

Certified



Corporation<sup>®</sup>

# NEW MEXICO & B CORPS

## Emergence of the B Economy in *The Land of Enchantment*

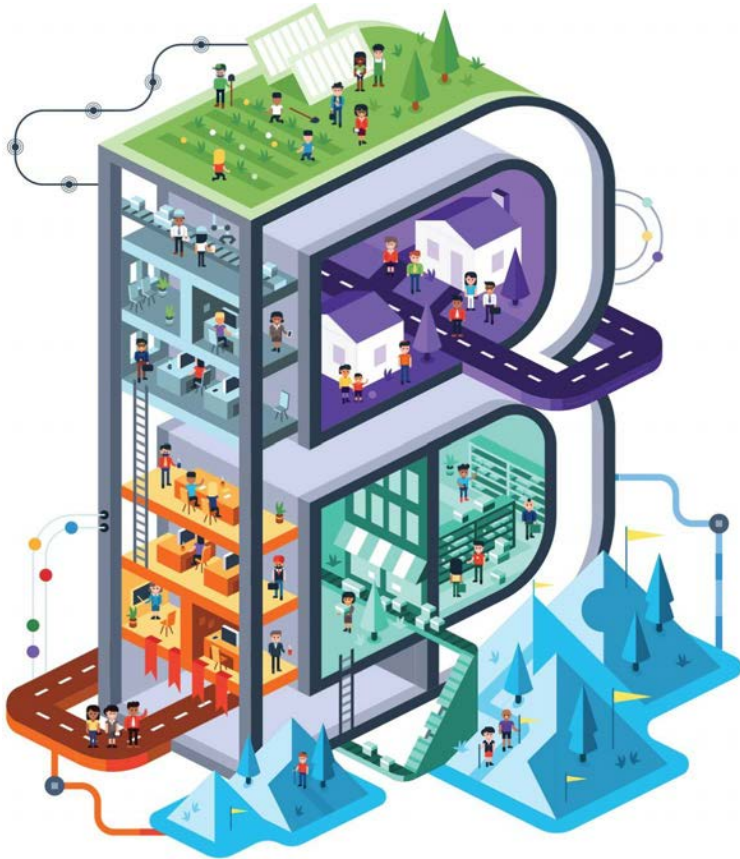


KIM COUPONAS  
B Lab



CHANGE  
THE  
WORLD.





**1**

The B Corp Movement

**2**

B Corp Certification

**3**

The B Economy in Colorado

**4**

Opportunity in The Land of Enchantment



# An Historic Global Culture Shift

is underway to harness the power of business to help address society's greatest challenges and to build a more inclusive economy.

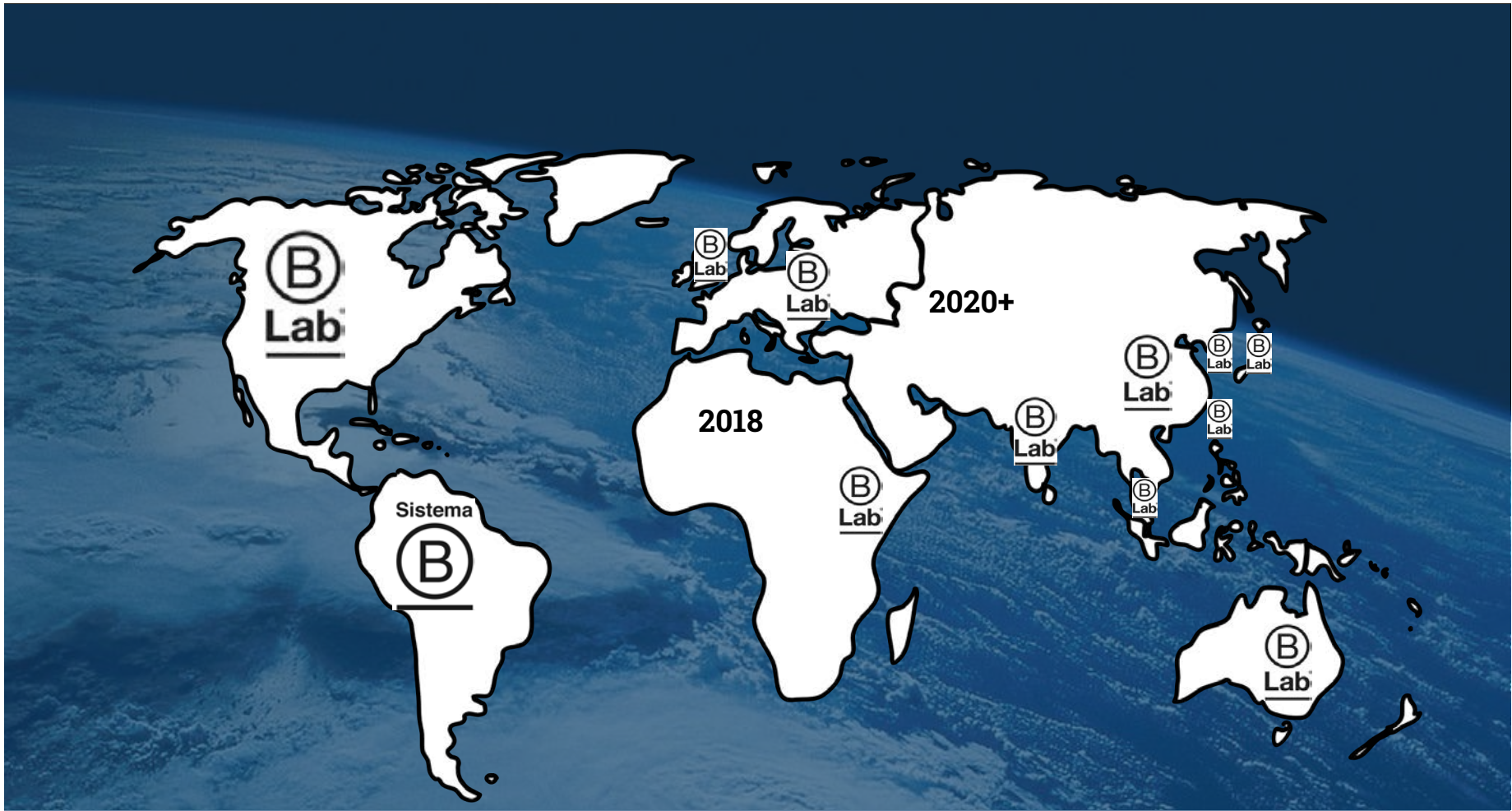




**B Lab, founded in 2006, is the nonprofit behind B Corp Certification.**

**We support a global movement of people using business as a force for good.**

**B Lab's vision is that one day all companies will compete to be best for the world, and as a result society will enjoy a more shared and durable prosperity.**





## Recognition of System Failure

**80%**

of the world's original  
forests are gone

**1.1**

billion people don't  
have access to clean  
water

**407.7**

carbon ppm  
in Earth's atmosphere

**8**

men own as much  
wealth as 3.6 billion  
people

This shift  
requires  
systems  
change.

The conditions for systems change are:







# B Lab's integrated approach to systems change makes an alternative viable and scalable.

## Step 1

Build a community of thousands of credible leaders - B Corps

Develop market infrastructure

## Step 2

Create tools to make it easy for millions of other businesses to follow

## Step 3

Inspire billions of consumers, workers, investors and others to support businesses that are a force for good

End

Shared & Durable Prosperity



**“Our house is on fire—let's act like it...”**  
*- Greta Thunberg, 16 year old global climate activist*

Photo credit: Michael Campanella/Getty Images



WE CAN NO LONGER  
SAVE THE WORLD BY  
PLAYING BY THE  
RULES

BECAUSE THE RULES  
HAVE TO BE CHANGED

WE NEED A SYSTEM  
CHANGE, RATHER  
THAN INDIVIDUAL  
CHANGE

BUT YOU CANNOT  
HAVE ONE WITHOUT  
THE OTHER

AND SO I ASK YOU TO  
PLEASE WAKE UP  
AND MAKE THE  
CHANGES REQUIRED  
POSSIBLE

TO DO YOUR BEST, IS  
NO LONGER GOOD  
ENOUGH

WE MUST ALL DO THE  
SEEMINGLY  
IMPOSSIBLE

EVERYTHING NEEDS  
TO CHANGE

AND IT HAS TO START  
TODAY

GRETA THUNBERG



# Evolution of Business

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## 20th Century Shareholder Capitalism

extractive  
exclusive  
mono

## 21st Century Stakeholder Capitalism

regenerative  
inclusive  
multi

# 80%

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of global **consumers** agree that business must play a role in addressing societal issues.

\*Edelman

# 86%

---

of **employees** believe it is important that their own employer is responsible to society and the environment.

