

How to Build a FairShares Lab

An IO5 Manual for the FairShares Labs for Social and Blue Innovation project authored by:

Roger Schmidtchen, Project Co-ordinator, VSBI, Germany
Georg Hoehne, VSBI, Germany

English Language Version Edited by:
Prof Dr. Rory Ridley-Duff
(IO5 – Summary - Final)

Final Version – 7th Oct 2019



Creative Commons Copyright, 2019, [International 4.0 Licence, BY-NC-SA](https://creativecommons.org/licenses/by-nc-sa/4.0/).

You are free to copy, adapt, distribute and re-use this material under the terms of the authors' Creative Commons Licence. Commercial reproduction rights have been granted to FairShares Labs Project Partners and the FairShares Institute for Cooperative Social Entrepreneurship at Sheffield Hallam University

Disclaimer:

The sole responsibility for the content of this outcome lies with the authors. It does not necessarily reflect the opinion of the European Union. The European Commission is not responsible for any use that may be made of the information contained therein.

Table of Contents

Introduction	3
1. What are FairShares Labs?	3
2. What are the basics on FairShares?	4
2.1. The FairShares Model	4
2.2. What are the FairShares Values and Principles?	4
2.3. Stakeholder Groups in a FairShares Enterprise	5
3. How to set up a FairShares Lab?	7
3.1. What kind of FairShares Lab is appropriate?	7
3.2. Marketing, finances and networking	8
3.3. The registration process on the FairShares Platform	10
4. How are FairShares Labs implemented?	11
4.1. Starting activities	11
4.2. The FairShares Planner and Canvass	11
4.3. The Learning approach of FairShares Labs	12
4.4. Setting up Events, Workshops and FairShares projects in your Lab	13
4.5. The staff and working principles in FairShares Labs	14
4.6. How to train the FairShares Trainers	15
4.7. Quality management and further tools available	16
5. Social impact and the social audit process	17
6. Obstacles, sustainability, inclusion and No-Gos	18
7. Canvass for building a FairShares Lab	20
8. Standards and Requirements for creating and running FairShares Labs - Self-evaluation Questionnaire - Lab Manager Questionnaire	22

Introduction

This manual offers a brief introduction to the FairShares Model (FSM) and the tools we developed and piloted during the FairShares Lab project. It serves as a practical guide for anyone interested in the social economy who wishes to apply FairShares values and principles to develop and implement a new FairShares Lab, thereby becoming a member of the growing global FairShares community.

This manual has been created on the basis of the lessons learnt through the various experiences of project partners in existing FairShares Labs in the UK, Germany, Hungary, Netherlands and Croatia.

This compact manual guides you through the process of using three tools:

1. The actual manual on FairShares as a concept and methods used including: Marketing, Learning, Workflow, Evaluation, Sustainability and Impact
2. The minimum requirements and rulebook/standards checklist for setting up a FairShares Lab
3. Using a FairShares Canvass in project development

On many occasions within this manual you will find links to the FairShares Platform as well as the documentary section of the Manual. In the documentary section you will find reports, interviews, evaluations, practices, templates and more documents that provide in-depth information. These documents are (currently still) mostly available in English.

1. What are FairShares Labs?

FairShares Labs are real and virtual social laboratories in which primary stakeholders (Founder, Labour, User and Investor members) generate social and blue economy ideas together. They apply the FairShares Model (FSM) to develop FairShares enterprises. In that sense, FairShares Labs are comparable to co-working spaces that provide communication facilities, workshops, training and support to social enterprise start-ups and conversions. FairShares Labs can be situated wherever the four primary stakeholder groups can meet - using the FairShares Platform for e-Learning and exchange, or physically depending on the location. Primary stakeholders can place offers, find each other and use the FairShares tools by registering on the FairShares Platform. External and internal business experts can provide coaching in both real and virtual FairShares Labs using the FairShares Platform. Within the FairShares Labs you can receive training and become a FairShares Trainer yourself.

FairShares Labs uses and integrates the FairShares Planner and FairShares e-Learning and Exchange tool which is part of the platform. This makes it possible for the new FairShares Labs to initiate and track innovations and to disseminate them to practitioners as well as academic communities. The FairShares Platform therefore aids the replication of best practices and further development in other locations.

The FairShares Platform includes everything you need to learn how to start your own FairShares Lab or to realise your own FairShares project:

- Tools to involve a wide range of external experts
- Facilities for training and mentorship
- Tools to reach a broader community of capital providers (i.e. future investor members)
- Tools to create cross-border social innovation projects

2. What are the basics on FairShares?

2.1. The FairShares Model

The FairShares Model offers a **unique multi-stakeholder approach** through its integration of entrepreneurs (founders), producers (labour), consumers (users) and financial supporters (investors) using Creative Commons Licences to manage members' intellectual property and govern the realisation of an idea. It enables you to (re)design companies, cooperatives, associations and partnerships to fully recognise and reward enterprise founders, workforce members and users/customers as well as the investors. By doing so, you recognise that wealth is generated by those who invest into your idea utilising their own natural, human, social, intellectual, manufactured and financial wealth, and through stewardship. Coordinating wealth creates important opportunities to enhance human skills and capabilities that build relationships within which people can generate and share ideas to catalyse the creation of goods and services that meet human, societal and environmental needs.

