

## **MSUS Culminating Experience Final Report**

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A Case for Co-Ops

Nick Shivka, Arnim Wiek, Together We Brew

### **Abstract**

A Case for Co-Ops (AC4CO) is a digital media outreach project that is intended to explore methods for increasing the impact of sustainability solutions, by helping to translate research implications into practical approaches for sustainable business design. The goal for this project is to increase public awareness regarding latent sustainability benefits offered by the proliferation of worker-owned social enterprises. In effort to achieve this goal, AC4CO pulls together a collection of information and resources regarding the design of worker-owned business models that implement social and environmental safeguards. This collated outreach material is hosted on a dedicated website, which decentralizes solutions by making educational material accessible to a diverse audience. Notably, AC4CO features edits from exclusive one-on-one interviews with leading academic scholars from the Julie Ann Wrigley Global Institute of Sustainability at ASU, who share their expert understanding of various sustainable business practices. Each expert offers insight into an integral piece within the constellation of considerations that are involved in the design of sustainable social enterprise models – from procurement policies to waste reduction strategies. Parallel to these interviews, AC4CO also showcases the design process for an emerging, sustainable worker cooperative, by highlighting the incubation of a local beverage business called Together We Brew. This incubation process was directed by fellow sustainability solutions graduate student, Nick Shivka, in collaboration with his ASU project partners, on behalf of their incubator program’s pilot cohort of worker-owner recruits. Weaving these aspects,

AC4CO's video components synthesize fundamental research-based knowledge of solution strategies into plainly spoken dialogue, and augments the discussion with tangibility that is delivered through a visual narrative. This narrative lends plausibility to the task of designing business solution strategies, by providing viewers a look into the process as peers work together to figure out how to structure a cooperative business model that can present viable economic opportunity, while also promoting social equity and environmental protection. By stripping away scientific research jargon and simultaneously presenting a visual rendering of a theory of change, AC4CO's approach frames the content of the video components in a way that enables an inclusive vision to be shared with a broad working-class audience. This method is intended to foster popular appeal, by distilling complex and varying issues into concise key points, while following a clear and coherent storytelling strategy for sustainability solutions. Functioning as a call to action, these video components serve a critical role in the overall digital media outreach project by piquing the curiosity of viewers, and inspiring them to engage with the website to learn more. In doing so, the video components support the website's central mission of providing a consolidated anthology of educational and resource tools, as a strategy for encouraging workers to join the movement by creating new sustainable and worker-owned social enterprises around the United States.

## Table of Contents

<b>ABSTRACT:</b> .....	1
<b>INTRODUCTION AND BACKGROUND:</b> .....	4
<b>LITERATURE REVIEW</b> .....	6
<b>PROJECT APPROACH AND INTERVENTION METHODS:</b> .....	8
<b>OUTCOMES/FINDINGS:</b> .....	12
<b>RECOMMENDATIONS:</b> .....	13
<b>CONCLUSION:</b> .....	14
<b>ACKNOWLEDGMENTS:</b> .....	15
<b>APPENDIX:</b> .....	16
<b>REFERENCES:</b> .....	17

## Introduction and Background

A winner-take-all economy has emerged hegemonic in the US over the course of four decades of neoliberal deregulation of industry. This deregulated system selects for business practices that are, at best, indifferent to the negative effects of unsustainable design, and at worst, explicitly based on models of extraction, exploitation, and waste production. This sustained policy approach has reengineered our economic enterprises to function as profit maximizing engines for investors and owners. As such, the costs of adverse social and environmental outcomes have been designed-out of the corporate structure, becoming externalities that threaten a company's profit-generating efficiency. So it is no surprise that although there are some contemporary corporations proclaiming admirable sustainability goals, the economic system in the US has decisively promoted avarice and punished altruism. This reward structure has pushed environmental conditions to critical planetary thresholds, and simultaneously restricted social progress – despite immense overall economic growth. Dangerous levels of atmospheric carbon concentration, deforestation, soil degradation, ocean acidification, biodiversity loss, poisonous air and water, and islands of plastic waste have all become accepted as environmental costs of doing business. Meanwhile, such business practice has increasingly siphoned wealth from the working class majority, who have seen very little increase in wages adjusted for inflation over the past several decades, to an elite class of investors, who enjoy a larger share of economic growth than ever. The compound accumulation of financial resources by these shareholders at the top of the economic hierarchy has squeezed the middle class, pushing many hardworking people into financial insecurity (Piketty, Saez, & Zucman, 2017). This financial insecurity has underpinned many of society's challenges, including health concerns such as stress, obesity, and addiction (Bickel, et al, 2014). Financial insecurity has also fostered social conflicts that result from scarcity, such as nationalism and xenophobia, among other forms of tribalism.

