

# Doughnut Design for business

Redesigning businesses through  
Doughnut Economics





**Chiang Mai**



**New York**



**Punjab**



**Lagos**



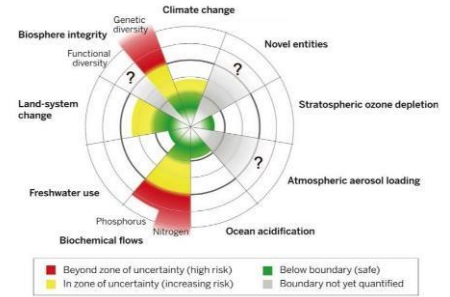
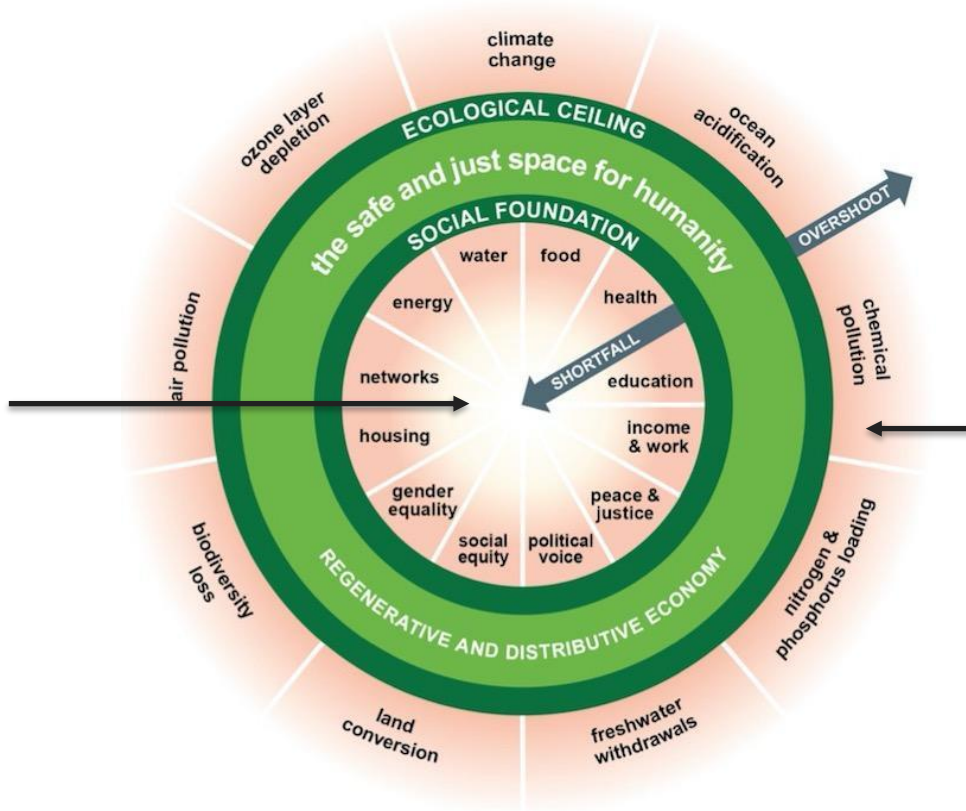
**Rhineland**



