



sharing
collaboration
cooperation

Caracol Toolkit

Community-Aware Research
and Action toolkit for
Collaborative Learning

PROJECT

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Build Your Community

COMMUNICATION

Starting from your Vision, define a preliminary Abstract of your project, to be used for Communication and Community Engagement.

Create, with stakeholders, a shared and clear identity of the space and its community. Then, design a [Brand identity](#) and its core values.

Snowball effect engagement and nurturing your first followers: in order to disseminate your idea and find new relevant stakeholders, ask each participant to recommend others from their network, and nurture your [first followers](#) to set the base for the creation of a movement.

Once you have a clearer idea of your audience set a tone to communicate on [different channels](#) (social media, newsletter, press releases) to differentiate them and show different aspects of your initiative.

BUSINESS MODEL

You can start redacting a first draft of Business Model (BM), following these easy [steps](#).

At this stage not everything can be defined yet. Start pre-defining your Value proposition, Target audience, Resources, Activities, Partners, Channels, Customer relationships.

Don't worry if you cannot fill all the boxes or if something is still unclear! Keep in mind that this is an iterative process: you will improve and refine your BM in the following project phases, using this first draft as a starting tool to share your idea with peers and community.

GOVERNANCE

If you want to engage members in governance and get real participation you have to define clear roles and functions.

First ask yourself some basic questions:

- What role do you expect engaged stakeholders to have in the governance of your initiative?
- Will they be directly involved in the management?
- Do you need a more hierarchical or more horizontal organization?
- Will stakeholders be able to share their opinions and take part in the decision-making process on a regular basis?

LEGAL FORM

- Are all stakeholders going to become members?
 - How will internal communication work?
- The answers to these questions will guide you in defining your approach to governance.

Then you have to structure your organization. Some aspects to be taken into consideration are:

- How to assign roles (delegate responsibility to individuals)
- How to distribute power (enable people to take decisions and act) and what are the related limits and constraints
- Definition of the decision-making process
- Design of the internal information flow

Based on these elements you will be able to define the actual rules that will govern your activities. That could include a presidency, a board of directors, an advisory board, rules about voting, rules about membership, a code of ethics, as well as other internal structures and regulations.

You can use the Community Toolkit Governance map to define these elements. For more information and inspiration about this topic check [Governance: an introduction by Co-ops UK and Sociocracy 3.0 | Effective Collaboration At Any Scale](#)

Legislation about business forms varies depending on the country.

Parameters you need to take into consideration:

- Country legal framework
- How many people are involved in the initiative and how (investor, worker, associate, volunteer, etc.)?
- Are partners and members always the same or rather they do change with time?
- What is the level of community involvement in activities of the organisation? How is this reflected in its legal form?
- How are you going to regulate membership?
- Which legal form available in your country better suits your intentions?

If you want to found a cooperative enterprise you can count on the support of local federations to navigate the legal aspects and access to training and facilitations. Have a look at the [list of members of Cooperatives Europe](#) to find an organisation near you.



From Space To Place

COMMUNICATION

Design and communicate your call to action for stakeholders and users to invite them participating in co-design activities related to the space.

Design a first draft of communication strategy to constantly keep in touch with your community and inform about your initiatives.

Try to understand how objects can communicate and enable communication. Can they be used to communicate intuitive messages, or wayfinding?

Can they bear meaning and function in terms of communication? Some examples: re-use of objects connected to the space history, furniture made by the community, circular design of furniture.

BUSINESS MODEL

How will the choice of area and space influence your business model?

- space dimensions
- space ownership
- space management costs
- interaction with other activities and actors in the area
- local audiences
- local needs

are all factors impacting significantly on your business model.

Revise your Business Model draft considering how the choice of the space and its characteristics influence: Activities, Resources, Cost structure, Partner/suppliers, Revenue stream, Value proposition and Target audience.

GOVERNANCE

The decisions on the space and its location can influence your governance decisions. You can thus analyse your initiative governance asking the following questions:

Who owns the space? Who uses it? Who has access to it?

How do these elements may influence your governance system?

Who directly affects or is directly affected by your space in the area? To what extent and how are they going to be involved in the decision process?

LEGAL FORM

Parameters you need to take into consideration:

Who owns the space? How does this influence your legal form?

How does urban zoning regulation affect the activities you would like to implement? Is this reflected in your organisation legal form?

