethical company that produces competitive products -in both quality and design- while improving society and the environment. A Puntadas is successful</p>



	<p>because it combines responsible practices with <i>delivering value to its customers</i>, all the while adjusting to changes in the business environment (Villeneuve-Smith, 2004, pp.27-29). Its profits are re-invested in maximising its services and support systems for social groups at risk of exclusion. This way, A Puntadas ensures that underprivileged and formerly marginalised people get a chance at a better future, all the while playing its part in improving the world.</p>
<p>How can you use this case study to develop your own social enterprise?</p>	<p>If you want to develop your proper social enterprise, A Puntadas offers the following lessons that you may find useful:</p> <ol style="list-style-type: none"> 1. Existing non-profit organisations may provide the infrastructure to start your business. 2. Your social business can promote social inclusion by training underprivileged and marginalised social groups and offering them the opportunity to acquire knowledge and develop new skills. 3. Socially responsible and economically sustainable practices can create competitive products. 4. You can bring your company's vision to fruition by combining public and private resources. 5. You can ensure your company's viability by forming strategic partnerships; this will guarantee ongoing funding and mentorship (For the importance of mentorship, see, for example, Futurpreneur, 2021b).
<p>What impact has this case study achieved?</p>	<ul style="list-style-type: none"> • The company's commitment to hiring and training people at risk of social exclusion has earned them the official recognition of A Puntadas as a <i>Training Center approved by LABORA (Employment Service of the Valencian Community)</i>; as such, it has secured annual grants and subsidies from Labora and the <i>State Public Employment Service (SEPE)</i> (A Puntadas, 2021b). • A Puntadas voluntarily applies the <i>Global Recycled Standard (GRS)</i>, an international product standard that follows a wide range of requirements regarding recycling, chain of custody, social and environmental practices and chemical restrictions (NSF, 2021). In this way, it guarantees full transparency regarding the quality of its products and its commitment to responsible manufacturing.
<p>Follow up questions</p>	<p>After having completed this case study, answer the following questions:</p>



	<ol style="list-style-type: none">1. Are there any non-profit organisations that can relate to your idea/product/business plan?2. How could you profit from strategic partnerships?3. Have you investigated all your funding options?4. Do you have access to information regarding public policies and funds?5. How can you deliver value to your customers AND make a social impact?6. Have you secured ongoing support from a mentor that will help you navigate any possible challenges?
References	<p>A Puntadas. (2021a). <i>A puntadas empresa social confección textil</i>. A Puntadas Empresa social. Retrieved from https://www.apuntadas.es/.</p> <p>A Puntadas. (2021b). <i>Quienes Somos</i>. A Puntadas Empresa social. Retrieved September 30, 2021, from https://www.apuntadas.es/quienes-somos/#global-compact-ods.</p> <p>ADCAM. (2021). <i>CAMISETA unisex edición Limitada by Jonathan & Angela Scott</i>. ADCAM. Retrieved September 30, 2021, from https://adcam.es/artesantias-maasai/camiseta-adcam-edicion-limitada-by-jonathan-angela-scott/?fbclid=IwAR2Y99-usVtMo6BZtK1Atk8X6n9BLpgX6zjOleNQ09P1UXue5A3a4od8qKc.</p> <p>Futurpreneur. (2021a). <i>How to start a social purpose business</i>. Futurpreneur Canada. Retrieved September 25, 2021, from https://www.futurpreneur.ca/en/resources/social-purpose-business/how-to-and-guides/how-to-start-a-social-purpose-business/.</p> <p>Futurpreneur. (2021b). <i>The value of mentorship</i>. Futurpreneur Canada. Retrieved September 30, 2021, from https://www.futurpreneur.ca/en/resources/social-purpose-business/articles/the-value-of-mentorship/.</p> <p>NSF. (2021). <i>Global recycled Standard</i>. NSF International. Retrieved September 25, 2021, from https://www.nsf.org/knowledge-library/global-recycled-standard.</p> <p>Villeneuve-Smith, F. (2004). The Seven Pillars of Social-Enterprise Success. <i>Nonprofit World</i>, 22(1), 27–29. https://www.snpo.org/members/Articles/Volume22/Issue1/V220127.pdf.</p>



Think Social Up-skilling pathway



Unit 2. Sustainable use of resources in a social business

2.1. Understanding sustainability in resource management

When talking about sustainable resource management at first it is important to recall the concept of sustainability, in detail introduced in module 1 “Social and sustainable entrepreneurship”.

The following videos summarize the topic of sustainable development:



“What is sustainable development?”:

<https://www.youtube.com/watch?v=7V8oFI4GYMY>

“Two minutes to understand sustainable development”:

<https://www.youtube.com/watch?v=jfsWI8XgQyo>

Originating in the assessment that economic development at the cost of ecological health and social equity does not lead to long-lasting prosperity, the UN decided in the 1980s to seek a way to harmonize ecology with prosperity and assigned the “World Commission on Environment and Development”. The commission defined **sustainable development** as “a development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations, 1987). Sustainable development seeks a balance of economic development and the protection of social as well as environmental aspects (McGill University, n.d.).

Only a sustainable management of resources can help to face the economic, social, and environmental challenges of our planet. Therefore, the process of **managing resources** is crucial. It includes the acquisition, allocation, and the use of various inputs, be it material or non-material ones (Bird, K., 2018).

Resources can be seen as the inputs to produce things or provide a service, often they are limited. A strong exploitation – e.g. of natural resources – will upset the balance of the three pillars. **A sustainable management of resources** not only takes into account the interdependence of economic, social and environmental aspects of the use and management of resources. It also seeks the mutual support of economic growth, social cohesion, and environmental protection (EUR-Lex, n.d.).

Therefore, the sustainable management of resources is important to address current economic, social, and environmental challenges in a balanced way and can be an essential mean for a social entrepreneur to help to promote change.



*Imagine you are stranded on an abandoned island.
Which three items do you want to have with you?*

→ Did you chose your items? Well done – you have just practiced resource management. You have a goal (to survive, not to be bored...) and you must decide how to accomplish that goal with a limited amount of resources. (Hansen, B., 2018)



2.2. Ways to ensure the sustainable management

Let's have a look at each of the three pillars and see what sustainability means in detail and which methods can contribute to a sustainable use of resources.

1) Environment: How to manage natural resources in a sustainable way?

Natural resources are resources or materials that come from the Earth, e.g. water, soil, air, land, minerals, energy, biodiversity.

For natural resources to be sustainable, they need to be 1) renewable and 2) managed responsibly. (Hester, C. 2021 & Circular Ecology, n.d.)

An example for a recoverable resource is wood: Even if we cut trees and use wood, more trees will grow. However, wood is not inherently a renewable resource. If we cut the trees faster than they grow, it means that this resource is not used in a responsible way and therefore not managed sustainably.



*We have spoken about the example of wood.
What natural renewable resources can you think of?*

→ *Other natural renewable resources are e.g. water, the total range of living organisms (plants, animals). Energy from the sun, wind, wave, biomass and geothermal power count as renewable energy resources.*

Non-renewable natural resources were produced by the Earth's natural processes. However, once they all have been used, we cannot replenish the supply and future generations will not have access to them anymore, e.g. coal.



*What natural non-renewable resources can you think of?
What are they used for?*

→ *Natural resources that are non-renewable are e.g. earth minerals and metal ores; fossil fuels (coal, petroleum, natural gas) or groundwater. At the moment, many of our primary sources of energy are non-renewable, such as oil, natural gas or coal.*

An additional negative effect of those energy resources is that they release carbon dioxide into the atmosphere, which causes global warming and contradicts the idea of sustainability.