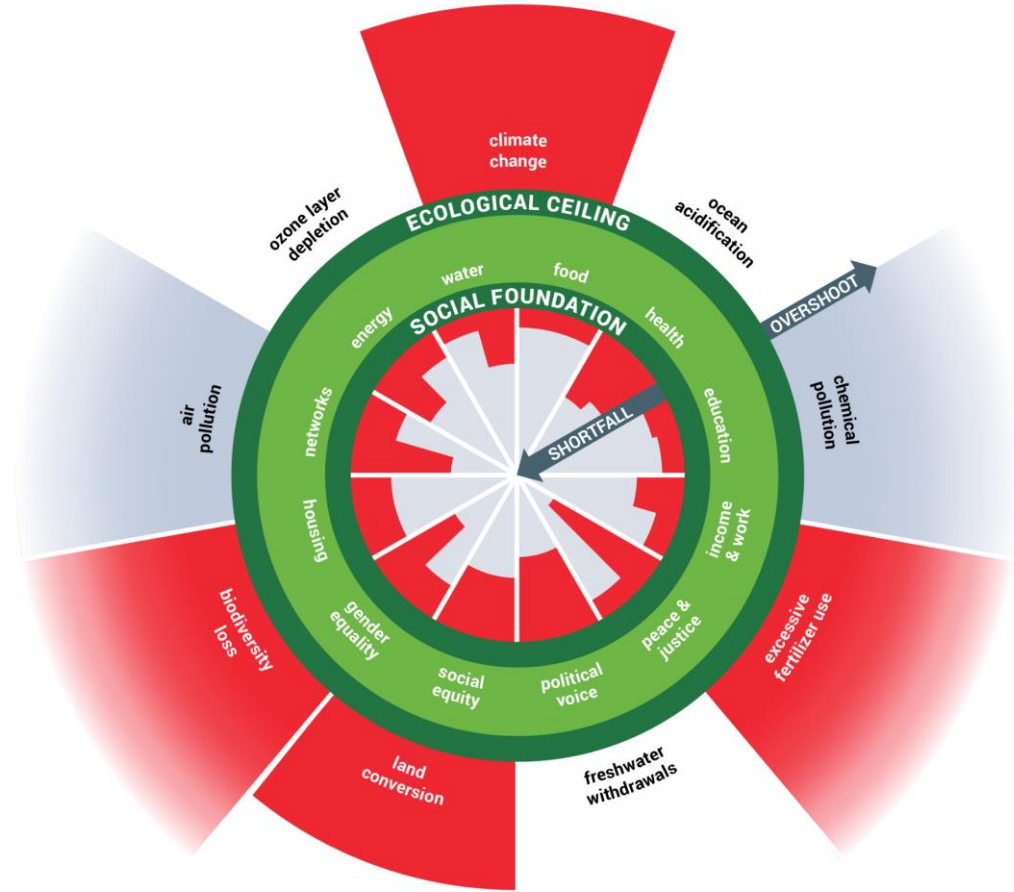
**Chongqing**



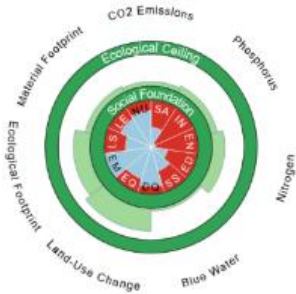
# A compass for human prosperity



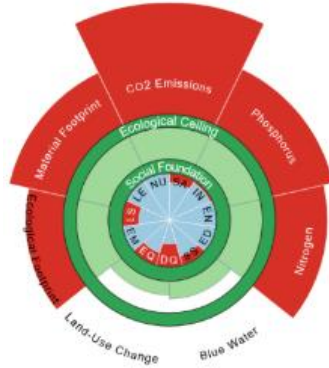
# A world deeply out of balance



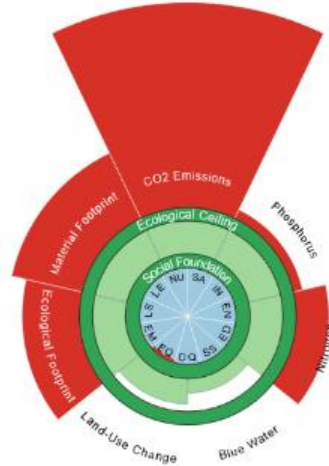
# Every nation must transform



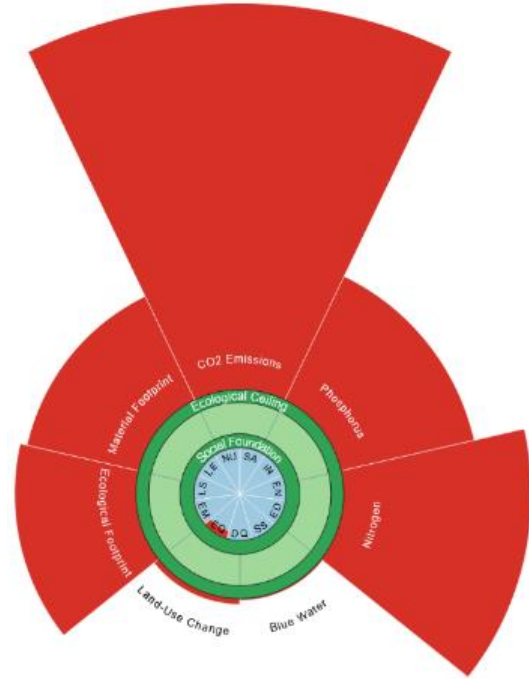
Malawi