\*Ipsos MORI

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®

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**Corporation**

# Last 20 years

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## Good Products



# 21st Century

---

## Good Companies

Certified



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Corporation





**Certified B Corporations** are leaders of a global movement of people using business as a force for good.

They meet *verified* higher levels of

1. Social and environmental performance
2. Transparency
3. Accountability

**Change.org 2015 B Impact Report**

 Certified Corporation	Company Score	Median Score*
<b>Overall B Score</b>	<b>99</b>	<b>55</b>
<b>Environment</b>	<b>7</b>	<b>7</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	0	N/A
Environmental Practices	7	6
Land, Other Plans	5	3
Energy, Water, Materials	1	1
Emissions, Water, Waste	1	1
Suppliers & Transportation	0	N/A
<b>Workers</b>	<b>26</b>	<b>18</b>
Compensation, Benefits & Training	16	12
Worker Ownership	5	1
Work Environment	4	3

**3000+** Certified B Corps

**150** Industries

**65** Countries

**1** Unifying Goal

## A Community of Leaders

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B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy.





## THE B CORP DECLARATION OF INTERDEPENDENCE

**WE ENVISION A GLOBAL ECONOMY THAT USES BUSINESS AS A FORCE FOR GOOD. THIS ECONOMY IS COMPRISED OF A NEW TYPE OF CORPORATION – THE B CORPORATION – WHICH IS PURPOSE-DRIVEN AND CREATES BENEFIT FOR ALL STAKEHOLDERS, NOT JUST SHAREHOLDERS. AS B CORPORATIONS AND LEADERS OF THIS EMERGING ECONOMY, WE BELIEVE: THAT WE MUST BE THE CHANGE WE SEEK IN THE WORLD. THAT ALL BUSINESS OUGHT TO BE CONDUCTED AS IF PEOPLE AND PLACE MATTERED. THAT, THROUGH THEIR PRODUCTS, PRACTICES, AND PROFITS, BUSINESSES SHOULD ASPIRE TO DO NO HARM AND BENEFIT ALL. TO DO SO REQUIRES THAT WE ACT WITH THE UNDERSTANDING THAT WE ARE EACH DEPENDENT UPON ANOTHER AND THUS RESPONSIBLE FOR EACH OTHER AND FUTURE GENERATIONS.**



TAOS



EILEEN FISHER



patagonia



FETZER VINEYARDS

KICKSTARTER



روشن ROSHAN



seventh generation

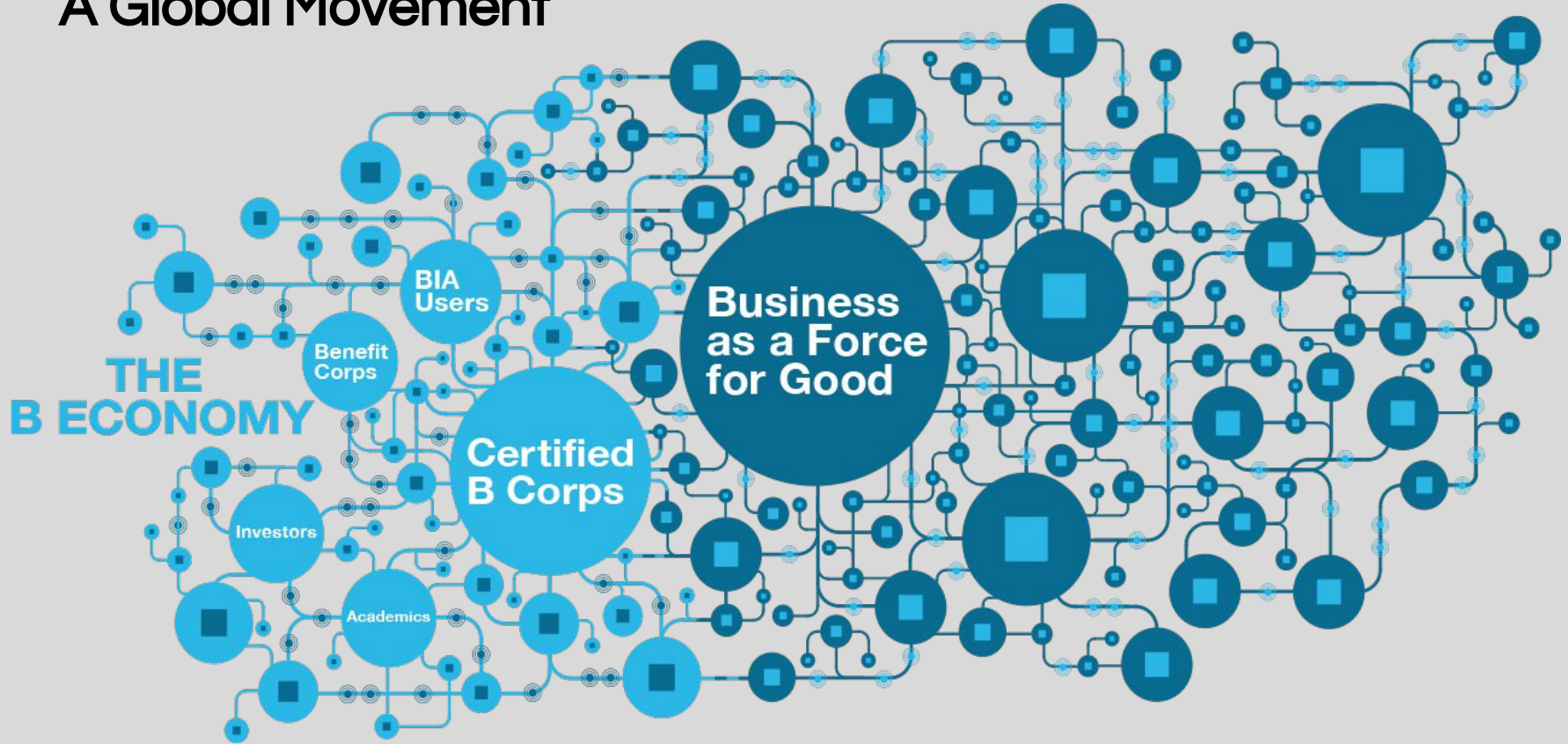
NEW SEASONS MARKET

Triodos Bank

Bama Companies  
PEOPLE HELPING PEOPLE BE SUCCESSFUL...

allbirds

# A Global Movement



## Shareholder Value Is No Longer Everything, Top C.E.O.s Say

Chief executives from the Business Roundtable, including the leaders of Apple and JPMorgan Chase, argued that companies must also invest in employees and deliver value to customers.



50 15 comments

Like Comment Share



Rose Marcario [in](#) · 2nd CEO of Patagonia

Actions speak - BCorp is the framework with rigor.

45 likes | 2 replies

# LET'S GET TO WORK

## Dear Business Roundtable CEOs,

We are part of a community of Certified B Corporations who are walking the walk of stakeholder capitalism. We are successful businesses that meet the highest standards of verified positive impact for our workers, customers, suppliers, communities and the environment.

We operate with a better model of corporate governance – benefit corporation governance – which gives us, and could give you, a way to combat short-termism and the freedom to make decisions to balance profit and purpose.

As you know, with continued resistance from investors on this new definition of business, we've got work to do to help them see that stakeholder governance builds trust and builds value.

More importantly, it also ensures that the purpose of capitalism is to work for everyone and for the long term.

Let's work together to make real change happen.

