



THE PRESTON CO-OPERATIVE DEVELOPMENT NETWORK,  
THE UNIVERSITY OF CENTRAL LANCASHIRE AND  
PRESTON CITY COUNCIL PRESENT:

CENTRE FOR  
**SME**  
DEVELOPMENT

# Preston Meets Mondragón: Worker ownership and democratic businesses for Preston



# LKS - MONDRAGON

## Social Transformation / Shared Ownership Models



## Who we are

- **A VERY DIVERSIFIED GROUP:**  
260 COMPANIES AND ENTITIES OPERATING IN 4 ÁREAS:  
FINANCIAL, INDUSTRIAL, RETAIL AND KNOWLEDGE
- **PRESENT IN THE 5 CONTINENTS:**  
WITH 122 PRODUCTION PLANTS AND 9 CORPORATE OFFICES
- **WITH TECHNOLOGICAL INNOVATION AND INTEGRATION AS THE DRIVING FORCES BEHIND ITS DEVELOPMENT**  
15 RESEARCH AND DEVELOPMENT CENTRES OF ITS OWN; 467 INVENTION PATENT FAMILIES



**KNOWLEDGE**  
VOCATIONAL TRAINING  
CENTRE TO  
DEMOCRATISE ACCESS  
TO QUALIFICATIONS



**INITIATIVE**  
STARTS THE  
CO-OPERATIVE  
EXPERIENCE

1956



**EVOLUTION**  
COMPLEMENTS THE  
STRUCTURE CREATING  
AND INTEGRATING  
NEW CO-OPERATIVE  
ENTERPRISES

1960



**DEVELOPMENT**  
CONSOLIDATION AND  
INTERNATIONAL  
EXPANSION

1991

## our essence

### mission

We are a socio-economic reality of a business nature

With deep cultural roots in the Basque Country

- **Created by and for people**
- Inspired by the **Basic Principles of our Co-operative Experience**
- Committed to the community, competitive improvement and customer satisfaction, to **generate wealth in society, through business development and job creation**

### corporate values

#### **CO-OPERATION**

Owners and protagonists

#### **PARTICIPATION**

Commitment to management

#### **SOCIAL RESPONSIBILITY**

Distribution of wealth based on solidarity, and involvement in the community

#### **INNOVATION**

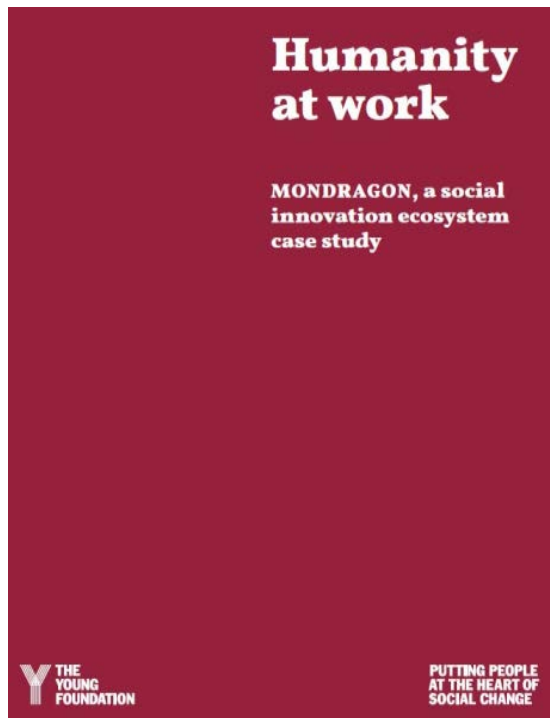
Constant renewal





**MONDRAGON**

# a social innovation ecosystem case study



<https://youngfoundation.org/publications/humanity-work-mondragon-social-innovation-ecosystem-case-study/>



**PUTTING PEOPLE  
AT THE HEART OF  
SOCIAL CHANGE**

## MONDRAGON as social innovation

### Social in ends

- ✓ Aims to change and contribute to surrounding environment
- ✓ Broader benefits of its way of working to the society around it
- ✓ Aim of wealth creation for wealth distribution
- ✓ Facilitating participation of others by introducing them to model and training them

### Social in means

- ✓ Wealth sharing – 1:6 salary ratios
- ✓ Participatory – vocational education
- ✓ Democratic - 1 person, 1 vote
- ✓ Intra co-operation – solidarity between people
- ✓ Inter co-operation – co-operating with other co-operatives
- ✓ Non-competition between co-operatives

## Key social values/ narratives

### Auzolan – common good

- ✓ Community ‘can do it’
- ✓ Joining forces in a difficult environment

### Sacrifice and generosity

- ✓ What you give up to contribute to your community
- ✓ Relational value – between people

### Self responsibility

- ✓ People are protagonists in their own project
- ✓ Responsible for success

### Democracy and participation

- ✓ Each worker can participate fully
- ✓ “1 person 1 vote”
- ✓ Focus on providing opportunities for people to participate fully in the project

### Learning by doing

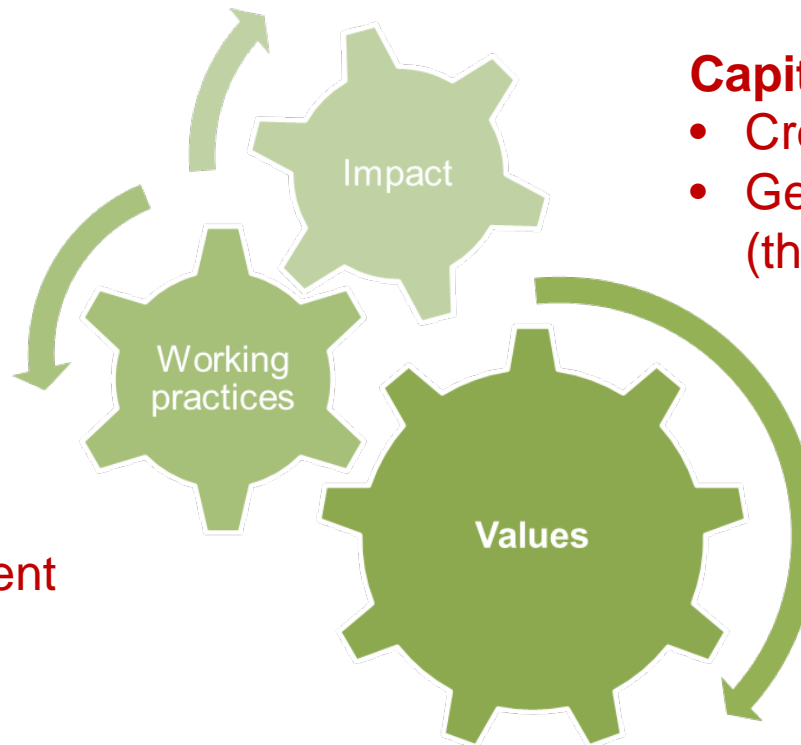
- ✓ Learning & labour participation possible with appropriate support and training
- ✓ ‘learning on the job’