China

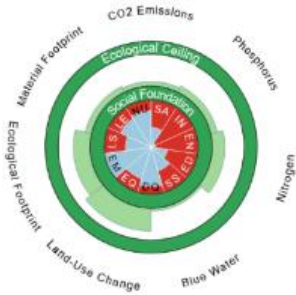


UK

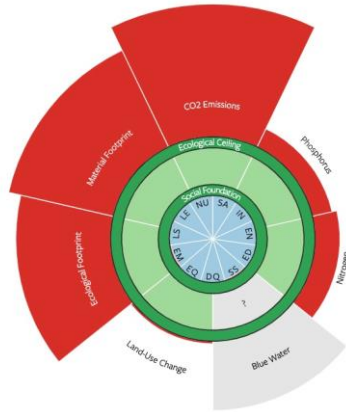


USA

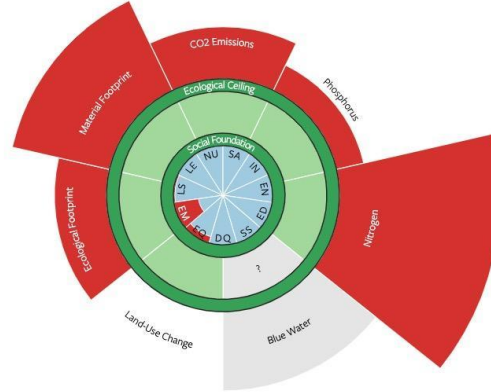
# Every nation must transform



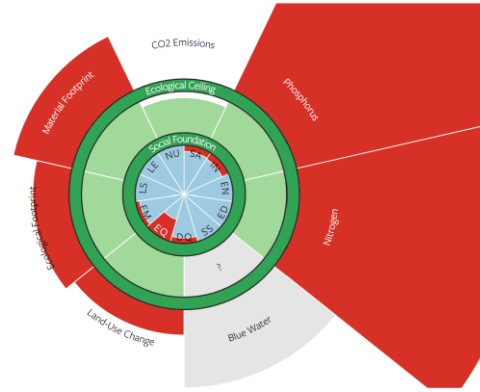
Malawi



Netherlands

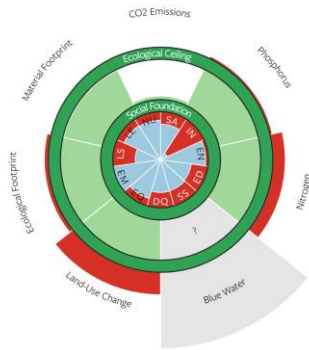


Spain

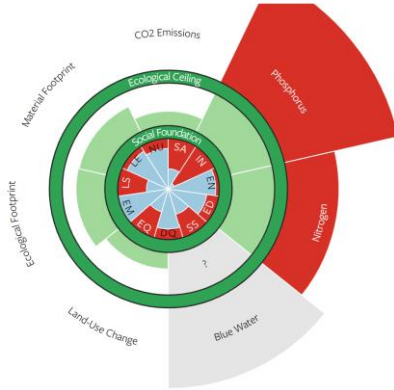


Brazil