Problems created by an economic system that can only be either agnostic of, or deliberately responsible for, such unsustainable outcomes must be solved by redesigning the system that determines which outcomes are valued, and therefore rewarded. We must engineer an economic model that proactively favors sustainability principles, by including performance evaluations that reflect strong environmental stewardship and social progress. However, achievement of such systemic redesign faces two formidable communications challenges. The first challenge is to

decouple the language of transformative change from boogeyman characterizations created by the status quo. Communication strategies regarding economic solutions need to carefully navigate the bifurcated political landscape in which an economy exists. In the United States, a social enterprise may receive cultural pushback from the political right, if it is not clearly articulated how that enterprise embraces American values – such as ambition and autonomy – as opposed to flouting them in favor of state sanctioned systems of castes and coercion. At the same time, market-based solutions will draw skepticism from many on the political left who see a need for systemic transformation, but who believe that any of the tools that built the current system, including any enterprise model, are intrinsically maladapted to truly change it. The second communication challenge is that the benefits of social enterprise business models, such as worker cooperatives, are not widely understood, nor are the steps for creating them widely known. It is therefore imperative that educational information become freely distributed for aspiring entrepreneurs, so that an alternative, sustainable economic model can reach the critical mass necessary to render the current shareholder model outdated.

A Case for Co-Ops (AC4CO) is an online resource for designing worker owned social enterprises, that provides educational content through a website. The website features key considerations for designing a social enterprise, which are explained in short video components that feature interview edits with subject matter experts regarding those key considerations. The website also illustrates the design process behind a pilot project for a worker-owned social enterprise. The incubation of this enterprise, a local beverage company, was directed by ASU MSUS student, Nick Shivka, to satisfy his master's degree culminating experience project requirements. AC4CO attempts to combat both of the aforementioned communications challenges facing systemic transformation. First, it advocates for a transition to a sustainable economic system through the creation of social enterprises to a broad working-class audience, across the political spectrum. Second, it serves as an online educational resource for aspiring entrepreneurs. AC4CO achieves this by highlighting alternative economic opportunities that people might not know are available to them, while also illustrating the stages of the design process that unlocks those opportunities, from inception to implementation. In concert, AC4CO strategies work together as a cohesive digital media outreach project that advocates for the creation of new businesses designed upon a foundation of sustainability principles.

## Literature Review

The United States has long been regarded as the paragon of economic opportunity. Americans often revere stories of rags to riches and take pride in living in a nation with such ostensible limitless prosperity. This notion of egalitarian economic mobility is so deeply engrained in the American ethos that we have named it The American Dream. While it may be true that there is a lot of opportunity to obtain wealth in the US, it does not seem that such opportunity is accessible to everyone. Surprisingly, despite our nation's prosperity, the US has suffered greater inequality than any other developed nation in the world (Tsui, Enderle, & Jiang, 2018). Illustrating this point is the tremendous gap between executive pay and the earnings of the average worker. According to the Economic Policy Institute (Mishel & Wolfe, 2019), CEO pay has increased almost 1000% over the past 40 years, while average worker pay has increased less than 12% over that same period of time. CEOs of companies represented by the S&P index earn, on average, 335 times more than the typical worker within the company they operate (Tsui, Enderle, & Jiang, 2018). Such inequality not only generates negative social impacts, but it also harms the ecosystem. Human decision-making is directed by social conditions. This fact means that societies and the natural environment are inextricably linked through socio-ecological systems, and affect each other through feedbacks (Hamann, et al, 2018). It is therefore crucial to address the system that directs such vast wealth to such a small population, if we hope to create a sustainable world. Furthermore, it has long been predicted that capitalism itself would become unable to sustain its own machinations, and that in order for it to survive, business principals must include "economic security of the worker as one of its obligations" (Dodd, 1932).