Sustainable Resource Management vs. Non-Sustainable Resource Management

In many cases, humans manage natural sustainable resources in a poor way. Besides the example of wood, you may think for example of wildlife such as fish. It is a natural and sustainable resource as it reproduces. However, when fishermen fish faster than fish can reproduce this would be an example of non-sustainable use of resources and it can eventually lead to the extinction of a certain species. Therefore, the use of natural resources includes long-term thinking and often a trans-generational perspective.

Examples for the sustainable use of environmental resources:



For many enterprises, natural resources play an important role.

General advice:

- Lowering the demand of natural resources
- Conservation of natural resources such as water, energy
- Replacement of non-renewable energy sources by renewable ones
- Buying material/resources with environmental certification
- Reduction of emissions (e.g. CO₂)
- Sustainable supply chain management
- Reuse and recycle of resources (waste, water, heat)

In detail:

- Use shared working/production facilities, such as co-working areas
- Use e-mobility
- Buy used equipment
- Repair broken equipment
- Purchase only energy efficient products
- Use digital formats instead of printing

For concrete ideas you may also ask colleagues or customers and include their ideas – that increases the acceptance of measurements.



*Please think again of the resources you will need to run your activities:
Which of the natural resources are renewable, which are non-renewable?*

→ *Renewable: e.g. water, soil, air, land, biodiversity, various kinds of living organisms (plants, animal & their products: food, fiber ...)*

→ *Non-Renewable: fossil fuels (oil, natural gas, coal)...*



The following videos summarize the topic of natural resources:

*“Resource Efficiency & Sustainable Development”:
<https://www.youtube.com/watch?v=kC3VTg-8f0s>*

*“Why natural resource use matters?”:
<https://www.youtube.com/watch?v=7pPa0mRCky4>*

*“Managing natural resources: Achieving more with less”:
<https://www.youtube.com/watch?v=ZERrpFwETgs>*

2) Economy: How to manage economic resources in a sustainable way?

Economic resources are the factors that are used to produce goods or providing services. They can be divided into human resources (skills, energy, competences, abilities, or knowledge) and non-human resources (financial means, facilities, cars, equipment, and material). (USAID, 2016 & Social Reporting Standard, n.d.)

The sustainable use of economic resources demands a business (or country) to use them efficiently and responsibly to sustain its activities in the long term. (Circular Ecology, n.d.)



*Please think again of the resources you will need to run your activities:
What concrete economic resources do you need?
- Human resources: skills, energy, competences, abilities, or knowledge
- Non-human resources: financial means, facilities, cars, equipment, material*

3) Social: How to manage resources to foster social sustainability?

Social Sustainability is the ability of a society or social system to persistently achieve a good social well-being. This includes various factors such as equitable, healthy, diverse, liveable, connected and democratic communities for current and future generations. (ADEC Innovations, n.d.)

Thinking about resource management, ways to enhance social sustainability include a focus on the people within the enterprise as well as on the communities and society around it.

Examples on how to foster social sustainability:

The examples include the management of people, their skills, abilities, their relationships, and values (Lafferty, S. & Place, C., 2019).

- Staff/management: Keep a balance of gender and age; consider different nationalities, ethnicities, or minority groups to be represented.
- Regularly offer opportunities for training and qualification.
- Pay attention on an equal pay ratio of men and women.
- Check the possibility for social benefits.
- Offer ways for participation, representation, and accessibility of information.



*Please think of the resources you will need to run your activities:
What are your ideas on the use of the resources to increase environmental, economic and social sustainability?*

Summary Sustainable Resource Management:

Only a sustainable management of resources can help to face the current economic, social, and environmental challenges of our planet.

Resources are limited!

The use of **natural resources** is sustainable when the resources are renewable and used in a responsible way (not using more than can replenish).

Manage **economic resources** efficiently and responsibly to sustain your entrepreneurial activities in the long term.

Don't forget about resources linked to **social sustainability**, such as the composition, qualification, payment and participation of staff.



2.3 Measuring the sustainable use of resources in a company: Indicator framework

If an enterprise decides to have sustainability as a main factor of their business model, there are almost uncountable ways to measure the sustainable use of resources – mainly depending on the specific resources of the enterprise and factors such as the legal framework.

The following table provides a detailed overview of the assessment of the sustainable use of various resources such as material resources (water, energy) as well as non-material resources (human resources).

Assessing a sustainable use of resources includes collecting and tracking different data (quantitative as well as qualitative) within the business – on environmental as well as on social aspects. As the type of social enterprises and the used resources can vary greatly, no specific numbers are provided for the individual indicators.

Measuring the sustainable use of resources on the one hand allows an assessment of the status quo as well as a comparison of the development over a longer period and a comparison of different years.

The indicator framework is based on a list provided for the assessment of universities and was slightly adapted for social enterprises (Université de Montpellier, n.d.).

The framework might be too complex for an organization not yet or just recently founded. However, going through the list of indicators can raise awareness and may help to think of concrete examples on the sustainable use of resources and the measurement of those in one's own enterprise.



*Using the list of resources and indicators of the following table:
Which resources within your enterprise are not (yet) used in a sustainable way.
How can you compensate the negative impacts or change the use to a more sustainable way?*

(Tiemann, I. & Fichter, K., 2016, p. 10)



Indicator Framework: Measurement of the sustainable use of resources

(based on the University Sustainability Assessment Framework – UniSAF (Université de Montpellier, n.d.)

1) Environmental Indicators

Section	No.	Name	Indicators	Comments
Energy	E-1	Energy mix	Report the energy mix, including at least a split in the sources of electricity and gas, as well as self-generated energy.	
	E-2	Electricity usage	Describe the total and per capita electricity usage by the institution in kWh.	The electricity usage of the institution includes all electricity usage within its facilities.
	E-3	Natural gas usage	State the total and per capita natural gas usage by institution in cubic meters.	The natural gas usage of the institution includes any and all-natural gas usage within its facilities.
	E-4	Heating energy	State the total and per capita value of heating energy divided by heating degree days.	Heating degree days include the actual days that the temperature was below 16 or 18 degrees Celsius. For more information on how to determine heating degree days: https://en.wikipedia.org/wiki/Heating_degree_day If your institution or municipality keeps track of this and you can find the information, you should try to get the heating degree days for your specific location. Otherwise you can use those for your country, available here: http://ec.europa.eu/eurostat/web/energy/data For more detailed analysis, you could break down the heating energy per capita, department or building.