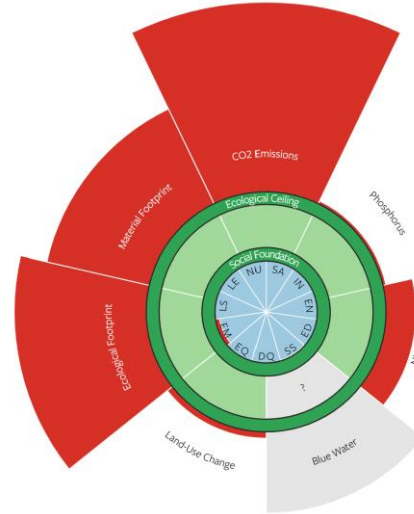
# Every nation must transform



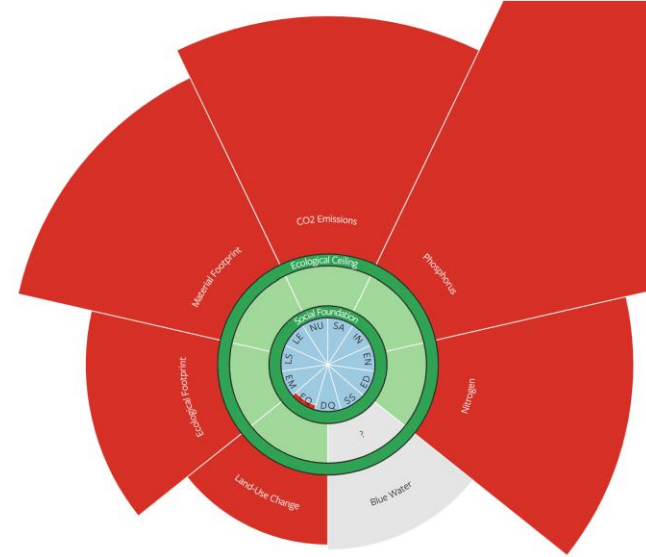
Laos



India



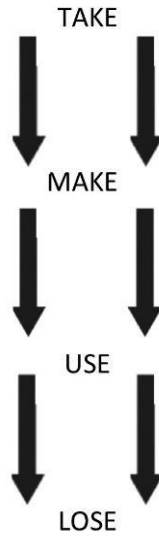
Belgium



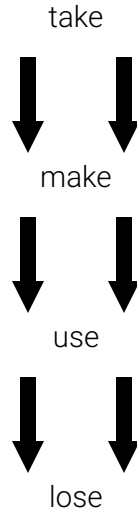
Australia



# DEGENERATIVE

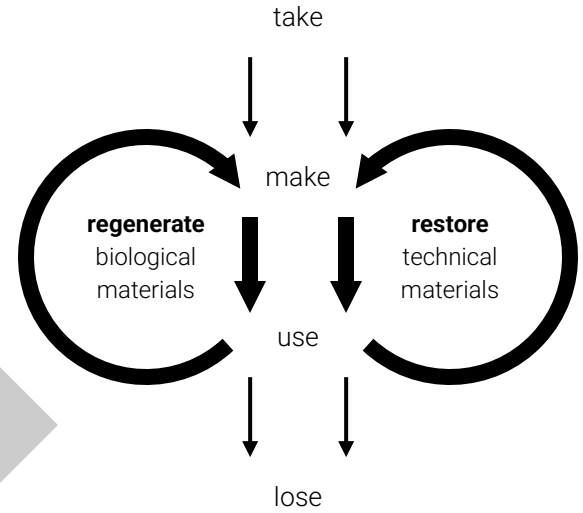
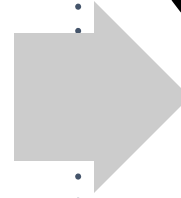