Fortunately, sustainability safeguards and economic viability are not mutually exclusive ingredients for business success. In fact, sustainability safeguards often cofunction as revenue safeguards. Businesses can lower costs by cutting resource consumption and can lower liability by eliminating volatility associated with dependence upon non-regenerative raw materials. Additionally, businesses can add value to their organization by investing in human and societal capital. By demonstrating investment in communities, businesses can earn consumer trust, which will provide greater financial returns within the organization (Dyllick, 2002).

Social enterprises, such as non-profits, benefit corporations, and co-ops offer business models that are fundamentally different in structure from the contemporary US corporate model.

Non-profits are often anchored to other organizations that provide funding through philanthropic efforts, while benefit corporations and co-ops seek to ameliorate social and environmental challenges while generating their own revenue. In contrast to what has become the standard corporate model, benefit corporations are incorporated such that they are not legally bound to maximizing financial returns to owners and investors. This structural difference allows benefit corporations the freedom to invest excess revenue into an environmental or social cause. Co-ops are incorporated such that ownership is shared amongst workers as well as investors, and excess revenue is distributed more evenly than traditional shareholder models. While these alternative models offer solutions to some of the most pressing sustainability challenges we face, most people are not aware how these enterprises function, much less how to create one.

One method for distributing this knowledge is to deliver it through film. Ever since the medium's invention, documentary film has been used as a tool for advocacy and social change (Aguayo, 2005). In the contemporary documentary landscape, film producers are exploring how documentary films can maximize their impact. According to Barrett and Leddy (2008), the role of the documentary is likely not to sell out box office tickets, as is the measure of success for most other films, but rather the goal should be to raise awareness and increase involvement. Many filmmakers are looking at incorporating internet platforms and networks of social change agents into their documentary production strategies (Barrett and Leddy, 2008).

Can video be an effective tool for reengineering the way we do business? According to McNall and Basile (2013), stories that combine narrative with emotion can lead to action. Specifically, for a story to lead to action, it must link people to resources, inspire them to feel empowered, and clearly illustrate how their actions can directly lead to a shared vision (McNall & Basile, 2013). Currently, there is a rapidly expanding opportunity for these criteria to come together in the evolving multi-media landscape. The cross-platform nature of digital media infrastructure allows video components to continue to reach new audiences beyond traditional film release weekend audiences, and enables viewers to engage in content through other channels (Karin & Johnson, 2011). For example, ASU's EdPlus project partner, Crash Course, owns a YouTube account with over 10 million subscribers. Crash Course produces "explainer" videos that provide thorough yet concise overviews of various social, historical, environmental, and other educational topics. Their eleven-minute video titled "The Agricultural Revolution: Crash Course

World History #1” has to date been viewed 12 million times. A similar YouTube account named after its creator and former NASA engineer, Mark Rober, features videos that illustrate engineering design principles, while explaining the math and science that support those principles. Many of Mark Rober’s videos are viewed millions of times within the first 24 hours of release, far exceeding the weekly audience of many New York Times bestselling books. The account’s most viewed video, “Skin a watermelon party trick” has been viewed 104 million times over the course of four years. These videos accumulate such mass appeal by being shared throughout social media and traditional media alike, creating a viral effect. This new constellation of resources and capacities offers a fresh opportunity for video content to function as a tool for guiding collective action toward creating a sustainable, equitable economy.

## Project Approach and Intervention Methods

Initially, AC4CO was imagined solely as a documentary film. Throughout the course of the project’s development, both in the preparatory stages and in the implementation stages, reflection on multiple sources of feedback and new social restrictions made clear that production of a high quality documentary was not only less feasible, but also less applicable to evolving media landscape than a more versatile and holistic media outreach approach.