**Innovation principle: trial and reflection**

# Values into practice – wealth sharing

## Examples

- 1 person 1 vote
- Shared ownership
- Vocational training
- Wealth re-investment



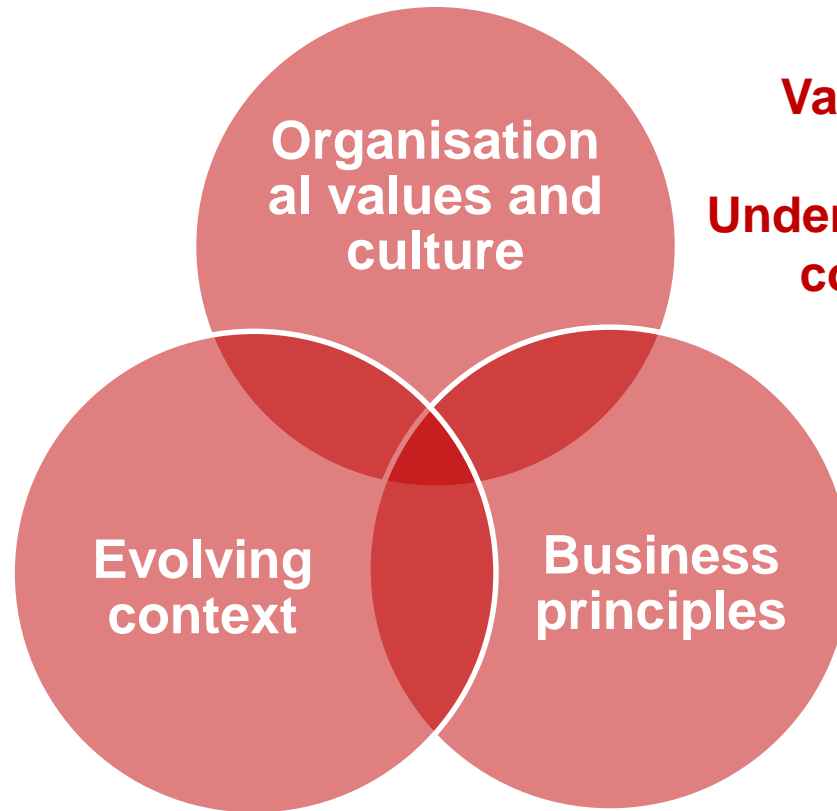
## Capital as an equality tool

- Creates employment
- Generates impact (through success)

*“We don’t exist only to accumulate capital... we want to leave future generations something better than what we found.”*



# Core dynamics

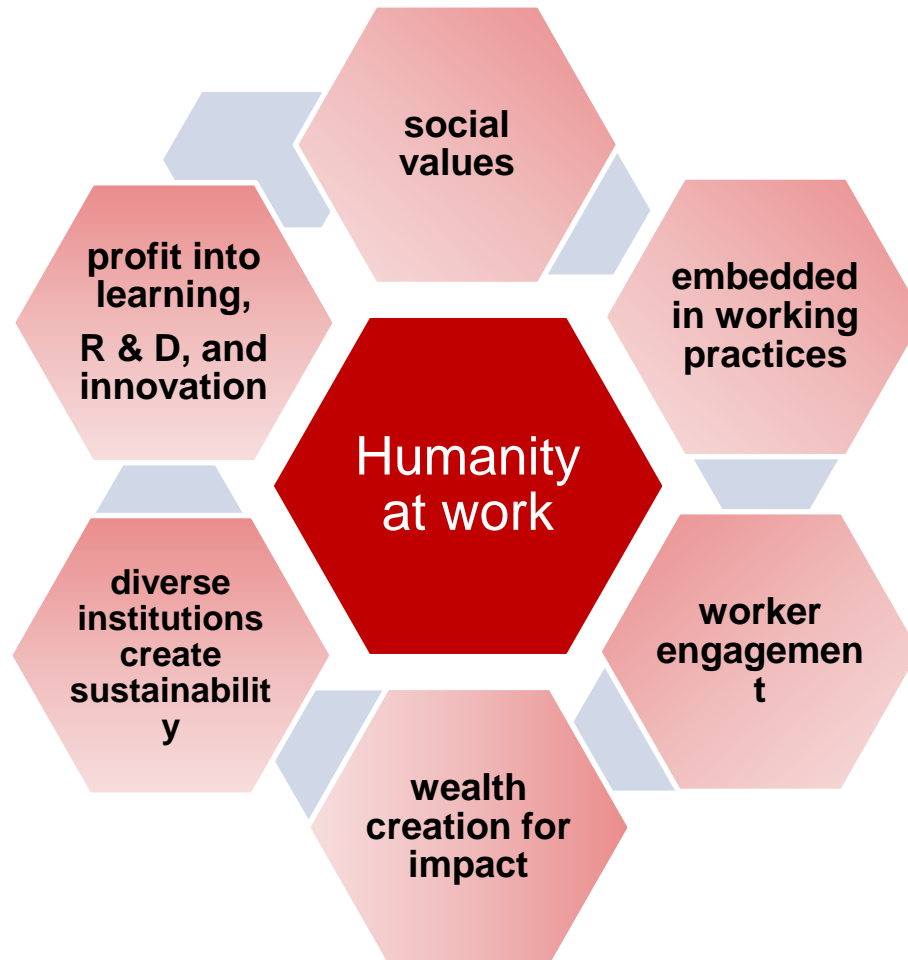


**Values inform  
action/  
Underpin & regulate  
consistency**

**Commitment to  
competitive &  
successful  
business to ensure  
organisation is  
enabled**

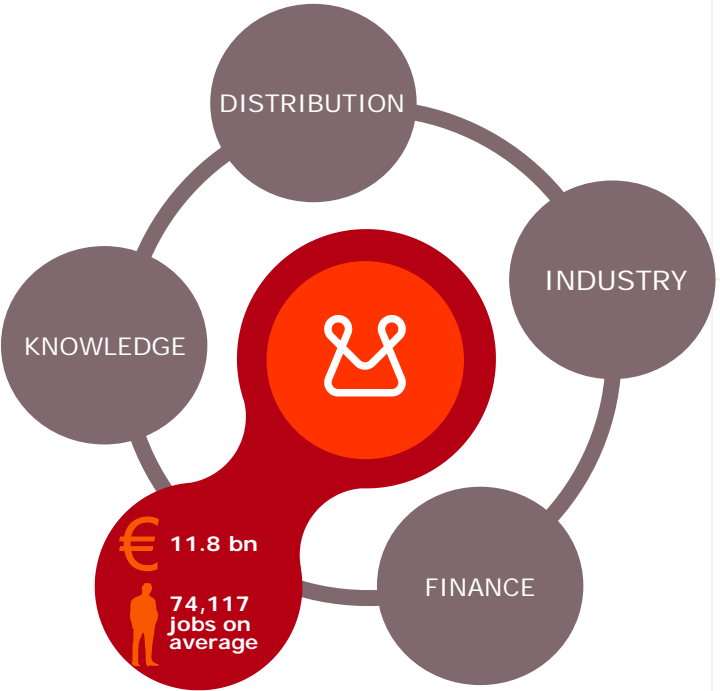
**Climate has changed  
which has impacted  
on their institutions/  
they have changed  
the context creating  
more equal society,  
transforming  
relationships**