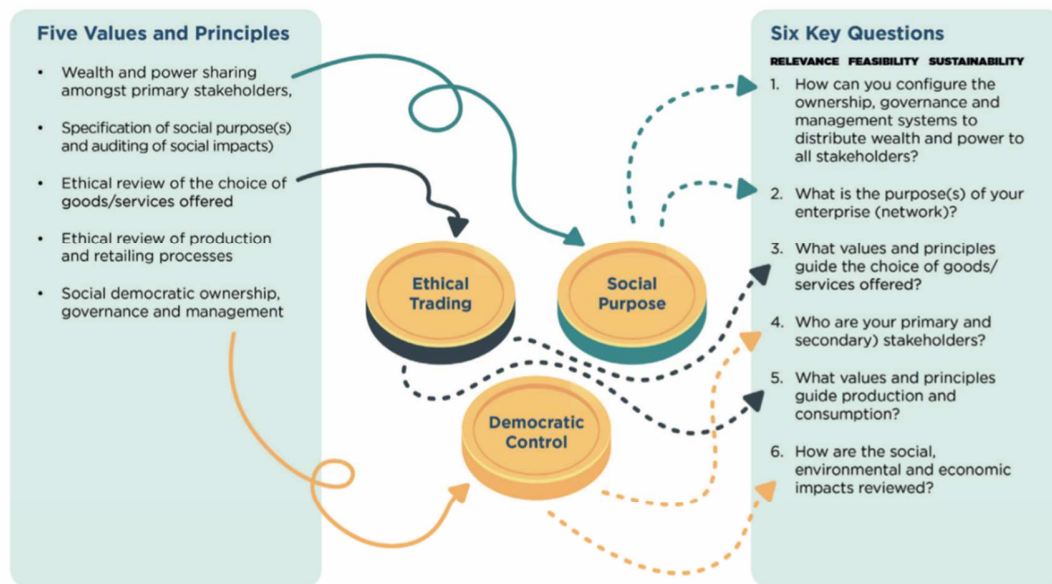
By following the FairShares Model, the people best able to answer each of the 'Six Key Questions' implement the values and principles of the FairShares Model in a way that **develops a design philosophy and governance model**. Social auditing and diagnostic tools can help develop the architecture for ongoing development of ownership, governance and management systems that serve the enterprise and ecosystem.

Lastly, to encourage the social systems to endure, the design principles are applied to model constitutions for companies, co-operatives, associations and partnerships. The model constitutions provide a kind of social DNA that replicates each of the five principles in the FairShares Model by instituting new approaches to ownership, governance and management. Ideally, this process is undertaken with your stakeholders in workshops using collaborative work methods.

2.2. What are the FairShares Values and Principles?

The FairShares Labs are **incubation hotspots applying the principles of equal cooperation** between Founder, Labour, User and Investor members. Thereby, customer-oriented initiatives are linked to sustainable development goals on the one hand and social inclusion on the other. Citizens can work together with experts to initiate and organise social innovations and social/blue enterprises which aim to tackle problems in their working and living environments.

Key to this process within the FSM are five values and principles (wealth sharing, social purpose, social democratic ownership, ethical review of production and services offered, and ethical review of retailing and consumption). Complementary to these values and principles are the 'Six Key Questions', as can be seen in the graphic below.



Copyright Rory Ridley-Duff and FairShares Association, 2017, Creative Commons 4.0

Your FairShares Lab and the stakeholders involved in your projects will have to answer these questions and “wrestle” with the values and principles. This process is guided by FairShares learning and development methods and the FairShares Planner. Ideally, the local discussions and deliberations, as well as the final answers and/or procedures that result from them, can be documented. In its entirety, this is where the FairShares Platform comes into play, together with the FairShares method of **building your own FairShares “Canvass”** to work out how to govern the enterprise with your stakeholders.

2.3. Stakeholder Groups in a FairShares Enterprise

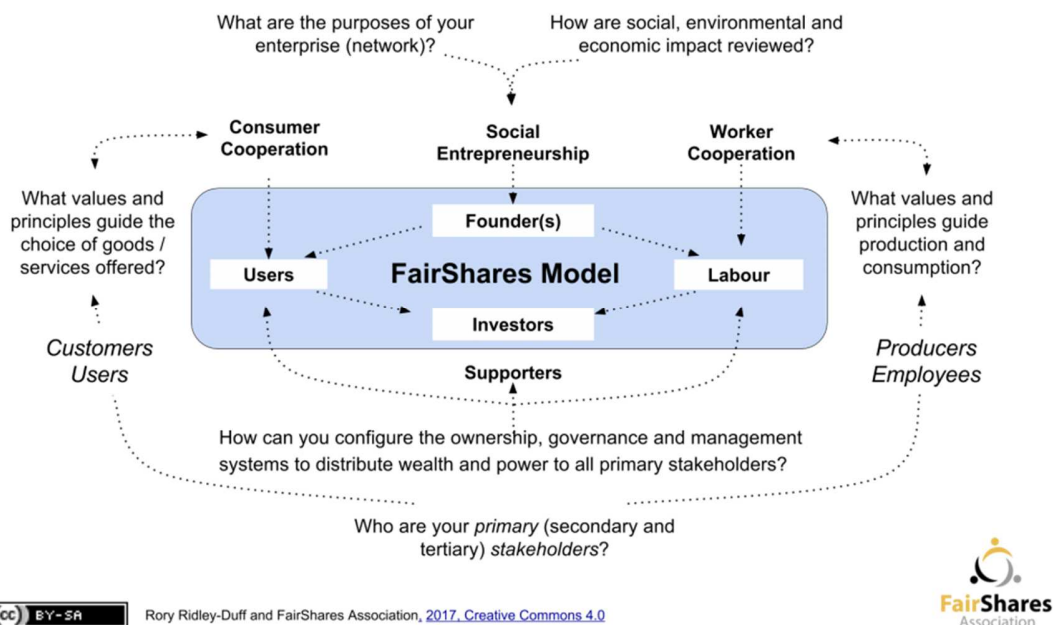
The FSM conceptualises four primary stakeholders who interact to create the success of any endeavour to realise an idea or business. The four member (stakeholder) groups are:

Founders: The people/organisations who start the enterprise. Founder members qualify for membership by virtue of being a founder of the enterprise (i.e. they are signatories to the documents that bring the organisation into existence). In a FairShares Company or Co-operative, Founder members are allocated Founder Shares.

Labour: The people/organisations who make the goods/services offered by the enterprise. Labour members qualify for membership by virtue of a qualifying labour contribution. In a FairShares Company or Co-operative, Labour members are allocated Labour Shares and can qualify for Investor Shares when a surplus is generated.

Users: The people/organisations who use or buy goods and services from the enterprise. User members qualify for membership by virtue of a qualifying user contribution. In a FairShares Company or Co-operative, User members are allocated User Shares and can qualify for Investor Shares when a surplus is generated.

Investors: People/organisations who create or contribute financial capital. Investor members qualify for membership by virtue of creating or contributing financial capital, including organising funds from third parties. In a FairShares Company or Co-operative, Investor members are allocated Investor Shares. In practice, the labels that are given to each member group (stakeholder) can change to reflect context. Alternatively, an investor can also be someone who knows how to write grant proposals that in return finance the setup of the FairShares enterprise.