# To change the future, change the dynamics



## Degenerative

Running down Earth's life-supporting system



## Regenerative

Working with and within the cycles of the living world



## Degenerative



Landscape degradation

## Sustainable



Zero deforestation



## Regenerative



Landscape restoration



Built-in obsolescence



100% recyclable



Repair & modular design

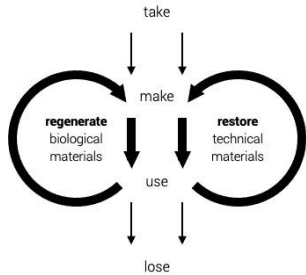
# towards regenerative practice



Open modular design - Fairphone



Factory as Forest - Interface

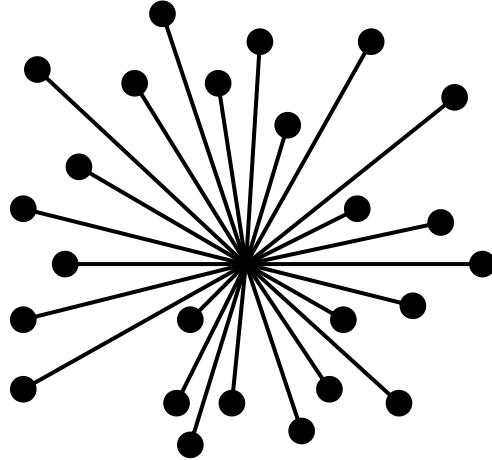


Circularity of materials - Houdini



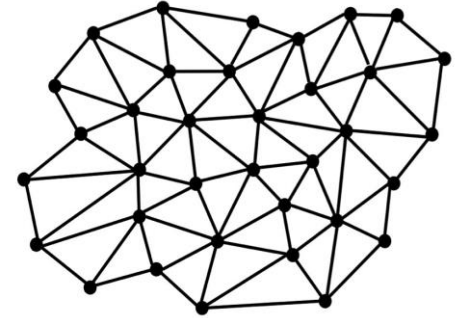
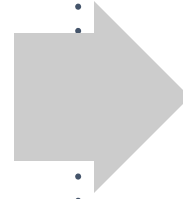
Restoring nutrient loops - Sanergy

**To change  
the future,  
change the  
dynamics**



**Divisive**

Capturing opportunity and value  
in the hands of a few



**Distributive**

Sharing opportunity and value  
with all who co-create it

 **Divisive**



**Car traffic jam**

**Inclusive**



**Buses in car traffic jam**

 **Distributive**



**Dedicated public transit**



**Poverty wage**



**Living wage**



**Living wage + profit share**

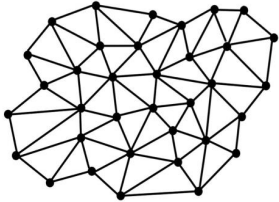
# towards distributive practice



Farmer voice – Maquita



Profit sharing – Equal Exchange



Commitment to community - FairBnB



Fair Tax - LUSH



We should introduce refillable perfume bottles – but bringing consumers on board needs investment, and the payback period on that capital expenditure is too long.

**senior executive,  
major beauty brand**

Paying tea pluckers a living wage cannot mean paying suppliers more for their tea. The market just won't reward this. They need to fund it by raising their productivity.

**Tea industry  
executive**



I've been asked to create a range of regenerative clothing – while being expected to deliver the usual 15% profit margins from the outset. Impossible.

**head of innovation,  
major clothing brand**





# Many ways to transform business

Exerting public  
pressure



Providing  
enlightened  
leadership



Setting new targets  
and metrics



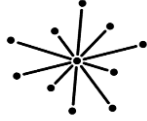
Making the  
business case



To reinforce these and drive further ambition, Doughnut Economics focuses on transforming the deep design of business.