- |  |   |   |   |   |
|--|---|---|---|---|
| <b>ALLBIRDS</b><br>Joey Zwilling & Tim Brown                               | <b>AMALGAMATED BANK</b><br>Keith Mestrich               | <b>BEAUTYCOUNTER</b><br>Gegg Renshaw                                  | <b>BEN &amp; JERRY'S</b><br>Matthew McCarthy  | <b>BENEFICIAL STATE BANK</b><br>Kai Taylor        |
| <b>BOLOCO</b><br>John Pepper   | <b>CABOT CREAMERY COOPERATIVE</b><br>Ed Townley         | <b>COTOPAXI</b><br>Davis Smith  | <b>DANONE NORTH AMERICA</b><br>Mariano Lozano | <b>DATA WORLD</b><br>Brett A. Hurt                |
| <b>EILEEN FISHER</b><br>Eileen Fisher                                      | <b>GAIA HERBS</b><br>Angela McElwee                     | <b>GUAYAKI YERBA MATE</b><br>Chris Mann                               | <b>HAPPY FAMILY ORGANICS</b><br>Anne Laraway  | <b>INTREPID TRAVEL</b><br>James Thornton          |
| <b>KING ARTHUR FLOUR</b><br>Karen Colberg, Ralph Carlton, Suzanne McDowell | <b>KLEAN KANTEEN</b><br>Jim Osgood                      | <b>LEESA SLEEP</b><br>David Wolfe                                     | <b>LEMONADE</b><br>Daniel Schreiber           | <b>NATURA &amp; CO</b><br>Roberto Marques         |
| <b>NEW BELGIUM BREWING</b><br>Steve Feuchheimer                            | <b>ONE BETTER VENTURES</b><br>John Replogle             | <b>PARTICIPANT MEDIA</b><br>David Linde                               | <b>PATAGONIA</b><br>Rose Marcario             | <b>RIPPLE FOODS</b><br>Adam Lowry                 |
| <b>SEVENTH GENERATION</b><br>Joey Bergstein                                | <b>SIR KENSINGTON'S</b><br>Scott Norton                 | <b>STASH TEA</b><br>Nami Yamamoto                                     | <b>STONYFIELD ORGANIC</b><br>Esteve Torrens   | <b>STUMPTOWN COFFEE ROASTERS</b><br>Sean Sullivan |
| <b>SUNDIAL BRANDS</b><br>Richeleu Dennis                                   | <b>UPLIGHT</b><br>Adrian Tuck, Justin Segall, Yow Larie | <b>W.S. BADGER COMPANY</b><br>Rebecca Hamilton & Emily Schwerin-Whyte |   |   |

Certified



Corporation

Meeting the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.

B Corporation @BCorporation · 12h

B Lab co-founders Jay Coen Gilbert, Andrew Kassoy and Bart Houlihan say the Business Roundtable's acknowledgement of the failures of shareholder primacy is a good step, but it is not enough. The #BCorp movement is transforming the system.



Don't believe the Business Roundtable has changed until its CEOs' actions speak. Business culture is shifting. But words alone won't make necessary system change happen. [fastcompany.com](#)

# ES HORA DE TRABAJAR JUNTOS

Estimados CEOs del Business Roundtable

Somos par  
hacen lo q  
empresas  
verifica

Operacion  
corporacion  
combatir el d

Como saber  
propósito de  
gob

## LET'S GET TO WORK

Dear Business Roundtable CEOs,

## ES HORA DE TRABAJAR JUNTOS

Estimados CEOs (y empresarios)

El compromiso de honorarse a una misma dedicación del  
1. Por favor aseguremos todos que honorar credibilidad a  
de las actividades, así como que el propósito del capitalismo  
y a largo plazo.

El honorar es de nuestro propósito identificando,  
estableciendo y buscando una cultura verdaderamente  
de un cambio verdadero.



## ES HORA DE ABAJAR JUNTOS

Estimados CEOs (y empresarios)

Como líderes, existe cierta resistencia de honorar a una misma dedicación del  
propósito de las empresas. Por favor aseguremos todos que honorar credibilidad a  
de las actividades, así como que el propósito del capitalismo  
y a largo plazo.

Quiero expresar que los honorar es de nuestro propósito identificando,  
estableciendo y buscando una cultura verdaderamente  
de un cambio verdadero.

**In 48 hours: 1.1 Billion Impressions - 1.6 Million Users Reached**

**New Inquiries ~\$500 Billion in Revenues**

**Adformatie - AppleInsider - Bloomberg - Breitbart International - Business Insider - Business Times Inc. - Digital Journal - El Pais - Fast Company - Financial Times - Guardian - ImpactAlpha - Inside Philanthropy - Istoe - La Croix - New York Times - Newsweek - NYSSCPA - PR Week - Seattle Times - SNEWS IT World Canada - Thrive Global - Washington Post - WWD International - Yahoo Finance**



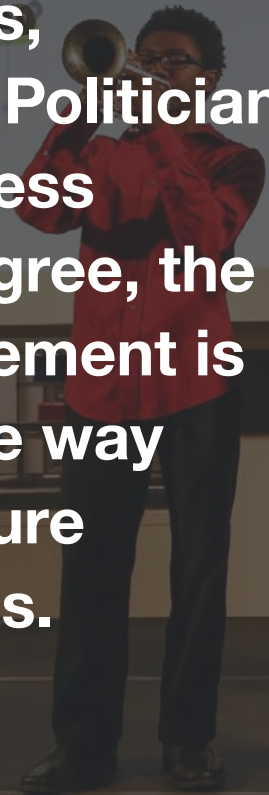
MEMBER BY ARTICA ORGANIZATIONS

**Academics,  
Investors, Politicians,  
and Business  
Leaders agree, the B  
Corp Movement is  
leading the way  
for the future  
of business.**

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# B ECONOMY

2018 CHAMPIONS RETREAT  
NEW ORLEANS



“Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.”



**Larry Fink**  
CEO of BlackRock



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The  
market is  
demanding  
change.



# B Corp Certification Requirements

## Social & Environmental Performance

### B Impact Assessment

Get a verified score of 80+ out of 200

## Accountability

### Legal Framework

Adopt legal framework to consider all stakeholders

## Transparency

### B Impact Report

Make your score transparent on the B Corp Directory



- Join a Global Community of Leaders
- Benchmark & Improve Impact
- Differentiate from Competitors
- Attract & Engage Talent
- Protect Mission
- Raise Values Aligned Capital





# Community Values

## Interdependence

“When I think of the **B Corp community** and how it rallied around us, people sending beautiful messages of support, people we didn’t know, people that we did know, the ability of people thousands of miles away to hold us and support us and give us the fuel to get back on our feet, we are very grateful.”



**AFGHANISTAN'S  
LARGEST  
TELECOM  
OPERATOR**

روشان ROSHAN



/RoshanConnects



**Shainoor Khoja**  
Roshan Telecom

# B Corp Certification Requirements

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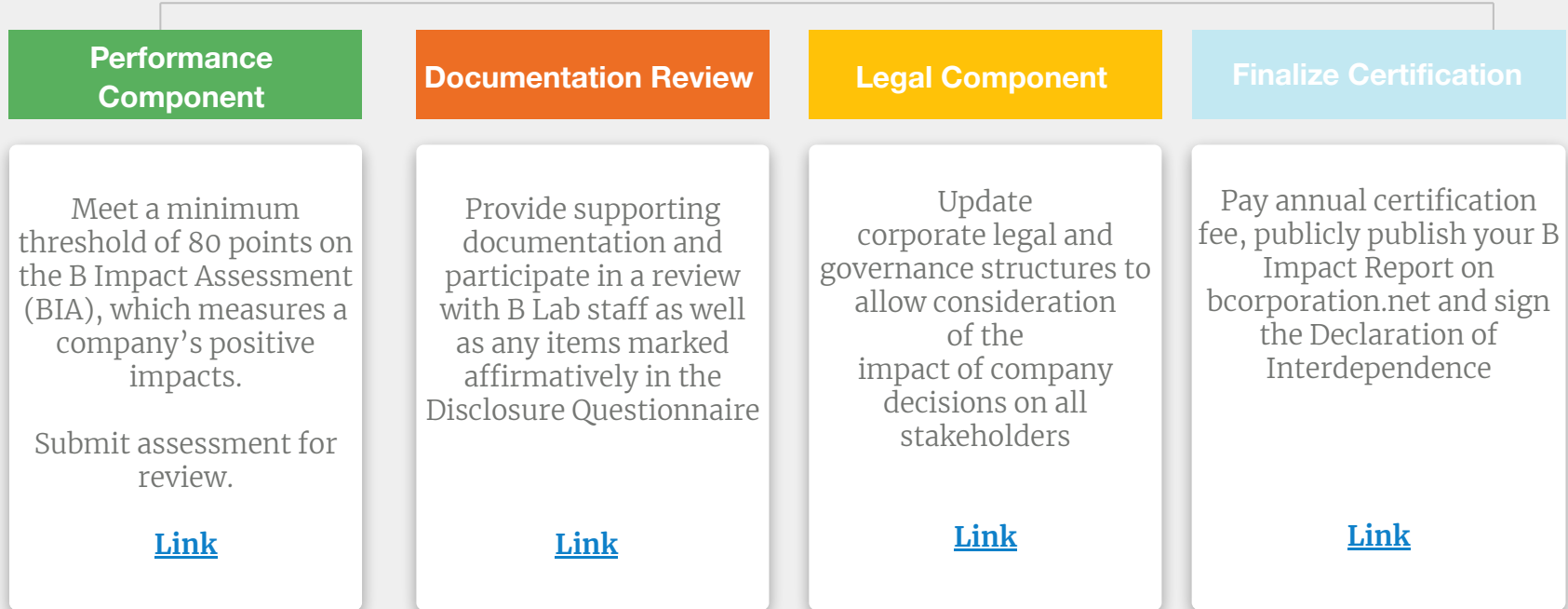
Adopt legal framework to consider all stakeholders

## Transparency

### B Impact Report

Make your score transparent on the B Corp Directory

# B Corp Certification Process



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®



**Corporation**











Namasté  
SOLAR

WE WILL SURVIVE  
THANK YOU B CORPS





**GARY  
COMMUNITY  
INVESTMENTS**

Working together  
for Colorado's children



**“It Seems [B Lab] Is Like  
The Club Everyone Wants  
To Be A Part Of”**

*– Sam Gary, 2013*

# Investment in B Corp Community in CO



# Fertile Ground for B Corp Emergence

A thriving innovation ecosystem

- “The New Silicon Valley”
- Highest density of start-ups in the U.S.