The stakeholder groups work together through the FairShares Model in order to come up with a governance structure. This can take various shapes and forms. For example, AnyShare Society, the world's first internet-based FairShares company, calls itself the "complete co-operative".

The FSM can be viewed as **a philosophy and methodology for redesigning companies, cooperatives, associations and partnerships** to fully recognise and reward entrepreneurs (founders), workforce members (labour), customers (users) and the creators/ providers of financial capital (investors). It recognises that wealth comes from the quality of the interactions between the producers and users of various products and services and not solely from the provision of financial capital. So, founders, labour, users and investors can have shares which grant them three rights:

1. A fair share of any profits
2. A fair and formal vote on matters of policy or governance

3. Democratic management processes such as social audits that engage all stakeholders so they can participate in the everyday decision making of the company

You can find more recent examples from all over the world [here](#).

3. How to set up a FairShares Lab?

3.1. What kind of FairShares Lab is appropriate?

We differentiate between three types of FairShares Labs. The favoured one is situated within a real place (like a physical co-working space) embedded directly within a community. It offers a **face-to-face communication, meeting, training and coworking-spaces** in which the stakeholders of a project and the staff of the FairShares Lab itself can organise the workflow. It uses the real-life situation of the social space and can involve the member groups directly in their living environment. It follows the idea of Living Labs. The European Network of Living Labs ([ENoLL](#)) describes Living Labs as “user-centred, open innovation ecosystems based on a systematic user co-creation approach integrating research and innovation processes in real life communities and settings”.

The five main living lab principles such as multi-stakeholder, co-creation, active user involvement, real life settings and multi-method approach are also FairShares principles. Whilst it is easier to **facilitate specific group activities** in a real world FairShares Lab, it comes with the higher costs for renting and equipping the real world FairShares Lab.

A FairShares Lab can also be **implemented virtually** on the [FairShares Platform](#). This virtual space allows you to set up a FairShares Lab and work with a larger community over long distances - regionally, nationally, trans-nationally or internationally. Besides the functionality of the FairShares Platform and FairShares Planner, members of virtual FairShares Labs can use various video meeting platforms and digital co-working platforms in order to facilitate actions and conversations. Remotely, everyone needs access to the internet and does not need to share the same geographic location.

The decision to open a virtual or a real-world FairShares Lab is not an easy one. There are three essential questions that you have to ask yourself with regard to this decision:

1. Do you have enough human and financial resources for a real FairShares Lab?
2. Can you get sole access to rooms or through a sharing arrangement with other partners?
3. Are your stakeholder groups local, close enough to join your real FairShares Lab activities? (Or are you involving national and international stakeholders who cannot be present in the same place?)

Answering these questions is essential in order for you to decide if the lab should be a real or virtual lab. In addition, it is important to know where your potential FairShares Lab projects will be situated. If the projects will be spread throughout the country or internationally (with few close to where you want to open a real-world lab) then it might be best to organise the FairShares Lab virtually on the [FairShares Platform](#).

You can also start by setting up a **Training FairShares Lab**. This form is especially useful for the educational institutions or to explore the power of a FairShares Lab without real-world projects. The Training FairShares Lab is perfect for schools or universities to introduce their students to the FSM without using real-world resources. A training FairShares Lab allows you to take advantage of all the different aspects of the FairShares Lab without any risks. You can train yourself or new staff or participants to use the methods favoured by a FairShares Lab. Make sure you mark your FairShares Lab as a Training FairShares Lab so that other stakeholders will not engage with your FairShares Lab in the belief that it is a real FairShares Lab with real projects.

It does not matter which of these FairShares Labs you choose to establish. In all cases, you will need to fulfil the requested standard requirements to become registered on the FairShares Platform. The checklists of these standards are attached to this manual as working sheets.

3.2. Marketing, finances and networking

While setting up the co-working space, the lab offers need to be advertised to potential participants, to multipliers, to consultants and experts, and to persons and organisations that might be relevant for the **sustainable establishment of the FairShares Lab**. At the outset, prepare simple, descriptive, attractive and brief information sheets so you can start, spread and present it to your target groups. As soon as the co-working space is ready to show, invite target groups to visit it, to give an impression of what it will be like. At information events, you can check actual demand, get to know early adopters and believers, explain the terms for entering the lab, discuss your concept and vision, collect contacts and potential participants, stakeholders and supporters. The best events make all your guests want to stay and work there, so they recommend it to others. Diverse target groups might need diverse events or creative approaches.

Marketing: The FairShares Lab Marketing approach is to be based on a value-based proposition - providing target groups with an opportunity to participate in co-creating new community-based projects. The FSM allows for equal participation of all the key stakeholder groups (founders, labour, users and investors) in creating governance and management norms suiting their specific needs. At the same time, the FairShares Platform provides an open space and suite of tools for sharing responsibilities, securing investments (time, funds, purchasing power) and participating in decisions on the distribution of the wealth created (profits, investments, opportunities, decisions) that make up a community's wealth.

All target groups can be involved, with arrangements that reflect their interest in participation and any role they choose. Nevertheless, they will still get a fair and relevant return on their investment (of time, of money, of know-how, of social and business networking).

Each FairShares Lab may have a different approach to reaching their target groups, depending on the scope of their work, prior beneficiary/client groups' involvement and available networks. They may also engage in outreach work. It is crucial to start building on existing resources, client bases, relevant projects and reference points. To create a solid support base, FairShares Labs rely on the three main pillars:

- ✓ Community leaders/influences
- ✓ Pool of advisors/mentors and experts
- ✓ Funders who are interested in investing in FSM projects

To reach the target markets, various marketing tools are available:

- ✓ Advertising (online marketing, content marketing, social media) – reaching a wider audience and building FSL visibility
- ✓ Sales promotion (additional services, specialised packages for various thematic groups) – enhancing buyers to take an action
- ✓ Personal selling (in-person or via internet) – building trust and relationships
- ✓ Direct marketing (direct mail, newsletter, direct sales) – a personal approach building long term relationships
- ✓ Public relations (media, events, publications, voluntary work etc.) – building a desirable image with the wider audience

The most efficient way of communicating and promoting the FSM is through best practices, projects and social enterprises that have been created, organised or transformed based on FairShares values and principles. After building your own success stories of FairShares enterprises, each FairShares Lab will become more relevant and attract new clients using fewer communication tools.