# Ecosystem

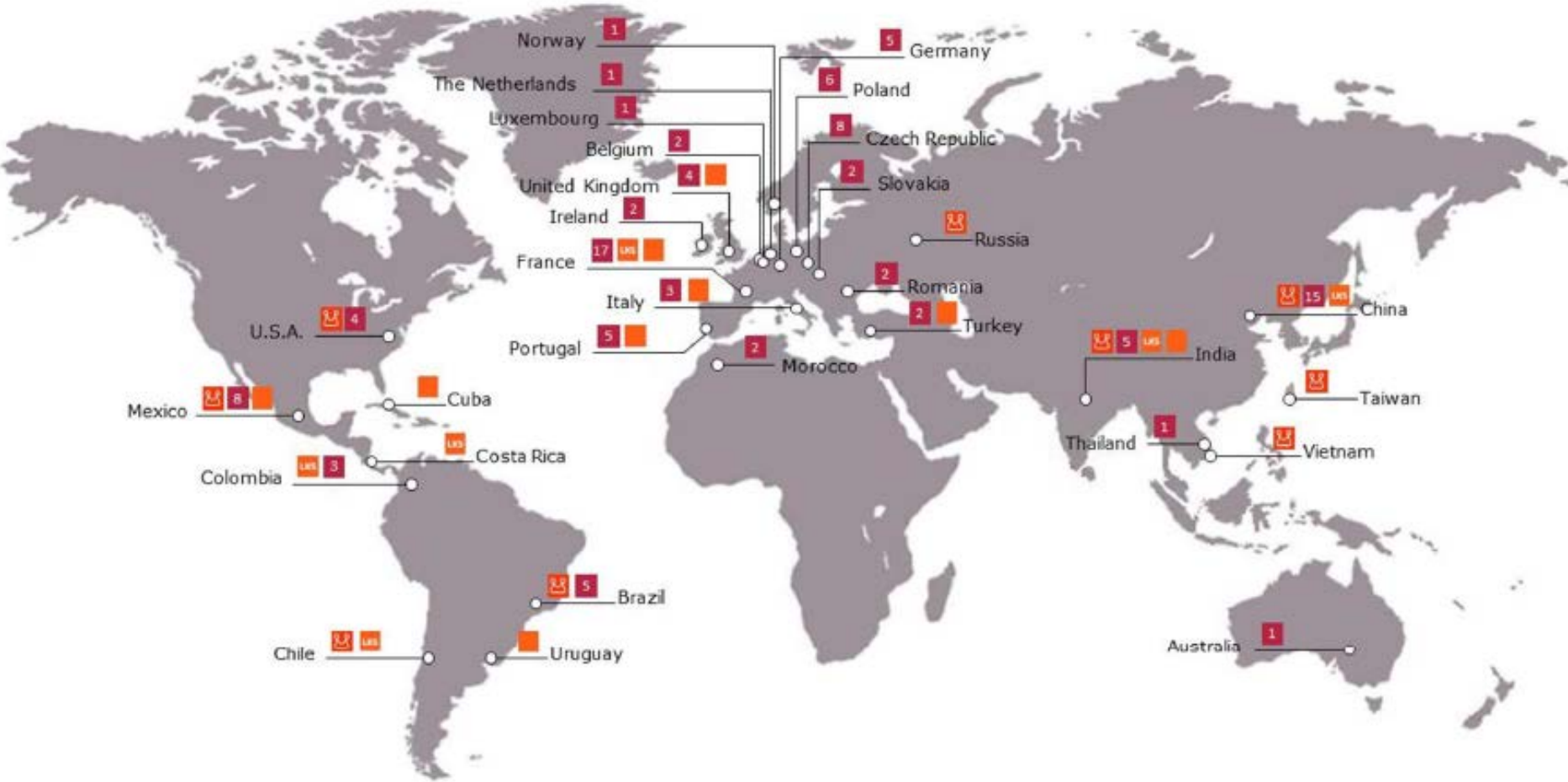


# LKS MONDRAGON

260 companies  
 32 other undertakings  
 125 production subsidiaries  
 9 corporate delegations



# LKS MONDRAGON



# LKS MONDRAGON

## LKS international experience on social transformation/shared ownership models:

### **Northern Ireland (UK)**

- Identifying scaling and internationalization opportunities for social ventures in Northern Ireland. LKS analyzed different social ventures, trying to identify any that might be more scalable and international. LKS designed the business model, the roadmap and the key success factors for these projects.
- Design and implementation project for the Mondragon-Team Academy Model in Derry – Londonderry.

### **Montreal (Canada)**

- Identifying Opportunities for Social Manufacturing Ventures in Montreal. The identification of opportunities for collective and social manufacturing development in Montréal and implementation strategies in light of Mondragon's experience around the world.

# LKS MONDRAGON

## LKS international experience on social transformation/shared ownership models:

### **Colombia (LAC)**

- Development of a large scale territorial transformation platform based on social innovation, in the framework of the Colombian peace agreement.
- Defining the horticultural business plan for Colombia. LKS defined the horticultural business plan for Colombia, seeking to structure the sector based on logistics and processing platforms and creating an export consortium.
- Santa Marta City strategy.