One of nation’s hot spots for social enterprise, renewable energy, LOHAS, clean tech, natural + organic foods, outdoor recreation, sustainability



# B Lab Colorado Mission

To engage and grow the Colorado business community in using business as a force for good and in making the State of Colorado the leader in responsible business practice.





# Three Year Plan



## Grant Year 1: 2014 – Sow

- ✓ Launched key partnerships + collaborations
- ✓ Connected B Corp community
- ✓ Built prospect pipeline
- ✓ Massive increase in BIA logins + prospects
- ✓ Blanketed the market to raise awareness: >30 hosted events + spoke at >50 events to >6000 people



## Grant Year 2: 2015 –

- ✓ Rose awareness in mainstream business communities
  - ✓ Measured results, adapted
  - ✓ Deep awareness in aligned communities
- GROWTH**
- ✓ Grew B Corp base
  - ✓ Focused on “Influencer” B Corps
  - ✓ Sharpened recruitment tools
  - ✓ Solidified key partnerships
  - ✓ Large increase in companies completing BIA
- ENGAGEMENT**
- ✓ Deepened B Corp engagement
  - ✓ Empowered, engaged community
  - ✓ Engaged Leadership Council



## Grant Year 3: 2016+ – Harvest

- ✓ Fine-tuned + took successful experiments to next level
- ✓ Harvested (e.g., self-organizing community, Influencer B Corps)
- ✓ Broadened outreach to mainstream thru Best for Colorado

# Engaging the Community (2014-2016)

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**130+**

Events

**100%**

of CO B Corps  
Engaged

**16%**

of Global B Corps  
participating in  
Inclusion Challenge

**338%**

Increase in B Hive  
Users

**27**

Public Speeches &  
Events

**14**

Service Projects

**1,000+**

Hours of Service

**734**

"Likes" on  
Facebook

**32**

B School Events

**33**

B Local Events

**15,000+**

People Reached

**<5%**

Controllable  
Attrition

---

# Growing the Community (2014 - 2016)

**>70%**

of BIA Users in the Last Three Years Since 2006

**51%**

CAGR # of CO B Corps (VS 30% for U.S. B Corps)

**>300%**

increase in # of B Corps v baseline (2013)

**>400%**

increase in # of BIA Logins (v baseline (2013)

**15**

New "Influencer" B Corps

**16**

B Corps > \$10M Revenue

## Game-Changers:



# Building a Movement of Leaders



A Shared & Durable Prosperity

Certified B Corporations

Growing and engaging the beacons of the new economy.



Engaging ALL businesses in using business as a force for good.

Building Collective Voice

Measure What Matters

Mission-Aligned Governance

Creating paths for others to follow





**A program to inspire,  
equip, and celebrate  
all businesses in  
Colorado to:**



Create higher quality jobs



Build stronger communities



Preserve a healthier  
environment





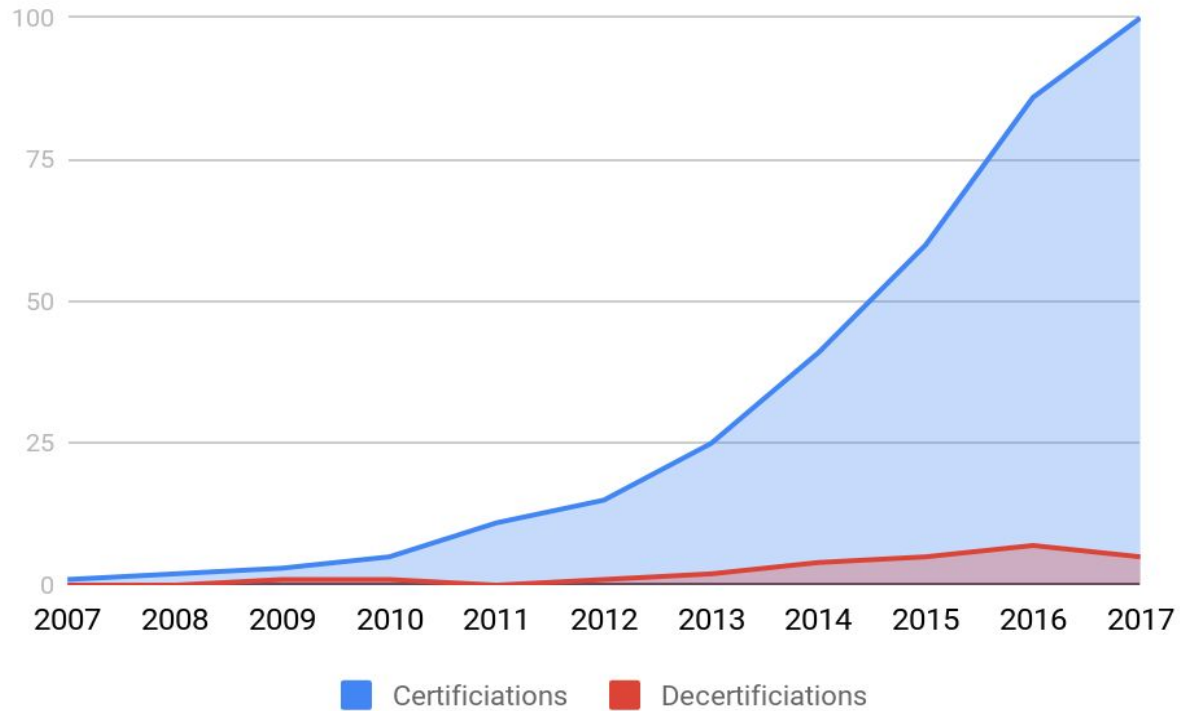
# Program Launch June 2017



# More than 30 Partners Joined This Effort



# Colorado B Corp Growth





# Colorado Certified B Corps

1908 Brands  
Akamai  
Altvia Solutions  
AmeriCann, Inc.  
Amicus Solar Cooperative  
Apiary Studio  
Apostrophe, Inc.  
Athleta\*  
aWhere, Inc.  
BARE Snacks\*  
Ben & Jerry's\*  
Bhakti Chai  
Black Fox Philanthropy  
Bloomin  
Blue Dot Advocates  
Bolder Industries  
Brinkman Real Estate Services  
BSW Wealth Partners  
Caddis PC  
Casper\*  
CauseLabs  
Chinook Book\*  
Coda Coffee  
Colorado Capital Management  
Colorado Impact Fund  
Companies of Peace†

Confluence Sustainability  
Conscience Bay Company  
Conscious Coffees  
Conscious Company Media  
CSMlearn  
Danone North America  
DOJO4  
Domoto Brands  
DoneGood\*  
Eco-Products, Inc.  
Education Funding Partners\*  
Eileen Fisher, Inc.\*  
Envirofit International Inc  
Ever Better, PBC  
Fearless Unlimited  
First Affirmative Financial Network  
Fishpond Inc.  
Flow  
Foundry Group  
Gary Community Investments  
Global Prairie\*  
Global Works  
Goddess Garden  
Greenline Community Ventures  
GreenSpot Global  
GroundFloor Media

Group14 Engineering  
Guayaki\*  
Guild Education  
Highlander  
Hootsuite\*  
Jason Wiener, P.C.  
JBA Wealth Management Group  
KeHE\*  
Kosmenko & Co.  
Let Em Have It Salon  
Lyda Law Firm  
Mangrove Web Development\*  
Massive Impact†  
Mayfly Outdoors  
Megan A. James Photography\*  
Montanya Distillers  
Motherlove Herbal Company  
Moye White  
Namaste Solar  
Natural Investments\*  
NAVA Real Estate Development  
New Belgium Brewing Co, Inc.  
New Resource Bank\*  
Notogroup Executive Search\*  
Ocean First  
Organic Bliss, Inc.