Section	No.	Name	Indicators	Comments
Water	E-5	Water usage	State the total and per capita water consumption of the institution in cubic meters or liters.	The water consumption of the institution includes all direct water usage within its facilities.
	E-6	Virtual Water Footprint	Describe the total virtual water footprint for the institution.	In the report, explain the scope and methodology. Calculating your institution's water footprint can be quite a challenge. If you want to pursue this, we suggest that you either research methodologies yourself or see if this can be done with professional support.
	E-7	Recycled or reused water	State the share of recycled or reused water of the whole institution.	
Waste	E-8	Waste disposal	State the total and per capita kilograms of waste disposed at the institution.	The total number is divided by category including residual waste, paper and cardboard waste, plastic waste, organic waste, and hazardous waste. Waste that is not separated is considered residual waste. Hazardous waste is any waste included in O2 – 4.
	E-9	Recycled waste	State the total amount and relative percentage of waste that is being recycled in kg.	Waste is considered to be recycled where the waste or its material is in any way re-used. Where this is appropriate, recycling rates for individual categories shall also be stated. For more detailed analysis, you could also describe what happens with the waste that is not being recycled.
	E-10	Hazardous waste	State the total and per capita kilograms of hazardous waste disposed by the institution.	Hazardous waste, for the purposes of this framework, is any waste falling under the definition of art. 3 (2) of Directive 2008/98/EC. View the link to this directive: http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1486122637080&uri=CELEX:32008L0098



Section	No.	Name	Indicators	Comments
				As this is the European standard definition, it will in most cases be fulfilled if you directly get the data of how much hazardous waste has been disposed at your institution.
	E-11	E-Waste	State the total and per capita e-waste disposed by the institution in kg, how the E-Waste is disposed of and to what extent cradle-to-grave reporting is done.	<p>E-waste is any disposed electric or electronic equipment, as defined in art. 3 (a) of Directive 2002/96/EC. Read the directive here: http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1486122722535&uri=CELEX:32002L0096</p> <p>As this is the European standard definition, it will in most cases be fulfilled if you directly get the data of how much e-waste has been disposed at your institution.</p> <p>The e-waste reported on is any such equipment that is disposed through the institution.</p> <p>Provide a reference to the corporation managing E-Waste disposal where appropriate and the specific mechanisms of how E-Waste disposal is managed.</p>
	E-12	Radioactive waste footprint	State the radioactive waste produced in the electricity supply chain of the institution in grams.	Unless an equally or more accurate method is available, this is calculated by multiplying the average nuclear waste production per kWh specific to the electricity provider with the kWh purchased from that electricity provider. Where several providers are used, the results are added. Reference to the electricity provider(s) and the source of the conversion factor(s).
Climate Footprint	E-13	Greenhouse gas emissions	State the scope 1, 2 and 3 greenhouse gas emissions of the institution in kg of CO2 equivalents as a sum, separately and per capita.	Scope 1 emissions are those directly emitted by the institution. This in most cases includes the burning of natural gas. Unless a more accurate conversion factor specific to the institution is available, one m ³ of natural gas is assumed to cause 1.9 kg of CO2 equivalents. Scope 1 further includes



Section	No.	Name	Indicators	Comments
				<p>any emissions of self-produced electricity. Scope 2 emissions are those directly caused through activities of the institution, but not by the institution. This includes purchased energy. The conversion factor used with electricity usage is that specific to the electricity provider. Where several providers are present, the respective quantities of kWhs are multiplied with the respective conversion factors and added. Scope 3 greenhouse gases may include any further emissions for which the institution is indirectly responsible. Categories that may constitute scope 3 emissions include, but are not limited to travel emissions, emissions caused by waste and emissions caused by purchases. The selection made is clearly stated. Emissions are stated in greenhouse gasses measured by equivalents to kg of CO2. Emissions are stated in greenhouse gasses measured by equivalents to kg of CO2. Changes to previous years are stated if possible. Comparisons are only made between scope 3 emissions calculated on the basis of the same criteria.</p> <p>Reference to the electricity and natural gas provider(s) and the sources of all conversion factors used.</p> <p>Link for further information: https://www.wri.org/sites/default/files/pdf/ghg_protocol_2001.pdf</p> <p>For more detailed analysis, you could break down the greenhouse gas emissions per capita, faculty, department or building. CO2 equivalents are defined to be greenhouse gas emissions measured in terms of climate impact. The value is that of the quantity of pure CO2 emissions which would have the same climate impact as the mixture of different greenhouse gasses actually emitted.</p>



Section	No.	Name	Indicators	Comments
	E-14	Compensations	State the value of emissions prevented through purchases of certificates of origin or similar compensation schemes.	<p>The greenhouse gas emissions prevented through certificates of origin are calculated on the basis of the kWh for which such certificates were purchased multiplied by the conversion factor specific to the electricity provider of the institution. Where there are multiple providers, the conversion factor specific to the institution, calculated based on the factors of the providers and the quantities of kWh purchased from these, is used. Emissions are stated in CO2 equivalents. Comparisons are only made between scope 3 emissions calculated based on the same criteria. The sources of energy of the certificates of origin are stated and evaluated. A preference is given to domestic renewable energy due to its direct market impact, while certificates whose origin has a smaller market impact are discouraged.</p> <p>Reference to the details of the certificates of origin including their source of energy and country of origin.</p>
Procurement	E-15	Tenders with sustainability criteria	State the share of tenders to which sustainability criteria by recognized entities were applied.	<p>Recognized entities include governments or NGOs with outstanding experience on this issue. The share is calculated in terms of expenses. If possible, all purchases are considered. If this data is only available for purchases made on a central level or through large scale tendering this is clearly stated as a limitation to the values presented.</p>
	E-16	Share of organic and sustainable catering	State the total monetary value and relative percentage of foodstuff sold at the institution that is organic and/ or sustainable.	<p>Foodstuff is considered to be sold at the institution where the sale takes place in a facility or on land of the institution on the basis of a contractual relationship between the provider of the foodstuff and the institution or where the foodstuff is sold directly by the institution. Foodstuff is considered to be organic where it complies with the standards</p>



Section	No.	Name	Indicators	Comments
				<p>of Regulation EC/834/2007. The Regulation can be found here: http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1486122953894&uri=CELEX:32007R0834</p> <p>Within the EU such foodstuff is labelled with the European logo for organic food (see what it looks like: https://ec.europa.eu/agriculture/organic/sites/orgfarming/files/img/body/organic_farming_logo.jpg)</p> <p>The share is calculated on the basis of expenditure in purchasing by the provider of the foodstuff. For the purposes of this framework foodstuff includes beverages.</p> <p>In the report, mention separately the share of foodstuff sold at the institution that is deemed "sustainable" according to weaker criteria by a recognized entity, such as the state or a renowned NGO. Provide references to the individual caterers and their respective performance.</p>
	E-17	Self-produced catering products	Where the institution produces foodstuff itself, provide a description of the processes in terms of sustainability and an evaluation of the level of sustainability of such production compared to purchasing equivalent products.	The quantity of self-produced foodstuff is stated, measured in units that are appropriate to the circumstances. To the extent that this is ascertainable, the share of self-produced products is stated in financial or other terms. If any foodstuff is sold to other legal entities, the quantity of such sale is stated. For the purposes of this framework foodstuff includes beverages.
Mobility	E-18	Split of transportation mode	State shares of usage of different modes of transportation for staff members.	The source of information for this data should be a reliable representative study.
Eco-Systems	E-19	Land Use	State the percentage of land used for different purposes.	The categories used include, but are not limited to, built area, grass area, forested area, and covered area. For the purposes of this framework, built



Section	No.	Name	Indicators	Comments
				area is limited to permanent buildings of at least one floor. Covered area includes any other areas where the growth of vegetation is prevented.
	E-20	Ecological footprint	State the total and per capita ecological footprint of the institution in hectares.	In the report, explain the scope and methodology used. For more detailed analysis, you could break down the ecological footprint per faculty, department, or building.
	E-21	Biodiversity	State the type and scope of biodiversity on campus.	In the report, explain the scope and methodology used to conduct this assessment. For further analysis, evaluate how the activities at the institution harm, protect or improve the biodiversity on campus and the surrounding areas.