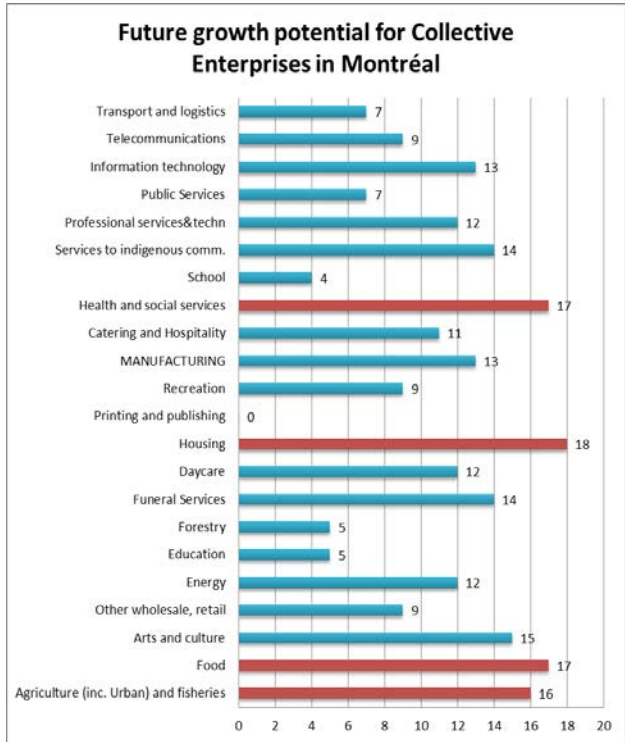
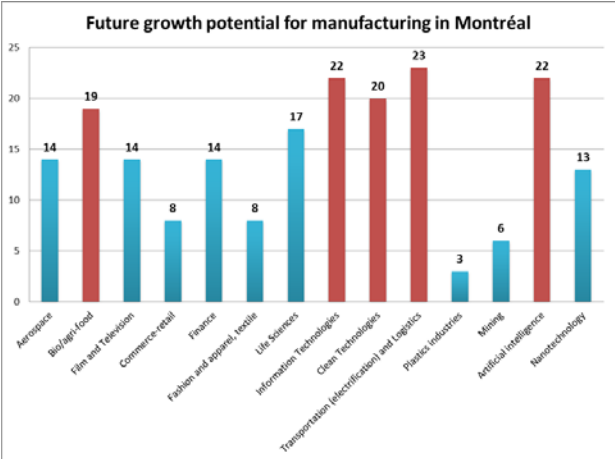
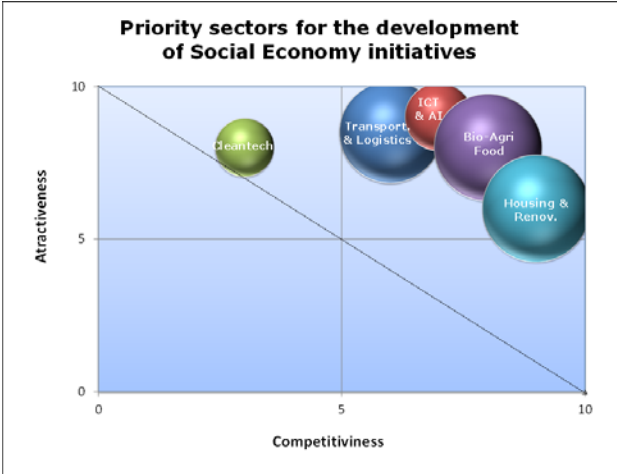
### **Uruguay (LAC)**

- Cooperative development in Bella Union. According to government agencies, LKS defined cooperative development policy in the Department of Artigas.