Take care of necessary permits to understand if the space is ready to be opened or rather if it should be improved: check your local and national technical specifications and requirements related to practical settings such as fire protection, alarm systems, number of emergency exits, accessibility.



Service and Interior Design

COMMUNICATION

If your brand Identity has already been created, it's time to:

- Plan your communication strategy.
- Design and implement external communication (Social media, newsletter, website etc.) for improving brand awareness and create a sense of belonging to the project.
- Use your identity to constantly communicate what you are doing in the in-between-time: the programme of events, meetups, co-design workshops and project updates.
- Launch a call to involve potential users to test and co-design services. Define communication activities to disseminate your call, enlarge your reach and engage people.

BUSINESS MODEL

How does the choice of services influence your Business model?

How will your activities be organised around customer needs and opportunities?

Which are the resources required to support them through your services?

How are the customer relationship activities and the communication channels organised around the services you identified as being central to your activity?

Which activities, partners, suppliers, and costs are to be considered to provide the services?

GOVERNANCE

Did the definition of your services change your governance and decision-making processes?

Are service providers also partners?

If yes, what is their role in the management systems? Are they co-managing the services with you? Do they help you create and offer the services??

What are the agreements among partners and service providers? Are these agreements reflected in the governance system?

To what extent and how are clients and beneficiaries involved in the governance structure?

LEGAL FORM

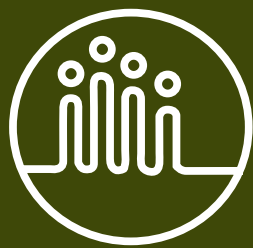
How does the definition of your services change your legal form? Which are the most common legal forms of other agents providing services similar to yours?

Are the agreements with your suppliers affecting your legal form somehow? Is your legal form still appropriate considering the service offer?

Are there suppliers that should be involved in the legal aspects of what you do (i.e. privacy and data management, standards, etc.)?

Set of internal policies: now that you defined your services you can create a set of internal policies, including liability, noise, security, health and safety, members and visitor behaviour policies.

It is important to draft a code of conduct and outline policy enforcement measures for negative events such as late payments.



Knowledge, Skills and Experience

COMMUNICATION

Organise communications so that all program information is disseminated. Your first step is to build a [communication plan](#). Think about the various stakeholders like trainers and facilitators, potential participants, relevant thematic organisations, content platforms to present your training offer.

When you will present it, remember that the experience you are proposing, as well as the networks involved are equally important to communicate the added value of your training.

Always remember to highlight the added value of the knowledge and skills you are willing to convey with your offer, to help your audience understand why participating could be worthy.

BUSINESS MODEL

Once you have defined your training structure, you can analyse its fixed and variable costs.

What is the fee or tuition rate?

Which are the setup and running costs of the programme?

Can you identify the cost of your minimum viable training offer as well as of the ideal training offer? Can you identify your breakeven point for both? Can you plan the steps to move from one to the other?

Where will revenue come from? Sponsorships? Fees?

If you have different kinds of participants, do you also envisage to have different revenue streams (i.e. students fees + professionals paying for the participation as a service)?

Which forms of revenue should be considered? Are there non-monetary and indirect ones (i.e. increased value of your offer stimulates more memberships in your space)?

Will your community members be eligible for a discount? How will that affect your revenues?

GOVERNANCE

Did the definition of your training and cultural offer change your governance and decision making processes?

Are content providers also partners? What is their role in the management systems? Are they co-managing the services with you?

What are the agreements among partners and content providers? Are these agreements reflected in the governance system?

Do you envisage to have a Board of experts, or a Scientific committee supervising and addressing the training programme? How will it be nominated and organised? Which decisions can it influence?

LEGAL FORM

Did the definition of your training and cultural offer change your legal form? Are there actors that should be involved in the legal aspects of what you do?

Are the providers' agreements affecting your legal form somehow?

Is your legal form the most suited to offer this kind of training? Should you be a recognized entity to offer this kind of training?

What kind of acknowledgement is provided to training activities and programmes participants? Will it be legally recognized? Will it be comparable to widely accepted recognition tools such as the European Qualifications Framework (EQF), the European Credit Transfer and Accumulation System (ECTS), the European Credit System for Vocational Education and Training (ECVET), just to mention some?