By the time that I submitted my final project proposal at the end the Project Management course at the end of the Fall 2019 semester, I had developed an initial project timeline for the purpose of providing a wide-view perspective of the project’s development. This initial plan consisted of four phases, each with separate priority tasks designed to mitigate the time restraints that could injure the project’s viability. While this initial planning proved to be helpful for maintaining perspective regarding the scope of work involved, it became important for me to learn that my project was ultimately a design project in nature and was therefore necessarily an iterative process. This realization allowed me to adapt to changes in Nick’s project, which I documented, as well as reconsider the end-goal aspirations for my own project. This adaptability became paramount after the COVID-19 pandemic critically hindered the processes necessary for realizing the initial vision of the project, by confining the filming of AC4CO’s documentary component to the limitations inherent in recording remote video conferences.



The first two phases of my initial timeline were intended to cover preparatory work that was to be mostly completed before the beginning of the Spring semester. This preparatory work involved the development of a preliminary storyboard, as well as research into current state-of-knowledge, and the identification of potential experts for interviews. As planned, a thorough storyboard was created (figure 1), based upon Arnim Wiek’s Problem analysis and Solution Vision Framework (figure 2).

	A	B	C	D	E	F	G	H	I	J	K	L	M
1													
2	<b>A CASE FOR CO-OPS: An entrepreneur’s approach to developing a worker owned social enterprise</b>												
3													
4													
5	<b>VIDEO</b>	<b>ACTS</b>	<b>PROBLEM</b>			<b>INTERVENTION</b>		<b>SOLUTION</b>				<b>CONCLUSION</b>	
6		<b>ELEMENTS</b>	<b>WHY</b>	<b>ADVERSE</b>	<b>CAUSE</b>	<b>ROOT</b>	<b>SITE</b>	<b>CASH</b>	<b>OPS</b>	<b>RECRUITS</b>	<b>TOOLS</b>	<b>OUTCOMES</b>	<b>FUTURE</b>
7		<b>DESCRIPTION</b>	Intended Benefits	Income Inequality	BAU	Reconfiguration	Site Selection & Site Plan	Financing & Budget	Operational Business Plan	Passionate & Capable W-Os	The Toolkit	Empowered W-Os, Circ Economy	Be Part of the Movement
8		<b>CONCEPTS</b>	Land of Opportunity, upward mobility, etc.	Uneven wealth distribution, environmental degradation	Shareholder primacy model, profit maximization	What can be different: shared ownership, local supply chain, etc.	Creating 2-pager on site selection criteria	Creating 2-pager on securing financing and funding	Design business plan	Brew/distro pilot, community event, prototype	Review of Steps and Support	What you can aspire to create	Call To Action
9	<b>SHOTS</b>	Stock	Interview	Stock	Brainstorming, "What If", etc.	Research, site tours, site plan design	Research, meet other entreps, budget	Sketch, research, numbers, susty principals	Circulate brief, coordinate workshop, sourcing pilot	Montage	Interview, best shots	"The Vision" Sustainable Local Economies	
10													
11	<b>AUDIO</b>	<b>ACTS</b>	<b>PROBLEM</b>			<b>INTERVENTION</b>		<b>SOLUTION</b>				<b>CONCLUSION</b>	
12		<b>ELEMENTS</b>	<b>WHY</b>	<b>ADVERSE</b>	<b>CAUSE</b>	<b>ROOT</b>	<b>SITE</b>	<b>CASH</b>	<b>OPS</b>	<b>RECRUITS</b>	<b>TOOLS</b>	<b>OUTCOMES</b>	<b>FUTURE</b>
13		<b>BITES</b>	SEE MATRIX BELOW										
14													
15	<b>Potential Interviews</b>	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka
16		Amim Wiek	Amim Wiek	Amim Wiek	Amim Wiek	Amim Wiek		Chip Norton	Braden Kay	Sam Zah	Nick Shivka	Amim Wiek	Nick Shivka
17		George Basile	George Basile	George Basile	George Basile	George Basile			Spaces of Opp	Worker-owners			Worker-owners
18						Braden Kay							
19													
20													
21	<b>Speaker/ Content Matrix</b>	<b>Interview Content</b>											
22	<b>Speaker</b>	<b>Nick Shivka</b>	Why became entrepreneur	Coffee company shortcomings	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD
23		<b>Amim Wiek</b>	Market rewards	PLACEHOLD	Profit maximztn lower wages	PLACEHOLD							PLACEHOLD
24		<b>George Basile</b>	PLACEHOLD	PLACEHOLD	Historical context	PLACEHOLD							Local and Global
25		<b>Braden Kay</b>				PLACEHOLD			Ops strategy				
26		<b>Spaces of Opp</b>							Procurement strategy				
27		<b>Sam Zah</b>								Recruiting program			
28	<b>Worker-owners</b>								PLACEHOLD				
29	<b>Chip Norton</b>							Funding/budget					
30													
31													