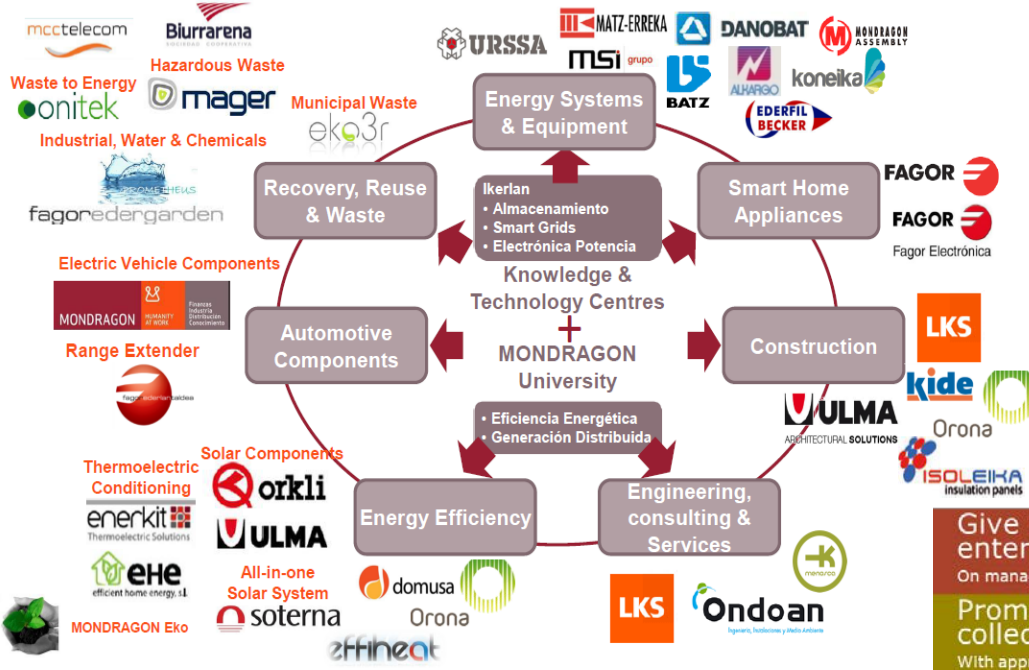
# LKS MONDRAGON

**Montreal:** Identifying opportunities for social manufacturing ventures



# LKS MONDRAGON

## Montreal: Identifying opportunities for social manufacturing ventures



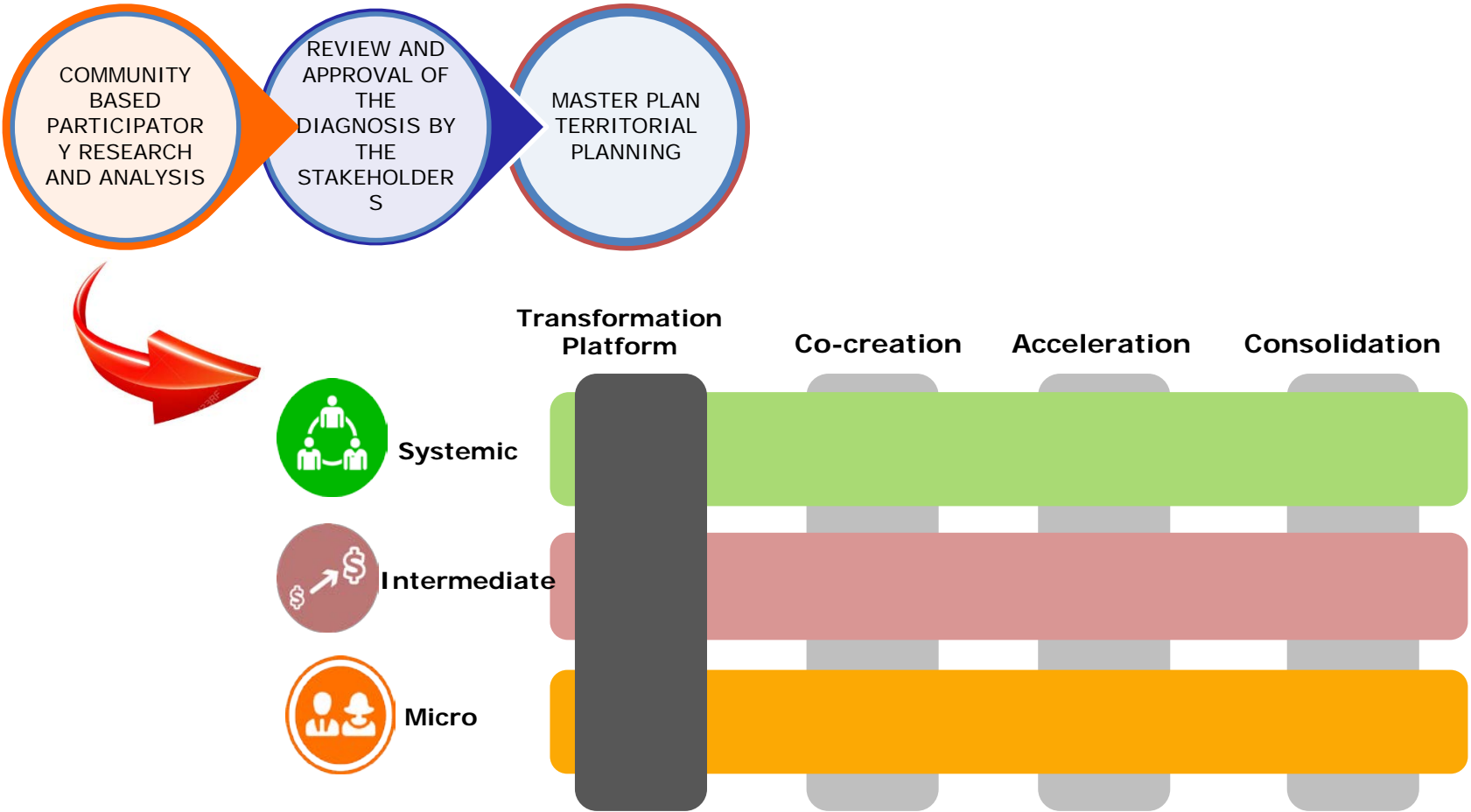
**Example of "Mondragon Eko":** The corporate platform for promoting businesses with a future in the green economy sector

**Other strategic initiatives for the development of collective enterprises with capacity for scalability and solid growth**



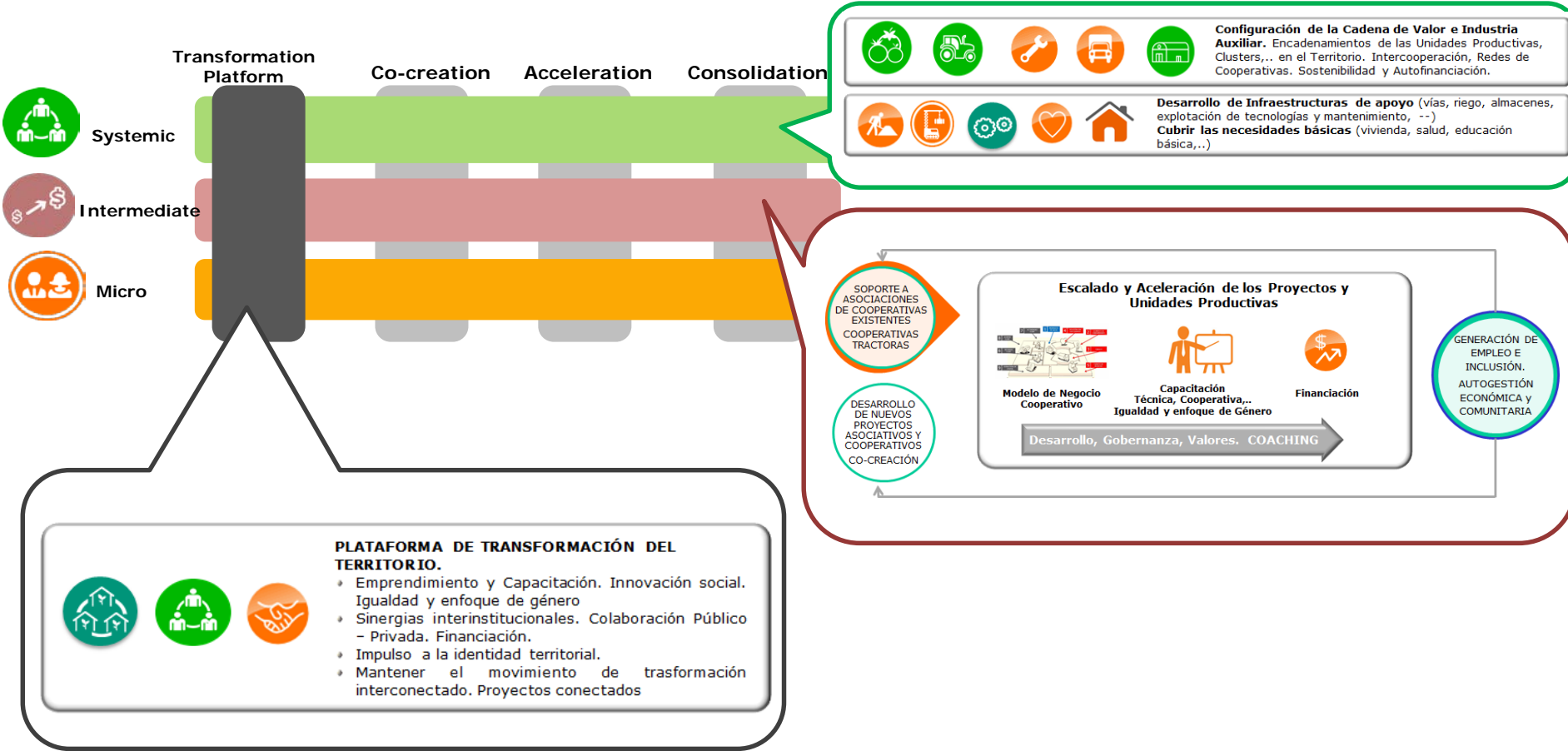
# LKS MONDRAGON

**Colombia:** Development of a large scale territorial transformation platform based on social innovation



# LKS MONDRAGON

**Colombia:** Development of a large scale territorial transformation platform based on social innovation



# LKS MONDRAGON

## LKS international on-going initiatives on social transformation/shared ownership models:

### **Bronx/Brooklyn Innovation Factory (New York City)**

- Co-design, prototype, implement the Bronx/Brooklyn Innovation Factory, towards the equitable and inclusive development of the Bronx & Brooklyn.