Networking: Your network acting as a founder of a FairShares Lab is essential to its future success. You might be confident or fearful of finding the right stakeholders and supporter base to get your FairShares Lab started. There is just one way to find out: map your personal network. What type of stakeholders and support do you need? How can you match parts of your network to the resources you need (to find gaps or areas of opportunity)? Find a place where you are comfortable to go out and build your network. Take advantage of all the social and networking events that you can.

Actively search ‘multipliers’ (missing links in your network who can open the FairShares Lab up to a wider network). This process may feel socially awkward and you may have to break with existing social norms to reach your target groups. Your FairShares Lab should be perceived as a person - a place with its own identity that is created by all the participants of the FairShares Lab, but not necessarily its founder. This allows you to develop a unique network to support the FairShares Lab which you may not be able to build for yourself.

A wise founder will spread the burden and opportunity of opening a FairShares Lab as widely as possible to assure exponential growth of the FairShares Lab network and the takeover of the FairShares Lab by its stakeholders. You, as the founder, become the manager of a community and process. The lab “belongs to all its stakeholders”, but networking is essential to give meaning to this phrase.

Finances: Before you find a space, **map out all stakeholders and run the first workshops**, you should, the first of many times, consider how to finance and grow your FairShares Lab. When we talk about financing, we are talking about a financially sound and sustainable financial strategy. You have to get your procedures, programme information, expert advisers, stakeholder groups (i.e. all phases of lab development) settled and you want to clarify how the planned lab can

continue to work to generate impact in the long-run. All this has to be thought through before you approach main investors or other key stakeholders.

Diverse (potential) income streams are important to make a FairShares Lab economically sustainable, secure, viable and to promote organic growth. This can be achieved through the sale of further products and services - either on the level of e-commerce business or through a local shop within the physical lab.

Identify which projects, tenants and/or users can pay towards cross-financing or subsidising other activities. Furthermore, consultancy and advisory services can become part of your income generating strategy. Training FairShares teachers is one revenue stream that can be built into a FairShares Lab, on which other services can then be constructed.

Whilst, economic sustainability is a major challenge for the long-term set up and work of a FairShares Lab, **setting up a diverse funding base** (structural, project-focused funding, donations, crowdfunding, investor groups, local, national and international funding mechanisms) will become key to the process of sustaining a FairShares Lab. Funders can become stakeholders in projects (Investor members) that are likely to yield revenue with Creative Commons rights to the copyright in intellectual property that your FairShares Lab (or its projects) generate.

You will find many tools and working documents in the Annex for developing your own marketing strategy and to identify your main target groups and shareholder groups.

3.3. The registration process on the FairShares Platform

The FairShares Platform can support the process of searching for partners and building relationships with potential stakeholders through an interactive landscape. It offers a **database of supportive mentors and coaches**. The platform's goal is it to create a new European cooperative platform for learners that is designed to remove barriers affecting segregated and disadvantaged groups. Using the platform, they can share and participate in the development of socially innovative ideas, projects and enterprises that can be replicated and adopted in other European countries. The long-term vision is to impact the development of the social economy internationally, by promoting social inclusion, employment and self-employment through the application of the FSM.

To create a new FairShares Lab or to create a project within an already existing FairShares Lab, you have to join us on <https://fairsharesplatform.eu>. On this site, you gain access to all the existing FairShares Labs and their projects. Once registered, you can complete the process to register a new FairShares Lab, become part of a FairShares Lab/FairShares project and become a FairShares trainer. For your convenience, there is a User-Manual for the FairShares Platform, a FAQ section and a contact form in case you experience any difficulties using the site. We seek to constantly improve and update it, so make sure you explore its continuously growing set of functions.

Once you have registered your FairShares Lab you can **invite projects to join you on the platform**. Here you can involve your main stakeholders so they can contribute to the FairShares Plan for the project. Make sure you try it out beforehand and create a dummy project for your lab. You can also create a project for planning the future development of your FairShares Lab.

There is no better way of learning about all the abilities of the FairShares Platform than using them to further develop your own ideas.

4. How are FairShares Labs implemented?

4.1. Starting activities

This section is about getting the lab running, getting participants creating ideas, working either online or within a co-working space, building teams and getting stakeholders involved. This can be embedded within your social environment as well as your professional network. Who are you partnering to make your FairShares Lab a reality? Are there ongoing projects in which you can embed the FairShares Lab? There are interviews and roadmaps generated by existing FairShares Lab managers that you can use to learn from their experience.

For example, you decide to open the FairShares Lab in **partnership with a non-governmental organisation (NGO)**. This provides support for social empowerment by introducing the FSM to the NGOs target group and offering them access to the Lab. You can work with the target group to transform their ideas on social empowerment and turn self-empowerment projects into reality, deploying the FairShares Lab as the framework.

Another example would be **partnering with an educational organisation, university or school**. Their students are engaged in social and entrepreneurial education and activities. Engage with them to explore how the FairShares Lab can be utilised to expand or even scale existing efforts. Whatever target audience and key partners you chose for running a FairShares Lab, you have to make sure that the FairShares Lab is sitting comfortably within its ecosystem and has a sustainability strategy developed.

Sustainability and running projects in your lab will be amongst your most important activities. Running a FairShares Lab allows you to create new revenue streams to support your FairShares Lab, like a **Train the FairShares Trainers** course or participating in the ownership of shares on projects you develop. In addition, the growth and development of your FairShares Lab will depend on whether its legal form and social context makes it eligible for funding (on a local, national and/or international level). You can find out more on how to make your FairShares Lab sustainable later in the handbook.

Our experience suggests that it helps to develop and create the FairShares Lab itself as a FairShares business or project. Completing a FairShares Canvass for your FairShares Labs or using the FairShares Planner on the FairShares Platform brings unforeseen benefits to your new FairShares Lab. The first benefit is that you and your member groups can get practical experiences using all the available tools. The second benefit is that you learn how to deal with the different interests of the member groups and how they interact with the five values and principles in the FairShares-Model.

4.2. The FairShares Planner and Canvass

The FairShares Canvass and the FairShares Planner are both **instruments to answer the fundamental questions on FairShares in the context of a project**. Both of them address the

core questions that are supposed to be answered during the Ideas, Incubation and Acceleration workshop stages of a project. These questions become cornerstones for discussions of how to apply the FSM to your enterprise concept.