Organic India USA  
Pasture One  
Patagonia\*  
Pause i/O  
Planet Bluegrass  
Public News Service  
Purely Elizabeth  
Rachio  
reThink  
Revolution Foods\*  
Rule4†  
S.W. Basics  
Satya Kama†  
Scream Agency  
Sierra Sage Herbs  
Simple Energy  
Sonen Capital\*  
Stok\*  
Super Humane  
Sword & Plough  
Synthesis Life Insurance  
Team Tipton  
Teatulia Organic Teas  
Techstars  
The Dandavati Group  
The Restorative Leadership Institute\*

The Tea Spot, Inc.  
Trebuchet Group International  
Unreasonable Group  
UpDIG  
Upslope Brewing Company  
Urban Green Development  
Veris Wealth Partners\*  
Vermilion Design + Digital  
Vision Executive Coaching\*  
Vista Caballo  
Walden Hyde  
Wallaroo Hat Company  
WashPark Capital  
Waste Farmers  
Where There Be Dragons  
White & Elm  
Wired Flare\*  
World Leadership School  
YouCaring\*  
Zen Business Consulting

\* Indicates B Corporation with local offices or stores that are headquartered outside of Colorado

† Indicates pending B Corporation

# Today

- From loose network to an active, engaged, and **innovative community of practice**
- B Corp community is **self-organizing and on fire!**
- **>5000 Colorado companies** measuring impacts on their communities + environment
- Exceptional **regional innovation** being replicated globally
- **Best for Colorado** - now led by local partner -engaging business, non-profit and policy leaders throughout state to encourage ALL CO companies eing

# Original Vision: "Success" by End of 2016

- ✓ +Engaged, passionate **CO B Corp community**
- ✓ +Vibrant, **growing** community of **CO Certified B Corps** + companies measuring impacts
- ✓ + **Policy** arena is aware, engaged + supportive (Best for Colorado 2017)
- ✓ **Broad awareness** in business community + general CO public about B Corps and a using business for good
- ✓ National + international **focus on Colorado as beacon** for responsible business practice to be studied + emulated
- ✓ **Mainstream businesses** measuring impacts + engaging in **measurably better business practice** (On our way: Best for Colorado 2017)
- ✓ CO **impact investors and organizations** engaged
- ✓ Significant + substantive **media attention**



**B Local COLORADO**

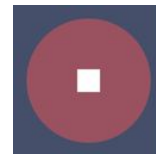
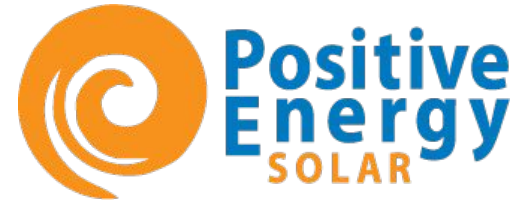




EST 1912

NEW MEXICO

LAND OF ENCHANTMENT





Leadership  
Summit 2019

TADS | FEBRUARY 11-14



Climate

- 
- **Climate-progressive B Corps**
  - **What should B Corps do to address climate crisis?**
  - **Six-month action plan + 10-year vision for climate action (individual action, cross-sector collaboration and public advocacy)**



# GLOBAL B CORP CLIMATE RESPONSE

## US B Corp Climate Leadership Summit

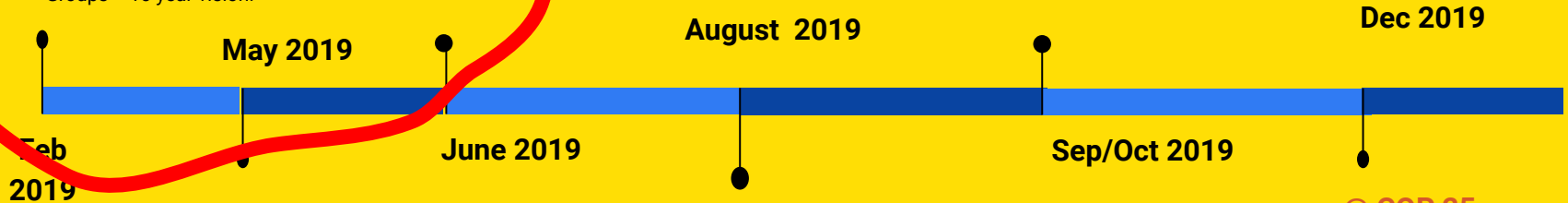
Climate-leading B Corps gather to ask what should B Corps do collectively in response to climate. B Corp Climate Collective launched with 5 Action Groups + 10 year vision.

## UK Climate Emergency Playbook Launched

B Lab UK releases resources for B Corps + other businesses seeking to align board and team to respond to the climate emergency.

## Stakeholder Review

B Corps and external review of draft Global Declaration through Sept/Oct gatherings



## Global Climate Task Force Launched

Commissioned by Global Governance Council of B Lab/Sistema to determine if & how global B Corp community should respond to climate emergency.

## CTF Draft Declaration Approved by Global Governance Council


GGC accepts CTF recommendations to Declare Climate Emergency & System Failure and make commensurate commitments to climate action and advocacy

## @ COP 25 Declaration + Commitments

Public release of Declaration + commitments to net zero before 2030 by B Corp delegation to COP 25

**YOU**  
**are an**  
**Ecosystem Builder**

## THRIVING IMPACT ECOSYSTEMS

- Impact-focused ecosystem builders **leaders** who are committed to the future prosperity of the ecosystem
  - People and institutions with **knowledge and resources** to help
  - Individuals & institutions that **champion and convene** the ideas, the businesses and the ecosystem
  - **Onramps** (or access points) to the ecosystem so that anyone and everyone can participate
  - **Intersections** that facilitate the interaction between people, ideas and resources
  - **Stories** that people tell about themselves and their ecosystem
  - **Culture** that is rich in social capital - collaboration, cooperation, trust, reciprocity, and a focus on the common good
- 

# **Seven Design Principles for Building an Impact Ecosystem**

- 1. Put Impact Leaders (like B Corps and your impact-focused NGOs) front and center**
- 2. Foster conversations**
- 3. Enlist collaborators. Everyone is invited.**
- 4. Live the values.**
- 5. Connect people bottom-up, top-down, outside-in.**
- 6. Tell the community's authentic stories.**
- 7. Start. Be patient.**



**B**

**Believe**

**IN NEW MEXICO**

**THANK YOU!**

**kim@bcorporation.net**

# APPENDIX

# RESOURCES

**KIM COUPOUNAS, B LAB**  
[kim@bcorporation.net](mailto:kim@bcorporation.net)

## **EMERGENCE**

Deborah Frieze, Boston Impact  
[deborah@deborahfrieze.com](mailto:deborah@deborahfrieze.com)  
[www.bostonimpact.com](http://www.bostonimpact.com)  
Margaret Wheatley [info@margaretwheatley.com](mailto:info@margaretwheatley.com)

## **B CORPS AS DRIVERS OF ECON DEV**

“B-Line to Prosperity” + “Bringing the B to Baltimore”  
George Chmael, Council Fire, [gchmael@councilfire.org](mailto:gchmael@councilfire.org)

## **COMMUNITY WEALTH-BUILDING**

Marjorie Kelly  
[Democracy Collaborative](http://Democracy Collaborative)  
[mkelly@democracycollaborative.org](mailto:mkelly@democracycollaborative.org)

## **INCLUSIVE CAPITALISM**

“[In Pursuit of Inclusive Capitalism](#)”  
by Ford Foundation, Monitor Deloitte, Oxford

## **ECOSYSTEM-BUILDING**

“[Startup Communities: Building an Entrepreneurial Ecosystem in Your City](#)” by  
[Brad Feld](#)



## Bringing the B to Baltimore: Using B Corporations as a New Tool for Economic Development

**Lead Author:** Michael H. Shuman  
**Contributors:** George Chmael II and John Griffin

Report for the Abell Foundation  
July 2016



ABELL  
FOUNDATION




# "B"-Line to Prosperity

**How B and Benefit Corporations  
Can Boost Economic Development and Quality of Life in  
Baltimore, Maryland and Beyond**

**Made Possible by:**  
Town Creek Foundation  
Through a Grant to SustainaFest

**Prepared by:**  
Michael Shuman - Lead Author  
George Chmael II, Richard Eskin, Katie Smith - Contributing Authors  
Council Fire LLC

- **What's working already in your community? How can you amplify it?**
  - **What have you learned from these case studies that you feel could be utilized immediately in your community?**
  - **Who are your potential collaborators/partners? What assets do you have in your community to work with? How can you engage and mobilize those assets?**
  - **What are you community's authentic stories? How can you curate and disseminate the stories to have an outsized impact on the community's collective consciousness?**
  - **What bold challenges or experimental projects can you take on with the community? Who is the natural partner(s)?**
- 

## ECOSYSTEM BUILDERS

- Come in many forms
- Create invisible infrastructure in their communities to support B Corps and other impact leaders
- Connect, empower, and collaborate with others
- Lift up the whole community
- Play system architect, champion, advocate, convener, cajoler, traffic cop, storyteller



## Taking Social Innovation to Scale

Margaret Wheatley & Deborah Frieze

MARGARET WHEATLEY is President Emerita of *The Berkana Institute*. Her most recent books are *Finding Our Way: Leadership for an Uncertain Time* and *Turning To One Another: Simple Conversations to Restore Hope to the Future*. DEBORAH FRIEZE is a Berkana board member and former Co-president.