2) Social Indicators

Section	No.	Name	Indicators	Comments
Socio-economic indicators for staff	S-1	Number of employees	The number of staff are stated as a sum, separately and by type.	In the report, the number of staff could be stated according to the following types: Gender, nationality (at least domestic and other), age group, ethnicity, or minority group. A balanced gender ratio and age ratio is considered desirable. The number of staff members is calculated based on full-time positions of anyone in an employer-employee relationship with the institution. Half-time positions are weighed according to the number of hours for which the employee works. The number of staff members is considered at the end of the calendar year.
	S-2	Training	Possibilities for staff to receive training enabling them to thrive within the institution, but also in their further career that may be elsewhere.	If possible, also state the overall number and percentage of staff receiving training. Reference to the trainings or systems providing training possibilities.
	S-3	Composition of management	The composition of the management in terms of gender is stated.	The composition of the management team may also be stated on the basis of further categories stated in S-1 where appropriate.
	S-4	Types of contracts	The number of staff with permanent and with temporary contracts are stated.	The context of these numbers is provided. Temporary contracts should only be used where such reflects the nature of the position, never as a means to avoid granting employees greater rights.
	S-5	Wages	State the average wage paid by the institution in comparison to the national average is stated.	Where appropriate this is stated for different groups of employees.
	S-6	Equal pay ratio	Describe the pay ratio between men and women	If possible, further equal pay ratios, such as between nationalities, are included.



Section	No.	Name	Indicators	Comments
	S-7	Social benefits	State the financial social benefits above the legal minimum given to different groups of employees.	Reference to the specific financial benefits concerned or a financial report stating the sum of benefits.
	S-8	Safety and health	States measures taken to ensure the health and safety of staff members.	References to specific measures.
	S-9	Non-financial social assistance	State the non-financial social assistance available to staff members.	This may include, but is not limited to physiological support, medical facilities, sport and health facilities and counselling concerning work-related issues. References to specific assistance.
	S-10	Union rights	Describe the union rights given to staff and any violations that occurred of these union rights.	References to all unions active at the institution and their activities.
Democracy and participation	S-11	Rights of councils	State the rights given to elected councils that go beyond the minimum legal requirements.	For institutions where elected councils are not legally required, their existence or lack of existence is evaluated. Where this is not set by law the share of staff, support staff etc. in these councils is stated and evaluated on the assumption that each group being adequately represented is deemed desirable. Furthermore, any violations of the rule of law concerning councils' rights are stated and evaluated. References to specific rights or violations if applicable.
	S-12	Further participation	State the democratic participation given to staff members outside of the councils considered in S-12	References to specific involvement
	S-13	Accessibility of information	Describe the level of accessibility of information concerning the governance of the institution.	Such evaluation touches upon transparency, where an excessive level of confidentiality applied to governance issues or documents relating to governance is considered a burden on transparency; communication, where a lack of communication concerning the accessibility of information is considered



Section	No.	Name	Indicators	Comments
				insufficient; and accuracy, where official or tolerated statements including inaccurate information is considered insufficient. References to cases or practices.
Financial Governance	S-14	Investment decisions	Evaluate if and how sustainability considerations are integrated into financial investment decisions.	For the purpose of this framework, investment decisions include all major financial investments of the enterprise's fund with regards to the stock market, bonds, funds, etc. For more detailed analysis, state if and to what extent fossil fuel investments are part of the fund or the institution's portfolio.
	S-15	Indebtedness	State the indebtedness of the institution.	These numbers are evaluated against the background of the current deficit or surplus, total turnover and growth potential.



2.4. Benefits of the sustainable management of resources

Entrepreneurs might be reluctant to place sustainability core to their company's business strategy in the belief that the costs outweigh the benefits. However, a sustainable resource management can pay out on different levels: for the individual enterprise, for the (local) community and the environment as it can turn environmental and social value into business value (Whelan, T. & Fink, C., 2016 & UnternehmensGrün e.V., n.d. & Lafferty, S. & Place, C., 2019, p. 7).

Concrete Benefits are the following:

1) Improving Financial Performance

Even though, it might take an initial investment, in a long run, the sustainable use of resources can help to save costs. In the case of solar power, the investment pays out after 5-7 years. However, there are ways your enterprise will take advantage from more quickly, e.g. by reusing existing materials, repairing broken ones or investing in more energy efficient electronic devices or lighting such as LED (Maryville University, n.d.).

The main idea is the more sustainable your business becomes, the less you will spend on energy and materials and ensure the longevity of your enterprise. Significant cost reductions can result from improving operational efficiency through better management of natural resources like water and energy, as well as minimizing waste.

Additionally, a research on (local) government policies might pay out: An example for rewarding environmental friendly practice is the exemption of vehicle tax (KFZ tax) by the German government till 2023 which can save on average 100-300€ per year (KFZ-Steuer.wiki, 2021).

However, there are more benefits than "only" saving environmental resources and saving costs:

2) Fostering Innovation

Running your enterprise sustainably can also drive innovation and set your business apart from the competition (SDG Knowledge Hub, 2019):

To meet environmental standards as well as social needs offers new opportunities and sometimes demands to find innovative ways: The redesign of products or equipment, the modification of processes or waste recycling can be fields of innovation (for concrete examples, see: Whelan, T. & Fink, C., 2016).

3) Customer Loyalty

Entrepreneurs can be sceptical about consumer interest in sustainable products – mainly when this might include higher prices. Nevertheless, studies show a shift in the minds of consumers: An improvement of the organization's image can directly translate in to purchase intent (Choi, S. & Ng A., 2011).



On the one hand, consumers nowadays often expect more transparency, honesty, and tangible global impact from companies. On the other hand, they also can choose from a high amount of sustainable, competitively priced, high-quality products. A survey across six international markets shows that nearly two-thirds of consumers believe that they “have a responsibility to purchase products that are good for the environment and society” (Whelan, T. & Fink, C., 2016) – 82% in emerging markets and 42% in developed markets. Furthermore, values beyond price and taste, such as safety, social impact, and transparency, are considered as a significant factor in the food and beverage industry (Deloitte, 2016).

4) Attracting and Engaging Employees

Sustainability can also help to attract and engage employees as it gives a bigger purpose to their work. Research shows that mission, purpose, and work-life balance is more important to 21st century employees. An enterprise strategy including sustainability focuses more on purpose and providing value to society. By this, it can help to create a sought-after culture and to increase loyalty, efficiency, and productivity of staff as well as help to improve HR statistics related to recruitment, retention, and morale (SDG Knowledge Hub, 2019 & Whelan, T. & Fink, C., 2016).

When sustainability is part of company culture, they tend to treat employees as critical stakeholders – employees are proud to work there and feel part of a broader effort (Whelan, T. & Fink, C., 2016).

The results of a study show interesting numbers: Morale is 55% better in companies with strong sustainability programs, compared to those with poor ones, and employee loyalty is 38% better. Both lead to reduced absenteeism and improved productivity. The productivity of enterprises that adhered to environmental standards was 16% higher than of firms that did not adopt sustainability practices. (Whelan, T. & Fink, C., 2016).



Describe the positive impacts of your products and services on the environment and society.

→ *Examples of positive impacts on the environment: e.g., saving resources, reducing CO₂ emissions, or contributing to preserving biodiversity.*

→ *Examples of positive impacts on society: fair working conditions, providing education/training, or supporting disadvantaged groups.*

(Tiemann, I. & Fichter, K., 2016, p. 10)



How does your business model/your enterprise benefit if you intensify the integration of sustainability principles?

How does sustainability contribute to your business idea's success?