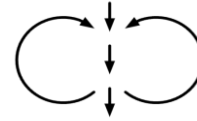


Degenerative



Divisive

# What's the design of business?



Regenerative



Distributive

How much value can we extract through this enterprise?

Purpose

Networks

Governance

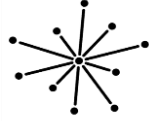
Ownership

Finance

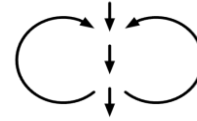
How many benefits can we generate through this enterprise?



**Degenerative**



**Divisive**



**Regenerative**



**Distributive**

**Profit-driven business**



**Purpose**

**Networks**

**Governance**

**Ownership**

**Finance**

**Purpose-driven business**



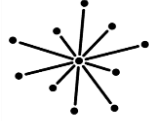
**100% slave  
free  
the norm in  
chocolate**



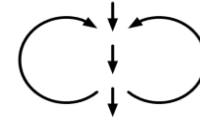
**Tony's Chocolonely**



**Degenerative**



**Divisive**



**Regenerative**



**Distributive**

**Extractive relationships**

*Commodified supply chains*

**Tax avoidance**

*Regressive lobby groups*

**Purpose**

**Networks**

**Governance**

**Ownership**

**Finance**

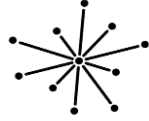
**Collaborative partnerships**



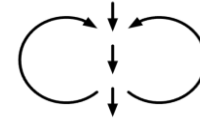
**El Puente, Germany**



**Degenerative**



**Divisive**



**Regenerative**



**Distributive**

**Governance serving finance**



**Purpose**

**Networks**

**Governance**

**Ownership**

**Finance**

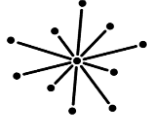
**Governance serving purpose**



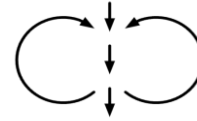
**Faith in Nature**



Degenerative



Divisive



Regenerative



Distributive

Extractive ownership

Venture capital

Stock market

Private equity

Purpose

Networks

Governance

Ownership

Finance

Generative ownership

*we're in business to save our home planet*

**PATAGONIA PURPOSE TRUST**

*Locks in our purpose forever*

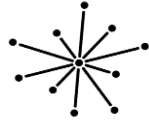


**HOLDFAST COLLECTIVE**

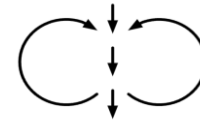
*Fights the climate and ecological crisis*



**Degenerative**



**Divisive**



**Regenerative**



**Distributive**

**Serving financial returns**



**Purpose**

**Networks**

**Governance**

**Ownership**

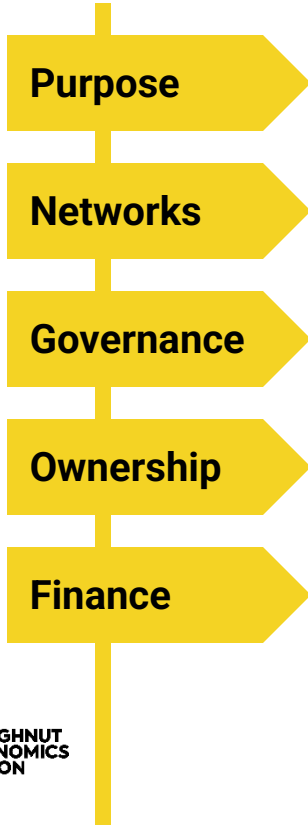
**Finance**

**Serving purpose**

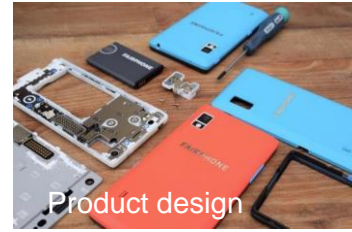


**Café Direct**

# Benefits of redesign



- aligning with purpose
- enabling partnerships
- channelling investment
- locking-in legacy
- regenerative & distributive by design