Figure 1: Initial Storyboard and Interview Matrix

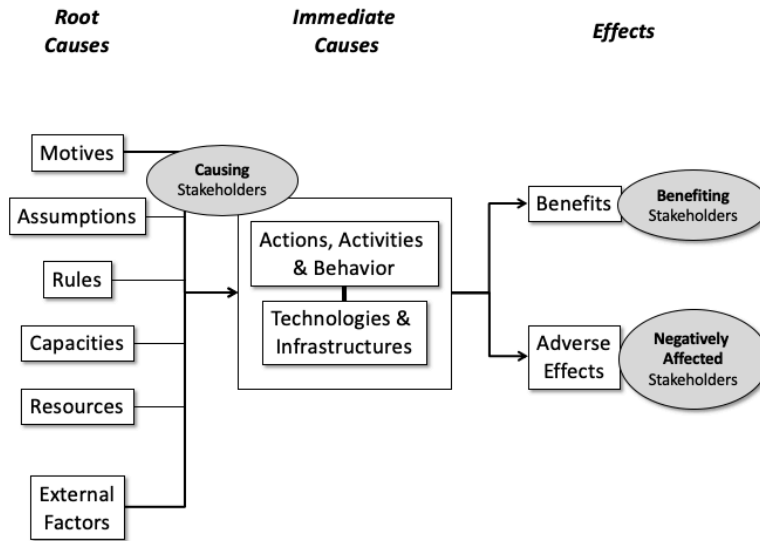


Figure 2: Arnim Wiek's Problem Analysis and Solution Vision Framework

By incorporating Wiek's framework, I worked to derive a coherent sustainability storytelling framework that begins by identifying the adverse outcomes that need to be eliminated, followed by describing the immediate causes of those effects, followed by acknowledging the positive intended outcomes of those actions, and then ultimately identifying the root causes of the problem-causing behaviors. This process quickly informs the viewer of the problem being addressed, and the activities that directly lead to that problem. Then, by acknowledging the positive intended benefits, the storytelling framework signals what outcome a solution intervention should avoid abolishing. By intervening at root causes, we can then develop transformational solutions that lead to new actions, activities, and behaviors that continue to deliver benefits, while subverting negative outcomes. I have developed this technique after first employing it for the production of a previous short-form sustainability documentary titled, "Save Water Drink Beer," for which I received considerable positive feedback regarding the efficacy of the story's interaction between the problem identification and solution presentation.

Phase three was designed to span the first 10-12 weeks of the semester, and was designated for the majority of the project's filming. In the most nascent stage of my project design, I had only planned to interview individuals directly involved with the development of Nick's beverage company project, such as Nick, Dr. Wiek, and the incubator program recruits. As the aspirations

of my project developed, it became apparent that I would be better served by including interviews with subject matter experts under whom I had studied throughout my MSUS academic endeavor. These interviews were intended to provide a deeper context for viewers to understand the need for solutions, and why Nick's project is an exemplary case for creating equitable economic opportunity while working to mitigate the environmental impacts of business-as-usual.

By early February I had captured footage from multiple work sessions featuring Nick and his collaborators, such as fellow sustainability graduate students, Huda Khalife and Hanna Layton, as well as professor Dr. Arnim Wiek. I had also filmed a productive interview with Dr. George Basile, covering the evolution of economic principles that have led to the current status quo, and emerging economic innovations that may provide solutions. I had conducted one-on-one interviews with Nick and Huda regarding their project intentions, as well as a check-in conversation with Nick regarding his project's progress and adaptations. I had also contacted School of Sustainability Associate Dean and professor Dr. Nicole Darnall, and reached out to the Office of the President at ASU, and received confirmations from Dr. Darnall and from a Dr. Michael Crow associate that I would be able to conduct interviews with each for the project.