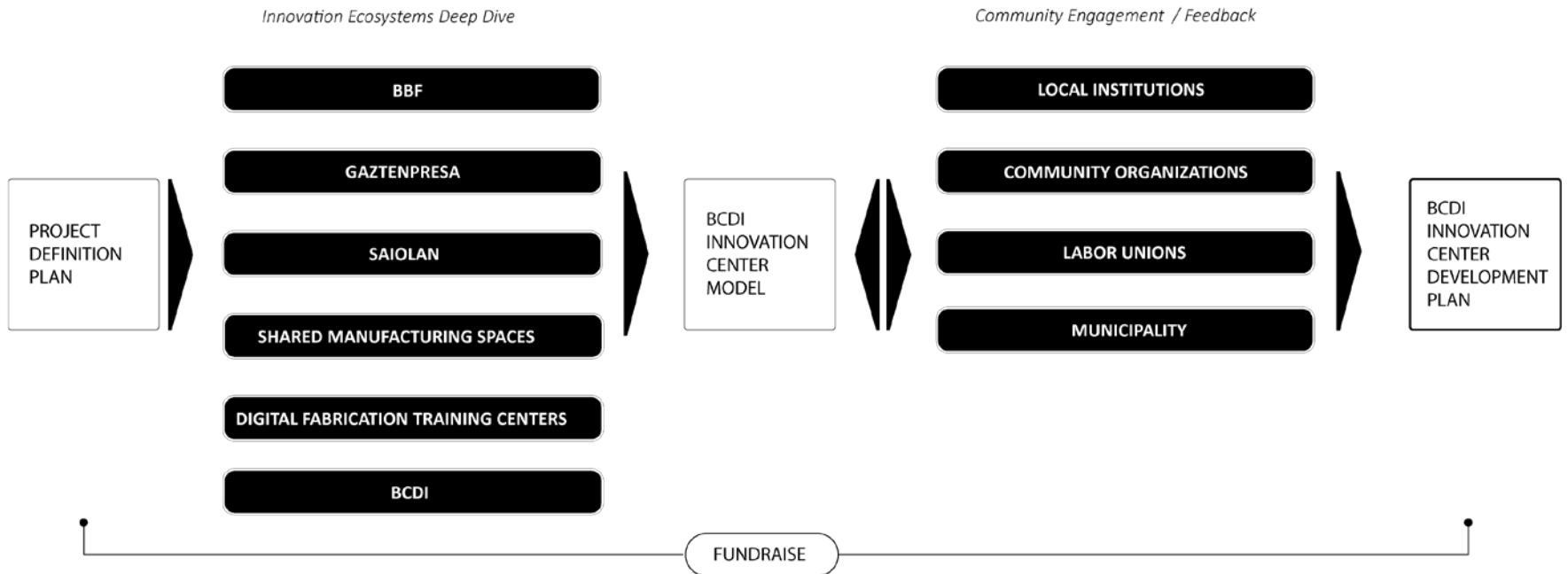
### **Conversions in the us automotive and aerospace sector (U.S.)**

- Convert business and corporate assets (small companies, divisions of companies) into profitable, worker owned coops. in the U.S. Automotive & Aerospace Sectors.

# Bronx/Brooklyn Innovation Factory

## PHASE 1.

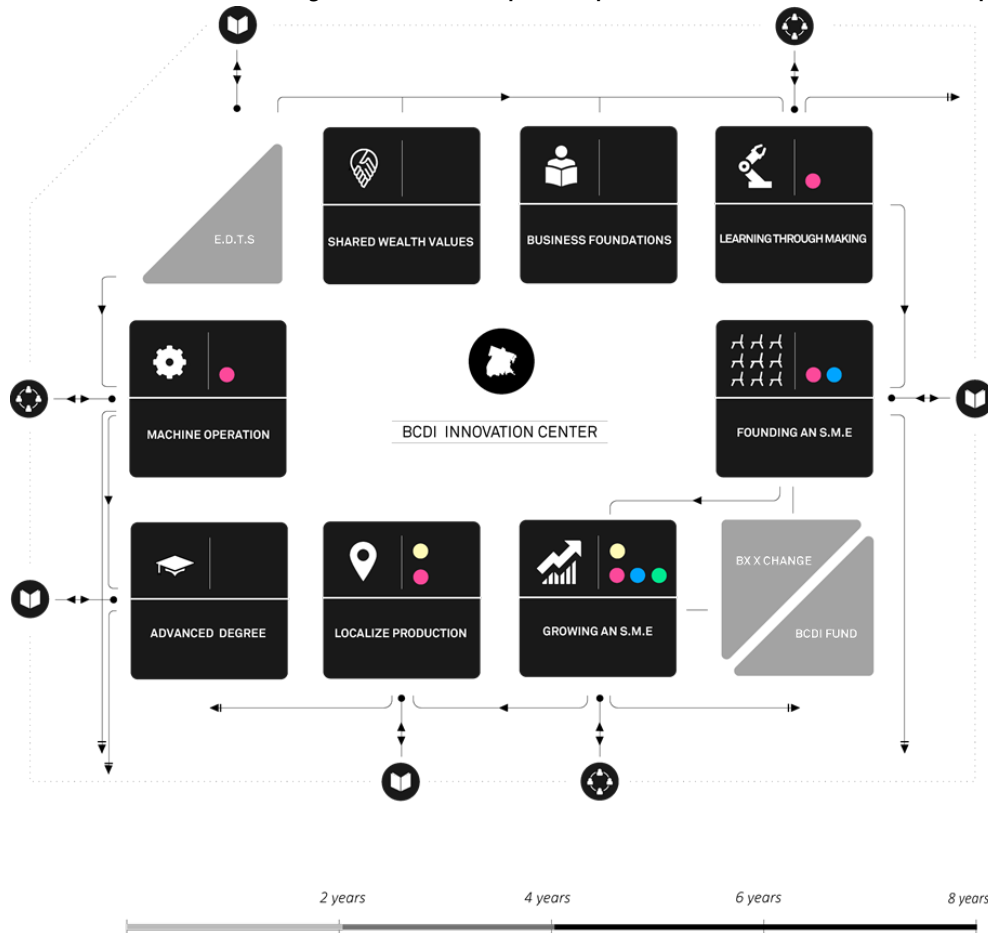
Design the Bronx/Brooklyn Innovation Factory





# Bronx/Brooklyn Innovation Factory

The Bronx/Brooklyn Innovation Factory aims to grow the innovation, entrepreneurship and manufacturing capacity of the Bronx/Brooklyn, towards an equitable innovation economy under the principles of shared ownership and values of economic democracy.