(Tiemann, I. & Fichter, K., 2016, p. 9)

- **Cost reduction:**



cost savings for you or your customers, key partners, additional stakeholders, e.g., through more sustainable production processes with low energy consumption, longer operating life of the products, or through holistic concepts such as „using instead of ‘owning“ or ‘cradle to cradle“

- **Risk reduction:**

actively dealing with and controlling risks, e.g., environmental risks, regulatory risks, avoiding losses of reputation

- **Increasing turnover and profit:**

e.g., approaching new customer groups, achieving higher margins through more sustainable products

- **Efficiency gains:**

e.g., advantages achieved through efficient waste management and reduced resource consumption

- **Reputation and branding:**

e.g., increasing customer loyalty and willingness to pay through sustainable products

- **Attractiveness for employees:**

increasing the start-up's attractiveness for additional employees, e.g., through meaningful activities and better identification with sustainability-oriented purposes of the company

- **Innovation advantage:**

sustainability as a source of innovation and strategic competitive advantage, e.g., commercialization of green technologies

- **Network advantage:**

advantages from cooperation with important actors and stakeholders relevant to success based on shared economic and societal values (shared value)

- **Distributive justice:**

just distribution of resources and incomes within a generation; generational justice in successive generations



How can sustainable aspects of your enterprise be communicated advantageously?

(Tiemann, I. & Fichter, K., 2016, p. 11)



Summary Benefits of Sustainable Resource Management

Sustainable enterprise models aim to create value for all stakeholders, including employees, shareholders, supply chains, civil society, and the planet.

Companies that decide for sustainability as a major part of their business strategy will profit from an improved financial performance, drive innovation, benefit from loyal customers and motivated employees (Whelan, T. & Fink, C., 2016).



Activity 2. Write your (social) business plan

Module Title	Module 4 – Sustainable resources planning. Beyond planning
Unit Title	Unit 2: Sustainable use of resources in a social business
Activity Title	Benefits of the sustainable management of resources Activity Code: A4.7
Type of resource Type of Learning	Activity sheets (AS) Blended
Duration of Activity	30 minutes
Learning Outcome	Understand possible benefits of sustainable use of resources
Aim of activity	The aim of this activity is to get to know examples of possible benefits of sustainable resource management for a business and to think of examples on how one's own business could benefit from it.
Materials Required for Activity	Power Point Presentation Learning Resource 2 “The Comprehensive Business Case for Sustainability”
Step-by-step instructions	To implement this activity, the facilitator should introduce the following steps: <ul style="list-style-type: none"> • Step 1: Trainer Input on possible benefits of sustainable resource management • Step 2: The participants look for concrete examples from Learning Resource 2: Which example from the article do you find most impressive/surprising? • Step 3: Divide the group in pairs of two. • Step 4: Participants take turn in being the advisor and getting advise: Give/Get advice to your fellow entrepreneur on the following 2 questions: a) How does sustainability contribute to his/her business idea's success? b) How can sustainable aspects of his/her enterprise become visible and be communicated advantageously? • Step 5: Each participant shares one insight into the “consultation session” he/she found most interesting • Step 6: Summary on benefits of trainer
Handout	1) Go through the article “The Comprehensive Business Case for Sustainability”: Which example of benefits from sustainable resource management

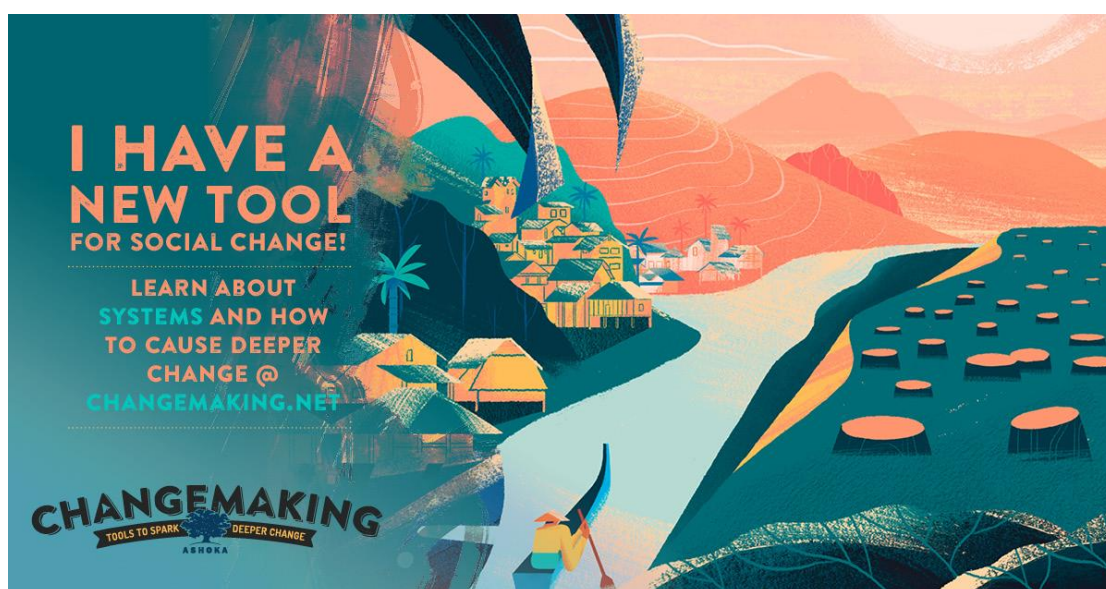


	<p>of a company from the article do you find most impressive/surprising?</p> <p>2) Work with a partner:</p> <p>Congratulations: After having learned much information about possible benefits of sustainable use of resources, you are an expert! Imagine you are a consultant on benefits of sustainable resource management now and give advice to a client who wants to realize a business idea:</p> <p>a) How does sustainability contribute to his/her business idea's success?</p> <p>b) How can sustainable aspects of his/her enterprise become visible and be communicated advantageously?</p> <p>You can ask questions on the idea to understand it better before giving advice.</p> <p>Take turns in being the advisor and client.</p>
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Additional resources

Module Title	Module 4 – Sustainable resources planning. Beyond planning
Unit Title	Unit 2: Sustainable use of resources in a social business
Title of Reading Material / Video	Follow the beetle on a journey to create change!



Introduction to the resource	<p>The website introduces a guide for social entrepreneurs and explains how we can change existing systems and making a deeper impact on the world around us. It shows different aspects in a very short, simple, and well-designed way.</p> <p>“Changemaking.net” aims at showing that not only finding ways to deal with existing problems, but to understand the roots of a problem and to create system change help to find long term solutions.</p> <p>By this it refers to a core meaning of sustainability: not only seeing the needs and filling them but to think in a long run and tackling a root cause for a social problem.</p>
What will you get from using this resource?	<p>The website offers a step-by-step guide, including short explanatory videos as well as worksheets.</p> <p>The website as a whole concept shows very well how sustainable change can work and what it needs: starting from an individual problem, trying to understand, where it comes from, paying attention to the environment, listening to people involved and understand different roles within a social system as well as the importance of running a business in an economically sustainable way.</p>