My intention in conducting professor interviews was to, quite literally, culminate my MSUS experience by aggregating the diverse perspectives and approaches that I had been exposed to during my master's program. By spending hours reviewing and curating knowledge from the vast notes and resources that I had collected over the past year and a half, delivered through lectures and literature, I was able to prepare questions for interviews that would promote discussion of topics connected to the various considerations around Nick's project. Whereas documenting the incubation process of Together We Brew was intended to serve synonymously as the methods section of my research video, the interviews were intended to provide the literature review.

Due to the necessary health precautions caused by the COVID-19 pandemic, my approach was forced to adapt once again. I was still able to remotely conduct and record subject matter expert interviews with Dr. Arnim Wiek, Dr. Nicole Darnall, as well as sustainability professional and educator, Colin Tetreault. I also received further confirmation from the President's Office that I would be able to conduct an interview with Dr. Crow, although the scheduling was pushed back due to his increased obligations during the pandemic. Furthermore, I conducted additional

interviews with Hanna Layton and Nick Shivka to record updates as the incubation process of Together We Brew evolved to fit within the restrictions created by the global pandemic.

I continued to follow Nick's team's incubation process, which of course was also forced to be conducted remotely through Zoom. However, due to the necessity of conducting these recordings remotely, I was no longer able to capture the quality of engaging b-roll footage that is necessary to producing a compelling documentary. Conversely, the tectonic shift in the way that society functions increased the significance of the educational aspect of the subject matter expert interviews, and the role of the website. As the majority of people around the world became affected by some level of lockdown measure, the need for remote access to information became more exposed. With these considerations in mind, the website became AC4CO's primary deliverable. The collection of video interviews did not lose importance, but rather they transformed into a tool for enhancing the functionality of the website, as opposed to the website supplementing and hosting a documentary film.

## Outcomes/Findings

A Case for Co-Ops developed from a documentary film idea into a holistic digital media outreach project. This iterative development process remains fluid, and the project will continue to adapt and grow beyond the scope of this report. As a digital resource, the project is engineered to be amenable to constant updates, and AC4CO's evaluation will accordingly remain continuous. At this time, AC4CO exists as a website that serves as a starting point and a toolbox for people who are interested in designing sustainable and worker-owned business models. This toolbox contains several components, beginning with a persuasive video introduction that shares the project vision with visitors to the site.

Another key functionality of the digital toolkit is the featuring of various insights from leading sustainability scholars and professionals regarding important considerations to take into account for designing social and environmental benefits into a business's organizational structure and operations. In order to produce this media content for the digital toolbox, I was able to arrange several video interviews with leading sustainability professionals and scholars at the Julie Ann Wrigley Global Institute of Sustainability at ASU. Utilizing my familiarity with their research that I have harnessed throughout my graduate studies, and the personal relationships that I have

developed with each of the scholars during that time, I was able to facilitate the type of casual, plainly-worded discussion that was critical for producing AC4CO's content in a way that can appeal to the project's intended working-class audience.

In addition to providing vision-sharing and advice from expert researchers, the toolkit also features a curated anthology of literature and video resources for additional information, as well as links to external organizations that can assist in the design and realization of sustainable worker-owned enterprises. Like the expert interviews, this vital component of the toolkit is also a reflection of the culmination of my experience as a School of Sustainability graduate student at ASU, as many of the readings and viewings have been collected from course reading materials directly, or as recommendations provided during lectures and presentations. Many of the hyperlinks connect to organizations that I have become familiar with throughout my own pursuit of knowledge that pertains to sustainable business design. The aggregation and consolidation of this material serves to increase the accessibility of scientific, cultural, and economic resources to the vast population of Americans who do not have the privilege that I have enjoyed of studying at an academic institution that is a leader in developing transformative sustainability solutions.