The FairShares Planner is part of the FairShares Platform - an **interactive multi-tab application** that allows stakeholders in an idea to answer their part of the FairShares Canvass. All other stakeholders are able to comment on each stakeholder's questions and discuss possible answers. The main stakeholder has editing rights to answer the question by considering different inputs given by the other stakeholders (member groups) in the project. Ultimately, each member group is responsible for answering their own set of questions.

The final output of the FairShares Planner is a completed FairShares Canvass where the stakeholders **separately and collectively discuss the key questions** that relate to their idea. This canvass can be displayed (online or on a wall) to act as **a guide or a moral compass for future decisions**. It also represents a form of **unofficial contract between all stakeholders** in which members can see how conflicts between themselves have been addressed previously.

The FairShares Canvass by itself is a poster, very similar to a business canvas. The traditional Business Model Canvas is a strategic management and lean start up template for developing new enterprises, or documenting choices in existing business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances. FairShares borrows this outline and compliments it with the questions that are the most important when applying the FairShares-Modell.

Finally, by sharing project ideas in the FairShares Planner and uploading learning materials to the FairShares e-Learning and Exchange tool, we have created a platform for people all over Europe to build virtual spaces in which to develop their social and blue economy ideas.

4.3. The Learning approach of FairShares Labs

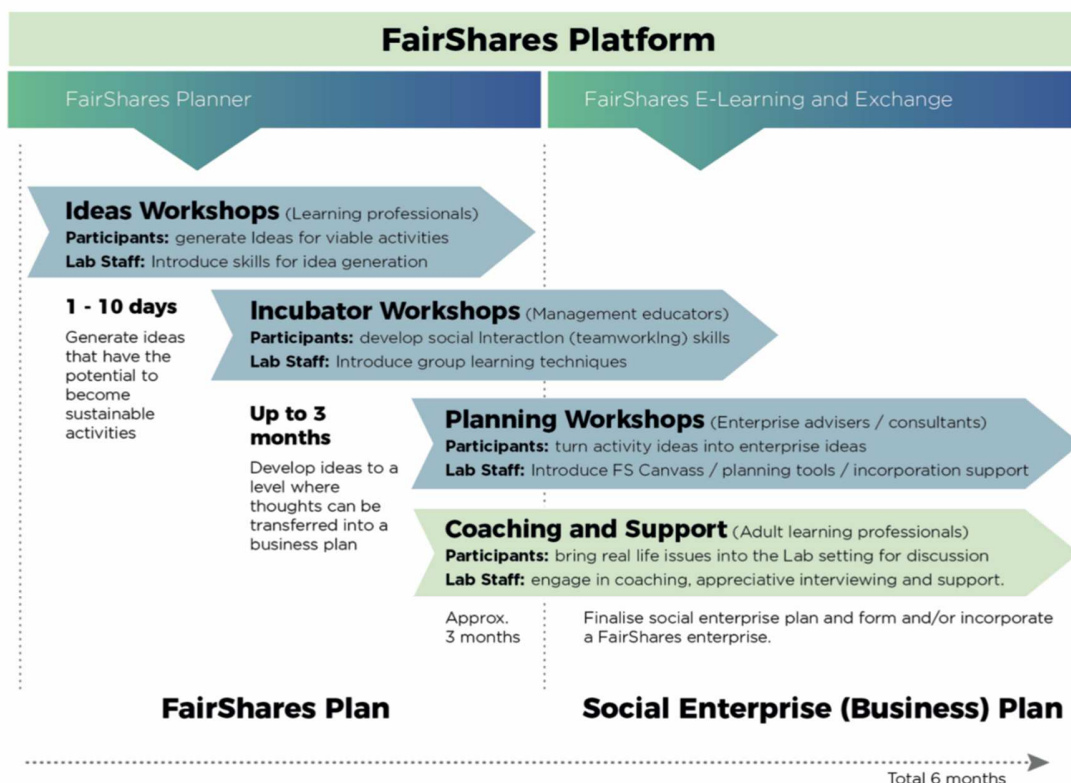
Blended learning delivered on the basis of a **non-formal collaborative approach** is the favoured learning method in a FairShares Lab. The principles and methods of this learning process are described in *The Learning Methodology behind FairShares Labs*. Facilitators assist by adapting learning methods to the context of the workshop. Learning content is available through the FairShares Platform.

The learning steps in FairShares Labs are mainly based on **experiential learning**: any learning that supports participants in applying knowledge and conceptual understanding to real-world problems or situations where the instructor/coach directs and facilitates learning. It teaches participants the competencies they need for real-world success. This stimulating and motivating process requires students to reflect on their prior knowledge and deepen it through reflection, to transfer their previous learning to new contexts, to master new concepts, principles and skills and to be able to articulate how they developed this mastery.

Training Courses and learning content have been made available through the FairShares Platform and the FairShares Planner, in partnership with the FairShares Institute at Sheffield Hallam University (<https://fsi.coop>) and FairShares Association Ltd (<https://fairshares.coop>).

4.4. Setting up Events, Workshops and FairShares projects in your Lab

In order to implement a FairShares Lab properly, you need to familiarise yourself with the structure and content of the FairShares Labs q method and its workflow. The workflow is divided into three sub-curricula: **1) idea workshops, 2) incubator workshops and 3) social enterprise start-up/implementation workshops**. Each workshop will help participants to prepare a FairShares Plan (using the FairShares Planner) then undertake further learning activities to fill out a FairShares Canvass to hone ideas and build confidence in pitching the enterprise to potential members and/or supporters and investors (including members of crowdfunding platforms).



Copyright Rory Ridley-Duff 2017, Creative Commons 4.0 International Licence, BY-NC-SA

Commercial rights granted to FairShares Labs Project Partners and the FairShares Institute at Sheffield Business School

The **Ideas Workshop** is the first stage. Its role is to generate relevant ideas that have the potential to become sustainable activities. Potential and interested stakeholders from local neighbourhoods (or online communities) will be invited to a creative workshop that explores their expertise and interests in a way that generates creative ideas. The objective is to identify potential innovations/ideas that can be added to the FairShares Platform as a project. Each stakeholder can comment on and develop the idea using the FairShares Planner. The design of the workshop and the FairShares Planner will enable learners to interact with each other, promote their right to participate and increase their creative potential.