DESPITE CURRENT ADS AND SLOGANS, the world doesn't change one person at a time. It changes as networks of relationships form among people who discover they share a common cause and vision of what's possible. This is good news for those of us intent on changing the world and creating a positive future. Rather than worry about critical mass, our work is to foster critical connections. We don't need to convince large numbers of people to change; instead, we need to connect with kindred spirits. Through these relationships, we will develop the new knowledge, practices, courage, and commitment that lead to broad-based change.

**RATHER THAN WORRY ABOUT CRITICAL MASS,  
OUR WORK IS TO FOSTER CRITICAL CONNECTIONS.**

But networks aren't the whole story. As networks grow and transform into active, working communities of practice, we discover how life truly changes, which is through emergence. When separate, local efforts connect

with each other as networks, then strengthen as communities of practice, suddenly and surprisingly a new system emerges at a greater level of scale. This system of influence possesses qualities and capacities that were unknown in the individuals. It isn't that those qualities and capacities were hidden; they simply did not exist until the system emerged. They are properties of the system not the individual, but once there, individuals possess them. And the system that emerges always possesses greater power and influence than is possible through planned, incremental change. Emergence is how life creates radical change and takes things to scale.

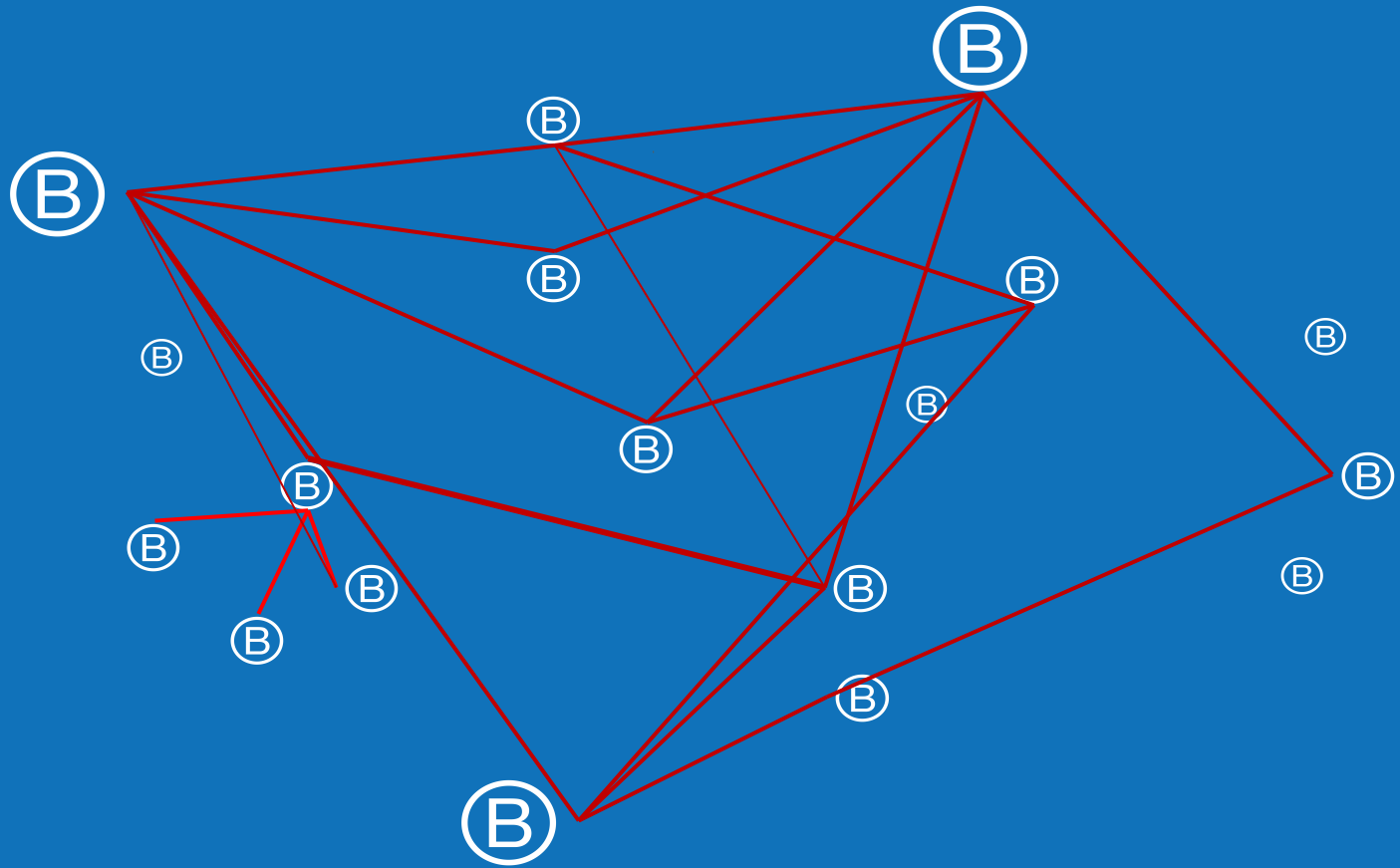
Since its inception in 1992, The Berkana Institute has been experimenting with the life-cycle of emergence: how living systems begin as networks, shift to intentional communities of practice, and evolve into powerful systems capable of global influence. Through our work with communities in many different nations, we are learning what's possible when we connect people across difference and distance. By

What are 1 to 3 things  
I can do in my company and my home  
community within the next 12 months  
to grow the B Corp movement in NM  
to and help build an impact-based  
inclusive economy?

# Emergence

**= the fundamental scientific explanation for how local changes can materialize as global systems of influence.**





# Three Stages of Emergence

## 1 Networks

- People connect with others interested in similar work
- Self-interested coalitions, alliances + networks form as means to create societal change

## 2 Communities of Practice

- Smaller communities self-organize + share common work + intentionally create new knowledge
- No longer self-interested, focused on needs of greater good + desire to share with wider audiences

## 3 Systems of Influence.

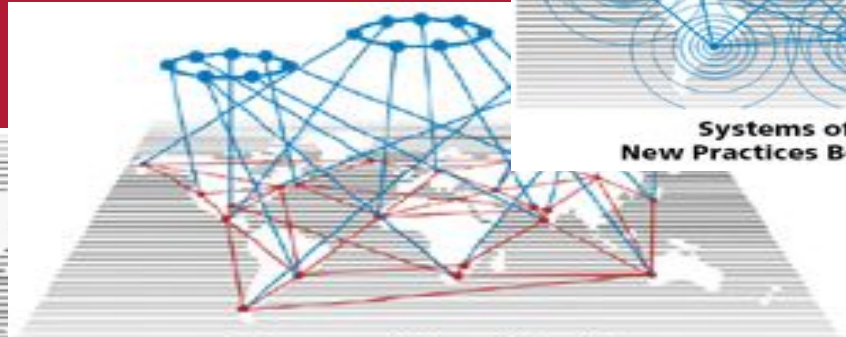
- Sudden appearance of a system that has real power + influence.
- Practices once at periphery become the norm
- Critics who said it could never be done suddenly become chief supporters => Emergence



# Three Stages of Emergence



**Networks:**  
Discovering Shared Meaning and Purpose



**Communities of Practice:**  
Developing New Practices Together




**Systems of Influence:**  
New Practices Become the Norm

# Ecosystem Leader's Work




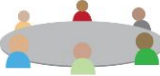
- Grow local Community of Practice to critical mass
- Foster critical connections within Community of Practice
- Connect with aligned Communities of Practice



**Community of Practice**  
**= group of people who share a**  
**concern or a passion for something**  
**and learn how to do it better**  
**together (e.g. good business).**  
**Self-organized, supportive,**  
**collaborative. People make a**  
**commitment to be there + to**  
**greater good.**