## Recommendations

A Case for Co-Ops was conducted as an exploration of media approaches for increasing the influence of the incubator program developed and administrated by Nick Shivka, and his project partners – Dr. Arnim Wiek, Huda Khalife, and Hanna Layton. The primary objective of the project was to amplify the vision of transformation that is at the core of Together We Brew's mission to help facilitate the design of a sustainable worker cooperative. As an exploratory exercise, AC4CO produced unanticipated outcomes that have led to two significant media outreach recommendations:

*Comprehensive and Engaging.* The continuous development process that guided the production of A Case for Co-Ops uncovered multiple opportunities to enhance the experience for the end-user. Specifically, defining the consumer of the product as media user, as opposed to a media viewer, helped to inform the design of an appropriate product. This formative transition in perspective enabled AC4CO's function to grow beyond the singular role of advocating a particular theory of change, to including functionality as a useful resource for implementing solutions that support the

project vision. As a result, AC4CO progressed into an immersive learning experience capable of engaging users with diverse backgrounds and perspectives.

*Decentralized and Accessible.* As a result of this shift in purpose of the media project toward utility, it became clear that in order to maximize efficacy, the product should also amalgamate additional resources of information about designing sustainable businesses. By providing a collection of educational material, some of which helped develop the design of the incubator program, the media product is able to share knowledge that may otherwise be hidden behind a paywall of college or university tuition. This media approach facilitates a more equitable distribution of sustainability solution strategies to users of the product who may not have access to higher education opportunities.

## Conclusion

A Case for Co-Ops is an internet-based media outreach project that serves as a decentralized digital toolbox for the advancement of designing a sustainable economy. Originally envisioned as a standalone video report, AC4CO adapted into a more robust exploration of digital media strategies. By responding to feedback channels from project reviews, mentorships, and sudden shocks to our social system from the COVID-19 pandemic, AC4CO evolved into a more resilient tool for system change. Throughout this iterative process, AC4CO actually increased in functional capacity from the original goals set out in the traditional film project proposal. Upon its release, AC4CO features an interactive user experience that provides educational material regarding various considerations that are crucial to designing a sustainable business, from organizational structure to operations. This experience is created by presenting one-on-one interviews featuring leading sustainability scholars, and integrating those with a case-study example provided by the incubation and design process of a sustainable social enterprise. These storytelling aspects serve to engender the vision of economic transformation amongst viewers, and encourage them to learn more by exploring the additional resources and literature compiled and presented on the website. This material is delivered through a range of sophistication from casual introductions of topics, to high-level theory. This spectrum of offerings presents learning opportunities to users who themselves represent a broad scale of interests and background. This

accessibility aspect was directly influenced by the impacts of the global pandemic, and the concomitant exposure of the importance of inclusive education strategies.

## Acknowledgements

I would like to acknowledge the direction and support of Paul Prosser throughout the continuous development of this project. I would also like to acknowledge the perennial encouragement from Dr. George Basile, which helped me expand my imagination of how A Case for Co-Ops could function beyond the limitations of a traditional documentary film. And furthermore I would like to acknowledge the inspiration from Peter Byck who has helped me understand the role that creative media can play in developing and sharing solution strategies.

I would like to thank my project collaborators, Nick Shivka, Dr. Arnim Wiek, Huda Khalife, and Hanna Layton, as well as the recruits of their worker-owned sustainable beverage business incubator program, Together We Brew, for allowing me to film the development of their project. I would like to give additional thanks to all of the sustainability scholars and leaders who made the time to allow me to film interviews with them – Dr. Marty Anderies, Dr. George Basile, Dr. Michael Crow, Dr. Nicole Darnall, Joseph Rossell, Colin Tetreault, and Dr. Arnim Wiek.