Product design



Supply chain security



Fresh innovations



Protect mission / legacy





22 pilot  
workshops

300+  
businesses



- Centre for Economic Transformation, HvA, Amsterdam
- 200 Million Artisans
- Accelerate2030
- Also Festival
- Basel Area Business & Innovation
- Bold Foundation Switzerland
- Bristol Green Capital Partnership
- British Retail Consortium
- Change Makers Magazine
- Coest
- Ecosystem Incubator
- Employee Ownership Association
- FLO's Oxford
- Good Market
- Impact Hub Basel
- Impact Hub Kings Cross
- Purpose Capital New Zealand
- Purpose Economy
- Social Enterprise UK
- Start-up Foundation Finland
- The London School of Economics and Political Science
- Ubiquity University



# Doughnut Design for Business

Who might use it?

- ✓ Consultants, start-up incubators, business networks, business founders, intrapreneurs, investors... anyone able to engage businesses in their deep design.
- ✓ Those using with clients need to be values-aligned & registered as organisation in action at [doughnuteconomics.org/organisations](https://doughnuteconomics.org/organisations)
- ✓ Guidelines in tool: [doughnuteconomics.org/tools/191](https://doughnuteconomics.org/tools/191)



## Organisations in action

Many consultancies, NGOs and more are putting Doughnut Economics into practice in their work with clients and others. To use DEAL's tools with clients, we ask all organisations to submit a public declaration, shown within their profiles below.

About organisations in action

Submit an application

Admin: Add new org profile

What are you looking for?