## BCDI Innovation Center Development Plan

- 1**
    - Educate on Shared Wealth Ownership and Principles
    - E.D.T.S** Partner with the Economic Democracy Training Series to educate grassroots leaders about the socio-political dimensions of the economy and prepare them design a more equitable local economy for the future
    - Educate on the foundational principles of entrepreneurship
    - Provide hands on digital fabrication workshops
    - Prepare for higher education career paths
  - 2**
    - Offer road-maps to enter the well paid advanced manufacturing workforce
    - Support Bronx Entrepreneurs with the infrastructure for the ideation, initialization, networking and small batch production necessary to start a Small Manufacturing Enterprise ( S.M.E)
  - BCDI FUND** Provide Funding to Bronx Entrepreneurs through the BCDI Fund, an Investment Fund dedicated on supporting shared wealth in the Bronx
  - BXCHANGE** Partner with Bronx X Change, a digital marketplace that connects Bronx anchors with small businesses
  - 3**
    - Support Bronx Entrepreneurs to grow their S.M.E with a curriculum curated to the specificities of the Bronx
    - Lower cost of operation , provides opportunity to explore synergies with other SMEs and strengthen the innovation ecosystem in the Bronx by providing a home to start-ups after their traction at a Shared Manufacturing facility-
- Fab Lab    ● Incubator    ● Shared Manufacturing  
● Co Working    ● Accelerator    BCDI Initiatives Supporting the I.C  
 Libraries    Community centers    I.C capacities

# Bronx/Brooklyn Innovation Factory

## ACTIVITIES

### 1.2.1- BBF DEEP DIVE. CHARACTERIZATION



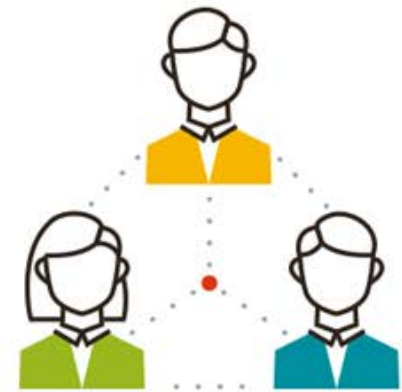
The BBF Project Bilbao Berrikuntza Faktoria (BBF) is a pioneering **learning, innovation and entrepreneurship** project located in Bilbao, Spain, and promoted and management by **MONDRAGON UNIBERTSITATEA** and the **Grupo init**, in cooperation with the **Municipality of Bilbao**.



It brings together **in one space** and in complete coordination, university education and a community of people who provide innovative business initiatives.



It creates the necessary conditions to allow learning, creativity and **collaboration** between them to occur in a natural way.



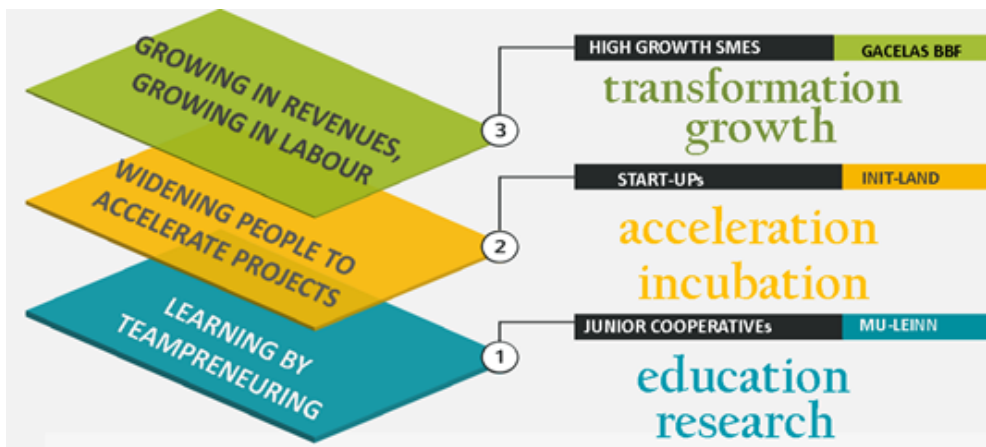
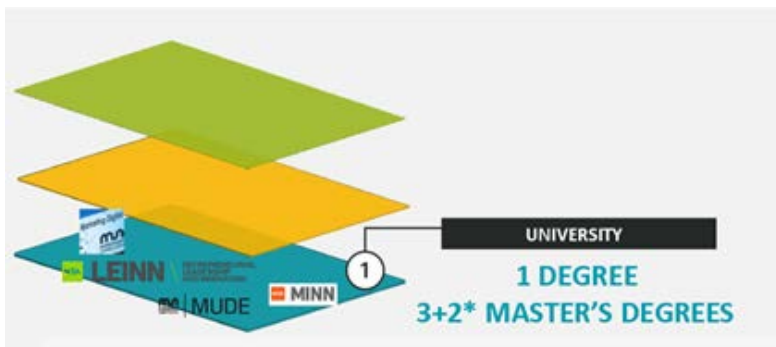
The enabling environment created at Bilbao Berrikuntza Faktoria **promotes the development** of new business projects.

# Bronx/Brooklyn Innovation Factory

## ACTIVITIES

### 1.2.1- BBF DEEP DIVE. CHARACTERIZATION

#### KEY INGREDIENTS



A university (**MONDRAGON UNIBERTSITATEA**) focussing on innovation and the business community, where undergraduate (Entrepreneurial Leadership and Innovation – LEINN) and graduate degrees (Entrepreneurship, Coaching, Leadership, Internationalisation, Industrial Design, etc.) are given based on innovative educational models, and where research work and knowledge transfer are performed.

- Finnish Educational Model (Team Academy)
- TEAMPRENEURSHIP. COOPERATIVE MODEL. LEARNING BY DOING
- Real Companies (YOUR OWN TEAM COOPERATIVE). 8 junior cooperatives. 120 teampreneurs.
- International experience (Finland, USA, China, India, ...)
- Passion and enthusiasm.

# Bronx/Brooklyn Innovation Factory

## ACTIVITIES

### 1.2.2- GAZTEMPRESA DEEP DIVE. CHARACTERIZATION

## GAZTEMPRESA

Gaztempresa is a LABORAL Kutxa initiative, in the sphere of its social work, **which seeks to drive the creation and maintenance of jobs**. Its purpose is to support initiatives and develop programmes and services **that add value to the business and professional** development of the entrepreneurs, entities and, in general, society overall.

#### THE FOUNDATION'S TARGET AUDIENCES ARE:

- Entrepreneurs, regardless of their age.
- Collectives facing difficulties when seeking employment and at risk of social exclusion.
- Young micro-companies with development projects.
- Entities that wish to foster the entrepreneurial spirit among their users.

#### ABOUT US:

- **BOARD and VOLUNTEERS**: members of the LABORAL kutxa team who, altruistically, offer the experience to help, collaborate with and support the professional and business development of entrepreneurs.
- **COLLABORATING , COOPERATING , MENTORING .**

#### THE PEOPLE:

What is important to Gaztempresa are the entrepreneurs who for different reasons decided one day to take this step, many of whom did so to improve their lives and those of their families; short stories that fill us with satisfaction and strengthen our resolve to continue and improve. This report continues some of these real stories. **"Dreams that come true"**.