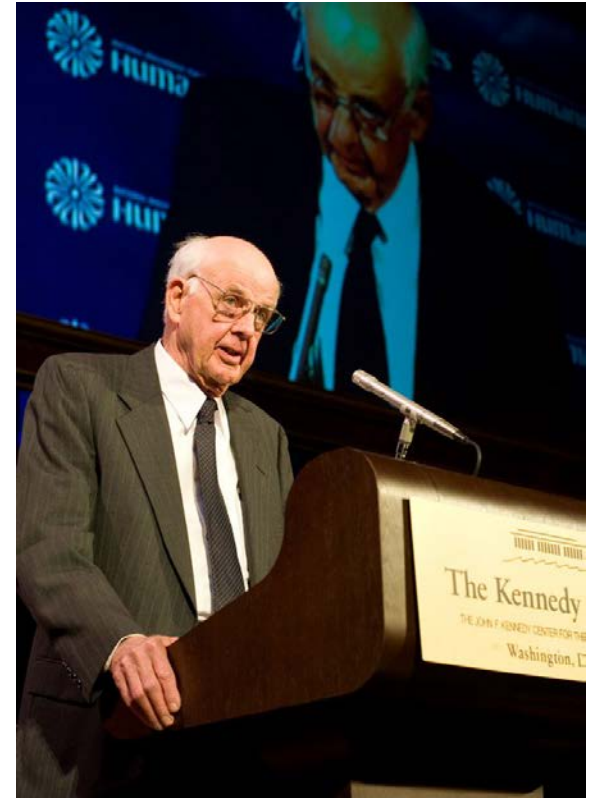
# TWO APPROACHES TO ECONOMIC DEVELOPMENT

Drivers	Community Wealth Building	Traditional Approach
 Place	Develops under-utilized local assets of many kinds, for benefit of local residents.	Aims to attract firms using incentives, which increases the tax burden on local residents.
 Ownership	Promotes local, broad-based ownership as the foundation of a thriving local economy.	Supports absentee and elite ownership, often harming locally owned family firms.
 Multipliers	Encourages institutional buy-local strategies to keep money circulating locally.	Pays less attention to whether money is leaking out of community.
 Collaboration	Brings many players to the table: nonprofits, philanthropy, anchors, and cities.	Decision-making led primarily by government and private sector, excluding local residents.

# “IT ALL TURNS ON AFFECTION”

**“To have a place, to live and belong in a place,  
to live from a place without destroying it...**

...we recognize with sympathy the fellow  
members, human and nonhuman, with whom we  
share our place.



**Wendell E. Berry, 2012  
JEFFERSON LECTURE**

- **STAGE 1: Nascent (New Mexico)**
  - 5-25 B Corps, just coalescing, fluid membership
- **STAGE II: Coalescing (Florida)**
  - 25-100 B Corps, early in self-organizing, rapid growth, partnering, focused on greater good
- **STAGE III: Maturing/Emergent (Colorado)**
  - 100+ B Corps, self-organizing, highly connected Community of Practice, evolved partnerships, once periphery now the norm

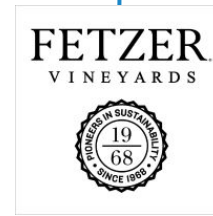


# B Corps in the Public Markets

Parent  
Company



Certified  
  
Corporation

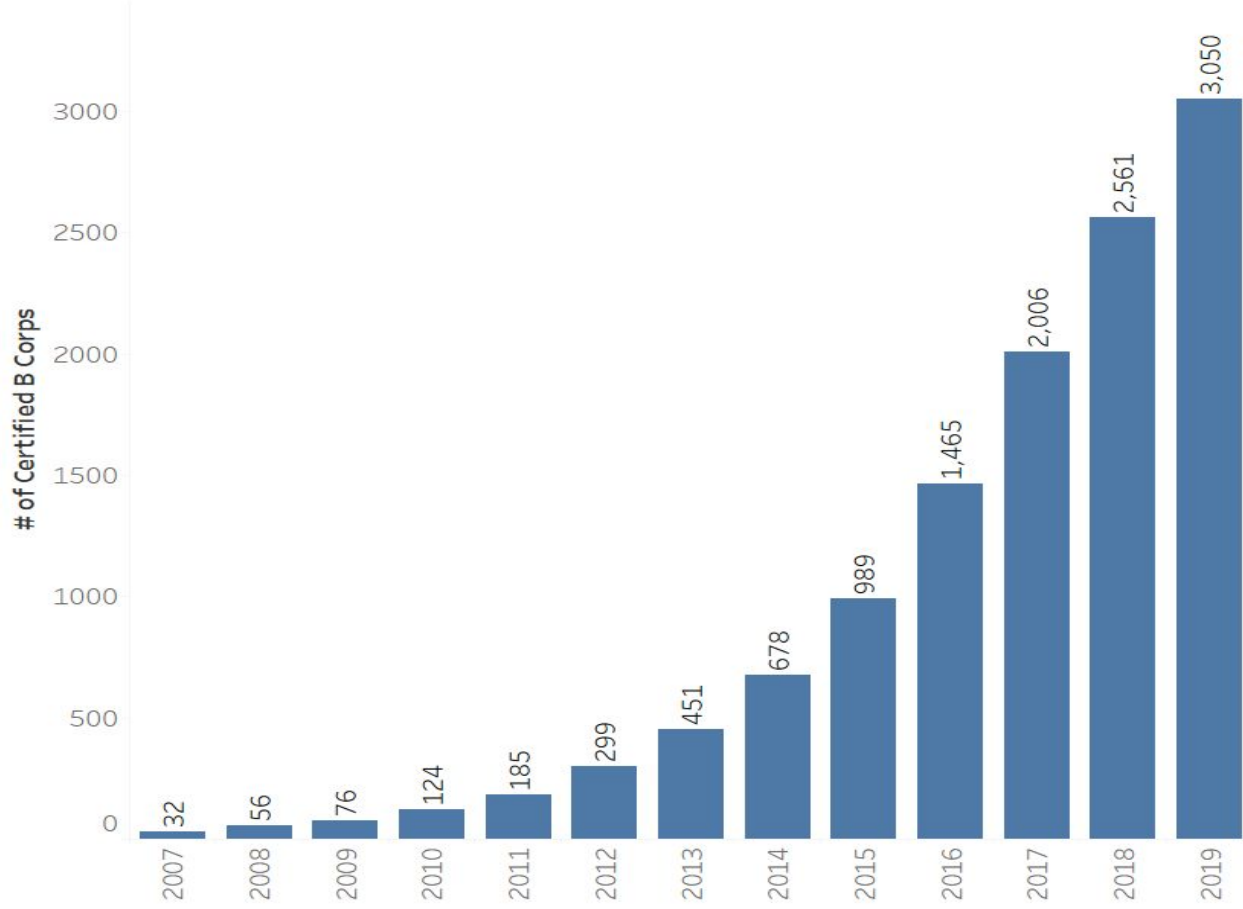


Publicly  
Held  
B Corps



LAUREATE  
EDUCATION INC.







## Certified B Corporation

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**certification** conferred by the nonprofit B Lab

A company that (1) meets the standards of verified social and environmental performance through the B Impact Assessment, (2) satisfies transparency requirements, and (3) makes a legal commitment to consider all stakeholders

Any for-profit company in any country can pursue certification (LLCs included)

### Certified B Corp vs. Benefit Corporation

## Benefit Corporation

---

**legal corporate form** (taxed like a C-corp or an S-corp) that has a higher level of transparency, accountability and purpose

A legal entity that has protection and permission to consider its impact on all stakeholders

Available in 37 states in the U.S., Puerto Rico, Italy, and Colombia

The path for most US corporations to meet the legal requirement for B Corp Certification

# Differentiate From Competitors: At Retail

Be seen on the shelf with fellow B Corps, as not just better products, but better companies.

---

Certified B Corp Grocers:



NewLeaf  
Community Markets



**Storytelling is essential in the transformation of business and society.**

**So we commit to sharing your compelling story.**

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**Taking Large and Small Steps: Galileo Continues Inclusion Journey While Sharing Lessons Along the...**