<p>How can you use this resource to develop your own social enterprise?</p>	<p>The website including the structured self-learning makes aware of an interdependent aspect within a system: To reach longterm, sustainable change, the entrepreneur needs to</p> <ul style="list-style-type: none"> - identify a problem he/she wants to solve - understand which systems affect this problem <p>have a close look at areas of change: resources, roles, relationships, rules</p>
<p>Debriefing questions</p>	<p>After having watched this additional resource, answer the questions below:</p> <p>The website wants to help you to create change:</p> <ol style="list-style-type: none"> 1. Which positive change do you want to achieve with your idea? 2. When thinking about the problem you want to solve as an entrepreneur: What might be the roots of it? <p>To which extent are the problem you want to solve and your vision connected to sustainability?</p>
<p>Link to the resource</p>	<p>Homepage Changemaking <https://www.changemaking.net/></p>

<p>Module Title</p>	<p>Module 4 – Sustainable resources planning. Beyond planning</p>
<p>Unit Title</p>	<p>Unit 2: Sustainable use of resources in a social business</p>
<p>Title of Reading Material / Video</p>	<p>“The Comprehensive Business Case for Sustainability” How sustainability efforts can result in a positive impact on business performance</p>



<p>Introduction to the resource</p>	<p>Entrepreneurs might be reluctant to place sustainability core to their company's business strategy in the belief that the costs outweigh the benefits. However, a sustainable resource management can pay out on different levels: for the individual enterprise, for the (local) community and the environment as it can turn environmental and social value into business value.</p> <p>The article offers several examples on how large companies benefit from their focus on sustainability.</p>
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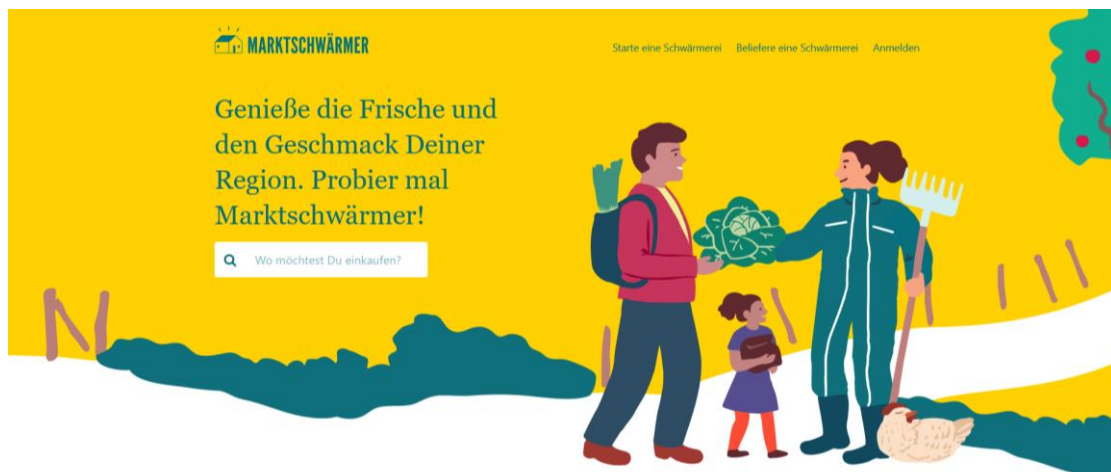


What will you get from using this resource?	Learning about good practice examples can especially show future entrepreneurs how to benefit from a sustainable use of resources and helps to motivate oneself to take this path. The article includes research and good practice examples from (large) companies e.g. in the fields of improved risk management, fostering innovation, financial performance, building customer loyalty, attracting & engaging employees through a focus on sustainability
How can you use this resource to develop your own social enterprise?	The different research and good practice examples provide future entrepreneurs facts giving proof of the positive impacts of sustainable business management. The reader can gain new insights, increase its own motivation to think about how and why to sustainably use resources and adapt the examples on his situation as a small start-up.
Debriefing questions	After having read this additional resource, answer the questions below: <ol style="list-style-type: none">1. Which example mentioned in the text was the most impressing/surprising fact for you? Why?2. Describe the positive impacts of your products and services on the environment and society3. How could sustainability contribute to your business idea's success?4. How can sustainable aspects of your enterprise become visible and be communicated advantageously?
Link to the resource	Whelan, Tensie & Fink, Carly (2016, October 21), Harvard Business Review, The Comprehensive Business Case for Sustainability, Retrieved September 29, 2021, from: https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability



Case study 2. Online Farmer's Market & the sustainable use of resources

Module Title	Module 4 – Sustainable resources planning. Beyond planning
Unit Title	Unit 2: Sustainable use of resources in a social business
Case Study Title	Online Farmer's Market & the sustainable use of resources

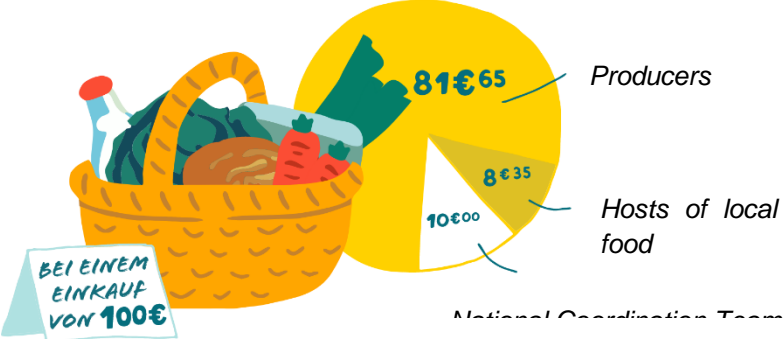


Name of the organisation / social enterprise / best practice guidelines:	Marktschwärmer
What is the story behind this case study?	<p>“Marktschwärmer” is an online farmers’ market that links up the online shop and farmers to digitally distribute regional products.</p> <p>The idea behind this social enterprise is internationally known as food assembly.</p> <p>The project originated in France and is now operating in seven countries: France, Germany, Spain, Italy, the Netherlands, Belgium and Switzerland.</p> <p>In Europe, the network consists of appr. 1,364 food assemblies, in Germany, there are currently about 120 “Schwärmereien” – local networks of producers and consumers.</p> <p>Consumers order via online platform different types of food produced by local farmers. The handover takes place once a week at a regional market, community building etc. in the neighbourhood, a so-called food assembly.</p> <p>The network involves different roles:</p>



	<ul style="list-style-type: none"> - national coordination helping to set up and run local initiatives (for Germany located in Berlin) - food producers selling their products - local hosts organizing local food assemblies, the online platform, and local marketing - consumers = local customers <p>In Germany, 2,000 producers are now delivering their regional and fair-trade products to the Marktschwärmer centres from where more than 150,000 registered users can collect their orders.</p>
<p>Link to the case study</p>	<p>The Conscientious Consumer: Marktschwärmer; <https://www.deutschland.de/en/topic/environment/sustainable-companies-in-germany-sustainability></p> <p>Homepage Marktschwärmer <http:// marktschwaermer.de/></p> <p>Facebook Marktschwärmer <https://www.facebook.com/marktschwaermer/></p> <p>instagram Marktschwärmer <https://www.instagram.com/marktschwaermer/></p> <p>Explanation Marktschwärmer (German, with engl. subtitles) <https://www.youtube.com/watch?v=x1P2L67hnWo></p> <p>Platform in other European countries: La Ruche qui dit Oui ! (laruchequiditoui.fr) ¡La Colmena que dice Sí! (lacolmenaquedicesi.es) L'Alveare che dice Sì! (alvearechedicesi.it) Boeren & Buren (boerenenburen.nl)</p>
<p>Why is this a good example for you to follow?</p>	<p>Talking about resource management and how to deal with scarce (natural) resources, Marktschwärmer provides good examples of how to deal with these challenges:</p> <p>In terms of environmental sustainability, the case study shows how to:</p> <ul style="list-style-type: none"> - Avoid CO₂-emission and energy (e.g. for the operation of greenhouses) by a focus on regional production and consumption of seasonal food. On average, the distance between producers and consumers is only 40km. - Reduce food waste by coordinating demand and supply via online platform/app - Reduce packaging and waste by short distances: avoidance of unnecessary cooling or transport costs - Save material resources by digitalization: coordination & communication via website & app <p>In terms of social sustainability, the case study shows how to:</p> <ul style="list-style-type: none"> - Ensure fair pricing for products. Producers specify the sale prices themselves, without any additional distributors. This ensures fair payment for the goods: More than 80% of the price is for the producers (compared to around 40% on average when sold with distributors or supermarket chains). - Increase transparency in terms of the origin of products as well as what happens to the money.