Incubator Workshops are the second stage of a FairShares Lab. Ideas carried forward from the Ideas Workshop will be **structured by local stakeholder/citizens** using the FairShares Planner. They may be blue/social entrepreneurs - single people or recognisable groups - who have the objective of developing and establishing a blue/social enterprise. During this second stage, the objective is to support potential entrepreneurs to work alone or in a group on their innovative business ideas and to develop them to the level where their thoughts can be formed into a FairShares Plan, then transferred into a social enterprise (business) plan using a FairShares Canvass.

The last step in the FairShares Lab is a **Planning Workshop** in which individuals and/or groups are supported by **coaching to help create blue/social enterprises**. The final stage involves taking outputs from a FairShares Planner, using e-Learning and Communication tools, to help stakeholders create/convert and develop an enterprise. The objective is to support a defined group of people (perhaps led by a single entrepreneur) through the process of converting their FairShares Plan into an actionable social enterprise (business) plan. This coaching process is more individual and will last (in our pilot phase) for **up to three months**, depending on the number of participants and factors that affect their capacity to participate and the progression of their business idea into a viable social enterprise.

Once you have familiarised yourself with the methods of the FairShares Labs, it is time to acquire participants. When participants and ideas have been selected and the co-working space is ready, the lab can start expanding its operations.

All participants need to meet with the lab staff in the co-working space or virtually through the FairShares Platform. They need to **get to know each other's ideas, expectations, potentials and goals**. Everyone needs to explore the space, find and agree places for team meetings and get an impression of how to work there. Introduce lab programmes, offers, duties and goals so they can be discussed and agreed by participants. Some participants may be able and willing to work many hours each week in the co-working space whilst others may prefer to work mostly at home. Some may be highly committed but unable to invest financial capital because of their responsibilities to job and family.

4.5. The staff and working principles in FairShares Labs

There are various ways of structuring a team around your FairShares Lab. For example, if your FairShares Lab is purely digital, you might just need a FairShares Lab manager and a FairShares Lab trainer. The manager is responsible for all the monitoring and evaluation activities, while the FairShares Lab Trainer is responsible for conducting workshops and organising support for participants in the FairShares Lab. There are open tasks like project acquisition and creating a sustainability strategy. These are ongoing and might be split between the two roles. Depending on your budget, these roles might be full-time, part-time or voluntary.

A real-world FairShares Lab might be organised in a similar fashion. However, consider the additional expenses (travel expenses, rent, etc.) and time that a real-world FairShares Lab involves. Again, you have a long list of tasks that might need to be **distributed to additional staff** (if available). Networking tasks, for example, can be time consuming and the person responsible

must know their FairShares Lab inside out. This might be the task of the FairShares Lab trainer or the FairShares Lab manager, taking time away from the other tasks assigned to them.

The qualifications of your staff within the lab are not straightforward to define. A FairShares Lab manager and a FairShares Lab trainer should have experience in creating their own organisations and ideally should have undergone the FairShares Lab process themselves to know what they are talking about. A degree in economics, accounting, law or political science is an added bonus, but is not essential. Another useful qualification is previous training on creating and supporting social enterprises. Our project partner, Social Enterprise International Ltd, has some useful [training and support materials](#) to better understand the relevance and power of social enterprise.

Much of the development of a FairShares Lab will have to do with an open-minded atmosphere as well as rules and conditions that allow for self-organisation and a solution-focused environment. This lays the ground for collaborative work, much like an innovation space or design thinker's lab would. You want people to feel like they want to come back to this place, to seek advice and inspiration. In short, they need to feel like they contribute and are responsible for future developments.

Creating a human resources strategy is a process that identifies current and future human resources needs for an organisation to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of a lab. Have a look at existing models that you can take as a model for your HR strategy.

4.6. How to train the FairShares Trainers

A FairShares Trainer is an experienced founder or consultant who supports projects within the FairShares Lab during the application of the FSM and helps project members to use the FairShares Platform and the FairShares Planner. He or she has used the FairShares Lab method/process in their own project(s) and has a detailed knowledge of it.

In order to become a FairShares trainer, you must undergo a [FairShares Train the Trainers \(TtT\)](#) course. We recommend that you first take a self-study course, [Introduction to FairShares](#), that provides basic training about the FSM (it is provided by the FairShares Association). All three courses are accessible through the courses-section on the FairShares Platform. To become a trainer, you must become fluent in all things FairShares, both theory and practice. Tools and methods of in the FSM must become second nature to the way you think. Optionally, you can also become a FairShares Certified trainer. This is a (non-essential) addition to highlight your expertise and build your CV.

The Train-the-Trainer course includes **self-assessment** to reflect on competences for adult education and identify learning needs through an online questionnaire. The training programme generally discusses knowledge versus process, identifying the learning styles and practices of experiential learning, and preparing participants to use the FairShares e-Learning and Exchange tool so they can set-up idea, incubator and planning workshops, arrange start-up support and online coaching.

The Train-the-Trainer (TtT) course is organised into 13 sessions, plus a final evaluation. For each session, we describe learning objectives, content, learning activities and exercises, the

expectations of the trainer, the time needed, required resources, evaluation questions and additional learning resources.

Once you have completed the course and done your homework, you might call yourself a FairShares Trainer. However, please reach out to more senior trainers whenever you run into practical problems applying the FSM to a project. For example, in some cases labour and user members might be overlapping (people are members of both groups), or you may be unable to apply social auditing to your project successfully. We are here for you. You can find us on the Trainer part of the FairShares Platform.

4.7. Quality management and further tools available

Quality management can deepen and improve the learning processes in FairShares Labs. It can ensure that lessons learnt are used to make improvements. Quality Management has four main components: planning, assurance, control and quality improvement. Quality Management is focused not only on the quality of the real and virtual Labs, but also on the means of creating them: The Platform, the Planner, the Canvass and [FairShares Train the Trainers Course \(TtT\)](#).

A quality planning process involves the development of a quality strategy. Such a strategy defines the criteria and requirements for a FairShares Lab. It gives indications about which aspects of the activities will be considered important to its success, as well as how to measure the quality of the outcomes for participants in a FairShares Lab.