B Corp Finds that True Change Often Goes Beyond the Numbers



**B the Change**

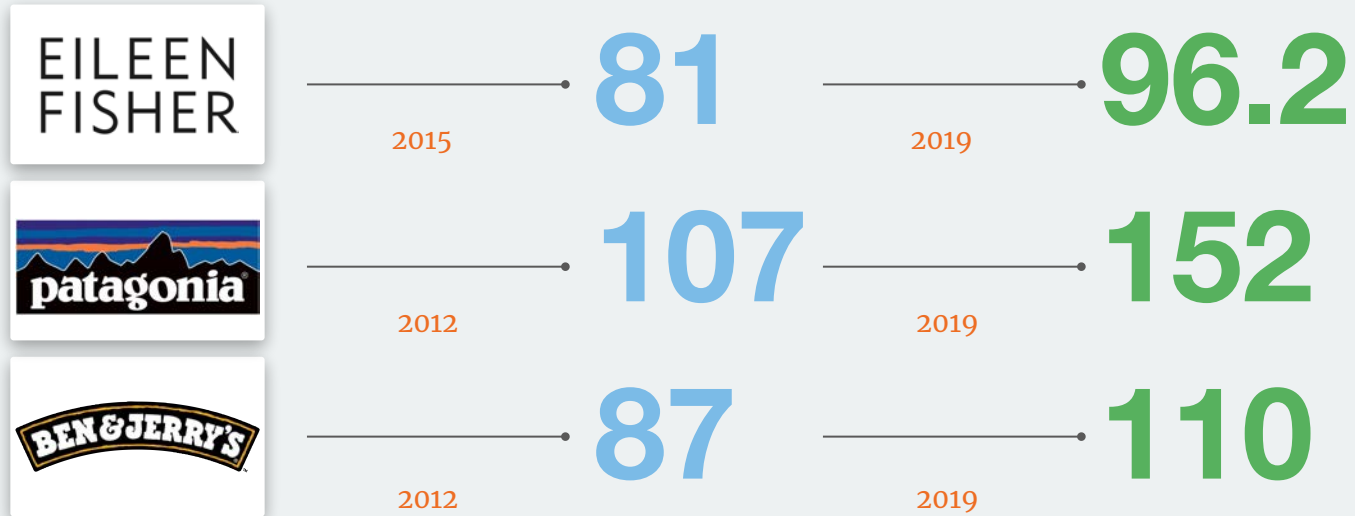
May 14 · 8 min read



**B the Change**

The stories of people using business as a force for good

## Most B Corps Certify & Improve Over Time



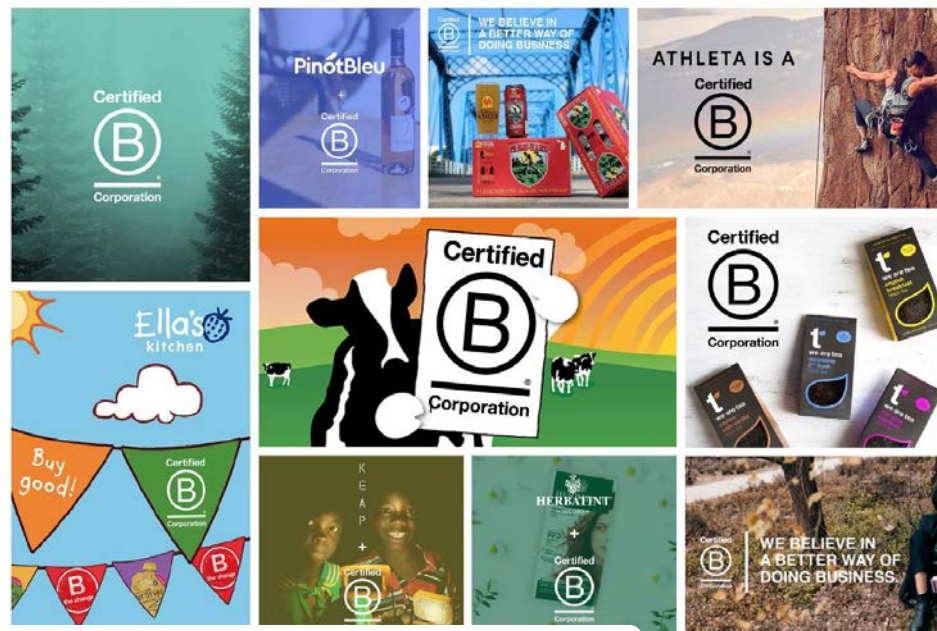


# Attract & engage talent

Certified



Corporation



# Differentiate from Competitors





# Protect Mission

Certified



Corporation



# Raise Values Aligned Capital

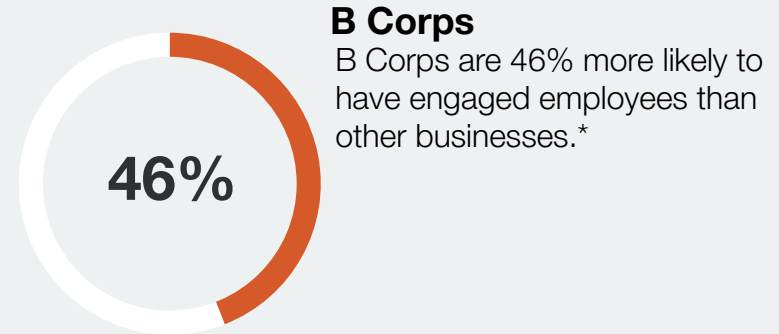
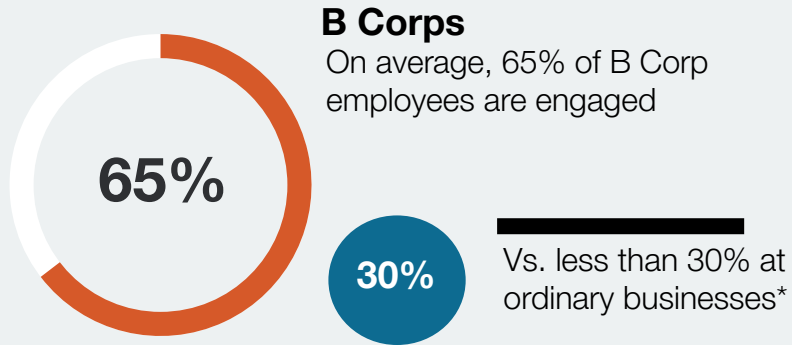
Certified



Corporation



## B Corps have more engaged employees.




\*Based on data collected in the B Impact Assessment

## BLD

### B Corp Leadership Development Conference

For employees of Certified B Corps and others in the B Economy to network, collaborate, and share best practices for strong business and maximum positive impact.



36%

#### B Corps

have had >50% staff participate in external professional development opportunities.



95%

more likely to offer this compared to ordinary businesses.

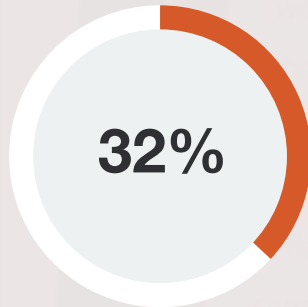
“BLD puts the breadth and weight of the B Corp movement into perspective. It’s a day when we strengthen the connections within our community, welcome new members, and broaden our impact. A new employee likely doesn’t realize the strength, enthusiasm, openness, and diversity of the community they’ve joined – but when they come to BLD they’re immersed in it. It’s powerful.”



Elyse Crowston, Director of  
(Impact) Investor Relations

## B Work

3,000+ job postings. The world's largest impact jobs site: a hiring platform to help B Corps attract talent.



### B Corps

have had a majority of positions filled with internal candidates in last 12 months

21%

more likely to do this in comparison to ordinary businesses.

“My biggest surprise was the social capital B Corp community membership gave me with millennials... I no longer search for high-potential staff; they now come to me.”



**Tiffany Jana**, CEO of TMI Consulting

**The B Corp legal standards bake the values of the company into its legal DNA and ensures that its mission can survive over time.**

---

“Benefit corporation legislation creates the legal framework...to stay mission-driven through succession, capital raises, and even changes in ownership...”



Yvon Chouinard,  
Patagonia



**The B Corp legal standards ensures your investors are aligned to your mission.**

---



“We founded Allbirds as a Public Benefit Corporation. This injection of capital will help us bring our sustainable products to more people... demonstrating that comfort, design and sustainability don’t have to live exclusive of each other.”



Joey Zwillinger  
Allbirds

*allbirds*

## Protect Mission: Protect from Mission Drift



“We had activists come into our stock. ... they wanted to force us into a sale. ... Boy oh boy oh boy, did I wish we were a B Corp.”



**John Mackey**  
Whole Foods, Founder

## 6. Raising Aligned Capital

“The presence of an identifiable, legitimate B Culture... gives us a window into, and confidence in, the operations of a company. Without it, our diligence is more time consuming and complicated.”



**Matthew Weatherley-White,**  
Private Equity Investor,  
Co-Founder and Managing  
Director at Caprock

ANDREESSEN  
HOROWITZ



TOWERBROOK

BENCHMARK  
CAPITAL



BLACKROCK



CREDIT SUISSE



JPMORGAN  
CHASE & CO.

OBVIOUS  
VENTURES



FOUNDERS FUND



**\$2B+** in Capital  
Raised.

GREYCROFT



OPPENHEIMER

KPCB | KLEINER  
PERKINS  
CAUFIELD  
BYERS

NEA  
New Enterprise Associates®



KAPOR CAPITAL

KKR



renewal  
Funds

THRIVE  
CAPITAL

union  
square  
ventures

RSF  
SOCIAL FINANCE

LAZARD

ON  
OMIDYAR  
NETWORK™

citigroup

SHERPA  
CAPITAL

T.Rowe Price

bdc

Goldman  
Sachs