# Bronx/Brooklyn Innovation Factory

## ACTIVITIES

### 1.2.2- GAZTENPRESA DEEP DIVE. CHARACTERIZATION



#### LINES OF ACTION

- Company start-ups
- Business consolidation
- Mentoring programme
- Fostering entrepreneurship

#### COMPANY START-UPS

Gaztenpresa seeks to support initiatives and implement actions that facilitate job creation and maintenance.

You will find our experience in helping to get new companies up and running very useful when embarking on all the steps involved in starting your business.

Regardless of how old you are, the stage at which your project is, etc., we are committed to creating jobs and we offer another way of helping you.

We will mentor you from the start to the end of the implementation of your project.

- Personalised help and advice.
- Mentoring on everything you need: business plan study, formalities, applying for grants, etc.
- Financing under favourable terms and conditions.

**402** COMPANIES CREATED IN 2015 **731** JOBS CREATED IN 2015

START-UPS IN 2015		JOBS CREATED IN 2015	
ARABA	87	ARABA	170
BIZKAIA	162	BIZKAIA	283
GIPUZKOA	97	GIPUZKOA	180
NAFARROA	56	NAFARROA	98
TOTAL	402	TOTAL	731

DARE TO BE AN ENTREPRENEUR  
5 steps to set up your business





# Bronx/Brooklyn Innovation Factory

## ACTIVITIES

### 1.2.3- SAIOLAN DEEP DIVE. CHARACTERIZATION



**saiolan** Centre for entrepreneurship and innovation. Member organization of the Basque Science, Technology and Innovation Network and of EBN innovation network

We **undertake & innovate** in collaboration with **entrepreneurs** and **organizations** in order to create and reformulate business activities that generate lasting employment and a more proactive and responsible society.

*We do this:*

- Person-centered** (the entrepreneur as driving force)
- Based on **experimentation**, combining **products, markets and technologies**.
- Involved in obtaining practical and sustainable **results**.



FOUNDATION: 1985

PUBLIC-PRIVATE STAKEHOLDERS:





# Bronx/Brooklyn Innovation Factory

## ACTIVITIES

### 1.2.3- SAIOLAN DEEP DIVE. CHARACTERIZATION

### IMPLEMENTATION AND CONSOLIDATION



### SOME EXAMPLES

New company created – supported by a business group

New business creation through  
International Antenna –  
Generic Project (Saiolan)



## MANUFACTURE AND MARKETING OF PREFABRICATED SYSTEMS FOR THE CONSTRUCTION SECTOR

Offers a wide range of products targeted at two specific market segments:

- Civil works
- Building

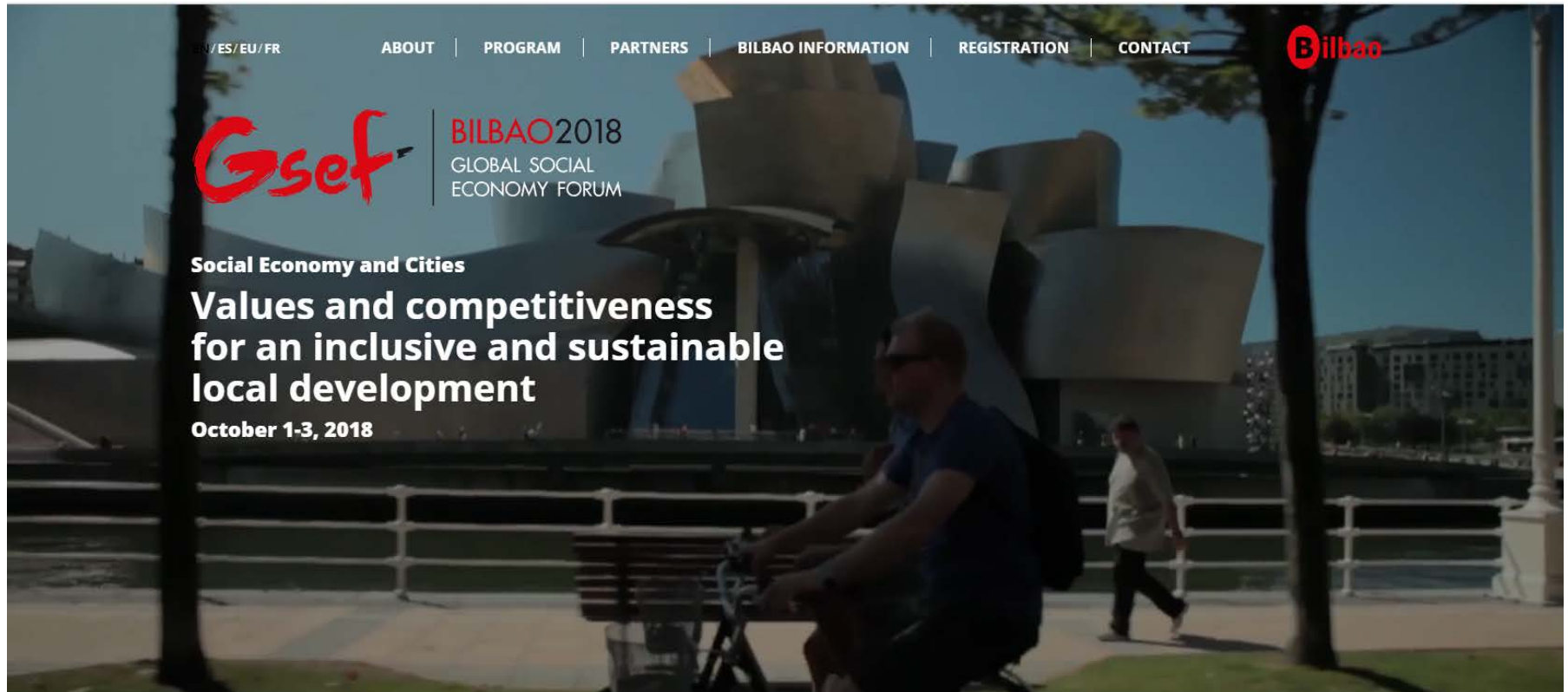


# Bronx/Brooklyn Innovation Factory



# Global Social Economy Forum / GSEF 2018

Bilbao, October 1-3 ([www.gsef2018.org](http://www.gsef2018.org))



# Global Social Economy Forum / GSEF 2018

Bilbao, October 1-3 ([www.gsef2018.org](http://www.gsef2018.org))

EN/ES/EU/FR



ABOUT | PROGRAM | PARTNERS | BILBAO INFORMATION | REGISTRATION | CONTACT

**Social Economy and Cities**  
**Values and Competitiveness**  
**for an Inclusive and Sustainable Local Development**

Co-creation of  
Public Policies

Regional  
transformation



Growth of SE  
Entities

The Future of Work  
and Employment



# Thank you!

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