Quality assurance and control is used to achieve a more consistent quality. It consists of several ways of monitoring and evaluating your FairShares Lab and your own performance:

1. Monitoring and evaluation of the **process and progress**: Gathering qualitative data at the end of each activity. For example, the degree of satisfaction regarding the communication and collaboration, the methods for involving primary stakeholders, the relevance of the activities and the perceived strengths and weaknesses of the implementation.
2. Monitoring and evaluation of **the activities**: Gathering quantitative data at the end of each activity. For example, the best ideas identified, the rate of implementation of the planned ideas and the perceived quality of stakeholders and other actors involved in networking as well as planning.
3. Monitoring and evaluation of **the effectiveness**: To assess the real impact, its strengths, weaknesses and its sustainability in the long term. It will combine and analyse both quantitative and qualitative data collected and also periodical progress of the final evaluation of the Lab outputs and results.

For any evaluation of your FairShares Lab and your own performance, you will need a combination of evaluation methods for different aspects of the evaluation such as participant questionnaires, key informant interviews, project records and programme implementation observations. These evaluation methods are useful for completing evaluation tasks related to collecting data, analysing data, reporting data and making decisions about the evaluation.

Make an evaluation plan to specify how you will collect and analyse data. It is useful to plan your data collection and analysis around a few key evaluation questions. You will need different types of evaluation methods for different types of evaluation questions:

Evaluation Method	Type	Example
Descriptive	What has happened?	Has the idea been explored as planned?
Causal	What caused these things to happen?	Was the use of the FairShares Canvass effective?
Benchmark	What is the overall quality of what is being evaluated?	Was the exploration process in general successful?
Action	What should we do?	What can we do with the results of the exploration process?

You should consider that each of the evaluation methods has its advantages and disadvantages. It is helpful to rank them, to see which might be appropriate, taking into account available time and expertise.

Project partners have created evaluation and attendance forms for the workshops that we conduct. They are straightforward and you can design the same. Make sure you conduct your evaluation in a timely manner and that it is quantifiable as well as entails qualitative data.

The evaluation of the workshops by the participants is as important as the evaluation of the entire FairShares Lab by all its stakeholders. You can make a point of having regular sessions in which you discuss and review your work with all potential stakeholders present. Find ways to document this process despite its non-formal nature. This data should be made public within or even outside the FairShares Lab for others to learn from.

The most essential part of evaluating the workshops for the FairShares Lab or yourself as a manager is to learn from the mistakes you make. Make a point of facing your feedback in a professional manner and assure that you learn from it. When you give feedback to others, take the cultural and social angle into account. Different cultures, genders or just people, take constructive critique in different ways. It is an art form to transport constructive critique in such a way that it is simply understood as just that.

5. Social impact and the social audit process

The social audit process is an inclusive process for reviewing, updating and developing a governance system collaboratively as well as a methodology for social enterprises to improve both their internal governance and responsiveness to the local community.

The detailed process of social auditing can take place after the company has grown to a size where organisational and human resource management has become an issue. There is a need for the objectives of the social audit and the organisation to be defined clearly. Additionally, an action plan that shows how the organisation will reach its objectives is helpful. Finally, indicators

are selected and continuously measured to assure that the organisation is following the action plan, reaching its objectives.

As part of the process, the team will carry out a detailed stakeholder analysis, looking not only at the stakeholders who are the intended customers or beneficiaries but also those you need to work with in order to make your Lab viable. They will then look at the gaps and identify stakeholders you need to contact and look at the quality of dialogue between the stakeholders and the Lab. In the first (internal) stage of the social audit process, the team will look at what you are actually doing and if the way that you are networking or communicating with your vital stakeholders is efficient and effective. A lot of time can be wasted going to events or engaging on social media if it is not targeted and focused.

You can implement social auditing by going back to a FairShares Plan/Canvass that you created for your FairShares Lab. By running a new round of idea, incubation and planning workshops with members of the lab, you can update your FairShares Plan and make this the output of the social audit. If you would like to hire or become a social auditor, then please contact the UK Lab Admins. They will be able to provide you with support and hands-on assistance. Moreover, you can use the contact form on <https://fairsharesplatform.eu> or contact Social Enterprise International <https://sei.coop> for further information. A suite of Google [forms to support social auditing](#) are available to members and supporters of the FairShares Association.

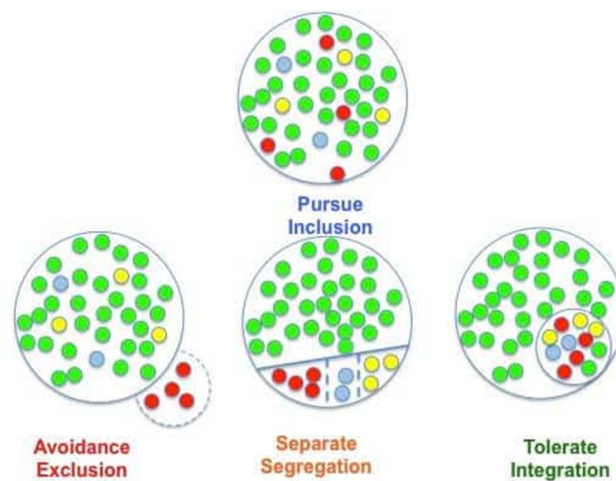
6. Obstacles, sustainability, inclusion and No-Gos

Environmental Sustainability – To achieve sustainable development goals, we have to make sure that we, at least, give back as much as we take out of our immediate physical environment. For example, what is the carbon footprint of your Lab? How many trees does this represent in a year? Document the planting of these trees so you contribute to carbon neutrality. This is where things get tricky, because you can go into a lot of detail. How much water do you use? How big is the environmental footprint of the server that you use to run your website on? These and many more questions are central when gauging your environmental impact. There are many tools freely available to quantify your answers that allow you to create a strategy to minimise waste and achieve a positive environmental footprint. If you have a FairShares Canvass for your FairShares Labs, you will automatically address such issues in questions 3.2 and 3.9 when you consider how you use and contribute to the [six forms of wealth](#).

Transparency - Many projects and ideas fail. The FSM and FairShares Lab provides a methodology for making ideas real. However, just because a project fails does not mean your FairShares Lab is a failure too. Be transparent with yourself and your stakeholders about failure. Own it and grow with it or you will be doomed to repeat the failure until you do.

Inclusion - This concept of collaboration is important to master. Strive to apply the concept as much as you can when you form your FairShares Lab community. Diversity drives innovation and supports organisational growth and change is managed positively.