	<p>- Producers can gain more independence and fair access to the market.</p>  <p>http:// marktschwaermer.de/</p>
<p>How can you use this case study to develop your own social enterprise?</p>	<p>The case study shows different aspects from relevance for future entrepreneurs, esp. on the topic of sustainable use of resources:</p> <ul style="list-style-type: none"> - How to focus on and use local networks of producers and consumers - How the focus on a local level can help to enhance environmental and social sustainability (save scarce resources and foster fair pricing as well as transparency for customers) - Importance of establishing networks and community for the success of a business idea (local assemblies) - Example of the use of digital tools to manage demand and supply <p>Benefits from sharing knowledge as a resource: a similar organisation of the food assemblies in 7 European countries and the various local assemblies within one country under the coordination of a national team</p>
<p>What impact has this case study achieved?</p>	<p>In Europe, the network consists of appr. 1,364 food assemblies, in Germany, there are currently about 120 “Schwärmereien” – local networks of producers and consumers.</p> <p>In Germany, 2,000 producers are now delivering their regional and fair-trade products to the Marktschwärmer centres from where more than 150,000 registered users can collect their orders.</p>
<p>Follow up questions</p>	<p>After having completed this case study, answer the following questions:</p> <ol style="list-style-type: none"> 1. Would you be interested in buying your food at a local food assembly? Why / Why not? (Future entrepreneurs take a customer’s point of view – which aspects are important to customers) 2. Which practices does the network “Marktschwärmer” use to increase a sustainable use of resources? <p>What are your ideas on the use of the resources for your business to increase environmental, economic and social sustainability?</p>



References	The Conscientious Consumer: Marktschwärmer; < https://www.deutschland.de/en/topic/environment/sustainable-companies-in-germany-sustainability >
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	Blog Marktschwärmer < http://blog.marktschwaermer.de/ >
	Homepage Marktschwärmer < https://wirsind.marktschwaermer.de/idee/ >
	Facebook Marktschwärmer < https://www.facebook.com/marktschwaermer/ >
	instagram Marktschwärmer < https://www.instagram.com/marktschwaermer/ >
	Explanation Marktschwärmer (German, with engl. subtitles) https://www.youtube.com/watch?v=x1P2L67hnWo Platform in other European countries: La Ruche qui dit Oui ! (laruchequiditoui.fr) ¡La Colmena que dice Sí! (lacolmenaquedicesi.es) L'Alveare che dice Si! (alvearechedicesi.it) Boeren & Buren (boerenenburen.nl)

Unit 3. Assess the resource management to improve the business environment

Mobilising different types of resources and combining them into a successful framework and operating model can be a challenging and overwhelming process. Both the variety and the number of resources used to bring fruition to a business plan make sustainable management hard and risky. To tackle the resulting challenges, a social business needs to monitor closely its resources and its performance with the scope to optimise productivity and efficiently allocate workload.

3.1. How to assess the different use of resources in a social business

The first step to building a solid business strategy is to find ways to assess the different use of resources. This is feasible through a **resource inventory** (Sirmon & Hitt, 2003, p.339). A resource inventory is a detailed list of all the available resources; it records all the relative information, including the reasons why particular resources are important at a particular moment in time. In other words, a resource inventory contains details that explain the significance of each resource in the business venture, as well as their fluctuation in the various stages of the company’s evolution. As is seen in raw-material inventories, a resource inventory will present changes in time, as external factors will impose adding or removing certain elements (Sirmon & Hitt, 2003, p.344). Frequent evaluation of the inventory allows for calculating possible advantages or setbacks in the way resources are obtained and allocated.

A frequently monitored inventory can provide a clear image per the aggregated utility of the different types of capital: human, social, political, and financial. If the positive and negative



elements of each accumulation are regularly weighed, the strategic plan of the business will benefit from readjustments.

To manage the resource inventory effectively, ask yourself:



- Have you calculated all the available resources?
- Can you track and monitor any changes?
- Can you prevent future risks?

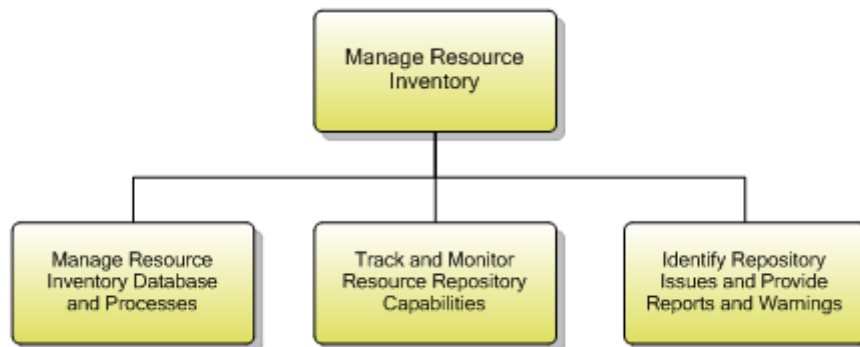


Image source: <http://ilsa.kz/etom/main/diagramf4d75ec1760a11e1a8e8002564cb911c.htm>

Constant calculation of resources can lead to efficient resource management in the forms of ***bundling*** –i.e. combining resources, and ***leveraging*** –i.e. using available resources to maximum advantage (Sirmon & Hitt, 2003, p.344).



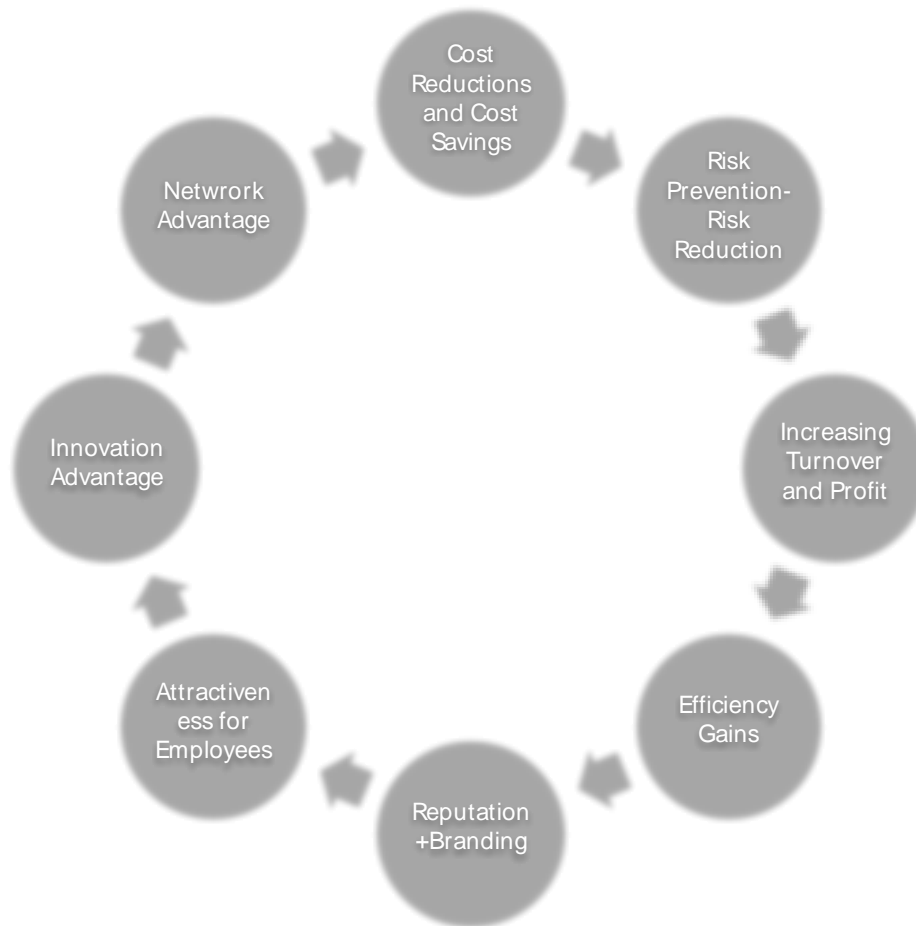
Ask yourself:

- Can you combine any resources to reach a better result?
- How can you make the best use of your resources?

Evaluating Resources

By constantly registering, monitoring, and analysing their resources, business owners gain valuable knowledge of the company’s capabilities. This way, they can calculate the resources’ output in precise timeframes and evaluate performance in a wider context; accordingly, they can also make accurate estimations for the near future and discover possible risks (Sirmon & Hitt, 2003, p.346). The key here is to maintain the company’s competitive advantage by ensuring sustainability even when certain resources’ components are shifting.

To evaluate its resources, a company must be able to analyse how sustainability principles benefit the business plan and its financial success.



As seen in the figure above, adhering to sustainability principles can bring *cost reductions* and *cost savings*, as well as possible *risk prevention*; they may also help in increasing *turnover* and *profit*, and in ensuring *efficiency gains*; sustainability principles can improve a company's *reputation* and help design its *branding*, as well as enhance its attractiveness for employees; the respective innovative and sustainable approach will offer a competitive advantage in the market; last but not least, the company's commitment to socially responsible and ethical practices will improve its networking capabilities through the recognition of its social impact (UOL, 2016, p. 9).

✓ _____
✗ _____

Image title: Red Checklist/ Source: www.pixabay.com

Ask yourself:



- Which resources and what skills are necessary for your business plan?
- Which resources are available, which ones need to be obtained, and what kind of partnerships are needed to that effect?
- If external factors (e.g. environmental) threaten your accumulation of resources, how can you minimise or eliminate their impact?
- Are there any resources that can reduce costs or add savings to your company? (e.g. waste management)
- Which partnerships will improve your company's image?

Shedding Resources

Properly evaluating resources means that, at some point, a company will be able to detect non-valuable elements. Non-valuable elements are those that harm the company in various ways:

Non-valuable elements can cause material costs and losses.

Non-valuable elements can cause material damage in indirect ways. For example, they can harm the company's image (Sirmon & Hitt, 2003, p.347).

When non-valuable elements are detected, the appropriate action is shedding. Shedding unnecessary resources ensures **valuable accumulations, development, and better performance.**



Image title: Trashcan/ Source: www.pixabay.com

Ask yourself:



- Do you really need all the resources that you can find?
- Would shedding some of them improve the company performance?

Adding Resources, Bundling, and Leveraging

Regular monitoring of resources can reveal the necessity to add resources, either to cover existing gaps or to shield itself from upcoming challenges (Sirmon & Hitt, 2003, p.348). By adding resources, a company can **prevent losses** or unmanageable costs. In addition, it can **create valuable resource bundles** that will ensure sustainability and growth. Finally, it can optimise the way it exploits, allocates, and profits from resource bundles. This kind of leveraging tactic is what helps a company achieve a competitive advantage through renewed strategies (Sirmon & Hitt, 2003, p.350).



Image title: Scales/ Source: www.pixabay.com

Ask yourself:



- If you were to weigh your resources on a scale, what would the result be?
- Does your imaginary scale suggest any strategic changes?
- Will this help you prevent future risks and losses?
- Can you maximise valuable resources for sustainability and growth?

3.2. Assess and learn

How to Use the Monitoring Report to Improve the Business Environment.

The resource inventory or any other form of monitoring report requires “regular collection and analysis of information to track the implementation and measure the performance of a project against its expected results” (IUCN, 2004, p.5). This means that it is created to provide knowledge on more, or less efficient practices and can be used to readjust a company’s strategy. Monitoring reports, if evaluated carefully, can improve the business environment.

By evaluating resources and performance, a company can optimise its management and operation. Detecting and constantly monitoring what is working in a business setting and what is not, allows a company to *leverage its human resources and enhance its personnel management* (Soliman & Spooner, 2000, p.337). This kind of optimization happens with appropriate staffing and effective allocation of workload, as well as through prioritisation in decision making.

Sustainable human resources management requires **capturing employee value** by ensuring that employees remain valuable when reassigned. In this context, transmitting knowledge among employees improves performance and helps the company meet its operational goals. In other words, *collective knowledge* functions as a *competitive advantage* (Soliman & Spooner, 2000, p.338). To retain this competitive advantage, the company must cultivate an environment of sensible prioritisations and clear directives where committed personnel and executives can thrive and put their collective capabilities to maximum use.

Monitoring reports can further improve the business environment through **enabling technologies** that enhance *knowledge management* (Soliman & Spooner, 2000, p.341). Research, meeting and collaboration tools, navigation systems and many more technology-based advancements can provide the infrastructure to accumulate, assimilate, and utilize



knowledge. Accessing online tools and resources offers valuable insight into analysing responsibly monitoring reports. Therefore, it can influence the decision-making process and improve the strategic plan through a solid appreciation of action components, budgets, targets, and risks.



Image title: Web Domain Service/ Source: www.pixabay.com

Ask yourself:



- Have you hired qualified staff?
- Are your employees appointed to the proper positions?
- Could an employee be more valuable in a different position?
- Is the workload appropriately allocated?
- Would different time allocations improve your company's performance?
- Are your priorities right for your business plan?

Conclusion

A successful business runs on variable resources which it leverages to gain maximum advantage. Managing all these resources sustainably requires careful planning and constant readjustments. For this to happen, the company needs to constantly monitor its resources with the scope to optimise performance, increase productivity, and set realistic goals. The variety and volume in resources call for informed assessments through monitoring reports. Regular re-evaluations can lead to the maximisation of resources and to an improved business environment where workload and expertise are allocated efficiently and sustainably.



Think Social Up-skilling pathway



Image title: Ask/Source: www.pixabay.com



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Unit 2. Sustainable use of resources in a social business

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“Two minutes to understand sustainable development”:
<https://www.youtube.com/watch?v=jfsWI8XgQyo>

“Resource Efficiency & Sustainable Development”:
<https://www.youtube.com/watch?v=kC3VTg-8f0s>

“Why natural resource use matters?”: <https://www.youtube.com/watch?v=7pPa0mRCky4>

“Managing natural resources: Achieving more with less”:
<https://www.youtube.com/watch?v=ZERrpFwETgs>



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