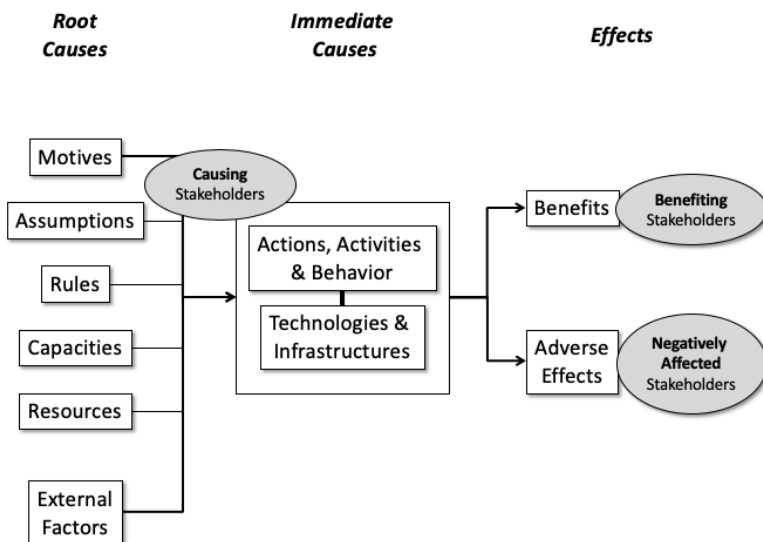
# Appendix

## Appendix A (figures)

Figure 3: Initial Storyboard and Interview Matrix

	A	B	C	D	E	F	G	H	I	J	K	L	M
1													
2	<b>A CASE FOR CO-OPS: An entrepreneur's approach to developing a worker owned social enterprise</b>												
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6		<b>ELEMENTS</b>	<b>WHY</b>	<b>ADVERSE</b>	<b>CAUSE</b>	<b>ROOT</b>	<b>SITE</b>	<b>CASH</b>	<b>OPS</b>	<b>RECRUITS</b>	<b>TOOLS</b>	<b>OUTCOMES</b>	<b>FUTURE</b>
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9		<b>SHOTS</b>	Stock	Interview	Stock	Brainstorming, "What if", etc.	Research, site tours, site plan design	Research, meet other entresps, budget	Sketch, research, numbers, susty principals	Circulate brief, coordinate workshop, sourcing pilot	Montage	Interview, best shots	"The Vision" Sustainable Local Economies
10													
11		<b>ACTS</b>	<b>PROBLEM</b>		<b>INTERVENTION</b>		<b>SOLUTION</b>				<b>CONCLUSION</b>		
12		<b>ELEMENTS</b>	<b>WHY</b>	<b>ADVERSE</b>	<b>CAUSE</b>	<b>ROOT</b>	<b>SITE</b>	<b>CASH</b>	<b>OPS</b>	<b>RECRUITS</b>	<b>TOOLS</b>	<b>OUTCOMES</b>	<b>FUTURE</b>
13		<b>BITES</b>	SEE MATRIX BELOW										
14													
15			Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka	Nick Shivka
16			Amim Wiek	Amim Wiek	Amim Wiek	Amim Wiek		Chip Norton	Braden Kay	Sam Zah		Amim Wiek	George Basile
17			George Basile	George Basile	George Basile				Spaces of Opp	Worker-owners			Worker-owners
18													
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20													
21		<b>Speaker/ Content Matrix</b>	<b>Interview Content</b>										
22			<b>WHY</b>	<b>ADVERSE</b>	<b>CAUSE</b>	<b>ROOT</b>	<b>SITE</b>	<b>CASH</b>	<b>OPS</b>	<b>RECRUITS</b>	<b>TOOLS</b>	<b>OUTCOMES</b>	<b>FUTURE</b>
23		<b>Nick Shivka</b>	Why became entrepreneur	Coffee company shortcomings	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD	PLACEHOLD
24		<b>Amim Wiek</b>	Market rewards	PLACEHOLD	Profit maximzn lower wages	PLACEHOLD						PLACEHOLD	PLACEHOLD
25		<b>George Basile</b>	PLACEHOLD	PLACEHOLD	Historical context	PLACEHOLD							Local and Global
26		<b>Braden Kay</b>				PLACEHOLD			Ops strategy	Procurement strategy			
27		<b>Spaces of Opp</b>											
28		<b>Sam Zah</b>								Recruiting program	PLACEHOLD		
29		<b>Worker-owners</b>											
30		<b>Chip Norton</b>						Funding/budget					
31													

Figure 4: Arnim Wiek's Problem Analysis and Solution Vision Framework





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