Advice - We are an open, colourful community and always happy to help one another. Many members of the FairShares community are constantly on the move from one country to another. Reach out to any of us! Be ready to support new members once you are an established



member. We are all experts in some areas and fools in others. Give advice. Be open to collaboration and community support. They are fundamental to our mutual growth.

Sharing methods - Everyone has their own cultural background and experience in developing an idea. Our current portfolio of methods is striving to be adaptable. Your input and new ideas of transporting FairShares into target communities and stakeholder groups are important for your Lab and for the FairShares community to succeed.

Patience - Founders take years, sometimes a lifetime, to realise an idea. As an advisor, it is your role to provide gentle nudges but not to force things. It is better to let a founder or project go at its own pace rather than become frustrated as a FairShares Lab manager. Ideas and projects come and go. Do not drive yourself insane by trying to make every project work.

Creative Commons - Do make your ideas available using Creative Commons licences (all the materials that support you are Creative Commons licensed too). Examine the licences closely to promote wider benefits. This is a core goal not only of the [creative commons movement](#), but also FairShares itself (which embeds a commitment to Creative Commons in its model rules for companies, cooperatives, associations and partnerships).

Greed - Greed is something nobody is immune to. A successfully implemented idea might become very profitable and you might want to use it to scale the lab quickly. Do not. Never take on more projects than you can really foster. An idea may be great, but it does not follow that the founder of it is also great. You may need to pass on it. Also, just because somebody says they are an investor, it does not mean they are a good fit for your FairShares Lab if they cannot evidence their commitment to FairShares values and principles. Take advantage of the international reputation of the FairShares Lab, but strive to increase the quality of the brand while using it.

7. Canvass for building a FairShares Lab

Bellow you will find a Canvass designed for you as an aspiring FairShares Lab manager. It allows you to plan your Lab using the FairShares Canvass as a tool to realize it. Please answer the following questions with your stakeholder.

FairShares Canvass for Lab Managers

<p>What is your Lab? What is its primary purpose?</p>	<p>How would you describe (label) your primary stakeholders?</p> <p>Founders: Employees or Volunteers: User members: Investor members:</p>	<p>What goods/services can you offer to achieve your primary purposes?</p>	<p>How will you segment users (i.e. clients/customers)?</p>	<p>How will you manage the following impact:</p> <p>Social impact on members</p>
<p>What need(s) does your Lab fulfil?</p>	<p>How can primary stakeholders cooperate to help your Lab?</p> <p>Directly / Actively</p>	<p>What resources / assets do you need to open your Lab and to run it sustainably?</p>	<p>How will you reach each segment?</p>	<p>Economic impacts on members and host community</p>
<p>What makes your Lab attractive to those who will start and use the Lab?</p>	<p>Via Partners/Intermediaries</p>		<p>Direct</p> <p>Via Partners/Intermediaries</p>	<p>Environmental impact</p>
<p>How does your Lab create opportunities to share power and wealth?</p>	<p>What wealth will you use up (natural, human, social, intellectual, manufactured, financial capital)? - Cost</p>		<p>What wealth will you create (natural, human, social, intellectual, manufactured, financial capital)? - Wealth Generation</p>	

8. Standards and Requirements for creating and running FairShares Labs - Self-evaluation Questionnaire

HUMAN RESOURCES

Organizational capacities - organization has organizational and administrative capacities to run FairShares Lab, manage the process of linking consultants with the main stakeholder groups and provide services to FSL clients

Management capacities - organization has a person dedicated and designated to professionally manage the FS Lab activities on daily basis (part time or full time)

Know-how - Consultant in FairShares Model – person who is qualified to explain the FairShares Methodology and lead stakeholders through the process of creation of the FairShares Methodology based social enterprise/community project

Know-how in starting and running a FairShares Methodology social enterprise – employing or having external experts (consultants and trainers) in social enterprise planning, marketing, management, legal issues, financial management, sustainable development

PREMISES and EQUIPMENT

- Office space with IT equipment
- Meeting room
- Equipped training premises
- Co-working space
- Premises equipped and adjusted to people with disabilities

SERVICES TO BE PROVIDED

- Consulting in FairShares Methodology
- Legal advice (organizational and governance structure)
- Social enterprise business planning
- Assistance in market positioning (marketing/branding and positioning plans)
- Marketing services (visual identity, market research, promotion, branding, media campaigns)
- Access to funding (grants, loans, investment)
- Human Resources Development (training, consulting, mentoring)

NETWORKS

Access to main stakeholder groups

- Founders
- Labor
- Users
- Investors

Access to support organizations

- Business associations
- Financial institutions
- Marketing support agencies
- Local Community
- Universities and other educational institutions
- Media (print, electronic, on-line)

The checklist below is a personal guide to help you assess how far you have come in thinking through the most important parts of setting up a Lab. We have made a distinction between the different types of FairShares Labs (virtual, real and co-working). Please use the column labelled self-assessment to write in the progress you have made.

Lab Manager Questionnaire

CRITERIA	SELF-ASSESSMENT	VIRTUAL FSL	REAL FSL	CO-WORKING FSL
HUMAN RESOURCES				
Organisational capacities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management capacities		<input checked="" type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
Know-how – expert in FairShares Methodology		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Know-how – FairShares Methodology utilisation		<input checked="" type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
PREMISES and EQUIPMENT				
Office space with IT equipment		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting room			<input type="checkbox"/>	<input type="checkbox"/>
Equipped training premises			<input type="checkbox"/>	<input type="checkbox"/>
Co-working space				<input type="checkbox"/>
Adjusted to disabled			<input checked="" type="radio"/>	<input checked="" type="radio"/>
SERVICES TO BE PROVIDED				
Consulting in FairShares Methodology		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal advice		<input checked="" type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>
SE business planning			<input type="checkbox"/>	<input type="checkbox"/>

Assistance in market positioning			<input type="checkbox"/>	<input type="checkbox"/>
Marketing services			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Access to funding		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resource development			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
NETWORKS				
<i>Access to main stakeholder groups</i>				
Founders		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labour		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Users		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investors		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Access to support organizations</i>				
Business associations		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial institutions		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing support agencies		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local community		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational institutions		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Media		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

☐ - obligatory

☒ - recommended