Page 1 of 2

Sort by: Most Recent

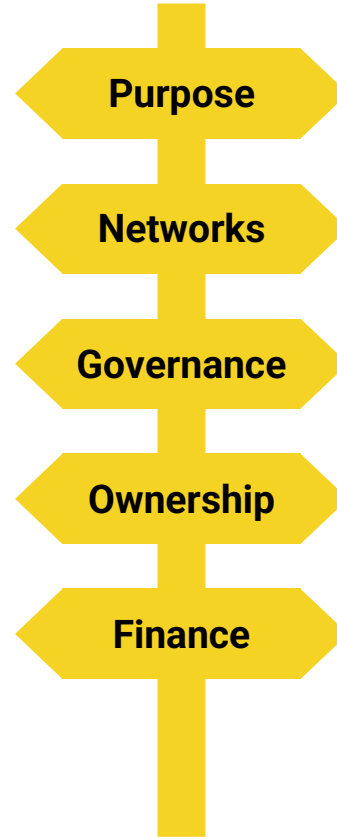
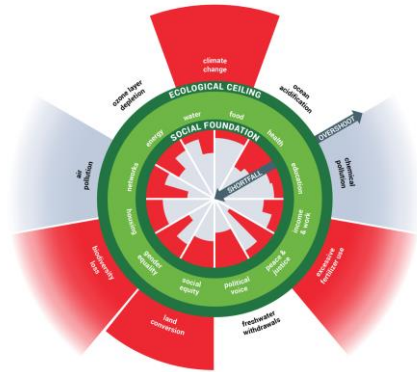
<p>get: Agile</p> <p>Get Agile</p> <p>As Agile coach, Circular Economy professional and Sustainability practitioner I help organisations to deliver...</p>	<p>buero gross</p> <p>buero gross is a Berlin based sustainability and transitions consulting agency that researches, designs, an...</p>	<p>The Wellbeing Farm Ltd</p> <p>The Wellbeing Farm is a fun, unique and sustainable wedding and events venue and the first independent event...</p>	<p>ALOE DEVELOPMENT</p> <p>ALOE development</p> <p>Our work is guided by the belief that independent businesses have the power and the responsibility to design...</p>
<p>Tim Frenneaux &amp; Co</p> <p>Tim Frenneaux &amp; Co</p> <p>I'm a regenerative business designer, entrepreneur and collaborator with the Leeds Doughnut Coalition I ha...</p>	<p>futurlabor</p> <p>with for systemic future co-ops</p> <p>futurlabor</p> <p>We create regenerative spaces to explore, reflect and innovate on individual, organisational and societal...</p>	<p>PÄBENI</p> <p>Päbeni s.r.l.</p> <p>We are designers of services and organisations that help meet financial goals with respect for the needs of...</p>	<p>Regenerative Partners</p> <p>Regenerative Partners</p> <p>We are a combo of experienced leadership consultants and trained regenerative practitioners &amp; regenerative...</p>
<p>Climate Biodiversity Coaching CIC</p> <p>LYDIA STEVENS Lydie Stevens is an executive coach, facilitator, trainer, mother and grand-mother After 30...</p>	<p>The Dandelion Project</p> <p>The dandelion is a powerful life-offering force in any ecosystem in which it is present. The Dandelion Pro...</p>	<p>Cabinet VIZÉ</p> <p>Our Main Mission We are your trusted advisor in the prevention of accidents at work. We are committed to...</p>	<p>Bemari</p> <p>Bemari</p> <p>We are a B-Corp certified impact consultancy set up to scale solutions to the triple threat of climate chan...</p>
<p>V &amp; V Sustainability Consultancy</p> <p>WE SUPPORT BRANDS TO HAVE A POSITIVE IMPACT ON THE WORLD. Our clients are passionate about having a pos...</p>	<p>Jälleenvakentajat</p> <p>Jälleenvakentajat osk, Jälleenvakentajat co-op</p> <p>The verbs of the Jälleenvakentajat (rebudlers in Finnish) cooperative is 'to begin'. We are aware of major...</p>	<p>Politics for Tomorrow</p> <p>Politics for Tomorrow is a non-partisan initiative advancing the innovation capacity of the public sector...</p>	<p>WaterMark</p> <p>WaterMark.com guide &amp; inspire you to set your goals, find your path, work out an actual project and learn...</p>

# Doughnut Design for Business

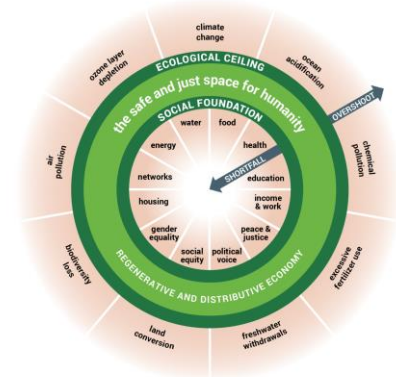
DEAL's guide to redesigning businesses through Doughnut Economics



How does the design of your business block transformative action?

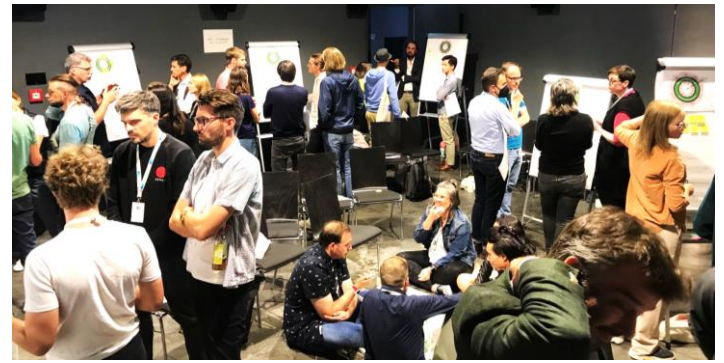


How could a redesign of your business unlock transformative action?



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[doughnuteconomics.org](https://doughnuteconomics.org)

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